

Seattle Center

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Department Description

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

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

Proposed Policy and Program Changes

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

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

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

Seattle Center

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

Administration Budget Control Level

Purpose Statement

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

Program Summary

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

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

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

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

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

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

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Cultural and Community Heart of the City Budget Control Level

Purpose Statement

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

	2002 Actual	2003 Adopted	2004 Endorsed	2004 Proposed
Program Expenditures				
Community Events	1,913,824	2,071,088	2,127,680	2,041,012
Gatherings	1,260,941	1,262,307	1,352,220	1,302,195
Performing Arts	1,656,125	1,964,484	2,339,496	2,205,558
Spectator Events	422,929	190,801	0	0
TOTAL	5,253,819	5,488,680	5,819,396	5,548,765

Full-time Equivalents Total*	57.37	52.67	51.67	50.67
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**FTE totals provided for information only (2002 FTE reflect adopted numbers). Authorized positions are listed in Appendix A.*

Cultural and Community Heart of the City: Community Events

Purpose Statement

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

Program Summary

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

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

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

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

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Cultural and Community Heart of the City: Gatherings

Purpose Statement

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

Program Summary

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

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

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

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

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Cultural and Community Heart of the City: Performing Arts

Purpose Statement

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

Program Summary

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

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

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

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

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

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Cultural and Community Heart of the City: Spectator Events

Purpose Statement

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

Program Summary

There are no program changes from the 2004 Endorsed Budget.

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

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

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

Purpose Statement

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

Program Summary

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

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

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

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

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

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

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

Great Place to Work Budget Control Level

Purpose Statement

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

Program Summary

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

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

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

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Nation's Best Gathering Place Budget Control Level

Purpose Statement

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

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

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

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

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

Purpose Statement

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

Program Summary

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

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

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

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

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

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

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Nation's Best Gathering Place: Visitor Amenities

Purpose Statement

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

Program Summary

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

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

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

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

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

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2004 Estimated Revenues for the Seattle Center Fund

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

Seattle Center

Capital Improvement Program Highlights

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

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

Capital Improvement Program Appropriation

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

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

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