

Department of Finance & Administrative Services

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Department Overview

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

Customer Service

FAS is often the first stop for the public to interact with City government. This contact may come through the City's Customer Service Bureau, the downtown Customer Service Center or any of the six Neighborhood Service Centers located throughout the city. Over the phone, online and in person, customers can get information, request services, pay bills, resolve problems and voice opinions. FAS also monitors certain types of businesses to increase consumer safety and ensure proper charges for services. This includes setting rate caps for private property tows, as well as ensuring consumers are not overcharged due to an inaccurate device, such as a gas pump or a supermarket scanner or scale. FAS supports transparency in City work by providing Citywide coordination and guidance on public disclosure, helping customers to clarify requests so they receive the information they are seeking. Finally, through the Seattle Animal Shelter, FAS advocates for animal welfare, reunites lost animals with their owners and adopts homeless animals to suitable owners.

Regulation and Oversight

FAS ensures all businesses operating in Seattle are properly licensed and paying required business and occupation taxes. FAS issues regulatory licenses for certain businesses types - including taxis, transportation network company and for-hire vehicles, adult entertainment venues, door-to-door salespeople and trade shows - and enforces requirements related to those licenses. As the central coordinator for City contracting, FAS establishes policies and procedures to ensure fair competition for City-funded construction projects and oversees programs to ensure everyone in the community has equal access to jobs and opportunities involving those projects. FAS also enforces animal-related ordinances, including the investigation of animal cruelty, neglect and abuse.

Financial Services

The City Finance Director is located within FAS and oversees functions that ensure the City's financial health. These functions include managing City debt, purchasing insurance, overseeing City investments, and assisting with the development of economic and revenue forecast, all of which are essential to financial planning and budgeting. FAS also manages claims for damages against the City, balancing proper stewardship of taxpayer dollars when settling a claim with fairness to claimants. FAS oversees the City's accounting system, as well as payroll and treasury services, ensuring revenue is collected and vendors and staff are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems: Employees' Retirement System, Firefighters'

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Pension Fund and the Police Relief and Pension Fund.

Operational Services

FAS designs, builds and maintains City-owned buildings, including Seattle City Hall, the Seattle Municipal Tower, the Justice Center, the Joint Training Facility, 33 neighborhood fire stations and five police stations. When the City no longer has a purpose for property, FAS is responsible for either selling or otherwise disposing of it. FAS also maintains the City's vehicle fleet, which includes police patrol cars, fire engines and heavy equipment. Departments rely on FAS to build and maintain the technology that supports the City's financial management, payroll and personnel records management systems. FAS also negotiates purchasing contracts on behalf of all City departments and establishes purchasing guidelines for departments.

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

- **Business Technology**, which builds and maintains computer applications supporting 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 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 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 management, treasury, Citywide 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, transportation network company and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures Unit.
- **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 through the Customer Service Bureau and at seven neighborhood service centers, answering more than 50,000 requests from constituents each year.

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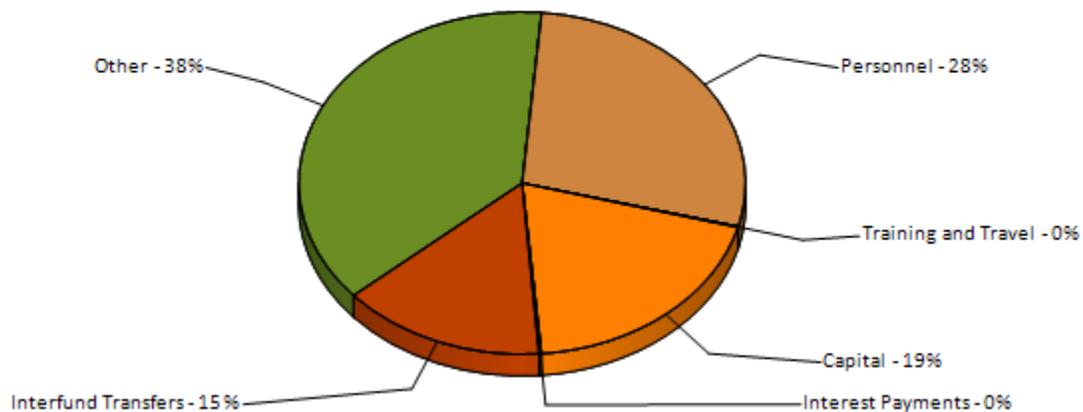
Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter 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	2013 Actual	2014 Adopted	2015 Adopted	2016 Endorsed
General Fund Support	\$22,403,273	\$25,123,158	\$26,857,799	\$26,763,954
Other Funding - Operating	\$125,822,517	\$142,000,767	\$181,813,331	\$175,290,126
Total Operations	\$148,225,790	\$167,123,925	\$208,671,130	\$202,054,080
Other funding - Capital	\$28,323,633	\$47,787,781	\$26,332,495	\$45,104,188
Total Appropriations	\$176,549,423	\$214,911,706	\$235,003,625	\$247,158,268
Full-time Equivalent Total*	539.75	584.25	625.00	624.00

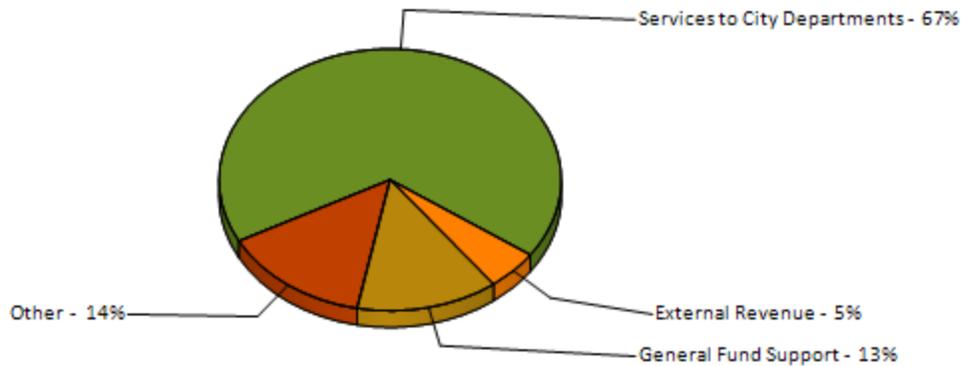
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2015 Adopted Budget - Expenditure by Category



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2015 Adopted Budget - Revenue by Category



Budget Overview

As an internal service department, the Department of 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 2015 Adopted and 2016 Endorsed Budget includes operating increases to support three department priorities: regulatory reform, public safety facilities and customer service.

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. In terms of promoting training and employment of workers in construction careers, FAS worked with a Construction Careers Advisory Committee (CCAC) to explore how to increase 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 2014, the CCAC provided recommendations that are part of the 2015 Adopted and 2016 Endorsed Budget for a construction jobs program. While the details of the program are still under development, funding is provided to support an effort to increase hiring of Seattle residents for major City capital projects.

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. In 2014, a settlement agreement was reached by representatives from the taxicab, for-hire vehicle and Transportation Network Company (TNC) industries and legislation was passed with a new set of ride-sharing regulations. As part of the agreement an additional 200 taxi licenses will be issued over the next

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four years and both taxicab and for-hire licenses will transition to a property right; the TNC owners and their drivers will be licensed and required to meet specific insurance requirements; there will be no cap on the number of TNC drivers; and an accessibility fund will be created through a 10 cents per ride surcharge to offset higher costs for riders who require accessibility services. FAS is adding additional staffing to enforce the new regulations to ensure compliance and provide support for the changes.

Supporting Central Waterfront Development

The Office of the Waterfront includes managing the Seawall and the Central Waterfront Improvement projects. These projects require support from FAS for managing relationships with program partners and developing mechanisms for financing project costs, including a potential Local Improvement District (LID). The majority of expenses to develop a LID will not occur until 2016, including the purchase of LID tracking software system.

Supporting Pike Place Market Waterfront Entrance Project

The City is appropriating \$40 million in Limited Term General Obligation (LTGO) bond proceeds to Pike Place Market Preservation and Development Authority (PPMPDA) to further its mission of continuing to provide opportunities for market farmers, merchants, and shoppers while also expanding residential opportunities for low-income people pursuant to Ordinance 103387 as amended. The project known as the "Waterfront Entrance" will provide new commercial and retail space with 40 new units of low-income housing for seniors and 300 public parking garage spaces. The City's contribution is \$34 million in the form of a grant and the remaining \$6 million is a loan to PPMPDA to be repaid fully by the PPMPDA. The City executed a Memorandum of Understanding in 2013 to memorialize the partnership and guide the negotiations of the Project Development Agreement, which will summarize the terms and conditions of the City's financial contribution to this project and conveyance of the property to PPMPDA.

Improving Customer Service

FAS staff interact with internal and external customers in different ways, including in-person, on the phone and online. In 2015, the in-person contact with customers will be improved through creating a staffed customer service kiosk in the City Hall lobby to assist visitors with information and questions. In addition, the customer service counter in the Seattle Municipal Tower will be made permanent with FAS, Seattle Public Utilities and Seattle City Light staff available to help customers.

To further improve customer service interactions, FAS will explore consolidating customer contact functions with a citywide 311 program. The benefits from this program are to make City services easy to find and accessible, track service requests and increase department accountability and performance. FAS will also continue to explore ways to improve the public disclosure processes for the City by implementing 2014 task force recommendations.

Increasing Information Technology Security

FAS recognizes that data security is a vital component of the operating the City's business. As a result of an increased number of credit card transactions processed, the City must comply with a higher level of security standards required by the Payment Card Industry Data Security Standards. This requires more complex reporting requirements than in prior years and an increase in information technology security software. In conjunction, FAS and the Department of Information Technology will implement increased security measures and ensure the compliance standards are met.

Maintaining City Assets

Investing in the City's existing facilities ensures these assets are maintained and provide value into the future. FAS recently completed a facilities conditions assessment of some of the City's buildings and more than \$20 million in repairs were identified. In 2015, FAS will use existing fund balance to start on these repairs to preserve these facilities. FAS' capital division will add staffing to support the increase in projects for asset preservation as well as

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increases in other projects in the FAS portfolio such as the North Precinct Police Station, the Fire Levy Program, and Customer Requested Tenant Improvements. The FAS Facilities Operations Division will invest in safety and efficiency of maintenance operations that will allow more training and oversight of new facilities with complex operating systems.

Regulatory Compliance

As an internal service provider, FAS works behind the scenes to ensure that City services continue to operate smoothly. This includes complying with regulations with citywide implications. The state of Washington's Department of Labor and Industries recent ruling that blanket contracts no longer meet state law requires FAS to change their current contracting practices. In 2014, FAS began work to discontinue the blanket contract method and replace it with public work mechanisms that require prevailing wage requirements.

FAS currently works with departments to improve access to facilities for people with disabilities as required under Title II of the Americans with Disabilities Act (ADA) and in 2015, FAS will add a position to serve as the City's ADA Program Access Coordinator. This position will be the Citywide lead for policy setting, coordination and training regarding the City's obligation to provide equal access to programs, services and activities for people with disabilities.

Changes in Tax Filing and Audit Selection Processes

In 2013 FAS began a project to create a multi-city business and occupation (B&O) license and tax filing portal to allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location. The tax filing website will simplify taxpayers' experiences when purchasing business licenses and paying B&O taxes. The City worked with four other Washington cities to create the FileLocal Agency, which will help manage the operations and oversight of the online portal. The 2015 Adopted and 2016 Endorsed Budget reflects the City loaning staff to the agency, for which the City will be reimbursed, as well as paying the City's portion of the operating costs.

In 2015, FAS will replace an existing manual audit selection process with a software solution to automate taxpayer audit selection, audit case management and audit work papers functions. The solution should also make current tax audit selection and case management processes more consistent and efficient, resulting in an enhanced ability to identify audit candidates with a high likelihood of non-compliance. This will result in additional General Fund revenues that, over time, will pay for the cost of the software.

Providing Internal Service Support

FAS provides centralized services to most City departments for items such as vehicle fleet management, mail delivery, real estate transactions, Citywide accounting and consultant contracting. As City departments have been adding additional vehicles to their fleet as the economy has been improving, FAS requires additional staffing to continue to meet the vehicle maintenance necessary to keep the vehicles in working order. Additional staff is also necessary in the Facility Operations Division in order to avoid reductions in the mail delivery service and improve warehouse safety when picking up bulky surplus items. The Real Estate Division is adding staff to manage the sale of vacant properties that are no longer needed by the City and will bring in additional revenues to the City. FAS pays for privately-owned leased space used by a variety of City departments and is reimbursed by the department. In 2015, the amount of leased space has grown as the Law Department, Office of Police Accountability and the Seattle Department of Transportation are occupying new space.

FAS also provides the Citywide accounting functions necessary for City operations and to support the new voter-approved Metropolitan Parks District FAS will provide accounting support for the necessary reports and other requirements. The City Purchasing and Contracting Services Division is adding staff to provide support and guidance to departments as they prepare their own consulting contracts. This additional assistance will help ensure the departments are following the rules and mitigate potential issues in the future.

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Consolidating Centralized City Functions

Many functions are decentralized throughout the City and in order to consolidate some of these functions FAS is transferring funding for human resources staffing to the Department of Human Resources and transferring the economic and revenue forecasting staff to the City Budget Office to better align work in these areas.

City Council Changes to the Proposed Budget

During the Council budget process, increased funding was provided to the Priority Hire program for outreach and education by community-based organizations.

Incremental Budget Changes

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	2015		2016	
	Budget	FTE	Budget	FTE
Total 2014 Adopted Budget	\$ 167,123,933	584.25	\$ 167,123,933	584.25
Baseline Changes				
Increase in Fleet Costs	\$ 1,329,180	0.00	\$ 5,119,515	0.00
Increase in Debt Service Costs	\$ 1,999,017	0.00	\$ 3,279,240	0.00
Adjustment for Priority Hire Ongoing Costs	\$ 16,000	0.00	\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	\$ 129,425	0.00	\$ 231,073	0.00
Budget Neutral Transfers	\$ 0	0.00	\$ 0	0.00
Adjustment for One-time Additions or Reductions	-\$ 2,529,200	4.00	-\$ 2,653,199	2.00
2014 Supplemental Position Changes	\$ 0	12.50	\$ 0	12.50
Proposed Changes				
Implement Construction Jobs Program	\$ 727,000	4.00	\$ 679,000	4.00
Support for Taxi and Transportation Network Company Program	\$ 789,000	8.00	\$ 553,000	6.00
Funding for Pike Place Market Waterfront Entrance	\$ 28,000,000	0.00	\$ 12,000,000	0.00
Support for the Central Waterfront Development	\$ 329,000	1.00	\$ 1,937,000	2.00
Improve Customer Service	\$ 248,000	0.25	\$ 267,000	2.25
Increase in Asset Preservation	\$ 2,562,000	2.00	\$ 3,554,000	2.00
Increase Information Security	\$ 260,000	0.00	\$ 260,000	0.00
Update Tax Audit Selection Process	\$ 1,358,000	0.00	\$ 135,000	0.00
Increase Staffing for Regulatory Compliance	\$ 387,000	3.00	\$ 375,000	3.00
Increase Real Estate Service Staffing	\$ 131,000	1.00	\$ 127,000	1.00
Increase Staffing for American with Disabilities Act Program	\$ 202,000	1.00	\$ 178,000	1.00
Increase Vehicle Maintenance Staffing	\$ 99,000	1.00	\$ 95,000	1.00

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Capital Program Staffing	\$ 285,000	2.00	\$ 277,000	2.00
Decrease Human Resources Staffing	-\$ 60,000	0.00	-\$ 60,000	0.00
Improve Building Maintenance	\$ 0	1.00	\$ 0	1.00
Increase Facility Warehouse Staffing	\$ 0	1.00	\$ 0	1.00
Increase Staffing for Centralized Consultant Program	\$ 0	1.00	\$ 0	1.00
Support for the Metropolitan Park District	\$ 118,000	1.00	\$ 114,000	1.00
Support for FileLocal Agency	\$ 730,000	0.00	\$ 707,000	0.00
Increase in Leased Space	\$ 1,148,000	0.00	\$ 3,182,000	0.00
Transfer Forecasting Staff	-\$ 430,293	-3.00	-\$ 430,293	-3.00
Replace Servers for Human Resource Tool	\$ 1,100,000	0.00	\$ 0	0.00
 Proposed Technical Changes				
Technical Adjustments	\$ 540,348	0.00	\$ 903,662	0.00
Final Citywide Adjustments for Standard Cost Changes	\$ 1,979,720	0.00	\$ 3,984,149	0.00
 Council Changes				
Increase Funding for Priority Hire	\$ 100,000	0.00	\$ 100,000	0.00
 Total Incremental Changes	 \$ 41,547,197	 40.75	 \$ 34,930,147	 39.75
 2015 Adopted/2016 Endorsed Budget	 \$ 208,671,130	 625.00	 \$ 202,054,080	 624.00

Descriptions of Incremental Budget Changes

Baseline Changes

Increase in Fleet Costs - \$1,329,180

Based on the replacement cycle of the FAS fleet's existing vehicles this appropriation covers the planned purchases for 2015 and 2016 with previously collected revenues.

Increase in Debt Service Costs - \$1,999,017

This item increases budget appropriation to cover debt service costs associated with the bonds sold in 2014 for the Summit Re-implementation project.

Adjustment for Priority Hire Ongoing Costs - \$16,000

This item provides budget authority for ongoing costs associated with the Priority Hire program added in the 2014 budget which provides worker training and support to increase employment opportunities in construction work for individuals that historically face barriers to jobs in the construction industry.

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Citywide Adjustments for Standard Cost Changes - \$129,425

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

Budget Neutral Transfers

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

Adjustment for One-time Additions or Reductions - (\$2,529,200)/4.00 FTE

This item includes budget additions or reductions in the 2015-16 Biennium for one-time salaries, equipment or expenses in the 2014 Adopted Budget. It also includes one-time budget reductions taken in 2014.

2014 Supplemental Position Changes/12.50 FTE

This adjustment reflects FTE changes that were passed by Council through the supplemental ordinances effective in 2014. The purpose of this adjustment is to include all Council approved FTE changes as of January 1, 2015.

Proposed Changes

Implement Construction Jobs Program - \$727,000/4.00 FTE

This item provides funding for a construction jobs program as recommended by the Construction Careers Advisory Committee in 2014. The program was still under discussion as the budget was being developed and is subject to change. The 2015 operating costs are expected to be recovered from the City's Capital Improvement Program departments based on eligible projects.

Support for Taxi and Transportation Network Company Program - \$789,000/8.00 FTE

In 2014, a settlement agreement was reached by representatives from the taxicab, for-hire vehicle and Transportation Network Company (TNC) industries. FAS will add additional staff to enforce the new regulations and provide another street enforcement team for regulating vehicles, licensing TNC drivers, vehicle inspection and reporting. Two of the added positions will sunset at the end of 2015. These resources are funded from new revenues from TNC license fees, business license fees for TNC drivers and license fees for 200 new taxis. In addition, \$285,000 of fund balance will be used for one-time expenditures in 2015.

Funding for Pike Place Market Waterfront Entrance - \$28,000,000

This item appropriates \$40 million of LTGO bond proceeds to Pike Place Market Preservation and Development Authority (PPMPDA) to further its mission of continuing to provide opportunities for market farmers, merchants, and shoppers while also expanding residential opportunities for low-income people pursuant to Ordinance 103387 as amended. The City's contribution is \$34 million in the form of a grant and the remaining \$6 million is a loan to PPMPDA to be repaid fully by the PPMPDA. Funds will not be dispersed until the City and PPMPDA sign a Council-approved development agreement.

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Support for the Central Waterfront Development - \$329,000/1.00 FTE

The Central Waterfront project requires additional support from FAS for managing relationships with program partners and developing mechanisms for financing project costs including a potential Local Improvement District (LID). The treasury division does not have capacity to complete this responsibility within existing resources. Most of the work will begin in 2016, including the potential purchase of a LID tracking software system. The Central Waterfront Improvement Fund will cover the costs for these items.

Improve Customer Service - \$248,000/.25 FTE

Many items are added to the FAS budget to improve the customer service experience. The following items will be added in 2015:

- a customer service kiosk will be added to the City Hall lobby to assist visitors looking for information or assistance;
- the Seattle Municipal Tower customer service counter that processes transactions and responds to information inquiries will be made permanent with FAS, Seattle Public Utilities and Seattle City Light staff available to help customers with payments, utility account questions, and other inquiries;
- a position added in 2014 to review public disclosure requests will become permanent and continue to work on the recommendations put forth by the task force to re-engineer the City's public disclosure process; and
- resources needed to update a 2007 analysis of a Citywide 311 program to consolidate customer service functions.

Increase in Asset Preservation - \$2,562,000/2.00 FTE

To address deficiencies identified in a recently completed facility assessment, FAS is using fund balance to begin the necessary repairs. The assessment identified \$20 million of deficiencies in 25 buildings, which represent approximately 65% of all the facilities FAS maintains and owns.

Increase Information Security - \$260,000

As a result of an increased number of credit card transactions processed, the City must comply with a higher level of security standards required by the Payment Card Industry Data Security Standards. This item provides resources to meet those new reporting requirements which the Department of Information Technology will also implement with increased security measures.

Update Tax Audit Selection Process - \$1,358,000

FAS is planning to replace a manual tax audit selection process with a software solution to automate taxpayer selection, case management and paperwork functions. The overall goal of implementing this software solution is to increase tax compliance without increasing staffing. This is accomplished by increasing the effectiveness and scope of the audit identification and selection processes, and increasing the effectiveness and efficiency of the audit process itself. The revenues generated by using the new system will cover the costs over a three-year period.

Increase Staffing for Regulatory Compliance - \$387,000/3.00 FTE

This item provides staffing for the City Purchasing and Contracting Services Division to comply with public works and prevailing wage requirements as directed by the Department of Labor and Industries. Many of the City's contracts used for routine work must be rebid using the public works mechanisms. Existing staff cannot take on this additional workload, so new staff must be added to meet the requirements.

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Increase Real Estate Service Staffing - \$131,000/1.00 FTE

This item adds a position to the Real Estate Services unit to sell vacant properties the City considers surplus. There are approximately 20 properties that can be sold and with each property taking six to 12 months to sell, existing staff cannot take on this additional workload. The position will sunset after three years and the revenues from the property sales will pay for this position.

Increase Staffing for American with Disabilities Act Program - \$202,000/1.00 FTE

FAS is adding a position to serve as the Citywide lead for policy setting, coordination and training for the City's obligation under Title II of the American with Disabilities Act to provide equal access to programs, services and activities for people with disabilities. In 2015 the position will conduct an assessment and develop a work program for implementation in 2016. This includes funding for Customer Service Bureau and other City staff training as part of the program implementation.

Increase Vehicle Maintenance Staffing - \$99,000/1.00 FTE

The workload for the Fleets Management Division has increased as departments are adding more vehicles to their fleets as the economy continues to improve. This item adds an auto mechanic to support current fleet maintenance needs. Like the majority of work in this division, this cost will be paid through charges billed to City departments receiving the fleet services.

Capital Program Staffing - \$285,000/2.00 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 Police Station, Fire Station 5 seismic upgrade and customer-requested tenant improvements. This funding adds staff to meet the increased Capital Improvement Program workload.

Decrease Human Resources Staffing - (\$60,000)

As part of the Mayor's direction to provide more coordinated and efficient internal services, the Human Resources Department has begun providing human resource support services for the departments FAS previously supported. This item transfers the funding for a part-time position that previously provided human resource services to other departments, which will now be provided by the Human Resources Department.

Improve Building Maintenance/1.00 FTE

This item adds a position to improve the safety and efficiency of maintenance operations in City-owned facilities. This work group is currently understaffed and new facilities have complicated operating systems that require more training and oversight. In addition, the position will provide analysis to emphasize sustainability and minimizing lifecycle cost in operations. Funding for the position will come from the existing budget and will not impact service levels in 2015-2016.

Increase Facility Warehouse Staffing/1.00 FTE

This item adds a position to address staffing needs in facility operations. The position will be shared between the warehouse and mail delivery teams to ensure full staffing during absences and service levels are met. Funding for the position will come from a reduction in consultant work and will not impact service levels in 2015-2016.

Increase Staffing for Centralized Consultant Program/1.00 FTE

FAS' City Purchasing and Contracting Services Division provides the policies and guidance for the City's consultant contracting process used by all departments. In order to ensure compliance with the necessary rules and

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processes, FAS is adding a position to support departments with consulting contracts. Funding for the position will come from existing budget resources and is not expected to impact service levels in 2015-2016.

Support for the Metropolitan Park District - \$118,000/1.00 FTE

FAS will add a position to administer the accounting component of the Metropolitan Parks District (MPD) approved by voters in 2014. The Citywide Accounting and Payroll Services Division does not have the capacity to absorb this additional workload without additional resources. This position will be funded by the MPD Fund.

Support for FileLocal Agency - \$730,000

The City of Seattle and three other cities are sharing the costs for FileLocal, a multicity tax portal agency that will operate a multijurisdictional tax-filing website. In 2014, Ordinance 124408 authorized the City's commitment (via an interlocal agreement) to FileLocal and associated funding. As part of the agreement, the City agreed to provide staffing for the agency with reimbursement from the FileLocal revenues. Staff was added in 2014 through the supplemental legislation process. This item also provides funding for the City's portion of these costs.

Increase in Leased Space - \$1,148,000

This item provides increased budget appropriation for FAS to pay for leased space used by a variety of City departments. In 2014, new leases were signed for the Law Department, the Office of Police Accountability and the Seattle Department of Transportation. Lease costs are paid directly by FAS and reimbursed by the department leasing the space.

Transfer Forecasting Staff - (\$430,293)/(3.00) FTE

This item transfers part of the economic and revenue forecasting staff from FAS to the City Budget Office to more closely align these functions with City budgeting activities.

Replace Servers for Human Resource Tool - \$1,100,000

This item funds new servers for the Human Resources Information System as the existing servers are at the end of their lifecycle and need to be replaced.

Proposed Technical Changes

Technical Adjustments - \$540,348

Changes reflected in this category include: adjustments within or between budget control levels that align funding with spending requirements, corrections to baseline adjustments made during Executive phase, changes in debt service payments and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

Final Citywide Adjustments for Standard Cost Changes - \$1,979,720

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

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Council Changes

Increase Funding for Priority Hire - \$100,000

This item provides additional outreach and education funding by community-based organizations for the construction jobs program Priority Hire. The purpose of the Priority Hire program is to increase access to employment opportunities for individuals facing barriers to jobs in the construction industry.

City Council Provisos

The City Council adopted the following budget provisos:

- *Of the appropriation in the 2015 budget for the Department of Finance and Administrative Services, City Purchasing and Contracting Services BCL, \$100,000 is appropriated (and of the amount endorsed for 2016 \$100,000 is expected to be appropriated) solely for outreach and education by community based organizations for Priority Hire and may be spent for no other purpose.*

Expenditure Overview

Appropriations	Summit Code	2013 Actual	2014 Adopted	2015 Adopted	2016 Endorsed
Bond Funds					
Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level	A8500	0	0	28,000,000	0
Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level	A8600	0	0	0	12,000,000
Central Waterfront Fund					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	0	0	554,101	2,234,378
FAS Operating Fund					
Budget and Central Services Budget Control Level	A1000	4,556,722	4,618,608	4,828,621	4,862,893
Business Technology Budget Control Level	A4520	10,685,697	13,818,842	17,455,059	18,178,059
City Purchasing and Contracting Services Budget Control					
Contracting Services		2,090,092	2,979,576	4,230,718	4,207,377
Purchasing Services		1,589,514	1,689,009	1,711,944	1,721,342
Total	A4540	3,679,606	4,668,585	5,942,662	5,928,719
Facility Services Budget Control Level	A3000	64,309,678	66,849,050	69,317,124	73,303,115

Department of Finance & Administrative Services

Financial Services Budget Control

Accounting		3,402,458	3,850,232	4,030,430	4,071,477
Business Licensing and Tax Administration		2,930,635	2,994,786	4,643,164	3,398,266
City Economics and Financial Management		2,211,984	1,837,948	1,431,014	1,440,780
Risk Management		1,273,352	1,338,723	1,358,307	1,371,128
Treasury		3,534,344	4,005,698	4,222,808	4,273,960
Total	A4510	13,352,773	14,027,387	15,685,723	14,555,611

Fleet Services Budget Control

Vehicle Fueling		8,367,033	10,197,433	10,410,546	10,647,975
Vehicle Leasing		13,385,211	18,747,652	19,770,987	23,575,866
Vehicle Maintenance		17,904,056	19,600,754	20,239,666	20,535,269
Total	A2000	39,656,300	48,545,839	50,421,199	54,759,110

Judgment and Claims Budget Control Level	A4000	186,388	222,685	0	0
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Office of Constituent Services Budget Control

Office of Constituent Services		2,544,845	3,225,566	3,296,690	3,200,313
Total	A6510	2,544,845	3,225,566	3,296,690	3,200,313

Revenue and Consumer Protection Budget Control Level	A4530	2,979,582	3,935,949	4,684,366	4,485,878
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Seattle Animal Shelter Budget Control Level	A5510	3,237,401	3,775,410	3,829,472	3,869,333
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Technical Services Budget Control

Capital Development and Construction Management		3,036,798	3,436,004	4,336,788	4,345,306
Total	A3100	3,036,798	3,436,004	4,336,788	4,345,306

FileLocal Fund

FileLocal Agency Budget Control Level	A9POR	0	0	319,325	331,365
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Department Total		148,225,790	167,123,925	208,671,130	202,054,080
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Department Full-time Equivalents Total*		539.75	584.25	625.00	624.00
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* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

Revenue Overview

2015 Estimated Revenues

Summit Code	Source	2013 Actual	2014 Adopted	2015 Adopted	2016 Endorsed
444590	2015 Bond Funds	0	0	28,000,000	0
444590	2016 Bond Funds	0	0	0	12,000,000
444590	FileLocal Reimbursement Revenues	0	0	319,325	331,365
	Total Other	0	0	28,319,325	12,331,365
421600	Professional and Occupational Licenses	452,730	436,900	436,000	436,000
421601	Licenses - Taxi/For Hire	531,430	558,300	1,171,800	1,201,300
421605	Licenses - Fore Hire Drivers	173,650	137,250	137,250	137,250
421700	Licenses - Tow Operators/Companies	21,000	15,000	13,000	13,000
421750	Panorama Licenses	1,360	0	4,300	4,300
421790	Other Amusement Licenses	70,650	80,900	80,900	80,900
421800	Penalties-Business Licenses	107,287	98,800	98,800	98,800
422310	Cat Licenses	378,260	382,900	385,000	392,700
422320	Dog Licenses	909,794	984,600	975,000	992,700
422800	Penalties on Non-Business Licenses	45	0	0	0
422802	License Late Fees - Taxi/For Hire	1,440	0	0	0
422803	Fires - Taxi/For Hire	21,228	27,885	27,885	27,885
422820	Tow Company License Late Fees	69	0	0	0
433010	Federal Grants	12,506	0	0	0
441630	Photocopy Services	140	0	0	0
441710	Sales of Merchandise	138,570	90,000	90,000	90,000
441930	Cable/Private Reimbursements	103,215	108,076	120,000	120,000
441970	Scanning Systems License	159,233	133,614	146,425	146,425
441980	State Wts & Meas Dev Reg Fees	99,955	98,225	99,955	99,955
441990	Other General Govt Svc Fees	450	0	0	0
442490	Protective Inspection Fees	0	36,000	0	0
442491	Fees - Taxi/For Hire	49,320	61,770	59,295	59,295
442492	Fees - Limo Inspections	44,075	30,000	37,000	37,000
442493	Fees - Limo Payment From State	130,000	130,000	130,000	130,000
442494	Tow Company Impound Fees	21,675	60,000	60,000	60,000
443931	Animal Control Admin Fees	27,158	32,500	32,000	32,640
443932	Animal Adoption Fees	23,248	0	10,000	10,200
443934	Kennel Fees	12,838	0	8,000	8,160
443936	Spay and Neuter Fees	157,894	207,500	200,000	204,000
443937	Surrender Fees	5,480	0	5,000	5,100
443939	Misc Other Animal Control Fees	85,952	83,000	80,000	81,600
443979	Sundry Recoveries	437	0	0	0

Department of Finance & Administrative Services

444500	Fuel Sales	15,159	0	0	0
444590	Miscellaneous - Other Revenue	270,425	455,000	440,000	440,000
447800	Training Charges	45,245	25,000	129,375	129,375
457330	City Litigation Recoveries	10,327	0	0	0
459900	Miscellaneous Fine & Penalties	20	0	0	0
459930	NSF Check Fees	560	0	0	0
461110	Interest Earnings - Residual Cash	313,047	183,500	73,500	73,500
461320	Unrealized Gains/Losses-Inv GASB31	-408,649	0	0	0
461905	Interest Earned on Delinquent Accounts	887	0	0	0
462300	Parking Fees	2,025,259	1,803,000	2,025,259	2,025,259
462500	Bldg/Other Space Rental Charge	2,358,892	2,361,716	2,211,716	2,211,716
462900	Other Rents & use Charges	12,455	11,000	11,000	11,000
469100	Sales of Junk or Salvage	17,784	0	0	0
469400	Other Judgments & Settlements	7,694	0	0	0
469810	Cashier's Overages & Shortages	-1,717	0	0	0
469970	Telephone Commission Revenues	134	0	0	0
469990	Other Miscellaneous Revenues	922,957	1,017,730	614,183	612,933
485110	Sales of Land & Buildings	5,000	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	904,610	0	0	0
	Total External Revenue	10,241,178	9,650,166	9,912,643	9,972,993
587001	Accounting Director's Office	267,993	273,058	304,772	312,723
587001	Business Licensing	1,100,440	1,157,968	1,249,017	1,283,107
587001	Central Accounting	953,352	997,873	1,065,204	1,090,543
587001	City Purchasing	575,984	567,500	646,250	665,296
587001	Claims Processing	186,560	181,100	183,806	188,580
587001	Concert Hall	350,669	361,189	363,258	370,523
587001	Consumer Protection	465,000	600,810	717,193	737,656
587001	Contracting Services	172,300	126,300	166,706	171,472
587001	Customer Service Bureau	250,191	408,381	460,434	421,512
587001	Debt Management	118,089	121,794	122,582	125,509
587001	Department Director	300,000	0	202,247	207,285
587001	Department Summit Re-Implementation	0	0	0	0
587001	Distribution Services	371,271	386,991	388,068	402,416
587001	Economics and Forecasting	469,481	491,245	201,237	210,472
587001	Facilities Management	102,448	757,939	0	0
587001	FAS Accounting	0	0	71,142	72,870
587001	FAS Applications	1,072,602	1,317,781	1,663,845	1,856,459
587001	Fiscal Policy and Management	901,343	945,886	933,703	956,657
587001	Garden of Remembrance	168,322	173,371	174,349	177,836
587001	HRIS	1,013,838	1,044,187	1,188,745	1,203,971

Department of Finance & Administrative Services

587001	Investments	169,129	119,556	169,177	173,418
587001	Judgment/Claims Alloc - 50330	35,308	71,605	0	0
587001	Labor Standards Committee	0	0	0	0
587001	Minimum Wage Enforcement	0	0	0	0
587001	N'hood Payment & Information Svcs	9,646	206,932	199,505	206,350
587001	Office of Constituent Services	138,727	336,714	156,604	163,224
587001	Parking Meter Collections	544,691	570,146	553,620	569,185
587001	Payroll	918,317	925,254	967,303	992,866
587001	Property Management Services	2,374,595	2,492,179	1,815,245	1,841,204
587001	Regulatory Enforcement	1,582,929	1,818,724	1,784,114	1,847,918
587001	Remittance Processing	202,300	190,964	186,916	191,954
587001	Risk Management	228,771	249,766	253,652	259,992
587001	Seattle Animal Shelter	1,895,975	2,383,247	2,422,051	2,498,437
587001	Shared Accounting Services	0	0	112,932	115,940
587001	Spay and Neuter Clinic	149,320	173,765	89,846	99,973
587001	SUMMIT	2,026,153	2,538,949	3,232,128	3,757,742
587001	Tax Administration	2,335,410	2,280,197	3,866,145	2,625,150
587001	Treasury Operations	935,217	835,455	939,608	959,241
587001	Warehousing Services	16,902	16,332	6,396	6,472
	Total General Fund Support	22,403,273	25,123,158	26,857,800	26,763,953
541490	Accounting Director's Office	187,619	252,154	269,836	276,876
541490	Central Accounting	880,368	921,483	943,099	965,534
541490	City Purchasing	1,192,463	1,174,904	1,258,709	1,295,805
541490	Claims Processing	435,099	465,721	472,576	485,000
541490	Contracting Services	2,221,199	3,027,912	3,329,708	4,947,932
541490	Customer Service Bureau	449,446	733,627	838,746	767,845
541490	Debt Management	212,600	219,271	220,648	225,916
541490	Department Summit Re-Implementation	0	0	0	0
541490	Facilities Management	197,552	1,227,261	0	0
541490	Investments	270,397	191,136	297,740	305,205
541490	N'hood Payment & Information Svcs	1,640,394	1,517,504	1,474,720	1,525,311
541490	Office of Constituent Services	249,212	259,269	285,277	297,338
541490	Payroll	848,017	854,422	856,421	879,052
541490	Property Management Services	354,433	260,000	260,000	260,000
541490	Remittance Processing	799,178	754,403	780,934	801,984
541490	Risk Management	638,298	647,541	658,731	675,497
541490	Treasury Operations	1,619,039	1,486,306	1,875,275	1,916,561
541830	FAS Applications	631,938	736,212	995,828	1,156,184
541830	HRIS	951,726	980,219	1,131,181	1,145,671
541830	SUMMIT	3,566,319	4,468,911	5,496,511	6,390,362
541921	Property Management Services	1,950	0	0	0
541930	Facilities Maintenance	72,486	75,000	75,000	75,000

Department of Finance & Administrative Services

542830	Distribution Services	219,546	176,490	291,760	291,760
542831	Distribution Services	269,050	280,442	250,789	260,062
543210	Capital Development and Construction Management	2,976,530	4,311,704	5,060,418	5,294,146
543936	Spay and Neuter Clinic	111,675	0	100,000	100,000
544300	Vehicle Maintenance	10,173,131	10,590,860	10,595,988	10,834,773
544500	Vehicle Fuel	8,588,656	10,284,838	10,860,977	11,078,197
544590	Department Director	0	0	0	0
544590	Vehicle Leasing	368	0	0	0
548921	Warehousing Services	1,281,238	1,238,108	1,353,036	1,368,996
548922	Property Management Services	362,317	390,551	402,698	413,304
562150	Motor Pool	853,716	839,161	821,008	821,008
562250	Fleet Administration	800	0	0	0
562250	Vehicle Leasing	24,689,578	25,930,322	27,062,206	27,830,814
562300	Parking Services	621,020	701,000	621,020	621,020
562500	N'hood Payment & Information Svcs	12,055	0	11,306	11,552
562500	Property Management Services	4,507,641	5,798,820	7,005,874	9,291,602
562500	Seattle Municipal Tower	9,197	0	0	0
562510	Property Management Services	46,727,548	47,332,053	47,948,508	48,714,383
569990	Central Accounting	56,980	59,035	223,492	229,778
569990	Economics and Forecasting	149,140	152,763	0	0
569990	FAS Accounting	52,350	53,336	26,974	27,641
569990	FAS Technology	0	0	0	0
569990	Fiscal Policy and Management	136,361	141,180	161,043	165,497
569990	Property Management Services	137,244	139,000	154,045	158,345
569990	Seattle Animal Shelter	0	98,222	116,305	213,773
569990	Seattle Municipal Tower	561,484	380,000	380,000	380,000
569990	Shared Accounting Services	505	522	882	907
569990	Treasury Operations	149,966	244,000	0	0
569990	Vehicle Leasing	516,669	0	0	0
	Total Services to City Departments	120,584,496	129,395,663	134,969,269	142,500,631
	Total Revenues	153,228,947	164,168,987	200,059,037	191,568,942
379100	Use of (Contribution To) Fund Balance - Central Waterfront Fund	0	0	554,101	2,234,378
379100	Use of (Contribution To) Fund Balance - FAS Fund	-5,003,159	2,954,938	8,057,992	8,250,760
	Total Fund Balance	-5,003,159	2,954,938	8,612,093	10,485,138
	Total Resources	148,225,788	167,123,925	208,671,130	202,054,080

Department of Finance & Administrative Services

Appropriations By Budget Control Level (BCL) and Program

Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2015 Limited Tax General Obligation bond issuance (Fund 36200).

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Pike Place Market Waterfront Entrance Project (36200-A8500)	0	0	28,000,000	0
Total	0	0	28,000,000	0

Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2016 Limited Tax General Obligation bond issuance (Fund 36300).

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Pike Place Market Waterfront Entrance Project (36300-8600)	0	0	0	12,000,000
Total	0	0	0	12,000,000

Central Waterfront Improvement Program Financial Support Budget Control Level

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

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
FAS CWF Finance	0	0	554,101	2,234,378
Total	0	0	554,101	2,234,378
Full-time Equivalents Total*	0.00	0.00	3.00	4.00

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

Department of Finance & Administrative Services

Budget and Central Services Budget Control Level

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

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Budget and Central Services	4,556,722	4,618,608	4,828,621	4,862,893
Total	4,556,722	4,618,608	4,828,621	4,862,893
Full-time Equivalents Total*	37.00	38.00	38.00	38.00

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

Business Technology Budget Control Level

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

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Business Technology	10,685,697	13,818,842	17,455,059	18,178,059
Total	10,685,697	13,818,842	17,455,059	18,178,059
Full-time Equivalents Total*	43.00	46.50	46.50	46.50

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

City Purchasing and Contracting Services Budget Control Level

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

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Contracting Services	2,090,092	2,979,576	4,230,718	4,207,377
Purchasing Services	1,589,514	1,689,009	1,711,944	1,721,342
Total	3,679,606	4,668,585	5,942,662	5,928,719
Full-time Equivalents Total*	31.00	33.00	44.00	44.00

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

Department of Finance & Administrative Services

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

Contracting Services Program

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting. The Program is also responsible for social equity monitoring and contract compliance on City contracts, particularly focused on construction and procurement.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Contracting Services	2,090,092	2,979,576	4,230,718	4,207,377
Full-time Equivalents Total	17.00	19.00	29.00	29.00

Purchasing Services Program

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$47,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines and policies for purchases.

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Purchasing Services	1,589,514	1,689,009	1,711,944	1,721,342
Full-time Equivalents Total	14.00	14.00	15.00	15.00

Facility Services Budget Control Level

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

Program Expenditures	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Facility Services	64,309,678	66,849,050	69,317,124	73,303,115
Total	64,309,678	66,849,050	69,317,124	73,303,115
Full-time Equivalents Total*	88.50	88.50	92.50	92.50

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

Department of Finance & Administrative Services

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.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Accounting	3,402,458	3,850,232	4,030,430	4,071,477
Business Licensing and Tax Administration	2,930,635	2,994,786	4,643,164	3,398,266
City Economics and Financial Management	2,211,984	1,837,948	1,431,014	1,440,780
Risk Management	1,273,352	1,338,723	1,358,307	1,371,128
Treasury	3,534,344	4,005,698	4,222,808	4,273,960
Total	13,352,773	14,027,387	15,685,723	14,555,611
Full-time Equivalents Total*	102.50	127.50	134.00	134.00

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

The following information summarizes the programs in 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.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Accounting	3,402,458	3,850,232	4,030,430	4,071,477
Full-time Equivalents Total	27.50	51.50	59.50	59.50

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.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Business Licensing and Tax Administration	2,930,635	2,994,786	4,643,164	3,398,266
Full-time Equivalents Total	25.00	25.00	25.00	25.00

Department of Finance & Administrative Services

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.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
City Economics and Financial Management	2,211,984	1,837,948	1,431,014	1,440,780
Full-time Equivalents Total	11.00	11.00	10.50	10.50

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.

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Risk Management	1,273,352	1,338,723	1,358,307	1,371,128
Full-time Equivalents Total	9.00	9.00	9.00	9.00

Treasury Program

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

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Treasury	3,534,344	4,005,698	4,222,808	4,273,960
Full-time Equivalents Total	30.00	31.00	30.00	30.00

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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	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Vehicle Fueling	8,367,033	10,197,433	10,410,546	10,647,975
Vehicle Leasing	13,385,211	18,747,652	19,770,987	23,575,866
Vehicle Maintenance	17,904,056	19,600,754	20,239,666	20,535,269
Total	39,656,300	48,545,839	50,421,199	54,759,110
Full-time Equivalents Total*	127.00	128.00	129.00	129.00

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

The following information summarizes the programs in Fleet Services Budget Control Level:

Vehicle Fueling Program

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

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Vehicle Fueling	8,367,033	10,197,433	10,410,546	10,647,975
Full-time Equivalents Total	1.00	1.00	1.00	1.00

Vehicle Leasing Program

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

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Vehicle Leasing	13,385,211	18,747,652	19,770,987	23,575,866
Full-time Equivalents Total	11.00	12.00	12.00	12.00

Vehicle Maintenance Program

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

Expenditures/FTE	2013	2014	2015	2016
	Actual	Adopted	Adopted	Endorsed
Vehicle Maintenance	17,904,056	19,600,754	20,239,666	20,535,269
Full-time Equivalents Total	115.00	115.00	116.00	116.00

Department of Finance & Administrative Services

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.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Judgment and Claims	186,388	222,685	0	0
Total	186,388	222,685	0	0

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.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Office of Constituent Services	2,544,845	3,225,566	3,296,690	3,200,313
Total	2,544,845	3,225,566	3,296,690	3,200,313
Full-time Equivalents Total*	26.75	29.25	28.50	28.50

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

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

Office of Constituent Services Program

	2013	2014	2015	2016
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Office of Constituent Services	2,544,845	3,225,566	3,296,690	3,200,313
Full-time Equivalents Total	26.75	29.25	28.50	28.50

Department of Finance & Administrative Services

Revenue and Consumer Protection Budget Control Level

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

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Revenue and Consumer Protection	2,979,582	3,935,949	4,684,366	4,485,878
Total	2,979,582	3,935,949	4,684,366	4,485,878
Full-time Equivalents Total*	30.00	33.50	42.50	40.50

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

Seattle Animal Shelter Budget Control Level

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

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Seattle Animal Shelter	3,237,401	3,775,410	3,829,472	3,869,333
Total	3,237,401	3,775,410	3,829,472	3,869,333
Full-time Equivalents Total*	33.00	38.00	38.00	38.00

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

Technical Services Budget Control Level

The purpose of the Technical Services Budget Control Level is to plan and administer FAS' Capital Improvement Program.

	2013	2014	2015	2016
Program Expenditures	Actual	Adopted	Adopted	Endorsed
Capital Development and Construction Management	3,036,798	3,436,004	4,336,788	4,345,306
Total	3,036,798	3,436,004	4,336,788	4,345,306
Full-time Equivalents Total*	21.00	22.00	29.00	29.00

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

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The following information summarizes the programs in Technical Services Budget Control Level:

Capital Development and Construction Management Program

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

Expenditures/FTE	2013 Actual	2014 Adopted	2015 Adopted	2016 Endorsed
Capital Development and Construction Management	3,036,798	3,436,004	4,336,788	4,345,306
Full-time Equivalents Total	21.00	22.00	29.00	29.00

FileLocal Agency Budget Control Level

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

Program Expenditures	2013 Actual	2014 Adopted	2015 Adopted	2016 Endorsed
FAS FileLocal Agency	0	0	319,325	331,365
Total	0	0	319,325	331,365

Department of Finance & Administrative Services

Finance and Administrative Services Fund Table

Finance and Administrative Services Fund (50300)

	2013	2014	2014	2015	2016
	Actuals	Adopted	Revised	Adopted	Endorsed
Beginning Fund Balance	98,084,802	26,542,684	40,917,708	31,431,324	23,373,332
Accounting and Technical Adjustments-Add Back Non-cash Items	(62,170,252)				
Plus: Actual and Estimated Revenue	153,228,946	164,168,987	163,998,041	171,739,712	179,237,577
Plus: Inter-fund Transfer	2,169,850	5,859,000	5,859,000	3,720,000	3,742,000
Less: Actual and Budgeted Expenditures	148,225,788	167,123,925	167,375,425	179,797,704	187,488,337
Less: Capital Improvements	2,169,850	11,968,000	11,968,000	3,720,000	3,742,000
Ending Fund Balance	40,917,708	17,478,746	31,431,324	23,373,332	15,122,572
Continuing Appropriations	8,294,000				
Working Capital - Fleets	17,297,000	17,403,802	13,697,205	13,988,419	10,445,012
Planning Reserve				1,432,678	4,674,468
Total Reserves	25,591,000	17,403,802	13,697,205	15,421,097	15,119,480
Ending Unreserved Fund Balance	15,326,708	74,944	17,734,119	7,952,235	3,092

FileLocal Agency Fund

	2013	2014	2014	2015	2016
	Actuals	Adopted	Revised	Adopted	Endorsed
Beginning Fund Balance	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	0	319,325	331,365
Less: Actual and Budgeted Expenditures	0	0	0	319,325	331,365
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Department of Finance & Administrative Services

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 facility;
- 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 2015-2020 Adopted 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.

2015 Project Highlights

Americans with Disabilities Act (ADA) - Citywide & FAS

In 2015, FAS will continue 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 \$2.7 million for specific ADA improvements among five affected capital departments: Department of Parks and Recreation (Parks), Seattle Center, Seattle Public Library and Seattle Department of Transportation and FAS. Based on this process, in 2015 FAS will make ADA improvements at several facilities.

Asset Preservation Program

FAS' Asset Preservation program will receive a funding increase in 2015 and will continue to preserve and extend the operational capacity and useful lives of existing facilities using facility space rent charges paid by City departments. FAS' proposal includes a \$2 million appropriation increase in 2015, a \$1 million increase in 2016 and a \$500,000 increase in 2017. FAS fund balance will support the 2015-2017 additional expenditures. Some projects planned for 2015-2016 include:

- Seattle Municipal Tower (SMT) weatherization program, and exterior repairs;
- SMT elevator controls study;
- SMT 14 demolition and structural repairs;
- Roof replacements at Airport Way Center (AWC) maintenance complex;
- Seattle Justice Center (SJC) shear wall and elevator pit repair;
- SJC foundation and exterior repairs;
- Haller Lake Vehicle Maintenance Building A plumbing and HVAC repairs;
- West Precinct Police Station HVAC repairs;
- Generator upgrades at multiple shops and yards maintenance facilities; and

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- Building performance systems verifications (electrical and mechanical) and modifications in fire and police facilities.

Customer Requested Tenant Improvements

This ongoing program provides a process for FAS to manage and execute all public works tenant improvement projects and space planning in FAS-owned facilities and leased facilities. FAS is also hired by other City departments to manage their facilities' capital improvement projects in non-FAS buildings. In 2015-2016, projects include tenant improvements in the Seattle Municipal Tower, Seattle Justice Center and Seattle City Hall. Appropriations for FAS' CRTI program serve as a pass-through to the requesting departments that are responsible for all project costs with funding coming from their capital or operating funds.

Energy Efficiency for Municipal Buildings

In an effort to reduce energy use in city owned buildings, this project funds work by the Office of Sustainability and Environment (OSE) to 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 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 2015, FAS will continue to execute the Fire Facilities Levy Program with the construction of five neighborhood fire stations and design on one additional station.

North Precinct

This project completes the land acquisition process for a new North Precinct facility for the Seattle Police Department (SPD). The design and engineering consultant team, which includes the general contractor/construction manager selected in 2014, continues the facility design.

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).

Central Neighborhood Service Center Tenant Improvement

This project provides funding for tenant improvements at the Central Neighborhood Service Center, including improved space for staff, utility payment services, passport applications, pet licenses and informational workshops.

Electric Vehicle Charging Stations - AWC Building C

This project provides permanent, code-compliant charging stations for SPD's existing fleet of electric vehicles in the Airport Way Center Building A complex. The facility upgrade allows SPD's enforcement personnel to park and

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charge their electronic scooter vehicles.

Seattle Municipal Tower (SMT) Data & Telecommunication Rooms and Electrical Infrastructure Upgrades

This project funds cooling and fire separation upgrades for 15 existing network and telephone closets in the SMT and a building electrical infrastructure upgrade to increase capacity for additional loads, including the City's transition to Voice-over-Internet Protocol (VoIP) technology.

SJC Municipal Court Modifications and Upgrades

This project funds a three-year phased approach to make ADA improvements to 11 existing courtrooms and provides for an upgrade to an existing restroom which will address compliance issues.

Facilities Planning

This ongoing planning program includes two new planning efforts in 2015. An update to the 10-year old Haller Lake Drainage Master Plan will be completed along with options to address compliance issues with funding of design included in 2016.

A public safety facilities master plan will be initiated in partnership with the SPD and SFD. This planning effort will include building needs assessments, test-to-fit studies and capacity analyses to align with SPD and SFD strategic planning. Operational space plan modeling will address how existing facilities will meet the operational requirements of SPD and SFD.

Electronic Records Management System (ERMS)

This project provides funding for a comprehensive system to address Citywide electronic records management issues, such as retention of email records as the City's current system is out of date. This project was originally in the Department of Information and Technology CIP, but has been managed by FAS and was transferred to the FAS CIP in 2015.

Seattle License Information System (SLIM)

This project provides funds to determine requirements for a replacement system for SLIM, which is an application used to manage the issuance and renewal of business licenses and the collection of revenue from fees and taxes. SLIM must be upgraded as it is outdated and can no longer adequately meet the needs of expanding business license, tax collection and regulatory enforcement processes.

Additional information on FAS' CIP can be found in the 2015-2020 Adopted CIP online here: [2015-2020 Adopted CIP](#)

Capital Improvement Program Appropriation

Budget Control Level	2015 Adopted	2016 Endorsed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	183,000	0
Subtotal	183,000	0

Asset Preservation - Schedule 1 Facilities: A1APSCH1

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Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,231,000	3,769,000
Subtotal	3,231,000	3,769,000
 Asset Preservation - Schedule 2 Facilities: A1APSCH2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	2,769,000	3,231,000
Subtotal	2,769,000	3,231,000
 FAS Oversight-External Projects: A1EXT		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,350,000	2,500,000
General Subfund	16,000	313,000
Subtotal	1,366,000	2,813,000
 Fire Station - Land Acquisitions: A1FL101		
2016 Multipurpose LTGO Bond Fund	0	800,000
Subtotal	0	800,000
 Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	25,574	26,392
Subtotal	25,574	26,392
 General Government Facilities - General: A1GM1		
2016 Multipurpose LTGO Bond Fund	0	2,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,566,000	1,425,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
Subtotal	5,066,000	7,425,000
 Information Technology: A1IT		
2014 Multipurpose LTGO Bond Fund (36100)	3,000,000	0
2015 Multipurpose LTGO Bond Fund	1,500,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	200,000	200,000
Subtotal	4,700,000	200,000
 Maintenance Shops and Yards: A1MSY		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,050,000	350,000
Subtotal	1,050,000	350,000
 Neighborhood Fire Stations: A1FL1		
2015 Multipurpose LTGO Bond Fund	4,899,921	0
2016 Multipurpose LTGO Bond Fund	0	10,088,796

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Cumulative Reserve Subfund - REET I Subaccount (00163)	1,602,000	2,759,000
Subtotal	6,501,921	12,847,796

Preliminary Engineering: A1GM4

Cumulative Reserve Subfund - REET I Subaccount (00163)	600,000	0
Subtotal	600,000	0

Public Safety Facilities - Fire: A1PS2

2016 Multipurpose LTGO Bond Fund	0	4,900,000
Finance and Administrative Services Fund (50300)	220,000	242,000
Subtotal	220,000	5,142,000

Public Safety Facilities - Police: A1PS1

2016 Multipurpose LTGO Bond Fund	0	8,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	620,000	0
Subtotal	620,000	8,500,000

Total Capital Improvement Program Appropriation	26,332,495	45,104,188
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