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2011 Adopted and 2012 Endorsed Budget.

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City of Seattle

2011 Adopted and 2012 Endorsed Budget

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2011 Adopted and 2012 Endorsed Budget

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CITY OF SEATTLE
2011 ADOPTED AND 2012 ENDORSED BUDGET

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City of Seattle
2011 Adopted and 2012 Endorsed Budget

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INTRODUCTION

Reader's Guide

This reader's guide describes the structure of the 2011 Adopted Budget and outlines its contents. It is designed to help citizens, media, and City officials more easily understand and participate in budget deliberations. In an effort to focus on what is achieved through spending, the 2011 Adopted Budget includes funding levels and expected program outcomes, taking into consideration the current economic situation.

A companion document, the 2011-2016 Adopted Capital Improvement Program (CIP), identifies expenditures and fund sources associated with the development and rehabilitation of major City facilities, such as streets, parks, utilities, and buildings, over the next six years. The CIP also shows the City's financial contribution to projects owned and operated by other jurisdictions or institutions. The CIP fulfills the budgeting and financing requirements of the Capital Facilities Element of Seattle's Comprehensive Plan by providing detailed information on the capacity impact of new and improved capital facilities.

Seattle budgets on a modified biennial basis. See the "Budget Process" section for details.

The 2011 Adopted Budget

This document is a detailed record of the spending plan for 2011. It contains the following elements:

- Budget Overview – A narrative describing the current economy, highlighting key factors relevant in developing the budget document, and how the document addresses the Mayor and Council's priorities;
- Summary Tables – a set of tables that inventory and summarize expected revenues and spending for 2011;
- General Subfund Revenue Overview – a narrative describing the City's General Subfund revenues, or those revenues available to support general government purposes, and the factors affecting the level of resources available to support City spending;
- Selected Financial Policies – a description of the policies that govern the City's approach to revenue estimation, debt management, expenditure projections, maintenance of fund balances, and other financial responsibilities;
- Budget Process – a description of the processes by which the 2011 Adopted Budget and 2011-2016 Adopted CIP were developed;
- Departmental Budgets – City department-level descriptions of significant policy and program changes from the 2010 Adopted Budget, the services provided, and the spending levels proposed to attain these results;
- Appendix – an array of supporting documents including Cost Allocation, a summary of cost allocation factors for internal City services; a Position Modifications report, listing all position modifications contained in the 2011 Adopted Budget; a glossary; and Citywide statistics.

Departmental Budgets: A Closer Look

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

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

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

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

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

Budget Presentations

Most department-level budget presentations begin with information on how to contact the department, as well as a description of the department's basic functions and areas of responsibility. There follows a narrative summary of the major policy and program changes describing how the department plans to conduct its business in light of the proposed budget. When appropriate, subsequent sections present budget control level and program level purpose statements, and program summaries detailing significant program changes from the 2010 Adopted Budget, which was approved in November 2009, to the 2011 Adopted Budget.

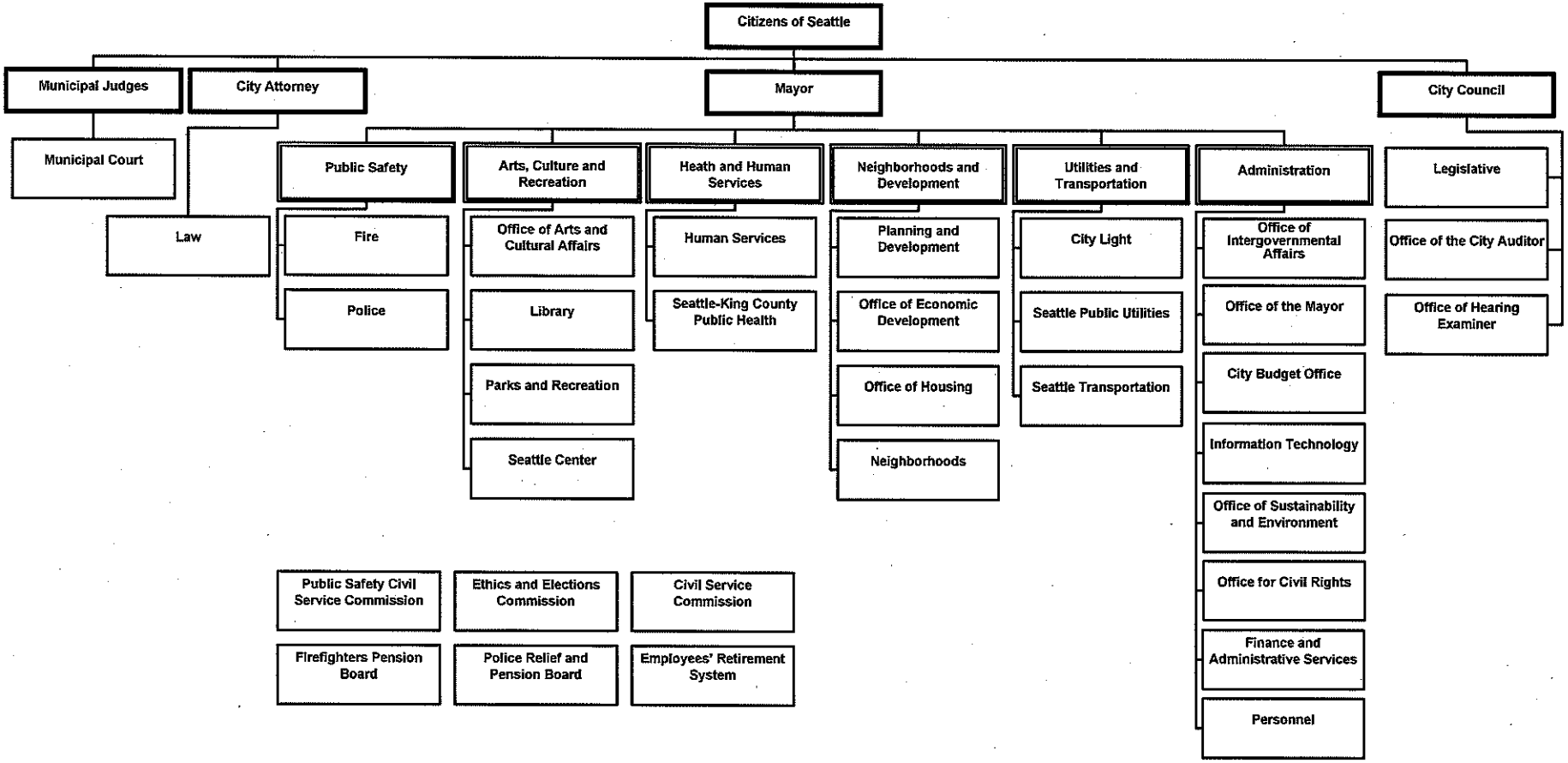
All department, budget control, and program level budget presentations include a table summarizing historical and adopted expenditures, as well as proposed appropriations for 2011. The actual historical expenditures are displayed for informational purposes only.

A list of all position changes proposed in the budget has been compiled in a separate report entitled, "Position Modifications in the 2011 Adopted Budget." Position modifications include abrogations, additions, reclassifications, and status changes (such as a change from part-time to full-time status), as well as adjustments to departmental head counts that result from transfers of positions between departments.

For information purposes only, an estimate of the number of staff positions to be funded under the Proposed Budget appears in the departmental sections of the document at each of the three levels of detail: department, budget control, and program. These figures refer to regular, permanent staff positions (as opposed to temporary or intermittent positions) and are expressed in terms of full-time equivalent employees (FTEs). In addition to changes that occur as part of the budget document, changes may be authorized by the City Council or the Personnel Director throughout the year, and these changes may not be reflected in the estimate of staff positions presented for 2011.

Where relevant, departmental sections close with additional pieces of information: a statement of actual or projected revenues for the years 2009 through 2012; a statement of fund balance; and a statement of 2011 appropriations to support capital projects appearing in the 2011-2016 CIP. Explicit discussions of the operating and maintenance costs associated with new capital expenditures appear in the 2011-2016 Adopted Capital Improvement Program document.

City Organizational Chart



On November 22, 2010, the Seattle City Council passed unanimously the 2011 Adopted Budget and the 2012 Endorsed Budget. The purpose of this summary is to document the significant changes the Council made to the 2011-2012 Proposed Budget. This summary is intended to complement and provide an update to the 2011-2012 Proposed Budget Overview, which describes the major themes and trends for the 2011-2012 budget. While including a number of notable changes, the budget adopted by the Council largely reflects the themes and changes that were originally proposed by Mayor Mike McGinn when he transmitted his recommended budget to the Council on September 27, 2010.

Budget Outlook – Major Highlights

There were three noteworthy factors that influenced the City's finances as the City Council adopted the 2011 budget: general stability in the General Fund revenue forecast; the results of the November 2010 general election, and the opportunity to restructure the timing of the City's share of the compensation for the State's purchase of the Museum of History & Industry (MOHAI) facility in McCurdy Park.

Economic Outlook and Its Impact the City's Revenue Picture: For the first time in two years, the national and local economies, while still struggling to recover from the longest and deepest recession since the Great Depression, showed signs of stability in the intervening months after the 2011-2012 budget was originally proposed. Although some reductions were made to the sales tax and business & occupation (B&O) tax revenue forecast to reflect non-economic forecast conditions, such as the voted repeal of the sales tax on candy, gum, and bottled water (discussed below), there were no revisions reflecting changes in economic conditions from the one prepared in August. Continued weakness in construction activity and the commercial and residential markets, however, required additional downward revisions in two other key revenues – property tax and real estate excise tax (REET). Based on revised data from the King County Assessor's Office, the value of new construction, which contributes to property tax revenues, is projected to drop 62% from $1.7 billion to $667 million between 2010 and 2011. This far exceeds the estimated 37% drop that was assumed in the revenue forecast upon which the proposed budget was based. This change results in an $854,000 drop in property tax revenue in 2011 and a $1.6 million drop in 2012.

Similarly, REET revenues, which support the City's general government capital program and are deposited in the Cumulative Reserve Subfund of the General Fund – were down significantly as a result of continued unprecedented weakness in the real estate market. Locally, single family home sales were down 30% in the third quarter of 2010 as compared to the same period in 2009. Nationally, forecasters are anticipating additional weakness in real estate sales in both 2011 and 2012. This weakness is attributed to steeper than expected declines in home sales following the expiration of the federal home-buyers' tax credit on April 30, 2010. Also, the banking industry is facing challenges in processing foreclosures, which also contributes to the underperformance of this sector. As a result, the forecast for REET revenues are down $2.4 million for 2010 and $4.4 million for 2011. A modest recovery in REET revenues is anticipated for 2012, with an increase of $1.5 million.

November 2010 General Election – the Repeal of the Candy, Gum and Bottled Water Sales Tax: Washington State voters approved Initiative 1107, which resulted in the repeal of the sales tax on candy, gum, and bottled water effective December 2, 2010. This development results in a $1.6 million decrease in 2011 and $1.7 million decrease in 2012 in anticipated sales tax revenues. The impact of the November general election on City revenues could have been much worse. Initiatives 1100 and 1105, which would have privatized liquor sales in the State of Washington, would have resulted in the loss of $2-4 million in revenues in 2011 and $4-7 million in revenues 2012. Both of these initiatives were rejected by Washington State voters. Finally, the King County public safety sales tax proposal, which would have increased the sales tax by 0.2% and added $8.7 million in revenues to the City's General Fund in 2011, was also rejected by voters.

Restructured Timing of Payments from the Museum of History & Industry (MOHAI): For over 50 years, the Museum of History & Industry (MOHAI) has occupied a City-owned facility in McCurdy Park just north of Highway 520. The Museum will be re-locating to the City-owned Lake Union Armory Building to make way for the construction of the new Highway 520. As part of this arrangement, MOHAI successfully negotiated with the Washington State Department of Transportation for $40 million for the building occupied by MOHAI at

McCurdy Park, a larger sum of money than was originally anticipated. The City anticipates receiving additional funds from the State for the land in 2011 or 2012.

Given the City's financial challenges, MOHAI agreed to restructure the revenue flow from the transactions described above, giving the City access in 2011 to $8.5 million of MOHAI's anticipated $40 million payment from the State. The City will start repaying the funds by 2013 likely using its anticipated proceeds from the previously discussed sale of McCurdy Park to the State. This agreement provided the Council with a substantial sum of money to restore funding on a one-time basis for a number of the programs originally slated for reduction in the 2011-2012 Proposed Budget.

The other programmatic changes are supported by a number of miscellaneous adjustments, including increased revenues from Parks fees, use of reserved fund balance given lowered inflation estimates, and additional management efficiency reductions for 2011 and 2012.

Significant Programmatic Changes:

Below is a high level summary of the most significant programmatic changes included in the 2011 Adopted Budget and the 2012 Endorsed Budget. Additional details about these and other changes to the proposed budget are included in the department detail pages in subsequent sections of this book.

Public Safety: The budgets for the City of Seattle's police and fire functions were adopted largely as proposed. The notable exception is the increase in funding to restore two crime victim advocate positions, bringing the total number of victim advocates in 2011 and 2012 to seven, the same number that are funded for 2010.

Human Services: In adopting the budget for the Human Services Department (HSD), the Council retained all of the administrative reductions originally included in the 2011-2012 Proposed Budget with the exception of restoring a 0.5 FTE Volunteer Programs Coordinator position to HSD that will be funded by the Cable Television Franchise Subfund. In addition, the Council set a $200,000 savings reduction for HSD for 2012, instructing the department to identify efficiencies and opportunities for streamlining the administration of agency contracts. Meanwhile, on the direct service side, the adopted budget preserves funding for the following programs:

- $149,000 in funding for subsidies that reduce the fee charged to low-income batterers who are mandated to attend batterers intervention programs;
- $129,000 in funding for the Indoor Air Quality program which evaluates home environments for people with asthma;
- Partial preservation in the amount of $42,000 for Community Crime Prevention programs, resulting in a net reduction of $18,000;
- $36,000 for a drop-in day program for seniors;
- $30,000 for child care information and referral service;
- $34,000 for policy advocacy and technical assistance to non-profit agencies;
- Partial preservation in the amount of $20,000 to two agencies that support food banks and meal programs, resulting in a net reduction of $20,000 to encourage efficiencies in organizational support to food banks and meal programs; and
- $18,000 in funding for a civilian officer foot patrolman in the International District.

In addition, the adopted budget adds funding for the following new programs:

- $100,000 to fund increased costs related to shelter services;
- $76,000 to fund six months of uninterrupted winter shelter and services in 2011 and 2012;
- $15,000 to provide homeless housing providers and landlords with training on the dynamics of domestic violence and the significant and complex issues many survivors and their families face when they attempt to obtain safe housing; and

- $20,000 to SafeHavens to bring Seattle's contribution in line with the share of SafeHavens services provided to Seattle residents.

In addition, the Council eliminated the proposed addition of $150,000 in the HSD budget in 2011 to fund a new Immigrant and Refugee program, and instead moved this funding to the Finance General budget in 2012 to allow additional time to review this program in 2011.

Parks: The 2011 Adopted Budget adds $248,000 in funding to restore a total of 75 drop-in hours at the Alki, Ballard, Green Lake, Laurelhurst, and Queen Anne community centers. As a result of this change, these community centers will be open approximately 32 hours per week, as compared to 52 hours per week at the 20 other community centers throughout the City. In addition, the adopted budget instructs Parks to continue its efforts to identify efficiencies in its community center operations.

Seattle Public Library: The 2011 Adopted Budget retains all of the programmatic changes included in the proposed budget. It adds $220,000 in capital funding for both 2011 and 2012 to support the library's major maintenance program. In addition, the adopted budget instructs the library to explore a potential 2012 property tax levy ballot measure to support on-going operating costs of Seattle's public library system.

Department of Neighborhoods: The 2011 Adopted Budget for the Department of Neighborhoods (DON) provides funding to retain three of the six neighborhood district coordinators that would have been eliminated in 2011. This will bring the total number of district coordinators in 2011 to ten. In addition, funding is provided to DON to continue operating the West Seattle Neighborhood Service Center that had been slated for closure, bringing the total number of Neighborhood Service Centers for 2011 up to seven. The 2011 Adopted Budget also restores funding for a Senior Community Development Specialist in the historic preservation program. And, an additional $300,000 in funding is provided to the Neighborhood Matching Fund. Finally, the 2011 Adopted Budget sets a $75,000 savings target for DON to meet through the elimination of a management/supervisory level position in 2011.

Seattle Department of Transportation: The 2011 Adopted Budget for the Seattle Department of Transportation (SDOT) makes two significant policy and budget changes to the original proposed budget for SDOT. The original proposed budget included increases in parking meter rates to enhance the management and regulation of on street parking. The rate for parking downtown was proposed to increase from $2.50 per hour to $4.00 per hour, while the rate in other parts of the City would increase by $0.50 per hour. In addition, the proposed budget recommended extending the paid parking hours by two hours until 8:00 p.m. in the evenings and instituting paid parking on Sundays (11:00 a.m. – 6:00 p.m.) in some neighborhoods. In adopting the 2011 budget, the Council made several significant changes to the parking meter proposal. The changes are based on a premise that the City should implement a demand-based parking meeting rate structure that provides variable rates informed by observed occupancy rates to achieve one or two open parking spaces per block face throughout the day. The City Council set a maximum rate of $4.00 per hour and a minimum charge of $0.75 per hour. The 2011 Adopted Budget provides SDOT with the resources needed to study and implement this demand-based parking meter rate structure. In addition, in adopting the 2011 budget, the Council also indicated that it was not supportive of extending paid parking to Sundays.

The original proposed budget also assumed a 5% increase in the commercial parking tax (CPT). Council did not enact this increase, resulting in $9.9 million in less revenue for SDOT in 2011 and $10.2 million in 2012 to support services such as emergency response, homeless encampment cleanup, street cleaning, crash cushion and guardrail replacement, freight mobility improvements, and bicycle and pedestrian infrastructure. The loss of this revenue is partially mitigated on a one-time basis by the earlier-than-anticipated imposition of the $20 vehicle license fee (VLF). By implementing the VLF effective, May 1, 2011, the City expects $1.1 million in additional revenues for 2011. In addition, the 2011 Adopted Budget provides SDOT with $2.2 million in additional General Fund support. While these fund help retain a number of important SDOT services, including emergency response, homeless encampment cleanup, and staff support for the South Park Bridge replacement, a number of programs designated to receive increased support in the Mayor's proposed budget are not supported in the adopted budget as a result of not enacting the CPT increase. Funding for these important services will be

considered in the context of the Citizens Transportation Advisory Committee (CTAC III), which is charged with a full review of the City's transportation funding system and advising the City and the Seattle Transportation Benefit District (STBD) on prioritizing and funding of transportation projects.

Seattle City Light: The Council made a number of important changes in adopting the Seattle City Light (SCL) budget for 2011. The Council approved the proposed 4.3% increase in electric rates for 2011, but it assumed that the Rate Stabilization Account (RSA) is fully funded at $100 million effective January 1, 2011, and that the RSA surcharge can be removed effective December 31, 2010. Through a series of expenditure reductions, including $1.5 million in savings from the abrogation of 14 vacant positions; reducing the appropriation for distribution right-of-way vegetation management by $1 million; reducing generation facilities maintenance by $1.3 million; and reducing power cost by $9.9 million to reflect reduced I-937 compliance costs and the decision to not exercise power rights on the Priest Rapids project, the adopted budget reduces the 2011 wholesale power revenue projection by $13.7 million. The Council took this action in hopes of reducing the likelihood of the RSA surcharge being reinstated in 2011.[1] The savings assumptions in 2011 are increased and carried forward into 2012 in order to lower the SCL rate increase in 2012 from 4.2% to 3.2%, as adopted by the Council.

Seattle Public Utilities: The Council adopted the proposed Seattle Public Utilities (SPU) budget and proposed Solid Waste and Drainage and Wastewater rates with several changes. The Council added funding from Solid Waste rates for three new programs in support of the City's zero waste goals, including an opt-out registry that would allow residents to opt-out of receiving yellow pages phone books; a pilot program to assess whether every-other-week garbage collection may help advance City recycling goals, save money, and maintain customer satisfaction levels; and universal food and yard waste collection subscription for multi-family dwellings starting in the fall of 2011. Consistent with the 2010 City Auditor's Report on graffiti control in the City, the Council also added resources for enhanced graffiti control and outreach, funded by a 19 cent per ton increase in tonnage taxes, from $8.50 per ton to $8.69 per ton. The budget and CIP assume solid waste rate increases for the average residential customer of 6.3% or $2.05 per month in 2011.

SPU's adopted budget and CIP are supported by rates that assume increases for the average residential customer in 2011 of 13.1% or $2.25 per month in Drainage and 4.1% or $1.92 per month in Wastewater rates, before the effect of King County treatment rate increases that are passed through to Seattle customers. With the effect of King County rate increases, average residential Drainage rates increased by 14.0% or $2.40 per month, while Wastewater rates increased by 14.5% or $6.76 per month.

Cumulative Reserve Subfund: As described above, real estate excise tax (REET) revenue estimates are revised downward from levels assumed in the proposed budget. To account for these changes, the 2011 Adopted Budget incorporates delays and reductions of some REET-supported projects. Net reductions relative to the proposed budget over 2011 and 2012 totaled $150,000 for Seattle Center major maintenance activities and $400,000 for Department of Park and Recreation (DPR) work on ball field lighting replacement and urban forestry. $1.8 million was reduced from Finance and Administrative Services (FAS) support of Americans with Disabilities Act (ADA) facilities improvements, leaving $1.2 million available over the biennium. This FAS program supplements additional ADA-compliant work occurring as part of other city projects. Additionally, $2.6 million in funding for projects in DPR and the Department of Transportation are delayed from 2011 to 2012.

Looking Ahead

Assuming revenue projections hold, the City's 2011 and 2012 budgets are in balance. However, a number of actions taken in adopting the budget, including the use of the $8.5 million loan from MOHAI are one-time in nature that, based on current revenue projections will leave the City's budget out of balance for 2013 and 2014.

[1] The RSA was enacted by the Council in 2010 to provide SCL with a financial buffer from the volatility in the wholesale power revenue source. If wholesale power revenues fall below the projected projections, SCL can draw on the RSA to sustain its operations. A surcharge of 1.5% is automatically if the value of the RSA falls below $90 million. The surcharge increases automatically in increments of 1.5% for every $10 million change below $90 million, to a maximum of 4.5%.

Based on current projections, the City's General Fund is facing a $6.8 million shortfall in the 2013-2014 biennium.

General Subfund Financial Outlook

Amounts in $1,000s	2010 Revised	2011 Adopted	2012 Endorsed	2013 Projected	2014 Projected
Beginning Unreserved Fund Balance*	(2,424)	100	2,552	251	(4,607)
Total Revenues	897,447	897,416	923,295	955,205	990,258
Total Expenditures and Change in Reserves	(894,923)	(894,964)	(925,596)	(960,063)	(992,485)
Ending Unreserved Fund Balance	100	2,552	251	(4,607)	(6,835)

* Available balance excludes policy reserves

This projected shortfall is in addition to the need to identify funding for necessary capital investments such as the North Precinct and the South Park Bridge, as well as major maintenance obligations.

As a result of these anticipated financial pressures, it is essential that all City departments continue the work begun this year to identify operational efficiencies in order to address these future challenges. Work is underway on many fronts, including reviewing the City personnel system; how human resources functions are delivered across departments; and operational efficiencies and partnership opportunities for the Parks department, just to name a few.

This section describes the 2011-2012 Proposed Budget as transmitted to the City Council from the Executive. This section describes the decision making process used by the Executive and outcomes of that process at a high level. Some of the proposals described here differ from the budget as adopted by the City Council. Significant changes are described in the previous section.

The 2011-2012 Proposed Budget, the first budget prepared under the leadership of Mayor Mike McGinn, totals $3.9 billion, including the City's $888 million General Fund. The budget reflects a new economic reality for the City of Seattle. The City's once healthy General Fund revenue streams have suffered from the turmoil resulting from the longest and deepest recession since the Great Depression. While still growing, revenues are no longer increasing at a rate sufficient to maintain existing services, and most of the one-time strategies used over the past two-years to balance the budget, avoid significant reductions, and sustain services are now exhausted. The result is a $67 million shortfall in the City's General Fund for 2011. In addition, many of the City's non-General Fund departments, including the operating funds of the Department of Planning and Development, the Seattle Department of Transportation, Seattle City Light, and Seattle Public Utilities, are experiencing fiscal stress. In fact, the Mayor's total Proposed Budget for 2011 is only $25 million more than the 2010 Adopted Budget, or 0.6% larger, and the General Fund budget is $13.7 million smaller, a decline of 1.9%.[1]

In the face of these sizable financial challenges, the 2011-2012 Proposed Budget reflects Mayor McGinn's commitment to developing a budget that is aligned with available resources. The Proposed Budget presented in the pages that follow puts the City on a more sustainable path and sets forth a plan to continue transforming City government over the long-term to meet the priorities of Seattle residents – including safe neighborhoods; the availability of a strong safety net for our most vulnerable residents; opportunities for the city's children and youth to thrive and succeed; access to high-quality cultural and recreational opportunities; and an infrastructure system that will support healthy commerce and efficiently carry people, goods, and information into the future.

Closing a $67 million shortfall in the General Fund, as well as addressing the financial challenges of other City funds, requires a number of very difficult decisions. *Nonetheless, the 2011-2012 Proposed Budget contains a balanced set of changes that do not rely on any general tax increases to support on-going operations, nor does the 2011-2012 Proposed Budget draw down the City's General Fund reserves – the Emergency Subfund and the Rainy Day Fund.*[2] Rather, the budget is balanced first and foremost on internal savings and efficiencies, including savings in labor costs and administrative and management overhead costs; a relatively modest set of revenue increases that are targeted toward the users of various services; and, as a last resort, some difficult reductions to direct services.

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[1] The size of the General Fund declines by over $16 million as a result of the creation of an operating fund for the new Department of Finance and Administrative Services. Absent this, the General Fund would have grown by approximately $3 million relative to the 2010 Adopted Budget or an increase of 0.33%.

[2] In fact, the 2011-2012 Proposed Budget increases funding to the Rainy Day Fund by $750,000. Under State law, the City can set aside 37.5 cents per $1,000 of assessed value of property within the city in the Emergency Subfund (ESF). Because assessed values on property are declining, the City, by law must reduce the size of the ESF. The required reduction totals $750,000. Knowing that healthy reserves are critical in times of economic volatility and are essential to preserving the City's AAA bond rating, the 2011-2012 Proposed Budget recommends shifting this money to the Rainy Day Fund, raising the size of the Rainy Day Fund to just over $11 million.

While this budget puts the City of Seattle on a more sustainable financial path, it does not come without consequences. The reductions – to internal operations and to direct services – will result in the elimination of positions, including some layoffs of valuable City employees. The 2011-2012 Proposed Budget eliminates 294 positions (net) or 2.67% of the City's total workforce. Of these positions, 214 are filled and will result in layoffs, effective January 4, 2011. Also, of these total positions, 64 – or nearly 22% – are senior level positions[3] (executives, managers, and strategic advisors), reflecting Mayor McGinn's commitment to streamline the City's management functions.[4]

The Challenge

While not nearly as acute as other local governments nationally and throughout the State of Washington, the City of Seattle's budget – particularly the General Fund – has been suffering from the effects of the Great Recession since 2008. Up to now, the City has largely been able to avoid the more drastic service reductions experienced by other jurisdictions due to four primary factors:

- The Puget Sound region, including the City of Seattle, felt the impacts of the recession slightly later than the rest of the country.

- The City's General Fund revenue base is diversified, drawing resources from four primary sources – property tax (28%); utility tax (19%); business and occupation (B&O) tax (18%); and sales tax (16%). While sales tax and B&O taxes are subject to fluctuations as a result of the economy, property taxes and utility taxes tend to be a bit more stable, acting as a buffer in times of economic decline.[5]

- The City was in a fortunate position of having relatively healthy reserves and fund balances as the economy contracted and revenues faltered. These reserves allowed the City to sustain services that it would otherwise not have been able to maintain with the revenues available[6]. In other words, the level of services the City committed to providing in 2010, go beyond what base revenues can support on an on-going basis.

- The City made widespread use of one-time budget strategies to balance the 2010 Adopted Budget. While the on-going budget challenges persist, the one-time solutions employed in 2010 are largely exhausted. The 2010 Adopted Budget closed a $40 million shortfall in the General Fund[7] using nearly $29 million of one-time budget strategies, including use of the Rainy Fund (described above), other fund balances, and use of one-time debt proceeds to pay for on-going debt service. While this allowed the City to continue to provide valuable services to city residents, the absence of a robust recovery in the growth rate of revenues for 2011 means the City does not have the resources to sustain these service levels. Had the $29 million in one-time budget solutions for 2010 instead been addressed with on-going budget solutions, the City's $67 million General Fund deficit for 2011 would be a more modest $38 million.

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[3] Senior level positions represent approximately 9.5% of the City's total workforce.

[4] In addition, a net 12 positions will be reclassified out of senior level positions into non-senior titles as part of the 2011-2012 Proposed Budget, for a total reduction of 76 senior level positions.

[5] Property tax growth, based on action by the State Legislature in 2007, is capped at 1% plus new construction. Prior to this action, levy growth was capped at 6% plus new construction, providing municipalities an even stronger buffer to the occasional downturns in the more volatile revenue sources, such as the sales tax and B&O tax.

[6] Through prudent financial planning, the City had a Rainy Day Fund at the beginning of 2009 that totaled $30.6 million. The City used $8.9 million of the Rainy Day Fund in 2009 and $11.3 million in 2010, according to the 2010 Adopted Budget, leaving $10.5 million, or approximately 1% of the General Fund, entering into 2011.

[7] In addition to the $40 million shortfall closed in the 2010 Adopted Budget, weak revenue performance as compared to budget forecasts have resulted in the City's 2010 shortfall growing by an additional $20 million subsequent to the budget being adopted. The City closed this mid-year shortfall with a combination of departmental budget reductions, as well as some one-time fund balances.

As economic weakness persists in 2010 and the prospect for the economic recovery in 2011 remains uncertain and likely very modest as compared to typical recoveries, the City's revenue picture is subdued. The City's base General Fund revenues are forecast to grow by a meager 0.7% for 2011 as compared to 2010,[8] only one-tenth of one percent greater than the inflation rate to which most City salaries are pegged.[9] However, a number of costs, such as health care and retirement contribution rates, are growing at a rate that exceeds the average inflation rate. In addition, the many services that were supported in 2010 with one-time funding sources place additional upward pressure on the expenditure side of the equation. Considering all of these variables together, it is clear that the anticipated revenues for 2011 are not sufficient to sustain existing service levels.

Approach to Closing the General Fund Gap

In addressing the General Fund budget shortfall, Mayor McGinn placed a strong emphasis on prioritizing services as he made reduction decisions. In most typical budget reduction exercises, departments are assigned a single reduction target based on an 'across the board' approach (i.e., where every department is expected to propose the same percentage reductions regardless of how essential their services are) or a target that attempts to prioritize services (i.e., public safety receives a lower percentage cut than a service that is considered more discretionary in nature). The Mayor employed a different strategy in building his Proposed Budget. In order to have a more robust conversation about the programmatic trade-offs and priorities in the face of constrained resources, Mayor McGinn assigned target reduction ranges to the City's General Fund-dependent departments, as follows:

Department	Reduction Range
Police & Fire	1.0 - 5.0%
Human Services	5.0 - 10.0%
All Other Agencies	9.5 - 14.5%

Departments were asked to submit the reduction strategies that they would employ to meet both the low and the high reduction targets described above, which provided the Mayor with a broader array of reduction options. From the outset, these reduction ranges placed a higher-priority on public safety functions (e.g., police and fire) and the human services safety net than other City services, as these functional areas were assigned lower reduction targets than other functions in City government. And, in practice, Mayor McGinn's 2011-2012 Proposed Budget reflects these priorities. The 2011-2012 Proposed Budget for police and fire includes reductions of 1.2% and 1.3 % respectively relative to baseline funding levels, while the Human Services Department budget absorbs 5% in reductions. The remaining departments that are subject to reductions[10] include 2011 budget reductions ranging from 8.5% to nearly 22% from baseline funding levels.

In developing strategies to meet these reductions – as well as in addressing the financial challenges facing many of the other City funds – Mayor McGinn set a number of overarching priorities. These priorities include:

- Emphasizing sustainable budget changes that address the shortfall on an on-going basis, as opposed to one-time budget strategies that simply defer the problem into subsequent years.

[8] Growth beyond 2011 is anticipated to improve, but indications are that over the next 4 years average annual growth in tax receipts will be just under 3%. These revenues in previous post-recession expansion periods experienced average annual growth rates of over 6%.

[9] The City uses the annual average growth rate in the CPI-W for the 12 months ending in June each year as the basis for cost of living adjustments in its wage agreements. CPI-W, which measures price changes experienced by urban wage earners and clerical workers in the Seattle metropolitan area, grew by 0.6% for the 12 months ending June 2010.

[10] Some small departments or departments that do not have flexibility with expenditure levels did not receive target reductions, including Criminal Justice Contracting Services, the Civil Service Commission, the Ethics and Elections Commission, Firefighters Pension, Hearing Examiner, Police Relief and Pension, and the Public Safety Civil Service Commission.

- Seeking opportunities for internal and administrative savings in order to preserve direct services. Examples of changes made in the Proposed Budget that fit into this category include, savings in the City's labor costs, consolidation of functions, savings in human resources and information technology functions, and savings in contracting and other non-personnel costs.
- Identifying opportunities to streamline management functions and expanding span of control by eliminating or reclassifying senior-level positions (executives, managers, and strategic advisors).

Even after maximizing savings as described above, reductions to direct services are unavoidable in the face of a $67 million General Fund revenue shortfall. In considering direct service reductions, Mayor McGinn sought changes that would minimize impacts to public safety and to the human services safety net. In addition, he sought to preserve, to the greatest extent possible, programs serving children and youth and providing employment opportunities. He also examined the geographic equity of impacts, as well as the availability of alternate services, in making his decisions. In addition, the Mayor considered the race and social justice impacts of all budget decisions on the community and sought to mitigate those impacts wherever possible. The Mayor's Proposed Budget also preserves existing City programs that support his major initiatives, including the Youth & Families Initiative; the Jobs Initiative; Walk, Bike, Ride; and Sustainable Communities.

Finally, in considering revenue options to address the $67 million shortfall, Mayor McGinn *avoided increases in general taxes to support on-going operations*. The Mayor's Proposed Budget instead targets revenue increases toward users of various City services.

Closing the Gap - Budget Highlights

Maximizing Internal Savings to Preserve Direct Services

The Mayor's first priority in balancing the 2011-2012 Proposed Budget was to maximize internal savings and efficiencies in order to preserve as many direct services as possible. With this objective in mind, the 2011-2012 Proposed Budget employs a number of strategies, as follows:

Reductions to Travel & Training Expenditures: The 2011-2012 Proposed Budget captures savings by eliminating discretionary travel and training. In developing the 2011-2012 Proposed Budget, all travel and training accounts were brought down to zero and departments were required to define and justify their travel and training needs (a zero-based budgeting process). These efforts will allow the City to capture $400,000 in General Fund savings for 2011 and $1.2 million in savings citywide.

Program Consolidations: The City of Seattle provides a diverse array of services that often require the involvement of multiple City departments. In practice, this can result in duplicative or overlapping services. The 2011-2012 Proposed Budget streamlines the provision of some of these services, including the City's tree program and street cleaning.

Currently, the Office of Sustainability and Environment (OSE), the Department of Neighborhoods (DON), Seattle Public Utilities (SPU), and Seattle City Light each play a role in providing tree planting services to Seattle residents. The 2011-2012 Proposed Budget consolidates the OSE and DON portions of the program under the auspices of SPU, improving service delivery and making more effective use of utility funds and the General Fund. This change will provide the urban forestry program with dedicated staffing to better facilitate community engagement with the mission of increasing the city's tree canopy cover. Seattle City Light will continue to contribute to the program, as well.

The 2011-2012 Proposed Budget also seeks to maximize opportunities for the cost-effective improvement of water quality in local bodies of water. Research and analysis shows that street sweeping (in contrast to building and maintaining runoff detention and treatment facilities) is one of the most cost-effective means of keeping pollutants from running off into natural bodies of water. The City of Seattle is under increased pressure to reduce

the number of pollutants entering streams, rivers, lakes, and Puget Sound under the requirements of the City's National Pollutant Discharge Elimination System (NPDES) permits. Rather than adding its own street sweeping capacity, SPU will contract with the Seattle Department of Transportation (SDOT) to provide this service.

In addition, the 2011-2012 Proposed Budget takes the final steps in completing the implementation of the newly consolidated Department of Finance and Administrative Services (FAS), which combines the functions of the former Fleets and Facilities Department, the former Department of Executive Administration, portions of the former Department of Finance, and the Customer Service Bureau from the Department of Neighborhoods. This re-organization will allow for the greater utilization of resources; better integration of the City's financial and accounting practices to allow for improved financial oversight; and improved efficiencies in the provision of customer service.

Savings in Overhead Costs: The 2011-2012 Proposed Budget identifies savings in overhead costs, including:

- *Roll Back of Non-Personnel Inflationary Increases:* The City traditionally provides departments with inflationary increases for non-personnel costs. Because inflation rates for 2011 are lower than originally anticipated, the 2011-2012 Proposed Budget rolls back those increases, saving the City in excess $1 million across all funds.

- *Savings on Contract Costs:* The City will also capture additional savings on its contract costs. The newly created Department of Finance and Administrative Services (FAS) has instituted a program to negotiate with existing vendors for rebates, resulting in $75,000 in anticipated savings and more competitive pricing arrangements on citywide contracts. In additional, FAS will re-bid the contract for janitorial and security services, bringing those costs down by an estimated $165,000.

- *Utility Savings:* FAS is adjusting the heating and cooling temperatures in City-operated facilities to capture utility costs savings. In addition, conservation efforts, including the installation of water efficient showerheads and toilets at the City's pools and community centers, installation of more efficient lighting, better calibration of irrigation controls, and the prompt identification of leaks by the Department of Parks and Recreation will generate $244,000 in utility bill savings.

  The City will also be issuing nearly $6 million of debt over the 2011-2012 biennium to fund energy efficiency retrofits of municipal buildings. This will result in reduced operating costs in future years and will help leverage the recently secured $20 million Energy Efficiency and Conservation Block Grant, spurring jobs and growth in this industry.

- *Personnel Reductions:* Due to reductions in the size of the City's fleet and the extension of vehicle lifecycles, FAS will reduce its crew of 74 mechanics by six. FAS will also reduce its crew of seven painters by four. While this may result in delays for cosmetic paint work, safety-related paint jobs, such as signage, will remain a priority.

- *Streamlining Information Technology Staffing*: City departments and the City Budget Office conducted reviews of Information Technology staffing in areas such as Service Desk, Desktop Support, Project Management, Server Support, Application Development, and Web Development. This review included comparisons of industry benchmarks with citywide staffing levels and factored in the relationship to core services and impacts on service to internal City users. This effort results in $1.3 million in citywide savings and a reduction of approximately 16 FTEs.

- *Evaluating Human Resources Services and Reducing Human Resources Staffing Levels:* All City departments were asked to evaluate and describe the rationale for their current human resources staffing levels, as well as the organization of human resources staffing within their departments. These staffing levels were compared to industry benchmarks. Where outliers were identified, the departments were

asked to explore reductions. The 2011-2012 Proposed Budget reduces 16 FTE in the area of human resources services, for savings of $1.43 million citywide.

- *Savings in the Executive Offices and the Legislative Branch:* Recognizing that all functions of City government must make changes to help offset the funding shortfalls that threaten direct services, the 2011-2012 Proposed Budget assumes that the collective Executive offices[11] and the Council functions will generate savings to meet the 9.5% low-end target for non-public safety/non-human services functions. While the work to manage City government does not decrease in times of fiscal distress – in fact, it often increases – it is essential that these functions also identify savings in order to preserve direct services for the residents of Seattle.

Streamlining Management Functions and Expanding Span of Control: The 2011-2012 Proposed Budget reflects the results of a number of proactive steps taken by the Executive Branch during 2010 to streamline management functions and expand spans of control to improve the efficiency of City government and capture budget savings. The City Budget Office, in conjunction with departments, conducted a review of all senior-level and supervisory positions to identify opportunities for reductions or reclassifications. In addition, the City Budget Office met with representatives from the City's labor unions to solicit their input on opportunities for improvements. Collectively, this work translates into a number of position reductions and savings opportunities for the 2011-2012 Proposed Budget, including the net elimination of 64 senior level positions and the net downward reclassification of 12 senior level positions, for a total of 76 positions. This represents a reduction in these classifications of 6.14%.

Capturing Savings in Labor Costs: City employees have historically shown a willingness to make sacrifices in order to save the City money and to preserve direct services. In 2010, a majority of the City's employees agreed to furlough. In addition, the City's Labor Management Healthcare Committee continues to identify opportunities for savings in the City's healthcare costs through adjustments to health insurance plan design, specifically in those areas that help manage plan utilization. The 2011-2012 Proposed Budget reflects this continued commitment on the part of City employees to make changes in their compensation to save the City money. First, the 2011-2012 Proposed Budget assumes that incumbents in all discretionary pay bands (including strategic advisors, managers, executives, and information technology professionals) will receive no market rate salary increase for 2011 (effectively a salary freeze). Depending on the specific employee group, this represents the second or third year that many of these employees will not receive market rate salary adjustments. For 2011, this decision will save the City's General Fund $700,000 and the City's non-General Funds $1.5 million.

Second, the Mayor and City Council are engaged in talks with the Coalition of City Labor Unions (Coalition) to identify mechanisms for reducing labor costs. Under a tentative agreement reached with the Coalition, the current 2% cost of living increase floor would be reduced to 0% through 2013 and cost of living increases would be tied to actual inflation as measured by the Consumer Price Index (CPI). For 2011, the CPI rate is 0.6%, or 1.4% lower than the existing 2% floor. If the tentative agreement is approved by the Coalition of City Union membership, this new arrangement will allow the City to save $2.3 million in the General Fund and $3.4 million in the non-General Funds. The agreement affects 6,000 City employees. If the agreement is not successfully ratified by the second week in October, the Mayor will submit additional budget reductions to the City Council in order to balance the budget.

Because on-going salary savings are captured from the changes described above, and because furloughs only generate one-time savings, the 2011-2012 Proposed Budget does not rely on widespread furloughs. Most departments and employees will not furlough in 2011. However, staff in the Executive Offices will participate in limited furloughs to generate additional one-time savings in addition to the market rate adjustment salary changes described above. The Law Department also plans on furloughing employees in 2011. In total, these furloughs will save the City nearly $742,000 in 2011.

[11] These offices include the Mayor's Office, the City Budget Office, the Office of Intergovernmental Relations, the Office of Sustainability & Environment, the Office of Economic Development, and the Office of Civil Rights.

Finally, the 2011-2012 Proposed Budget captures $1.4 million in savings as a result of a salary freeze for members of the firefighters and fire chiefs' union in the Seattle Fire Department. These savings are described in greater detail in the public safety section of the budget overview.

Prioritizing Public Safety

The 2011-2012 Proposed Budget places a high priority on funding for the City's traditional public safety functions – the Seattle Police Department (SPD) and the Seattle Fire Department (SFD). *In fact, this program area is the only operational program in the General Fund that is actually seeing expenditure increases in 2011 from 2010 levels. SPD will have an all-time high of 585 sworn officers assigned to patrol in 2011, up from the current record-high levels of 555 officers in 2010. And, SFD will maintain the current firefighting strength of 990 active personnel and make no reductions to companies assigned to neighborhood fire stations.*

GENERAL FUND PROGRAMMATIC EXPENDITURES ($1,000s)

	2010 Adopted	2011 Proposed	Change
Arts, Culture & Recreation	$146,507	$141,573	($4,933)
Health and Human Services	$52,519	$51,445	($1,075)
Neighborhoods & Development	$31,959	$28,375	($3,584)
Public Safety	$508,635	$515,559	$6,924
Utilities and Transportation	$39,993	$37,460	($2,533)
Administration [1]	$114,548	$100,883	($13,665)

[1] Former Dept. of Executive Admin., Customer Service Bureau, and portion of former Dept. of Finance moved from the GF to FAS in 2011.

That said, the 2011-2012 Proposed Budget includes reductions for the police and fire functions. In identifying these reductions, emphasis was placed on preserving the highest priority direct services.

Police: The 2011-2012 Proposed Budget for SPD achieves savings to the General Fund primarily by not hiring and adding the 62 additional patrol officers that the City of Seattle had contemplated adding between 2010 and 2012, in support of the Neighborhood Policing Plan (NPP), saving the City $4.2 million in 2011 and $6.5 million in 2012. The NPP was adopted by the City of Seattle in 2007. The plan seeks to improve response times for high-priority emergency calls to seven minutes or less, a commonly accepted response time for police forces in larger cities; allocate more on-duty time for patrol officers to engage in problem-solving activities; and to have ten additional 'back-up' police vehicles citywide available at all times. One of the key inputs required to achieve these objectives, as identified in the 2007 plan, was the addition of 154 new patrol officers over an eight year period (2005 – 2012), assuming the City's budget remained healthy enough to support the expansion.[12] To date, SPD has hired 91 NPP officers (the 2005 – 2009 increases) and is already meeting many of the goals set forth under NPP. In fact, SPD's average response time for emergency calls is 6 minutes in 2010, as compared with 6 minutes and 30 seconds in 2009.

The Proposed Budget mitigates the impact of the decision to suspend the implementation of the additional officers called for under the NPP by redeploying to patrol 30 officers currently performing other non-patrol functions, such as traffic enforcement, investigations, mounted patrol, homeland security, as well as officers staffing the desks at precinct stations during the evenings and weekends. This allows SPD to increase the number of sworn officers assigned to patrol from the current record-high levels of 555 to a new record-high level of 585. The functions identified for redeployment were selected because they are either performing lower-priority work, such as traffic enforcement, the precinct desk officers and the mounted patrol unit, or because of decreased workload in

[12] *The Neighborhood Policing Staffing Plan: 2008 – 2012* notes on page 23, "The initiative's goal is to achieve its hiring targets in five years, but we recognize that budget realities may force a delay in the plan. If economic growth slows … then the timeline for implementing the hiring targets will be extended. The extension would be for as short a period as affordable, but would not extend the initiative beyond ten years."

functions such as the detectives, homeland security officers, and the officers assigned to perform background examinations of prospective hires. Even with these proactive steps, SPD is continuing to develop additional options to meet the performance goals established by the NPP as the City continues to face the prospect of constrained resources.

Fire: By emphasizing internal and management efficiencies, SFD's 2011-2012 Proposed Budget maintains the City's on-duty firefighting strength and makes no operational reductions to neighborhood fire stations. The largest source of budget savings in the SFD budget is salary savings resulting from existing labor agreements with the Firefighters' Union, Local 27 and the Fire Chiefs' Union, Local 2898 to lower the minimum cost of living adjustment from a more traditional 2% floor to a 0% floor. Because the Consumer Price Index (CPI) rate to which salary increases for Local 27 and Local 2898 are contractually tied is below zero[13] for 2011, Local 27 and Local 2898 members will receive a 0% cost of living adjustment for 2011, saving the City $1.4 million from what had been projected in the baseline budget. This is the second year in a row that members of Local 27 and Local 2898 will forego cost of living increases as a result of their contracts. Collectively, this has allowed the City to avoid nearly $7 million in costs over the past two years[14] and to preserve more direct services.

In addition, SFD will capture overtime savings in 2011 by modifying its training delivery methods. On-duty personnel will conduct some of SFD's training activities, while still remaining in compliance with federal, state, and local training mandates. SFD will also capture management-level savings by reducing the minimum on-duty staffing level by one Battalion Chief, allowing it to avoid approximately 255 overtime shifts each year. To achieve these savings, SFD will reassign the administrative duties of Battalion Chief 2 to the Deputy Chief of Operations. The four remaining Battalion Chiefs, the Safety Chief, and the Deputy Chief of Operations will continue to provide oversight and direction of all emergency operations citywide.

Safe Communities Require More Than Police & Fire Services

The 2011-2012 Proposed Budget recognizes that maintaining safe and healthy neighborhoods extends beyond maintaining the City's police and fire services. Services provided by Human Service Department; the Department of Parks and Recreation; and the Seattle Public Library are also essential in offering residents – particularly children and youth – opportunities to thrive. In addition, the Department of Neighborhoods brings City services to the neighborhoods where people live and work, creating additional access to City government.

Human Services Department: The 2011-2012 Proposed Budget for the Human Services Department (HSD) captures reductions totaling 5%. By capturing savings in overhead costs and curtailing inflationary increases, *HSD is able to preserve funding for most contracts with community partners who deliver the actual services.* This is especially critical in these difficult economic times. While HSD's budget is composed of approximately 20% administrative expenses and 80% programmatic expenses, nearly 50% of the reductions included in the 2011-2012 Proposed Budget are administrative in nature, including reductions in HSD's finance and human resources functions. HSD captures $721,000 in savings by forgoing inflationary increases on its contracts with community partners – holding 2011 contract costs at the 2010 levels. In the few cases where direct services are reduced, HSD used the following criteria:

- Programs that are of a lower priority based on HSD's Strategic Investment Plan, which focuses on meeting the basic needs of the most vulnerable people in our community. For example, Community Crime Prevention programs, which provide support to crime prevention councils, conduct trainings for landlords on crime prevention, and sponsor crime prevention events, are reduced by 15%.

- Programs where outcome measures suggest limited effectiveness. For example, in the Domestic Violence

[13] Unlike the Coalition of City Labor Unions contracts, the labor contracts with the Local 27 and Local 2898 tie cost of living increases to the June-over-June CPI-W. The June-over-June CPI-W used to build the 2011 budget was (0.1%), resulting in these members receiving the 0% floor for their cost of living adjustment.
[14] As compared to the existing terms of most other city labor contracts.

and Sexual Assault Prevention division, the Proposed Budget eliminates funding for subsidies that reduce the fee charged to low-income batterers who are mandated to attend batterers' intervention programs. This change was identified because there are unclear results on the success of the programs.

- Where opportunities exist for administrative efficiencies and consolidation within funded programs. For example, the budget proposes a consolidation of two agencies that provide organizational support to food banks and meal programs. This consolidation will eliminate duplicate services and create efficiencies in service to the City's network of emergency food providers.

- Where opportunities exist for alternative funding or other mitigating factors. For example, funding for the Indoor Air Quality program, which evaluates home environments for people with asthma, is eliminated because King County has recently received a grant to do similar work. Similarly, funding for a drop-in day program for seniors is eliminated in recognition of the fact that a community center with similar programming exists close by.

Department of Parks and Recreation: The City's Department of Parks and Recreation also plays a vital role in providing all residents – but especially children and youth – a safe and healthy environment to play, exercise, and grow. A vibrant parks system is important in creating active and safe neighborhood gathering spaces. Unfortunately, Parks continues to struggle with the challenge of maintaining the City's parks facilities. Over the years, Parks has been charged with maintaining a growing number of parks facilities, while the funding available to support these activities has not kept pace. The 2011-2012 Proposed Budget makes no exception to this trend. Relative to the costs required to maintain current service levels plus the cost of new park facilities, the Parks Department will absorb $8.1 million in reductions. To preserve direct services and access to facilities, Mayor McGinn focused on reducing administrative and maintenance costs, enhancing partnerships with community groups, and a re-aligning the Parks fee structure. *These efforts are largely successful in that the 2011-2012 Proposed Budget preserves funding to keep swimming pools open*[15] *and lifeguards at all of the City's public beaches. In addition, Parks will continue to operate 15 of the 22 wading pools located throughout the city. And, 20 community centers will provide the same operating hours as in 2010.* Nonetheless, the 2011-2012 Proposed Budget includes some very difficult decisions related to reduced programming and hours of operations at some Parks facilities.

In identifying direct service reductions for Parks, Mayor McGinn used the following criteria:

- Preserve programming for children and youth
- Preserve services for those residents with the fewest options for obtaining alternate parks and recreation services
- Preserve geographic equity in the availability of services

Services being reduced or eliminated in the 2011-2012 Proposed Budget include:

- **Wading Pools:** The 2010 mid-year budget reductions to Parks closed seven wading pools and reduced operating hours for 10, while five wading pools remained open seven days a week. The 2011-2012 Proposed Budget assumes the same operating capacity for 2011 as was offered in 2010. Wading pools at Green Lake, Lincoln, Magnuson, Van Asselt, and Volunteer Park will be open seven days a week in the summer months. Wading pools at South Park, East Queen Anne, Cal Anderson, Dahl, Delridge, Wallingford, Hiawatha, Bitter Lake, E.C. Hughes, and Sound View Parks will be open three days a week. Wading pools at Ravenna, Beacon Hill, Powell Barnett, Peppi's Playground, View Ridge, Gilman, and Sandel Parks will remain closed in 2011.

[15] The one exception is the Rainier Beach pool, which will close temporarily in 2011 to allow the City to remodel the pool – a commitment made to the community in the 2010 Adopted Budget.

- **Community Centers:** The 2011-2012 Proposed Budget makes the difficult decision to limit the use of six community centers. The Rainier Beach Community Center and Pool will temporarily close for two years to allow for construction of a new community center and pool – a commitment made to the community in the 2010 Adopted Budget. The facility is expected to re-open in 2013.

  Five other community centers – Alki, Ballard, Laurelhurst, Queen Anne, and Green Lake will have reduced operating capacity. The drop-in hours for Alki, Ballard, and Laurelhurst will be reduced from 53 hours per week during the school year and 46 hours per week in the summer to 15-20 hours per week year round. These three sites were selected because other nearby community centers are available, and the three offer less programming relative to other community centers. To mitigate the impacts of the reduced hours, Parks will partner with the Associated Recreation Council (ARC), the non-profit organization that is responsible for providing childcare and recreational classes and programming at community centers, to play a more active role in maintaining services at these facilities. For example, ARC will continue to operate the childcare and pre-school programs currently offered at the Alki and Ballard community centers.

  The programming and availability at the Queen Anne Community Center will change in 2011 to welcome a new temporary partnership with BizKid$, a national public television series for children that focuses on financial literacy, entrepreneurship, and life skills. BizKid$ will use the Queen Anne Community Center gym as a production studio until at least the end of 2011 and provide the City additional revenue. While the Queen Anne Community Center will continue to provide significant programming in the upper portion of the community center including childcare, preschool, and senior adult activities, the gym will be closed. Staff will be reduced commensurate with the space reduction. To mitigate the impacts of the loss of the gym space, Parks will maintain some staffing for teen program development and continue its partnership with the Community Learning Center at McClure Middle School.

  The functionality of the Green Lake Community Center will also be transformed in 2011. The Museum of History and Industry (MOHAI) will occupy the Lake Union Armory resulting in the closure of the Armory as MOHAI begins construction in 2011 to renovate the building. Due to the transfer to MOHAI, Parks, Seattle Parks Foundation, and ARC staff that currently work in the Armory will be permanently relocated. These staff will be dispersed to other Parks facilities, including the Green Lake Community Center. To make room for the staff, the Green Lake Community Center will offer reduced public drop-in access to the gym. In addition, DPR will create a Visitor's Center for Green Lake Park and a one-stop location for event and athletic field scheduling at the Green Lake Community Center.

  While the 2011-2012 Proposed Budget reduces access to six community centers, funding for the remaining 20 community centers – Bitter Lake, Delridge, Garfield, Hiawatha, High Point, International District /Chinatown, Jefferson, Loyal Heights, Magnolia, Magnuson, Meadowbrook, Miller, Montlake, Northgate, Rainier, Ravenna-Eckstein, South Park, Southwest, Van Asselt, and Yesler Community Centers – will continue in 2011 and 2012, offering residents access to a wide variety of recreational opportunities.

- **Green Lake and Mount Baker Small Craft Centers:** The 2011-2012 Proposed Budget begins to transition the operations of the Rowing and Sailing Centers at Green Lake and Mount Baker to a self-sufficient program operated by ARC. Beginning in 2011, the full-time Recreation Leader at each site is abrogated, and a part-time Recreation Attendant is added at each site. Hours of operation are reduced to approximately three hours per day, Monday through Friday, and some changes in programming will occur. Due to the reduction staff and their availability to assist in a boating emergency, the boating programs will be required to operate as 'paired programs' to meet minimum safety standards. The popular afterschool program for teens will continue, but fees will increase. In addition, ARC will increase its contribution to Parks and pay for some program related expenses. These changes in programming and operations will keep both centers open and operating

- **Environmental Learning Centers:** The 2011-2012 Proposed Budget also reduces funding for public programs at the Environmental Learning Centers (ELCs), which includes nature walks and treks, bird programs, and beach/tideland programs. In keeping with the Mayor's commitment to preserve programs focused on children and youth, Parks will continue to provide school-based programs that offer field trip programming for school-aged children to learn about nature and the environment. ARC will still run the Nature Day Camps and the Nature Preschool (day care) at the Discovery Park ELC. The Carkeek ELC will be available for rentals only. However, it will still offer the Seattle Public Utilities-funded Salmon & School Program.

The 2011-2012 Proposed Budget initiates an agreement between the Office of Arts and Cultural Affairs (OACA) and the Parks Department to use existing admissions tax resources that were dedicated to the Arts Account in the 2010 Adopted Budget to fund arts programming currently offered by Parks, including downtown parks arts programming, outdoor neighborhood parks activation projects, and the Langston Hughes Performing Arts Center operations. This will ensure the continuation of a wide variety of public arts experiences throughout the city while relieving pressure on the General Fund. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These programs are designed to serve all ages and ethnic groups, and to make City parks creative, fun community spaces. They particularly emphasize youth involvement and the transformation of young lives through art. They also emphasize activation of open space to create safe and vibrant gathering areas for neighborhoods.

Seattle Public Library: The Seattle Public Library's 2011-2012 Proposed Budget assumes 8.5% in reductions from status quo levels and modest revenue enhancements for 2011, yet *preserves all current service hours*. The Library accomplishes this primarily by consolidating the management of branch libraries. The branch libraries are currently overseen by three regional managers and 13 branch manager and assistant manager pairs who each supervise two branches. In 2011, the branch manager classification will be eliminated. Three regional managers will be added, for a total of six regional managers who will be based at a branch and oversee four-to-five branches within a region. Six additional assistant managers will be added – for a total of 19 – to coordinate building operations.

The Library will also convert eight of its smallest, lower-utilized branches into 'circulating' libraries and reduce on-site librarian services. These branches – Delridge, Fremont, International District/Chinatown, Madrona-Sally Goldmark, Montlake, New Holly, South Park, and Wallingford – will continue to be open 35 hours per week and serve as a 'gateway' to the resources of the entire library system. These branches will offer collections, holds-pickup, and computer access. Access to specialized reference or collection services will be provided on-line or by telephone access to staff at the Central Library. Programming will be primarily focused on youth and provided by librarians from other locations.

Finally, the 2011-2012 Proposed Budget assumes the one-week system-wide closure (the week before Labor Day) that was first instituted in 2009 will continue in 2011. And, the budget reduces the Library's collection budget by $700,000, leaving $5 million available to purchase new materials. The impact of this reduction may be mitigated on a one-time basis through private donations to the Library.

Department of Neighborhoods: The Department of Neighborhoods (DON) plays an important role in connecting residents to City services. DON's 13 Neighborhood Service Centers (NSCs), which are geographically dispersed throughout the City, provide information about City services and coordination with Neighborhood District Councils, and support the community in resolving a range of issues related to public safety, human services, and housing. In addition, seven of the NSCs also function as payment and information centers offering residents a location to pay City Light and Seattle Public Utility bills, obtain pet licenses, pay traffic tickets, apply for U.S. passports, or to find information about City services and jobs. Each of the 13 NSCs is staffed by a Neighborhood District Coordinator, with the payment sites also staffed by customer service representatives. From a financial standpoint, the payment and information centers generate enough revenue to cover approximately 70% of their operating costs. The six non-payment sites do not generate any revenues and are supported entirely by the General Fund.

The 2011-2012 Proposed Budget closes of all six non-payment Neighborhood Service Centers and the West Seattle payment and information center. These nonpayment sites were selected for closure because they offer a more limited range of services than do the payment sites. The West Seattle site was selected for closure because the building lease expires at the end of 2010, and DON plans to consolidate services with the nearby Delridge Service Center. The remaining six payment sites (Delridge, University District, Central District, Lake City, Southeast, and Ballard), which are geographically spread throughout the city, will continue to provide access to City services for residents in the neighborhoods in which they live and work, allowing them to avoid trips to the City's downtown campus.

The facility closures will allow DON to eliminate six Neighborhood District Coordinator positions and one Customer Service Representative position. The staffing reductions will support a reorganization of the District Coordinators by assigning them to larger areas of the city using the remaining Neighborhood Service Center locations. This change creates an efficient management model that will ensure that core services are still provided to the public. These core services include the continued role of the Neighborhood District Coordinators as liaisons between neighborhoods and City departments.

Increasing Revenues

The 2011-2012 Proposed Budget does not assume any increases in general taxes (i.e. property, sales, B&O and utility[16] taxes) to support on-going operations. The budget does, however, rely on increases in revenues tied to utilization of services provided by the City, including increases in parking meter rates and hours to better cover costs to the City to regulate parking, enhancements to the City's parking scofflaw program, and increases to enhance cost recovery rates on a variety of user fees. Collectively, these revenue strategies will raise approximately $23 million to offset the City's $67 million General Fund shortfall.

In addition to these General Fund revenue increases, the 2011-2012 Proposed Budget assumes increases in the City's commercial parking tax and the imposition of a $20 vehicle licensing fee to address funding challenges in SDOT. These proposed revenues and the programs they support are described in the SDOT section of this overview. The 2011-2012 Proposed Budget also includes increases in rates for Seattle City Light and the Solid Waste and Drainage and Wastewater utilities, which are also described later.

While always difficult to raise revenues – especially in times of economic hardship – these rate increases targeted users of City services will help offset the need for additional reductions in service.

Parking Meter Revenue: The 2011-2012 Proposed Budget makes several changes in the City's management and regulation of on-street parking, including increasing the hourly rate on parking meters by $1.50 downtown and $0.50 in other parts of the city, extending paid parking hours by two hours until 8 p.m. in the evenings (Monday – Saturday), and instituting paid parking on Sundays (11 a.m. – 6 p.m.). These adjustments in the management and regulation of on-street parking are recommended for several reasons. First, the increases better align the charges with the costs to the City to regulate and manage the parking program. Second, the increase brings parking meter rates in line with the current market rates for parking in private garages. Third, the existence of market rate prices for parking will better encourage turnover of parking spaces so that people can find a parking spot when they need one, thereby encouraging residents to frequent commercial districts and reducing congestion and carbon emissions. These proposed changes to the City's parking meter program will generate $6.6 million in net revenue to the City.

Enhanced Parking Scofflaw Program: For 2011, the City will implement a new parking scofflaw program that will improve collection of outstanding traffic fines from people who have four or more outstanding parking violations. There are more than 27,000 vehicles with four or more outstanding parking violations, totaling more

[16] Water utility tax rates will actually be 4.3 percentage points lower in 2011 than in 2010, as a result of the December 31, 2010, elimination of the temporary tax rate increase enacted in February 2009 in response to *Lane v. City of Seattle.*

than $15 million in outstanding charges due to the City, not including interest. Currently, the City impounds scofflaw vehicles. To retrieve their scofflaw vehicle, drivers must go to the impound lot. But, the impound lot operators are not required to actually collect on the outstanding parking tickets prior to releasing the vehicle. Rather, the driver of the scofflaw vehicle is only required to pay the towing and impound fees. As such, the City's current program offers limited incentives and consequences for actually resolving the underlying scofflaw offense. Under the new program, scofflaw vehicles will be affixed with an immobilizing boot that cannot be removed until the driver makes arrangements to pay the defaulted parking violations. As part of the program rollout, the City will publicize the opportunity for scofflaws to arrange to make payments on their defaulted violations. This program is expected to generate gross revenues of $1.9 million for the General Fund in 2011 and $2.4 million in gross revenues for 2012. These revenues are partially offset by some additional increased operational costs in the Seattle Police Department, the Seattle Municipal Court, and the Seattle Department of Transportation.

Increased Fees: Finally, the 2011-2012 Proposed Budget increases a variety of fees for service to better align the amount charged with market rates and/or the actual costs of delivering the service. A sampling of some of the fee changes is included below:

- **FAS:** FAS will increase the cat license fee in 2011. The current fee structure has been in place since 2003. The fee for altered cats will increase from $15 to $20 and the fee for unaltered cats will increase from $20 to $30. FAS will also restructure the driver-for-hire license fee and will levy a $50 charge on taxi drivers who have dual King County/City of Seattle licenses. Previously taxi drivers were not required to pay the City for dual licenses. Drivers licensed only in Seattle, who make up less than 1% of all licensed drivers, will see their fee reduced from $75 to $50.

- **Library:** The Library will increase the daily fine rate on a variety of loaned materials including print materials, DVDs, inter-library loans, and reference materials. The Library will also increase the fees for patrons to print from Library computers. Additionally, the Library will authorize its collection recovery agency to send fine notices to parents of juveniles under the age of 13 who owe fines. Collectively, these measures will generate $650,000 in revenue.

- **Police:** The Seattle Police Department will increase the fee charged to alarm companies who request a police response based on a false alarm. The purpose of this increase is twofold. First, SPD is attempting to reduce the number of false alarms as these responses constitute a large drain on available officers to respond to true emergencies. Given that the current percentage of alarms that are false is 97%, there is much room for improvement. Second, SPD is attempting to recoup a greater percentage of its costs related to responding to false alarms.

- **Fire:** To maintain historical cost recovery rates for billable services, the Seattle Fire Department will implement fee increases of 10% to 15% for permits, conducting certification examinations for fire protection systems and code compliance inspections when multiple re-inspections are required. Additionally, a new $10 reporting fee for processing required fire protection system confidence testing documentation is applied. The increased fees will generate approximately $586,000 for the General Fund and will bring Fire Prevention Division fees to a 75% cost recovery rate, consistent with previous practices.

- **Seattle Municipal Court:** The Seattle Municipal Court will generate additional revenue in 2011 through a variety of changes to its fee structure. First, the Court will continue a number of fee increases it implemented in mid-2010, including an increase from $1 to $3 to handle credit card payments made via the Internet (there is no charge for payments sent in by U.S. mail or made in-person); an increase from $100 to $122 in the administrative fee for deferred findings; and a $10 fee to set up time-payment plans. In 2011, the Court will increase revenue collections by working with its collection agency, Alliance One, to process a large volume of garnishments for people who have past due fines. The Court

will also increase the monthly probation fee from $20 to $25. Lastly, the Court will increase revenue collections related to red light camera violations. Collectively, these increases will generate $1.2 million in revenue.

- **Parks and Recreation:** The 2011-2012 Proposed Budget assumes $1 million in new revenue from increases in Parks fees and charges. The updated fees and charges set in this budget are based on Parks' new fees and charges policy, which seeks to align fees with the cost of providing the service. Higher percentage costs are charged where benefits of the service accrue primarily to the individual and a lower percentage where society also benefits. In addition to considering the cost of providing a service, Parks analyzed comparable fees charged by other public agencies and recreation service providers. As a result of this analysis, the following fees are increased in the 2011-2012 Proposed Budget: Japanese Garden, Camp Long, Amy Yee Tennis Center, swimming pools, athletic fields, boat ramps, community meeting rooms and gymnasiums, special events - ceremonies, picnics, and the Langston Hughes Performing Arts. A new fee for plan review is also proposed.

Non-General Funds

The City's General Fund is not the only City fund that is experiencing budget challenges. Several other City funds are also struggling to maintain services in an environment of constrained resources, including the Department of Planning and Development, Seattle Public Utilities, Seattle City Light, and the Seattle Department of Transportation.

Seattle Department of Transportation: The Seattle Department of Transportation (SDOT) budget is facing the dual challenge of reductions to its General Fund base of approximately $40.1 million, as well as its non-General Fund resources, including gas tax revenues. These funding constraints come at the same time that SDOT is attempting to overcome a long-standing backlog of maintenance and upgrades of the City's $13 billion worth of transportation infrastructure, as well as plan a transportation system that is capable of moving people and goods to support the economic health of the City.

In 2006, Seattle voters approved a nine-year, $365 million levy for transportation maintenance and improvements known as *Bridging the Gap* (BTG). Included in the BTG initiative were funds provided by a commercial parking tax, and an 'employee hours' or 'head' tax, which the City repealed in 2009. BTG is on track to accomplish the project list approved by voters, including the repair and paving of streets, seismic upgrades to vulnerable bridges, improvements to pedestrian and bicycle safety and creation of safe routes to schools, and enhancements to the speed and reliability of transit in the city.

However, the base funding – General Fund and state gas tax revenues – that BTG was designed to augment have eroded during the same period of time, causing SDOT to again face a growing backlog. Excluding BTG, SDOT's general transportation base funding is 7% below 1996 levels, after adjusting for inflation. For 2011, SDOT's budget addresses a $5.8 million reduction in General Fund support, as well as a $3.3 million gap in its non-General Fund sources. In preparing the 2011-2012 Proposed Budget, Mayor McGinn seeks to address SDOT's immediate funding challenges, as well as identifying funding to continue efforts to develop a transportation system that meets future demands, including those priorities and investments identified in the Pedestrian Master Plan and the Bicycle Master Plan.

The 2011-2012 Proposed Budget for SDOT relies on several strategies to meet these objectives. The first strategy includes maximizing resources available for direct service by implementing internal efficiencies and controlling costs. Reductions are taken in SDOT's travel and training, temporary staffing, and professional services funding. Workloads are consolidated, allowing for staffing reductions, and redundant and non-core administrative and planning functions are eliminated. Savings are also achieved by reducing the number of managers and supervisory positions, and policy and planning positions, freeing up resources for direct service.

The second strategy includes reducing programmatic costs where possible and prudent, including deferring some maintenance; using alternative and more cost-effective methods to deliver service; and reductions in deliverables. As an example, cost savings are achieved through continuing the strategy developed in mid-2010 of lengthening the target response time for SDOT to respond and fill a pothole from 48 to 72 hours. While this delay will impact street users, it is offset by a pothole repair technique that results in a patch lasting four times as long as the quick fix method. A longer wait time for road-users to see potholes repaired is offset by cost savings in the short- and long-term, as these potholes are less likely to reoccur or reoccur with less frequency. Funding for signage repair and vegetation control is also reduced. These are impacts that will be noticed by residents, but create savings that help to address funding shortfalls, and allow redirecting resources to other priorities.

Another approach includes identifying areas in which user fees could be enhanced to improve cost-recovery or to better manage City assets. This includes an increase in the cost of Restricted Parking Zone permits and Right-of-Way permits, improving cost-recovery. The hourly rate for on-street parking is increased, moving the level closer to market rate, and the number of hours regulated are expanded. The new parking scofflaw program will increase the City's ability to manage the right-of-way by increasing compliance with regulations.

The next step was to identify additional reductions that would be necessary to bring spending in line with available resources. The required reductions would have degraded core services and programs, including street surface repairs, freight spot improvements, landscape maintenance and the transportation demand management program. Because funding for these purposes was in many cases already below sustainable levels, these potential reductions were not aligned with the Mayor's goals to promote environmental sustainability and support economic vitality. Funding would have been insufficient for acceptable progress to be made on projects in the Pedestrian and Bicycle Master Plans, and on infrastructure projects that support transit, and the maintenance backlog would grow at a faster pace, resulting in increased costs in future years.

The Mayor's 2011-2012 Proposed Budget prioritizes sufficient investment in the City's transportation system. The budget includes additional transportation-dedicated funding via a 5% increase in the Commercial Parking Tax. In addition, the Proposed Budget presumes the establishment of a $20 vehicle license fee by the newly created Seattle Transportation Benefit District (STBD), which was formed by Council ordinance under authority provided by the Washington State Legislature.[17] These are modest revenues compared to the need, estimated to generate $13.4 million in 2011, but are derived from sources tied to users of the system and begin to address some more of the funding gap.

New revenue will support core services, such as major maintenance of Seattle streets and rights-of-way and emergency response activities. These proposals allow SDOT to meet its statutory obligations and comply with new federal storm water code requirements, and also provide a means for the City to meet its pledge to King County of funding $15 million for the South Park Bridge replacement project. Additional funds are directed towards increasing the number of small-scale freight mobility improvements.

This revenue will also be used to complete the next Transit Master Plan, which will allow the City to improve decision-making on how and where to make transportation investments. Funding is provided to accelerate implementation of the Pedestrian and Bicycle Master Plans and fully fund the Linden Avenue North Complete Streets project. Funding is also directed to the Neighborhood Streets Funds large projects program so that more high-scoring community identified projects can be completed.

The budget includes an additional 2.5% increase in the Commercial Parking Tax to fund two years of the City's obligations related to the Alaskan Way Viaduct and Seawall Replacement Program. Additional funding sources will be needed as early as 2013 to support future spending on this program. The Mayor continues to recommend a bond levy to secure full funding for replacement of the Seawall.

[17] City Council Resolution 31240 notes, "The STBD will consider imposing a twenty-dollar annual vehicle license fee to support preservation and maintenance of the City transportation system and to enhance pedestrian and bicycle mobility."

Department of Planning and Development: The Department of Planning and Development (DPD) is responsible for land use and building regulations in the city, as well as long-range planning functions. It draws most of its funding from land use and building permit fees. Its code compliance and planning functions are primarily supported by General Fund dollars. Like the Seattle Department of Transportation, DPD's budget is struggling with the dual impacts of declines in its non-General Fund revenues sources as well as reductions in the support it receives from the General Fund. While the General Fund reductions are not insignificant, the more challenging problem for DPD is the severe decline in construction activity in the city and the resulting impacts on the level of permit revenues. As of August 2010, the volume of incoming building permits was approximately 30% lower than the peak of development activity in 2007. Meanwhile, permit values – which drive revenues – are approximately 50% lower. Since 2007, DPD's building and land use revenues are down 49%, and revenues are anticipated to be relatively flat moving forward.

In response to these challenges, DPD is initiating another round of mid-year reductions effective October 2010. These mid-year reductions are reflected in the 2011-2012 Proposed Budget and will result in the unfunding of an additional 42 positions, including 19 positions in Construction Permit Services, 12 positions in Land Use Services, five positions in Construction Inspections, four positions in Department Leadership, and two positions in Planning Services. These are in addition to the 11 position reductions being made to help balance the General Fund budget. Since 2007, DPD has abrogated or unfunded 155 positions, including the reduction or reclassification into lower job titles of 21 executives, managers, supervisors and strategic advisor positions. While DPD's workload is down, these position reductions will nonetheless impact service levels, including longer wait-times for intake appointments; reduced hours of operation for the Applicant Service Center; delays in processing applications; and longer plan and permit review times. In all cases, DPD will strive to minimize disruption of service levels and effects on service quality.

Seattle City Light: The Seattle City Light (SCL) budget is under stress following two consecutive years of extremely weak performance in its wholesale hydroelectric power revenues. In a typical year, City Light sells surplus hydroelectric power generated in the winter and spring, and purchases additional power to supplement its lower power generation capacity in the summer and fall. This 'power shaping' strategy allows City Light to respond to seasonal swings in supply and demand. And, the revenue generated through this mechanism allows City Light to charge ratepayers lower rates. Unfortunately, unexpectedly depressed energy prices in 2009 and unusually low precipitation levels in 2010 have meant that City Light has received substantially lower amounts of wholesale power revenue than it had assumed in its 2009 and 2010 budgets. For 2009, net wholesale revenue was lower by $74 million, or 52%, than what was assumed in the budget. For 2010, the actual wholesale revenues are projected to be $50.9 million, or 58% below what was assumed in the budget. In response to these significant shortfalls, City Light has made reductions to its operating and capital programs, including the substantial deferral of maintenance, over the past two years. Unfortunately, many of these actions are not sustainable.

The 2011-2012 Proposed Budget reverses these trends by restoring operational and capital funding to more sustainable levels, while adequately responding to regulatory requirements. To do this, the Proposed Budget anticipates a rate increase of 4.3% in 2011 and 4.2% in 2012, and reflects the creation of the Rate Stabilization Account in 2010 to mitigate future risks to wholesale revenue.

The 2011-2012 Proposed Budget also captures savings to keep rate increases to a minimum. City Light will realize $22 million of debt service savings in 2011 as a result of a favorable refinancing of outstanding debt in 2010. Seattle City Light is also capturing internal and management savings for 2011. City Light will continue to scale-back public tours of its Skagit facilities and will realize savings by reducing its reliance on consultants for policy analysis and strategic planning and its travel and training expenditures. The City Light budget also eliminates 16.6 vacant FTEs (including 7.0 FTE management-level positions) and downgrades an additional 5.0 FTE management-level positions to control costs, address span-of-control issues, and reduce the budgeted vacancy rate.

Seattle Public Utilities: Seattle Public Utilities (SPU), which oversees three utilities – Solid Waste, Water, and Drainage & Wastewater – is also feeling the effects of the recession. Revenues for all three utilities have come in below projections as a result of lower-than-anticipated water use and a greater-than-anticipated reduction in the amount of garbage requiring collection. The impacts of lower than expected revenue are compounded by the fact that SPU is also addressing the challenges of an aging infrastructure – the majority of which was built prior to 1970 – and increased expenditure obligations as a result of more stringent federal and state regulatory requirements, such as the National Pollutant Discharge Elimination System. Collectively, these factors put upward pressure on SPU rates, at a time when SPU customers are feeling the effects of the sluggish economy, creating an extra incentive to keep rate increase as low as possible.

The 2011-2012 Proposed Budget includes a significant number of operations and maintenance expenditure reductions and limits the number of new projects to primarily fund cost increases in core services and to respond to regulatory requirements. During development of the 2011-2012 Proposed Budget, SPU reviewed operations to streamline the delivery of services and identified efficiencies that allow SPU to eliminate 37 FTE, including 15.5 FTE in manager and strategic advisor classifications, without suspending any programs. While these reductions are an essential response to the utility's financial position, they will result in several lay-offs. SPU has not had to lay off employees in recent memory. Even with these proactive steps, SPU's budget assumes a series of rate increases for 2011, as follows:

- **Solid Waste:** The budget for the Solid Waste Fund assumes a rate increase of 7.5% for 2011. The 2011-2012 rate proposal for Solid Waste is currently being considered by the City Council.

- **Drainage & Wastewater:** The budget for the drainage utility assumes a 2011 rate increase of 12.8%, or about $2.19 per month for an average household. The wastewater utility assumes a 2011 rate increase of 4%, or about $1.87 per month for an average household, not including an anticipated pass through from King County for wastewater treatment costs that is historically considered by Council outside of the budget process. The 2011-2012 rate proposals for the drainage and wastewater utilities are currently being considered by the City Council.

- **Water:** The 2011-2012 Proposed Budget for the Water Fund assumes a rate increase of approximately 3.5%. This is the net impact of the existing rate adopted by the City Council in 2008 as well as the elimination of the temporary surcharge on water rates that the City implemented as a result of the *Lane v. City of Seattle* court case concerning fire hydrants.

Looking Ahead

By making tough decisions that focus on ongoing budget changes, Mayor McGinn's 2011-2012 Proposed Budget makes significant strides toward putting the City's services and finances on a more sustainable path. Assuming the economic and revenue forecasts hold, reductions and revenue changes assumed for the General Fund in 2011 will be sufficient to maintain a balanced budget for 2012 without additional reductions. For the first time, the City's 2011-2012 Proposed Budget includes a snapshot[18] of the City's financial health through the end of the next biennium (2014). Current projections suggest that while there may be some room for marginal funding increases in 2013, the City of Seattle is likely not going to see significant room for program expansion in the near-term. This represents a new financial challenge for the City of Seattle relative to the previous two post-recession expansion periods in 1995-2000 and 2003-2007. The City's tax revenues experienced 7.2% and 6.3% average annual growth respectively in the 1995-2000 and 2003-2007 periods. In contrast, projections for the 2010-2014 period are for only 2.9% average annual growth in tax revenues. Current revenue projections through 2014

[18] These financial snapshots are commonly referred to as a financial plan. The City Budget Office developed financial plans for most City funds as part of the 2011-2012 Proposed Budget. The financial plans depict revenues, expenditures, reserves, and fund balances for the last year (2009), the current year (2010), and four years into the future (2011-2014), and provide a tool to monitor the financial health of the City's funds.

suggest that the City's overall General Fund revenues will grow at less than 4% year over year between 2012 and 2014.

Amounts in $1,000s	2010 Revised	2011 Proposed	2012 Proposed	2013 Projected	2014 Projected
Beginning Unreserved Fund Balance*	(2,424)	468	19	43	289
Total Revenues	899,138	891,749	926,993	959,816	995,003
Total Expenditures and Change in Reserves	(896,246)	(892,199)	(926,968)	(959,570)	(992,038)
Ending Unreserved Fund Balance	468	19	43	289	3,255
*Available balance excludes policy reserves					

While certainly an improvement over the past couple of years, the anticipated revenue trends over the next four years are likely not sufficient to maintain the current mix of City services *and* address many of the 'looming budget issues' – cost obligations that the City anticipates – that are on the horizon.

Early into the 2011-2012 budget process, the City Budget Office conducted a survey of all City departments in an effort to catalog anticipated costs obligations that are likely to require funding. The list of obligations is numerous.[19] As a snapshot, some of these potential obligations include:

- **Asset Preservation:** The City has a relatively long-standing policy that sets as a high priority on the preservation of capital assets. The City has recently deferred these types of investments, particularly as Real Estate Excise Tax (REET) revenues have contracted. City Council Resolutions 31083 and 31203 establish funding targets to guide the City's funding levels for asset preservation. The policies establish a citywide target of asset preservation spending for non-utility and non-transportation assets of $48 million (2011 dollars), of which $31 million or 65% is intended to come from the Cumulative Reserve Subfund (CRS). Weak REET revenues in the 2010 Adopted Budget left insufficient funds to achieve minimum target funding levels as established by these policies. As the City's financial challenges persist, the trend continues for 2011, with the City investing over $19 million in asset preservation from the CRS, and $40 million citywide, for non-utility and non-transportation work. As the City's finances recover from the Great Recession, restoring the commitment to investing in asset preservation should be a priority.

- **Strategic Capital Agenda:** The City has a sizable backlog of capital needs ranging from major infrastructure investments, such as the Seawall, to public safety facilities, such as the Police Department's North Precinct and the Fire Department's Headquarters, to quality of life and civic amenities, such as the Rainier Beach Community Center and the Seattle Center Master Plan. A preliminary assessment of a relatively small subset of capital projects as part of the first phase on the on-going strategic capital

[19] In addition to the 'looming budget issues', the future health of the City's budget could be impacted by the outcome of the November election. Initiative 1107, if approved, would repeal the sales tax on candy, gum and bottled water, and could result in the loss of $1.2 million in City sales tax revenue in 2011, followed by $1.7 million in 2012. Initiatives 1100 and 1105, if approved, would allow for the privatization of liquor sales in the State of Washington. Passage of these initiatives could result in the loss of $2-4 million in City revenue in 2011, followed by a $4-7 million loss in 2012. On the other hand, if the King County sales tax initiative, which would increase sales tax by 0.2%, is approved, the City can expect $8.7 million in additional sales tax revenue in 2011, followed by $12.1 million in 2012. Finally, over the course of 2010, projections for the likelihood of a double-dip recession have increased. If this were to materialize, the City of Seattle could see revenues drop by an additional $12.7 million in 2011 and $28.2 million in 2012. The City Budget Office is closely monitoring these variables.

agenda[20] identified potential costs over the next five years ranging between $319 and $604 million. Meanwhile the City, based on maintaining current debt-to-budget ratios and continuing to adhere to its debt policies, is only expected to have debt service capacity sufficient to support $190 million worth of councilmanic capital investments. Additional debt capacity may be obtained with voter approval or through the identification of pledged revenues to repay debt.

The 2011-2012 Proposed Budget takes the first steps toward funding some of these capital needs – including the Rainier Beach Community Center and the first phases of the replacement of the North Precinct. But, beyond these projects, there is clearly an imbalance in the level of need as compared to the resources available. In the coming months and years, the Executive and Legislative branches will need to work together to prioritize needs, reduce costs, and potentially identify additional funding sources to meet these needs. Completing the strategic capital agenda is a priority for the coming year.

- **Healthcare Costs:** Healthcare costs continue to rise for the City of Seattle and around the country at rates that significantly outpace inflation. Bringing cost growth under control is a key long-term fiscal strategy for both the City and employees. The City will work with employees to identify strategies that will help mitigate cost growth in future years.

- **Retirement Costs:** The Seattle City Employees' Retirement System suffered significant investment losses in the recent recession, as did other public and private investment pools. While the system has ample funds to cover anticipated payments over the next many years, it is now underfunded from a long-term view, and steps must be taken to strengthen the system. The Retirement Board will undertake a study to evaluate investment strategies and decision- making procedures to protect against future losses and maximize returns. The City and employees will also increase contributions into the system to provide additional funding of the plan. The City will continue to monitor the fiscal health of the system and will make future adjustments as necessary to ensure its long-term viability.

- **Technology Upgrades:** The City has a number of aging technology systems that are in need of replacement or upgrade, including the City's accounting system, Summit, and the caseload management system used by Seattle Municipal Court, MCIS. Replacement costs for these systems could cost the City millions.

- **Obligations under the Americans with Disabilities Act:** In 2011, the City anticipates reaching agreement with the Department of Justice (DOJ) over a review of the City's compliance with the Americans with Disabilities Act (ADA). While the City is largely in compliance, there are some facilities that the DOJ has identified that need to be updated or modified to conform to ADA standards. In addition, the City will be undertaking a survey of its facilities to assess their compliance with the ADA. The 2011-2012 Proposed Budget begins to address these costs, but additional costs are anticipated in the years to come.

- **Reserves:** Healthy financial reserves are a cornerstone of prudent financial management. The City of Seattle maintains two financial reserves for general government spending – the Emergency Subfund and the Revenue Stabilization Account (aka Rainy Day Fund). The Emergency Subfund is available to pay for unanticipated expenses that may occur in a fiscal year in response to an emergency (e.g., earthquake). The Rainy Day Fund is available to maintain City spending in the event of a sudden and unanticipated drop in revenues due to economic conditions or other factors. Over the past two years, the City has drawn down substantial portions of the Rainy Day fund in response to weak revenues and to avoid making deep cuts. The Rainy Day Fund totaled $30 million at the beginning of 2009. The 2010 Adopted Budget

[20] See the Strategic Capital Agenda Presentation to the City Council. July 6, 2010. http://www.seattle.gov/financedepartment/documents/2010-07-06CapitalPresentationFINAL.pdf

leaves $10.5 million in the reserve by the end of 2010.[21] Understanding that healthy reserves are critical in times of economic volatility and essential to preserving the City's AAA bond rating, the 2011-2012 Proposed Budget recommends fully maintaining these reserves. By State law, the Emergency Subfund cannot exceed 37.5 cents per $1,000 of assessed property value within the City. Because assessed property values in the City are declining, the City must reduce the size of the Emergency Subfund. Due to this, the 2011-2012 Proposed Budget transfers $750,000 from the Emergency Subfund to the Rainy Day Fund to bring the total value of the Rainy Day Fund to just over $11 million, and results in the full preservation of these crucial reserves. In addition to taking this proactive step for 2011, it is important that the City look for opportunities as the economy recovers to build the value of the Rainy Day Fund.

- **Long-Term Funding for Parks:** While Seattle voters have consistently chosen to expand their parks and recreation system, it relies primarily on the General Fund to support on-going operations and maintenance. Since 2002, General Fund support has not kept pace with the growing operations and maintenance costs of the City's parks system. Unfortunately, the current economic turmoil means that 2011 is no exception to this trend. In fact, with reductions to Parks maintenance functions, the challenges grow with the 2011-2012 Proposed Budget. As the economy recovers and the City's funding situation improves, addressing the long-standing funding imbalances in Parks is a top priority. In the meantime, the City will continue to explore opportunities to make creative use of existing resources, building on what is done with Arts funding in the 2011-2012 Proposed Budget, and to explore opportunities for non-traditional funding sources and increased opportunities to form partnerships with community service providers. To demonstrate the City's commitment to this, staffing in Parks for 2011 is dedicated to developing these opportunities. In addition, the City will continue working with members of the community to develop options to allow the City's parks systems to flourish.

- **Public Safety:** Public safety extends beyond traditional police services. Rather investments in services such as parks, libraries, and the safety net – particularly those services that target children and youth and provide employment opportunities for residents – are also key elements to maintaining public safety. This commitment is reflected in the decisions in the 2011-2012 Proposed Budget. But, more work is needed. In 2011, the Seattle Police Department will continue to develop options for meeting the outcome goals of the Neighborhood Policing Plan. In addition, the Human Services Department will be exploring in 2011 opportunities to streamline its contracts, as well as improve the measurement of performance outcomes in an effort to maximize the City's human services investments.

- **Other Personnel-Related Costs:** As the City addresses these 'looming budget issues' and identifies additional efficiencies and strategies to realign funding, two personnel-related issues rise to the top as requiring attention – the first is the City's classification system and the second is the delivery of human resources services in the City. As the City downsizes the workforce, it is clear that the current classification system covering discretionary pay bands (executive, strategic advisor, manager, and IT professional), which has been in place for nearly a decade, is due for an evaluation. The system has never been evaluated to determine whether they still meet the City's classification and compensation needs. As the City's workforce needs evolve under more constrained revenues, it is time to examine whether the current classification system best meets the workforce needs of the City. The 2011-2012 Proposed Budget assumes that a review of the classification system will begin in 2011.

  In addition, work done in 2010 to review how the City provides human resources services throughout the City suggests that additional work is needed in this area to determine whether there are additional opportunities to streamline the provision of these services. The 2010 human resources review was completed by the City Budget Office, and was undertaken in part in response to a 2010 Statement of Legislative Intent 117-1-A-1. The goal of the study was to identify best practices to most effectively and

[21] The 2010 Proposed Budget actually contemplated drawing down the Rainy Day Fund even further to approximately $5 million. The City Council, in adopting the 2010 budget, restored approximately $5 million to the fund.

efficiently provide human resources services to the City and its employees, and evaluate the division of roles between the Personnel Department and human resources staff in other City departments. The study found that in most cases, the role of the Personnel Department and the department human resources units are separate and distinct, and there are many areas in which dual staffing is effective both in departments and in the Personnel Department (such as labor relations). Several areas were identified for potential increased centralization, including benefits (communications and employee assistance) and training. Hiring and safety have potential for increased centralization; however, these two areas need more study. The Executive is continuing to review the recommendations of this report, and will work with the new Personnel Director, once approved, to implement these changes.

The 2011-2012 Proposed Budget begins making efforts to meet many of the City's future expenditure obligations and operational challenges. But, more work is needed to identify funding options to meet these obligations, as well as to sustain current services. As the City looks at a future with more subdued revenue growth, meeting these obligations will require added fiscal oversight, monitoring, and creativity to ensure that the City is delivering services in a cost-effective manner. In other words, as the City prepares for the fiscal reality of the coming years, the 2011-2012 Proposed Budget is only the beginning of a longer-term transformation of City government.

RESOURCES SUMMARY BY SOURCE
(in thousands of dollars)*

TOTAL CITY RESOURCES

Revenue Source	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Taxes, Levies & Bonds	1,064,225	1,231,099	1,099,668	1,122,171	1,127,488
Licenses, Permits, Fines & Fees	148,292	154,025	151,753	169,840	176,004
Interest Earnings	10,902	18,077	11,693	10,934	17,346
Revenue from Other Public Entities	163,097	190,818	219,156	224,143	208,508
Service Charges & Reimbursements	1,008,844	1,242,821	1,251,865	1,317,952	1,408,981
All Else	724,960	531,625	525,245	554,234	571,862
Total: Revenue & Other Financing Sources	**$3,120,320**	**$3,368,465**	**$3,259,379**	**$3,399,274**	**$3,510,188**
Interfund Transfers	670,637	573,313	615,631	532,187	549,102
Use of (Contribution To) Fund Balance	445,986	253,622	394,395	337,148	304,449
Total, City Resources	**$4,236,942**	**$4,195,400**	**$4,269,405**	**$4,268,609**	**$4,363,740**

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

EXPENDITURE SUMMARY

(in thousands of dollars)

Department	2010 Adopted General Subfund	2010 Adopted Total Funds	2011 Adopted General Subfund	2011 Adopted Total Funds	2012 Endorsed General Subfund	2012 Endorsed Total Funds
Arts, Culture & Recreation						
Office of Arts and Cultural Affairs[1]	0	6,434	0	7,116	0	7,290
The Seattle Public Library[2]	49,205	50,970	47,519	50,373	48,850	51,612
Department of Parks and Recreation	84,244	149,108	80,057	166,567	84,136	142,896
Seattle Center	13,057	37,770	13,229	38,334	13,305	35,238
SubTotal	**146,507**	**244,282**	**140,805**	**262,390**	**146,291**	**237,037**
Health & Human Services						
Community Development Block Grant	0	14,000	0	13,641	0	13,641
Educational and Developmental Services Levy	0	17,972	0	17,887	0	17,931
Human Services Department	52,519	147,807	51,963	136,920	52,122	134,831
SubTotal	**52,519**	**179,778**	**51,963**	**168,448**	**52,122**	**166,402**
Neighborhoods & Development						
Office of Economic Development	6,179	6,179	6,339	6,339	5,875	5,875
Office of Housing	672	44,885	520	39,739	629	38,840
Department of Neighborhoods[3]	11,764	11,764	10,167	10,167	10,411	10,411
Neighborhood Matching Subfund	3,354	3,692	2,939	3,249	2,995	3,30[illegible]
Department of Planning and Development	9,991	60,558	9,120	50,277	9,301	51,04[illegible]
SubTotal	**31,959**	**127,078**	**29,086**	**109,771**	**29,211**	**109,482**
Public Safety						
Criminal Justice Contracted Services	23,902	23,902	24,375	24,375	27,742	27,742
Fire Facilities Fund	0	3,830	0	5,874	0	9,232
Firemen's Pension	17,531	21,243	17,759	20,143	19,919	20,785
Law Department	18,226	18,226	18,369	18,369	18,850	18,850
Police Relief and Pension	22,302	22,362	22,255	23,028	22,191	22,331
Public Safety Civil Service Commission	142	142	149	149	152	152
Seattle Fire Department	156,983	156,983	158,587	158,587	162,014	162,014
Seattle Municipal Court	26,736	26,736	26,107	26,107	26,585	26,585
Seattle Police Department	242,814	242,814	249,295	249,295	254,911	254,911
SubTotal	**508,635**	**516,238**	**516,897**	**525,928**	**532,364**	**542,603**
Utilities & Transportation						
Seattle City Light	0	1,089,616	0	1,073,167	0	1,140,876
Seattle Public Utilities	1,351	817,200	1,224	822,902	1,254	851,458
Seattle Transportation	38,641	310,198	38,914	306,398	40,023	309,635
SubTotal	**39,993**	**2,217,013**	**40,138**	**2,202,466**	**41,277**	**2,301,970**

Department	2010 Adopted General Subfund	2010 Adopted Total Funds	2011 Adopted General Subfund	2011 Adopted Total Funds	2012 Endorsed General Subfund	2012 Endorsed Total Funds
Administration						
Civil Service Commission	221	221	233	233	238	238
Department of Executive Administration[3]	33,092	33,092	0	0	0	0
City Budget Office[3]	0	0	4,012	4,012	4,132	4,132
Department of Finance[3]	5,110	5,110	0	0	0	0
Department of Information Technology	2,664	56,404	4,274	48,918	4,338	48,938
Employees' Retirement System	0	11,911	0	11,760	0	11,894
Ethics and Elections Commission	611	611	687	687	655	655
Finance General	34,636	34,636	37,801	37,801	40,204	40,204
Fleets and Facilities Department[3]	2,909	132,322	0	0	0	0
Finance and Administrative Services[3][4]	0	0	20,866	162,166	21,112	185,606
Legislative Department	12,183	12,183	11,542	11,542	11,866	11,866
Office of City Auditor	1,168	1,168	1,072	1,072	1,098	1,098
Office of Hearing Examiner	556	556	571	571	585	585
Office of Intergovernmental Relations	2,117	2,117	2,016	2,016	2,071	2,071
Office of Sustainability and Environment	1,416	1,416	1,267	1,267	1,308	1,308
Office of the Mayor	3,692	3,692	3,456	3,456	3,516	3,516
Personnel Compensation Trust Subfunds	0	177,419	0	188,191	0	200,771
Personnel Department	11,919	11,919	11,549	11,549	11,620	11,620
Seattle Office for Civil Rights	2,254	2,254	2,226	2,226	2,248	2,248
SubTotal	**114,548**	**487,031**	**101,571**	**487,466**	**104,991**	**526,750**
Funds, Subfunds and Other						
Bonds Debt Service[5]	10,076	29,793	11,152	32,392	13,677	32,227
Cumulative Reserve Subfund[6]	0	24,629	750	45,931	600	29,902
Emergency Subfund	0	0	0	750	0	100
Judgment/Claims Subfund	1,319	18,819	1,191	26,435	1,191	17,830
Parking Garage Fund	0	7,603	0	7,842	0	8,093
SubTotal	**11,394**	**80,843**	**13,093**	**113,350**	**15,468**	**88,152**
Grand Total*	**905,555**	**3,852,264**	**893,551**	**3,869,819**	**921,724**	**3,972,395**

*Totals may not add due to rounding

Notes:

(1) Includes a dedicated amount based on receipts from Admission Tax.
(2) Includes General Subfund subsidy to Capital Improvement Projects.
(3) Under the reorganization of several city functions proposed for 2011 and 2012, the former Department of Finance, Department of Executive Administration, Fleets and Facilities Department, and a portion of the Department of Neighborhoods are reflected in the City Budget Office and Finance and Administrative Services.
(4) The amounts in the "Total Funds" column include appropriations from the Asset Preservation Subfund.
(5) The amounts in the "Total Funds" column reflect the combination of the General Subfund Limited Tax General Obligation (LTGO) bond debt obligation and the Unlimited Tax General Obligation (UTGO) bond debt obligation. Resources to pay LTGO debt payments from non-General Subfund sources are appropriated directly in operating funds.
(6) This amount does not include the Cumulative Reserve Subfund-supported appropriations for Seattle Department of Transportation (SDOT) because they are included in the SDOT appropriations, and does not include appropriations from the Asset Preservation Subfund because they are included in the Finance and Administrative Services appropriations.

City Revenue Sources

City Revenue Sources and Fund Accounting System

The City of Seattle expends $3.9 billion (Proposed 2011) annually on services and programs for Seattle residents. State law authorizes the City to raise revenues to support these expenditures. There are four main sources of revenues. First, taxes, license fees, and fines support activities typically associated with City government, such as police and fire services, parks, and libraries. Second, certain City activities are partially or completely supported by fees for services, regulatory fees, or dedicated property tax levies. Examples of City activities funded in-whole or in-part with fees include certain facilities at the Seattle Center, recreational facilities, and building inspections. Third, City utility services (electricity, water, drainage and wastewater, and solid waste) are supported by charges to customers for services provided. Finally, grant revenues from private, state, or federal agencies support a variety of City services, including social services, street and bridge repair, and targeted police services.

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

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

All City revenue sources are directly or indirectly affected by the performance of the local, regional, national, and even international economies. For example, revenue collections from sales, business and occupation, and utility taxes, which together account for 53.3% of General Subfund revenue, fluctuate significantly as economic conditions affecting personal income, construction, wholesale and retail sales, and other factors in the Puget Sound region, change. The following sections describe the current outlook for the local and national economies, and present greater detail on forecasts for revenues supporting the General Subfund, Cumulative Reserve Subfund, and the Transportation Fund.

The National and Local Economy, September 2010

National Economic Conditions and Outlook

A look back at the roots of the recent recession. Now that the 2007-2009 recession is over, economists are trying to discern how the recovery will unfold. To better understand where the economy is headed, it is helpful to look back and review the events that brought about the worst downturn since the Great Depression.

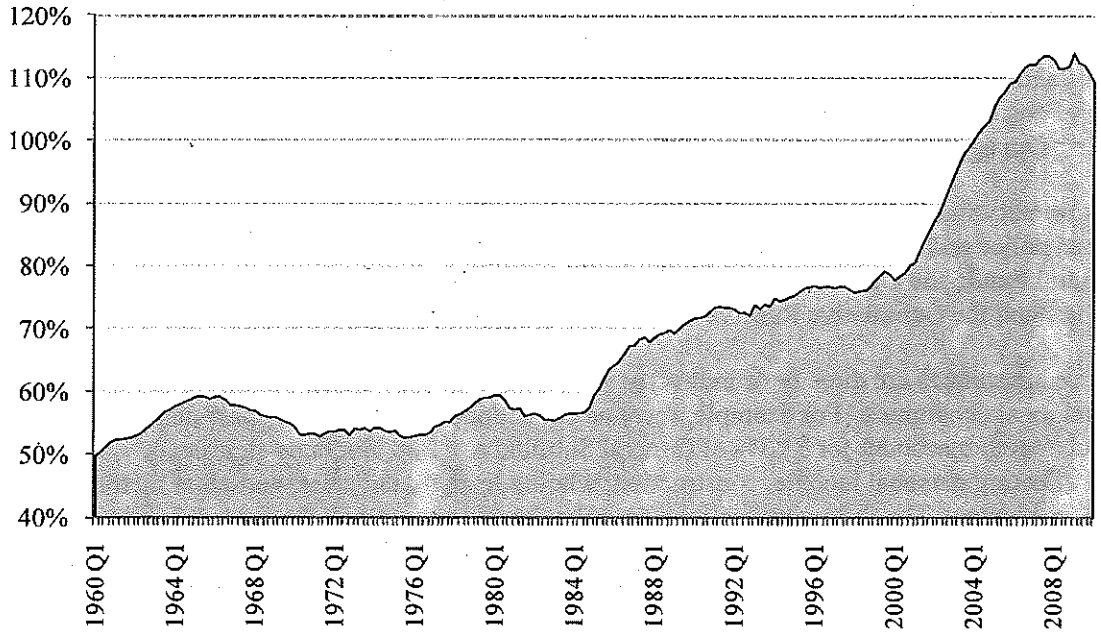
We can trace the roots of the current recession back to the early 1980s when, in reaction to the high inflation of the 1970s, investors developed a preference for assets, such as stocks and real estate, because they were less vulnerable to erosion by inflation than other types of investments. The early 1980s was also when the federal

government began running large budget deficits on an ongoing basis, which has resulted in a buildup in federal government debt. In addition, the movement to deregulate financial markets got its start in the early 1980s.

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

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

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



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

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

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

- The problems developed over a 25-year time period, so the return to normalcy will not occur quickly.

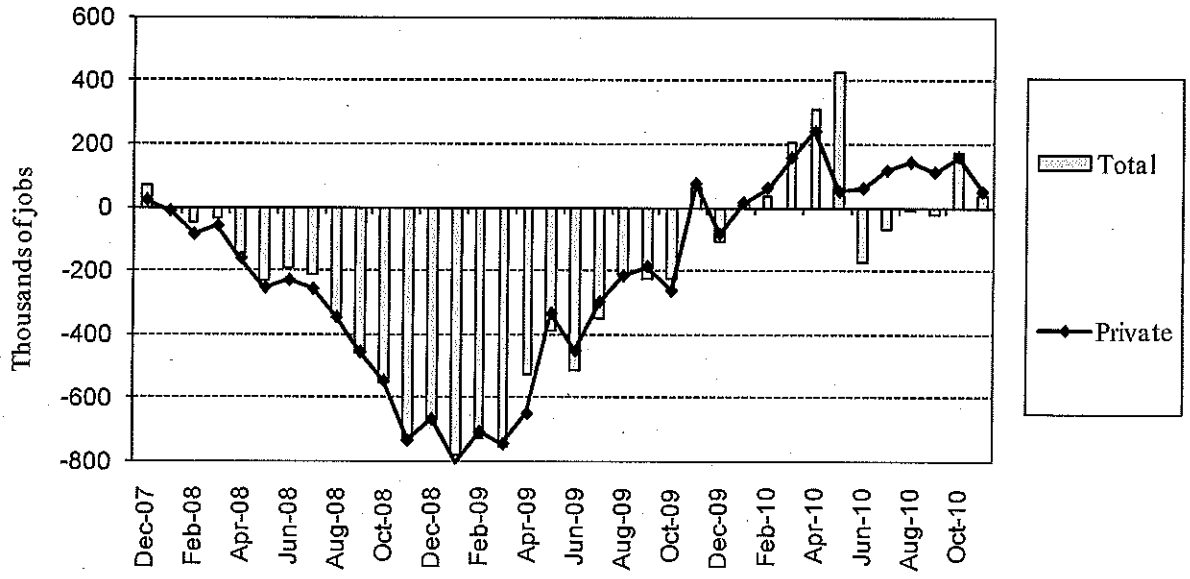
- The roots of the downturn are global in nature, which means policy changes are needed in many nations to bring the world economy back into balance.
- The current recession is unlike other postwar recessions, so we do not have a roadmap for recovery.
- The federal government must unwind its interventions in the economy. If this is not executed well, there is the potential to disrupt the recovery or ignite inflation.
- To have a sustained recovery, the federal government must get its budget deficit under control.
- Consumer spending will be restrained by the need to reduce debt and increase savings.

The recovery has been subdued and uneven thus far. The recession ended in June 2009, 18 months after it started, making it the longest recession in the post war period. By most measures, the recession was the worst since the Great Depression. Real Gross Domestic Product (GDP) declined by 4.1% over a period of six quarters, 8.4 million jobs, representing 6.1% of total jobs, were lost, and the unemployment rate rose to a peak of 10.1%.

In its early stages, the recovery received a boost from inventory rebuilding and a buildup in fiscal stimulus spending. However, in the second quarter of 2010, the economy lost momentum as inventory rebuilding slowed and stimulus spending began to plateau. Also weighing on the economy in the second quarter was the emergence of the European fiscal crisis, in particular the Greek sovereign debt crisis. This increased volatility in the financial markets and reduced growth prospects for Eurozone countries, thus reducing export prospects for U.S. firms. A bailout of Greece put together by the European Union and International Monetary Fund stabilized the situation.

The slowing of the economy is evident in the job market. With recent public sector employment figures distorted by Census-related hiring and layoffs, trends can be discerned best by focusing on private sector employment. Private employment accelerated from January through April, but has weakened since then; with employment gains averaging 99,000 per month over the past seven months (see Figure 2). GDP, which has now grown for five successive quarters, increased at a 2.5% annualized growth rate in the third quarter of 2010, up from 1.7% in the second quarter.

Figure 2. Monthly Change in U.S. Employment



Data are seasonally adjusted. Source: U.S. Bureau of Labor Statistics.

Growth will remain subdued through mid-2011, after which a gradual acceleration is expected. History tells us that recessions caused by financial crises are followed by weak recoveries, and the current recovery is unlikely to be an exception. Despite the improvements in the financial markets, credit remains tight and consumers are under stress due to large declines in wealth, a very weak job market, and sluggish income growth. In addition, the housing market has deteriorated following the expiration of the second homebuyers' tax credit at the end of April.

With the economy having picked-up a bit in recent months following a midyear slowdown, forecasters have modestly raised their expectations of future economic growth. Current expectations are for growth to remain subdued through mid-2011, followed by a strengthening in the second half of 2011 and 2012, led by continued strong business investment and a gradual improvement in consumer spending. Households have been making progress in reducing their debt loads and increasing their savings. As that process continues, households should begin to feel more comfortable with their finances and gradually begin to save less and spend more.

The risk of a double-dip recession has diminished in recent months. With the economy stabilizing a bit in recent months, the risk of a double-dip recession has receded somewhat. In its November forecast, Global Insight lowered its estimate of the probability of a double-dip recession occurring from 25% to 20%. A double-dip recession would result largely from the inability of the private sector to sustain the recovery as the boost to growth from the inventory buildup and the federal stimulus fade. In addition, it assumes that fiscal austerity measures and sovereign debt problems in Europe drive down stock prices and the value of the euro, reducing the competitiveness of U.S. exports. Finally, the double-dip scenario assumes the housing recession drags on, undermining consumer confidence and causing a further decline in household wealth as home prices continue to fall.

In Global Insight's double-dip scenario, GDP would decline for three quarters beginning in the first quarter of 2011, and the unemployment rate would rise to a peak of 10.3% in 2011. Consumer price inflation would slow to 0.5% in 2011, and the risk of deflation would rise.

Puget Sound Region Economic Conditions and Outlook

The region's recession was similar in severity to the national downturn. The impact of national recessions on the Puget Sound Region's economy varies depending on the national recession's characteristics. For example, the 2001 recession was much more severe regionally than nationally, because the recession included a steep drop in air travel as a result of the September 11, 2001 terrorist attack. This caused a sharp falloff in the demand for commercial airliners, which led to substantial layoffs at Boeing. On the other hand, the region's economy performed better than the national economy during 1990-91 national recession, in part because Boeing employment held steady during the recession.

The impact of the 2007-09 recession on the local economy has been similar in severity to its impact on the national economy. While job loss was higher locally, the region's unemployment rate did not rise as high as the national rate and the region's housing market performed somewhat better than the nation's.

During the 2007-09 recession, the Seattle metro area (King and Snohomish Counties) experienced a peak-to-trough loss of 119,200 jobs, an 8.0% decline. The 8.0% decline exceeded both the national decline of 6.1% and the metro area's 7.0% job loss during the 2001-03 recession. Locally, the most severe losses were in construction, manufacturing outside of aerospace, and finance. The only major industry to see a significant increase in employment during the downturn was education and health services.

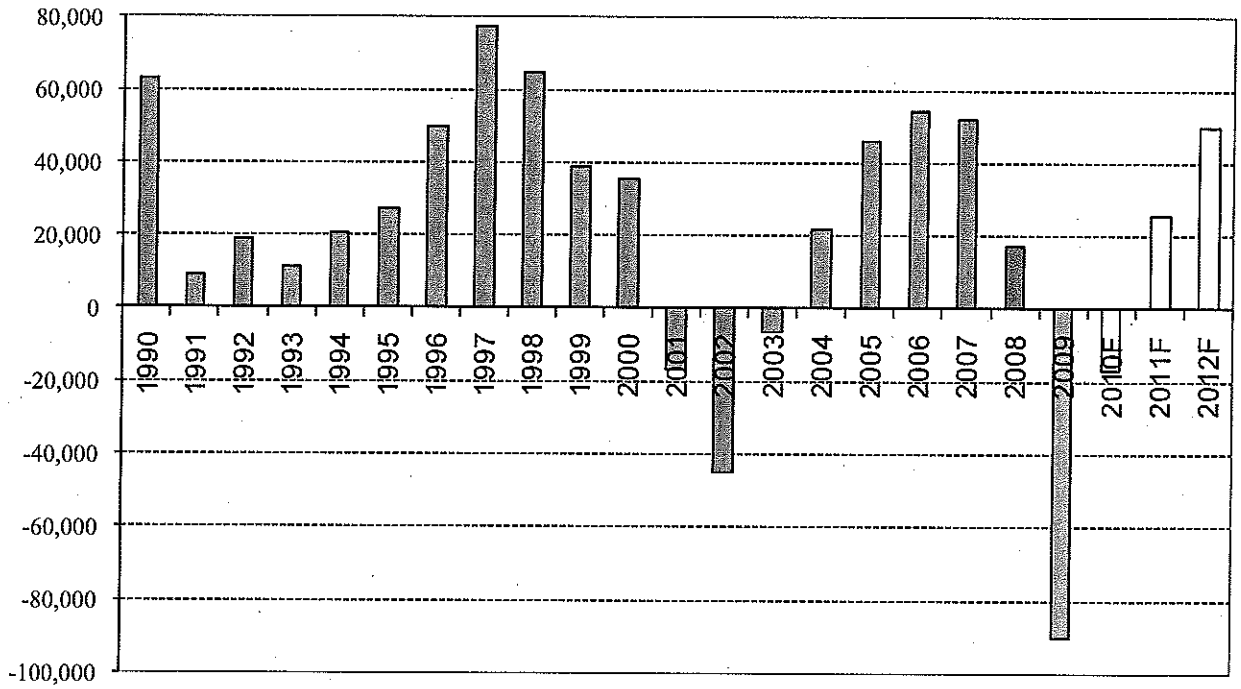
Interestingly, although the region's rate of job loss exceeded that of the nation, the local unemployment rate peaked at 8.9%, significantly below the national peak of 10.1%. One reason for this is that the region entered the recession with a significantly lower unemployment rate than the nation. As a result, the increase in the unemployment rate from pre-recession lows to recession highs was similar for the region and the nation.

Like the nation, the region has suffered through a housing boom and bust over the past ten years, but the housing downturn has been less severe here than nationally. Through the third quarter of 2010, single-family home prices in the region had fallen by 24.3% from their peak three years earlier, compared to a 31.0% peak-to-trough drop nationally, as measured by the Case-Shiller housing price index. In addition, local rates of foreclosure have been lower than national rates.

The region's economy will pick-up momentum slowly. The region's recovery is expected to be weak by historical standards, with growth picking-up gradually over time. The Puget Sound Economic Forecaster expects weak growth for the remainder of 2010, followed by a modest improvement in 2011, and then a transition to more healthy growth in 2012. Regional employment is projected to increase by only 1.5% in 2011 before rising to a more recovery-like 2.8% in 2012. Housing will recover more slowly than the rest of the economy, with housing starts not expected to move comfortably above recession levels until 2014. Nevertheless, the state's chief economist thinks that the recovery will be stronger in Washington than nationally, in part because Boeing and Microsoft have held up better during the downturn than have most of the nation's large employers.

Once the recovery takes hold, the economy's rate of growth will probably not return to pre-recession levels because consumers need to pay down debt and rebuild savings, and the federal government needs to get its budget under control. The Puget Sound Economic Forecaster expects employment to grow at a 1.9% annual rate from 2011 through 2021, which is a full percentage point slower than the 2.9% growth rate measured over the prior 35 years ending in 2008. Comparable figures for real (i.e., inflation adjusted) personal income are 3.1% annual growth for 2011-21, compared to 4.2% annual growth for the period 1973-2008.

Figure 3. Annual Change in Puget Sound Region Employment



Note: 2010-12 forecasts are from the Puget Sound Economic Forecaster's September 2010 forecast. Puget Sound Region is King, Kitsap, Pierce, and Snohomish Counties.

Consumer Price Inflation

After reaching a 17 year high in mid-2008, inflation has fallen sharply. The 2001 national recession and the subsequent weak recovery helped to bring U.S. inflation down to 1.6% in 2002, its lowest level since the early

1960s. After reaching that low, inflation began to rise steadily, driven in large part by a relentless rise in oil prices from a low of just above $20 per barrel in early 2002 to a peak of $147 per barrel in July of 2008. As oil prices peaked, so did the consumer price index (CPI), with the July 2008 U.S. CPI-U rising to 5.6% measured on a year-over-year basis – its highest level in 17 years. Since then, the worst economic downturn in 80 years has pushed inflation rates down to levels not seen since the 1950s. The annual growth rate of the U.S. CPI-U fell to -0.4% in 2009, the first time in 54 years that consumer prices have declined on an annual basis.

Local inflation trends have been similar to national trends, since energy prices and national economic conditions have a major effect on local prices. The growth rate of the Seattle CPI-U peaked at 4.2% in 2008, and then dropped to 0.6% in 2009. For the 12 month period ending in June 2010, the Seattle CPI-U increased by 0.3%, while the Seattle CPI-W posted a 0.6% gain. Looking forward, a weak economy is expected to keep downward pressure on prices in the short-term. In fact, worries about deflation have increased in recent months.

Figure 4 presents historical data and forecasts of inflation for the U.S. and the Seattle metropolitan area through 2013. The forecasts are for the CPI-W, which measures price changes for urban wage earners and clerical workers (the CPI-U measures price changes for all urban consumers). The specific growth rate measures shown in Figure 4 are used as the bases of cost-of-living adjustments in City of Seattle wage agreements.

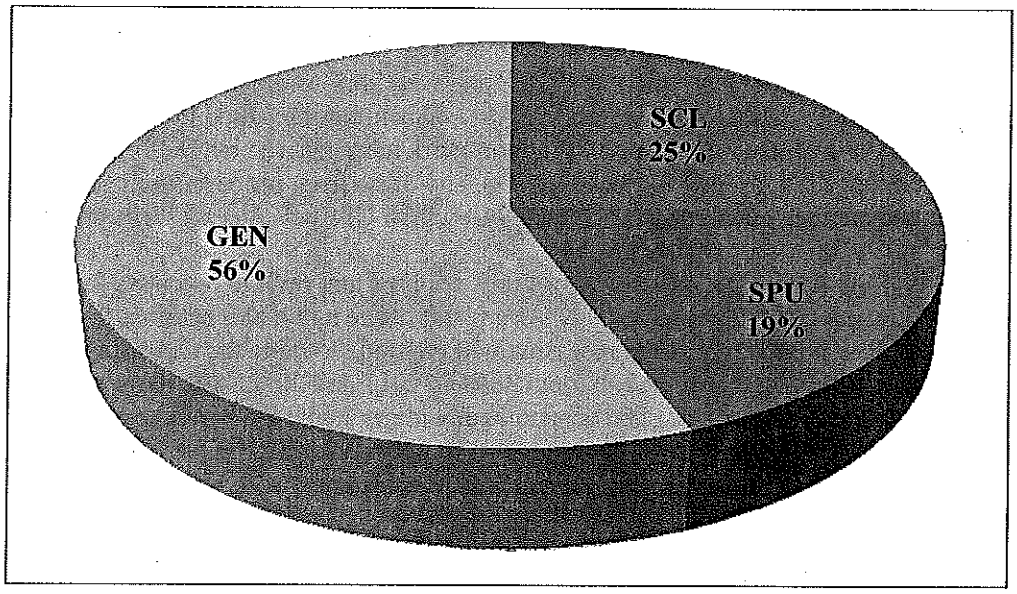
Figure 4. Consumer Price Index Forecast

	Seattle CPI-W (June-June growth rate)	Seattle CPI-W (growth rate for 12 months ending in June)
2010 (actual)	-0.1%	0.6%
2011	1.4%	1.0%
2012	2.0%	1.8%
2013	2.3%	2.3%

City Revenues

The City of Seattle projects total revenues of approximately $4.3 billion in 2011. As figure 5 shows, approximately 44% of these revenues are associated with the City's utility services, Seattle City Light and Seattle Public Utilities' Water, Drainage and Wastewater, and Solid Waste divisions. The remaining 56% are associated with general government services, such as police, fire, parks, and libraries. Money obtained from debt issuance is included in the total numbers as are interdepartmental transfers. The following sections describe forecasts for revenue supporting the City's primary operating fund, the General Subfund, its primary capital subfund, the Cumulative Reserve Subfund, as well as specific revenues supporting the City's Bridging the Gap Transportation program in the Transportation Fund.

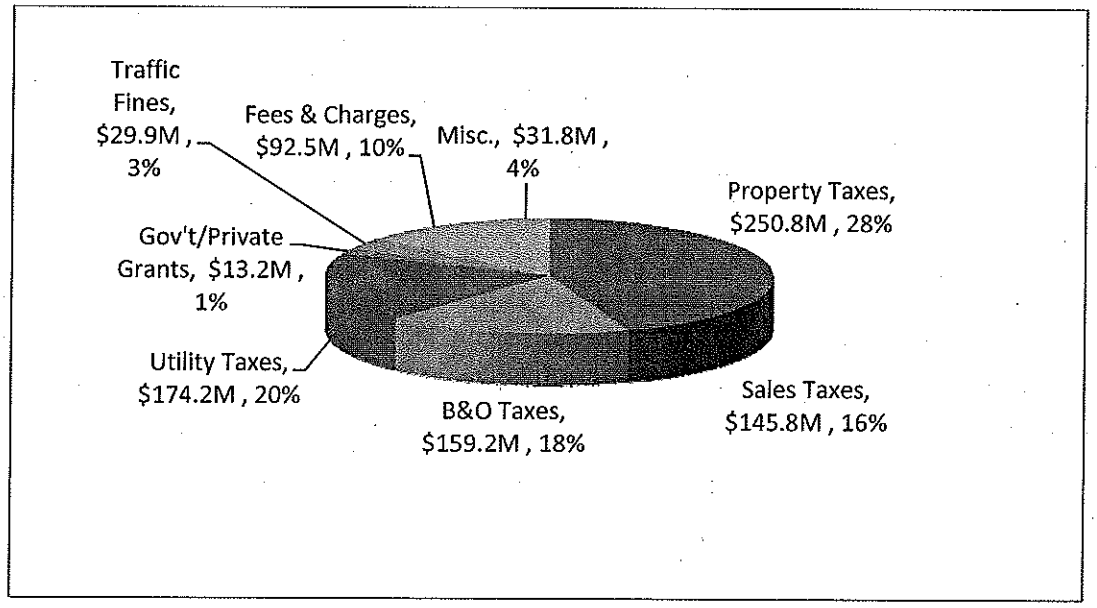
Figure 5. Total City Revenue by Use – Proposed 2011 $4.3 Billion



General Subfund Revenue Forecasts

Expenses paid from the General Subfund are supported primarily by taxes. As Figure 6 illustrates, the most significant revenue source is the property tax, which accounts for 28%, followed by utility taxes, the Business and Occupation (B&O) tax, and sales taxes.

Figure 6. 2010-Revised General Subfund Revenue Forecast by Source - $897.4M



Revenue Overview

In 2009, general government revenue into the General Subfund totaled approximately $893.8 million. General Subfund revenue is projected to increase to $897.4 million in 2010, stay flat at $897.4 million in 2011, and then

grow to $923.3 million in 2012. It is important to note that 2009 and 2010 revenues were artificially high due to contributions from the Revenue Stabilization Account, or "Rainy Day Fund," in amounts of $8.9 million and $11.3 million, respectively. Also in 2010, the former Department of Executive Administration (DEA) merged with the former Fleets & Facilities Department (FFD), along with various other City functions, to form the Department of Finance and Administrative Services (FAS). This merger resulted in 2011 and 2012 revenues, which formerly accrued to the General Subfund to support work administered by the former DEA, now going directly to FAS's operating fund. Removing these effects, and those from proposed policies designed to increase revenues, would show a meager 0.7% and 3.7% rates of growth in GSF revenue for 2011 and 2012.

Figure 7 shows General Subfund actual revenues for 2009, adopted and revised revenues for 2010, as well as the adopted and endorsed revenues for 2011 and 2012. As a result of the national recession, tax receipts were negative (-1.9%) in 2009. The severity of the recession will continue to mute the City's tax revenues with a paltry 1.0% growth expected in 2010, followed by 1.8% and 3.9% in 2011 and 2012. The main cause of the slower growth rates are the B&O and sales taxes. The economic downturn, while led by real estate, has also severely constrained consumer behavior, with record job losses and stubbornly high unemployment rates. This is most evident in the declining sales tax base. Construction activity has also declined, which is another source of pressure on sales tax receipts.

Revenue from on-street parking for 2010 is revised downward to $26.5 million from the 2010 Adopted Budget figure of $28.6 million. The 2011 Adopted and 2012 Endorsed Budgets, however, include on-street parking rate increases, and an extension of paid evening parking hours from 6 p.m. to 8 p.m. These changes continue the City's program to adjust its parking rates and rules to more flexibly use the price of parking across different parts of the City to help achieve parking management goals. These changes result in increased revenues to $35.1 million in 2011 and $39.6 million in 2012. Significant increases in revenue are also anticipated in parking citation revenue due to ordinance changes allowing the use of an immobilizing parking boot on vehicles owned by individuals with four or more outstanding parking citations. The City anticipates increased payment compliance on citations and approximately $1.7 million in additional citation revenue in 2011 and $2.0 million in 2012.

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

Beginning in 2009, City staff deposited 100% of the revenue from these taxes and fees directly into the General Subfund or other funds as appropriate. This has greatly simplified City accounting. The General Subfund support to the PRF is increased by an amount equal to PRF revenue from these taxes. For 2011 and 2012, General Subfund support to the Parks and Recreation department will be $81.0 million and $84.7 million. These contributions are well above the $37.9 and $39.6 million that would accrue to parks under the previous 10% accounting scheme.

Figure 7. General Subfund Revenue, 2009 – 2012*
(in thousands of dollars)

Revenue Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
General Property Tax (1)	208,386	213,355	214,388	218,491	221,869
Property Tax - Medic One Levy	37,157	36,802	36,440	35,164	35,083
Retail Sales Tax	136,632	136,383	133,934	137,118	143,695
Retail Sales Tax - Criminal Justice Levy	11,710	12,069	11,894	12,353	13,313
B&O Tax (100%) (2)	160,985	164,415	159,246	166,636	176,711
Utilities Business Tax - Telephone (100%)	34,613	33,163	33,976	32,868	33,150
Utilities Business Tax - City Light (100%)	33,749	39,452	39,313	41,414	42,976
Utilities Business Tax - SWU & priv.garb. (100%)	11,449	14,190	12,726	13,471	14,023
Utilities Business Tax - City Water (100%)	27,062	30,408	29,840	23,989	26,592
Utilities Business Tax - DWU (100%)	28,861	28,912	29,020	33,049	34,479
Utilities Business Tax - Natural Gas (100%)	16,221	14,373	12,975	12,345	13,259
Utilities Business Tax - Other Private (100%)	16,706	16,844	16,335	16,731	17,275
Admission Tax	5,588	5,515	6,359	5,759	5,920
Other Tax	5,082	4,729	4,736	4,870	5,070
Total Taxes	**734,201**	**750,611**	**741,182**	**754,257**	**783,416**
Licenses and Permits	13,157	13,487	13,604	12,035	11,982
Parking Meters/Meter Hoods	26,557	29,887	27,840	36,502	41,067
Court Fines (100%)	27,286	29,011	29,913	34,148	34,170
Interest Income	3,267	2,818	1,539	1,539	2,576
Revenue from Other Public Entities	20,808	13,146	13,207	11,230	10,802
Service Charges & Reimbursements (3)	52,900	52,074	51,027	35,903	36,633
Total: Revenue and Other Financing Sources	**878,176**	**891,034**	**878,312**	**885,614**	**920,646**
All Else	1,672	1,892	2,086	1,992	1,986
Interfund Transfers (4)	14,035	11,915	17,050	9,809	663
Total, General Subfund	**893,883**	**904,841**	**897,447**	**897,416**	**923,295**

NOTES:

(1) Includes property tax levied for the Firemen's Pension Fund per RCW 41.16.060.

(2) Included in 2009 Actual figures are the pass-through revenues that are not appropriated in adopted budgets.

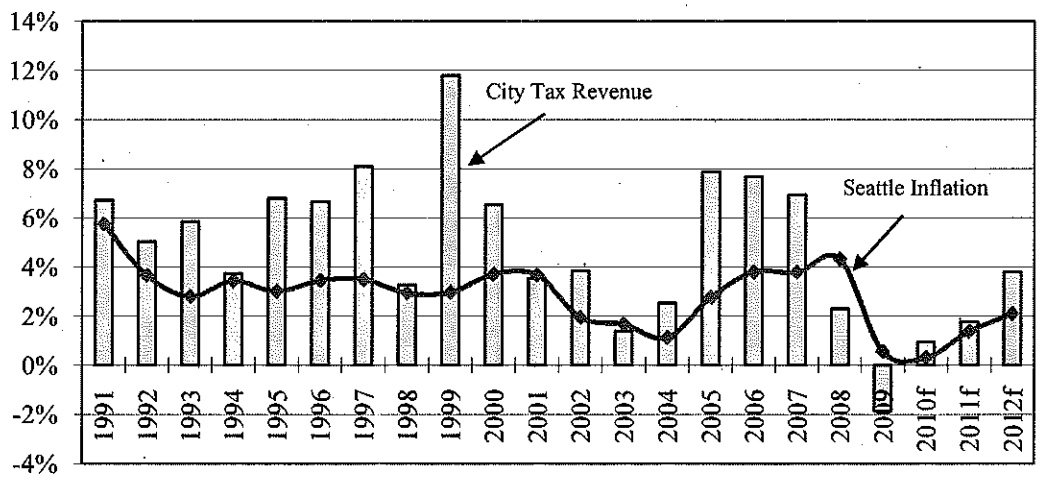
(3) The 2011-2012 Proposed Budgets reflect the merger of the former Dept. of Executive Administration and the former Fleets and Facilities Dept. into the Dept. of Finance and Administrative Services. The FAS operating fund will now collect DEA's former charges that accrued to the General Subfund.

(4) 2009 and 2010 interfund transfers include the use of Revenue Stabilization Fund funds, otherwise known as the "Rainy-Day" Fund. The 2011 amount includes the $8.5 million loan from the Museum of History and Industry.

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

Figure 8 illustrates tax revenue growth outpacing inflation for most of the 1990s and 2000, before the 2001-2003 local recession took hold. Slow growth posted in 2001 is also attributable to Initiative 747, which reduced the statutory annual growth limit for property tax revenues from 6.0% to 1.0%, beginning in 2002. Economic growth starting in 2004 led to very strong revenue growth in 2005 through 2007, staying well above inflation. The tax revenue growth was outmatched by inflation in 2008 and 2009. The Seattle rate of inflation has fallen to near zero, but 2009 had a negative growth rate of just over 1.9% in tax revenue. Continued anemic growth is expected for 2010 and 2011, followed by a comfortable 3.9% rate in 2012. Seattle area inflation is forecast to be muted for the coming biennium.

Figure 8. City of Seattle Tax Revenue Growth, 1991-2012



Property Tax

Property tax is levied primarily on real property owned by individuals and businesses. Real property consists of land and permanent structures, such as houses, offices, and other buildings. In addition, property tax is levied on business machinery and equipment. In accordance with the Washington State Constitution and state law, property taxes paid by a property owner are determined by a taxing district's rate applied to the value of a given property. Figure 9 shows the different jurisdictions whose rates make up the total property tax rate imposed on Seattle property owners. The King County Assessor determines the value of properties, which is intended to generally reflect 100% of the property's market value.

For the first time in 14 years, total assessed value in the City of Seattle fell in 2010 by approximately 10.3 percent. The last significant decrease was in 1984 when assessed value dropped by 3.6 percent. Consequently, in 2010, the total property tax rate from all jurisdictions paid by Seattle property owners increased to $9.04 per thousand dollars of Assessed Value (AV). For an owner of a home with an AV of $448,500 (the average AV for residences in Seattle), the 2010 tax obligation was approximately $4,055. The City of Seattle's total 2010 tax rate was roughly one-third of the total rate at $2.92, which equals an annual tax obligation of approximately $1,312 for the average valued home.

Figure 9 illustrates the components of the City's 2010 property tax: the non-voted General Purpose levy (61%); the six voter-approved levies for specific purposes (34%), known as lid lifts because the voters authorize taxation above the statutory lid or limit; and the levy to pay debt service on voter-approved bonds (5%). The City's nine-year transportation lid lift will generate approximately $39.4 million in 2010, $40.0 million in 2011, and $40.7 million in 2012. These revenues are accounted for in the Transportation Fund and are discussed later in this section. There are no levy lid lifts proposed for voter approval in 2010.

Statutory growth limits and new construction. The annual growth in property tax revenue is restricted by state statute in two ways. First, state law limits growth in the amount of tax revenue a jurisdiction can collect, currently the lesser of 1% or the national measure of the Implicit Price Deflator. Previously, beginning in 1973, state law limited the annual growth of the City's regular levy (i.e., General Purpose plus voted lid lifts) to 6%. In November 2001, voters statewide approved Initiative 747, which changed the 6% limit to the lesser of 1% or the Implicit Price Deflator, effective for the 2002 collection year. On November 8, 2007, Initiative 747 was found unconstitutional by the state Supreme Court. However, the Governor and state legislature, in a special session on November 29, 2007, reenacted Initiative 747. Second, state law caps the maximum tax rate a jurisdiction can impose. For the City of Seattle, this cap is $3.60 per $1,000 of assessed value and covers the City's general purpose levy, including Fire Pension, and lid lifts. The City tax rate has been well below this cap for many years.

New Construction - In addition to the allowed maximum 1% revenue growth, state law permits the City to increase its regular levy in the current year by an amount equivalent to the previous year's tax rate times the value of property constructed or remodeled within the last year, as determined by the assessor.

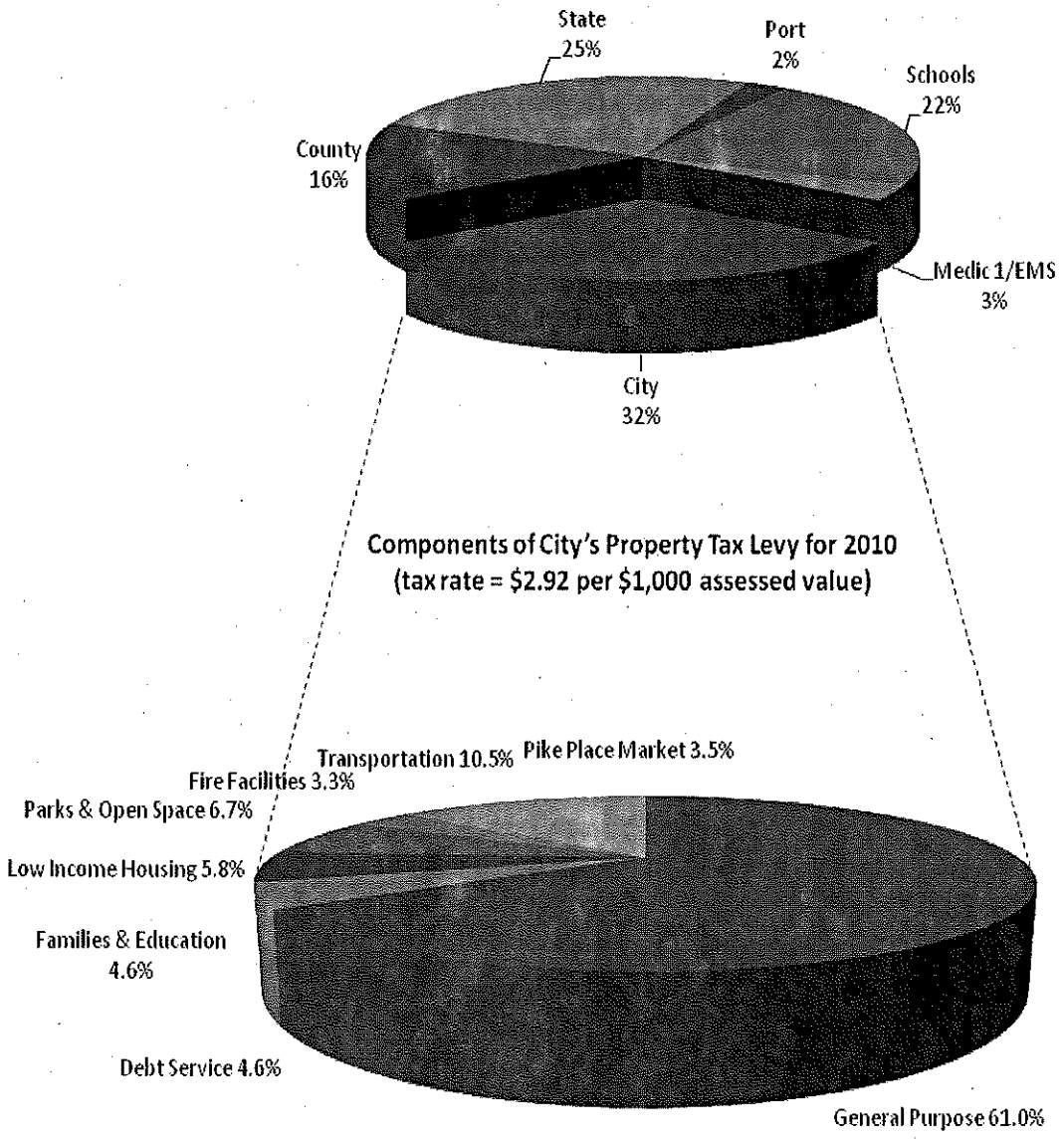
The 2011Adopted and2012 Endorsed Budgets assume 1% growth plus new construction. In line with the incredible rise in construction activity throughout the past decade, new construction revenues have exceeded $2 million since 1999, with rapid increases between 2005 ($2.9 million) and 2008 ($6.64 million). New construction revenue for the 2009 tax collection year remained high at $6.38 million, before succumbing to economic realities and falling 35 percent in 2010 to $4.11 million. The forecast for 2011 and 2012 reflects further sharp decreases of 55 percent and 13 percent, respectively, to $1.8 and $1.6 million.

The forecast for the General Subfund (General Purpose) portion of the City's property tax is $218.5 million in 2011 and $221.4 million in 2012.

Medic 1/Emergency Medical Services. In November 2007, King County voters approved a six-year renewal (2008-2013) of the Medic 1/EMS levy. The approved starting rate was $0.30 per thousand dollars of assessed value, and the rate had begun to decline in 2009 as assessed valuation increased. In 2010, however, due to the significant decreases in assessed valuations of property in King County, the Medic 1/EMS tax rate rose back to its authorized limit of $0.30 per thousand dollars of assessed value, and the levy is projected to generate approximately $36.4 million for Seattle Medic 1/EMS services in 2010. This is a decrease of approximately 2 percent from the $37.2 million collected in 2009. Assessed values are projected to decrease further in 2011, and remain flat into 2012, leading Seattle's Medic 1/EMS revenues to decrease by a projected 3.5 percent in 2011, and 0.2 percent in 2012, to $35.2 million and $35.1 million, respectively.

Figure 9

Components of Total Property Tax Levy for 2010
(tax rate = $9.04 per $1,000 assessed value)



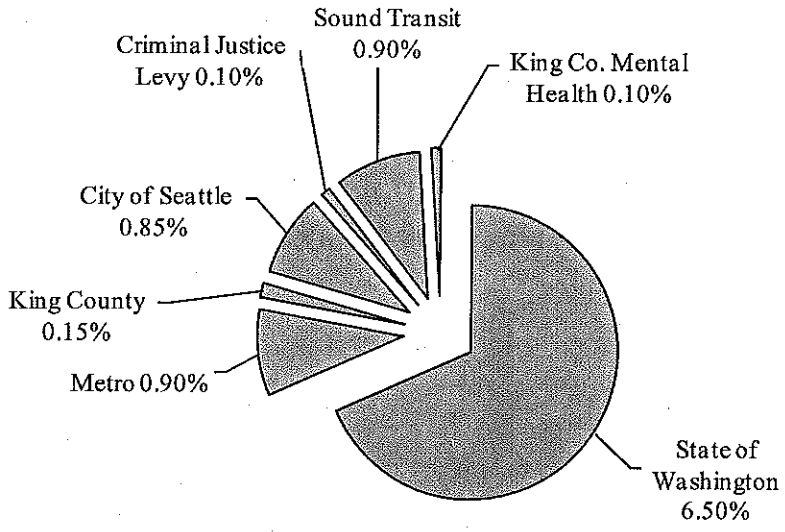
Retail Sales and Use Tax

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

The sales tax rate in Seattle is 9.5% for most taxable transactions. The rate was increased from 9.0% on April 1, 2009, following voter approval of a 0.5% rate increase to pay for an expansion of the region's Sound Transit light rail system. The vote increased the sales tax rate for Sound Transit from 0.4% to 0.9%. The exception to the 9.5% rate is a 10.0% rate that is applied to food and beverages sold in restaurants, taverns, and bars throughout King County. The extra 0.5% was imposed in January 1996 to help pay for the construction of a new professional baseball stadium in Seattle.

The basic sales tax rate of 9.5% is a composite of separate rates for several jurisdictions as shown in Figure 10. The City of Seattle's portion of the overall rate is 0.85%. In addition, Seattle receives a share of the revenue collected by the King County Criminal Justice Levy.

Figure 10. Sales and Use Tax Rates in Seattle, 2010



Total Rate = 9.5%

NOTE: Rate is 10.0% for food and beverages sold in restaurants and bars.

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

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

delivery was made. The change from origin based sourcing to destination based sourcing has resulted in a reallocation of sales tax revenue among local jurisdictions

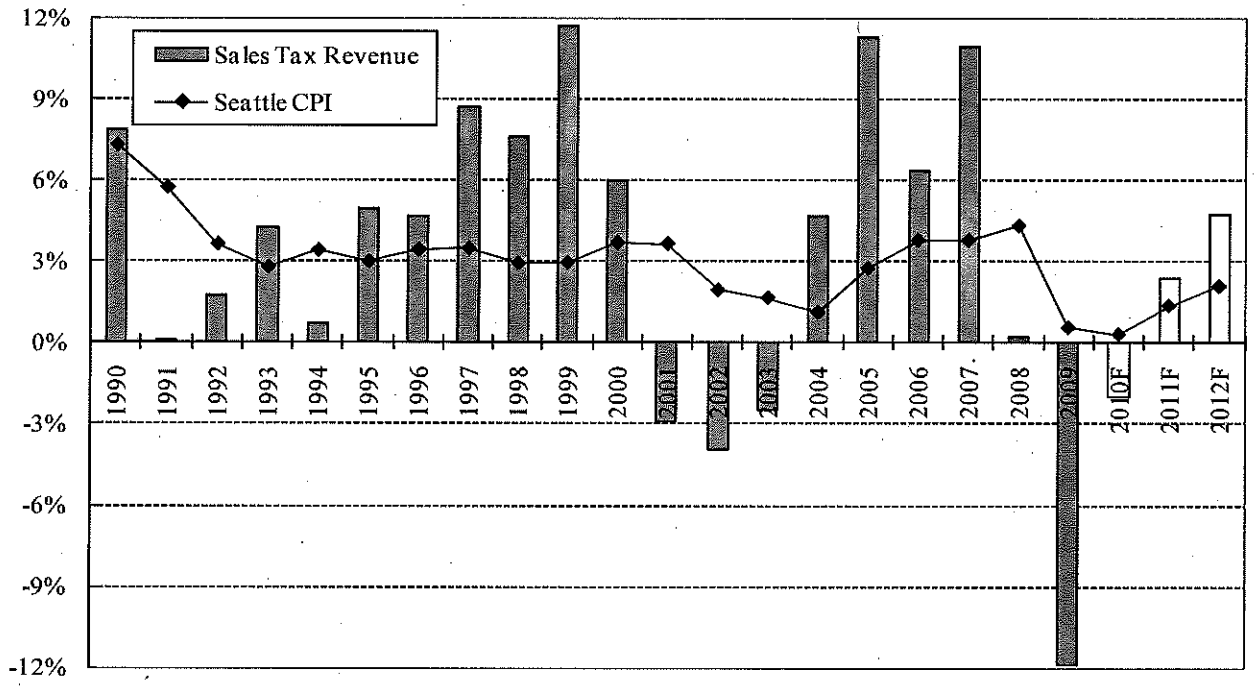
As a result of the changes the state made to comply with SSUTA, Seattle has seen a small increase in its sales tax revenue according to estimates by the Washington Department of Revenue.

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

With the onset of the national recession, growth began to slow in the first quarter of 2008, continued slowing in the second and third quarters, and then collapsed in the fourth quarter as the financial crisis reached its peak. Seattle's real (inflation adjusted) sales tax base declined by 8.6% in the fourth quarter of 2008, a rate of decline unprecedented during the previous 35 years. The decline continued at a more moderate pace until the fourth quarter of 2009, by which time the real decline in the tax base from 2008 Q1 had reached 19.0%.

Construction, which led the pre-recession build-up in the sales tax base, also led the decline. During the four year period 2004 Q1 – 2008 Q1, taxable sales for construction more than doubled (112.2% increase). In the following two years they dropped by 35.4%, erasing two-thirds of the build-up of the previous four years. Other industries posting the steep declines in taxable sales during the recession were manufacturing, finance and insurance, and, in the retail sector, building materials and garden supplies.

Figure 11. Annual Growth of Retail Sales Tax Revenue



Note: All revenue figures reflect current accrual methods. 2010-12 are forecasts.

Retail sales tax revenue will decline in 2010, but growth will resume in 2011. Through the first nine months of 2010, sales tax revenue is down 3.7% from the first nine months of 2009. However, revenue is expected to increase by 3.3% in the fourth quarter, resulting in a 2.0% decline for the year. Growth in 2011 is expected to be a modest 2.4%, in part because construction's decline is expected to continue until mid-2011. Growth will rise to 4.8% in 2012, as construction activity begins to expand.

2010 sales tax revenue was boosted by the state's expansion of the sales tax base to include candy, gum, and bottled water beginning June 1, 2010. However, the passage of Initiative 1107 in the November 2010 election reversed this base expansion, removing the tax on candy, gum, and bottled water on December 2, 2010. The City received an estimated $800,000 in 2010 from six months of sales tax collections on the sale of candy, gum, and bottled water.

Business and Occupation Tax

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

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

The City levies the gross receipts portion of the B&O tax at different rates on different types of business activity, as indicated in Figure 13 at the end of this section. Most business activity, including manufacturing, retailing, wholesaling, and printing and publishing, is subject to a tax of 0.215% on gross receipts. Services and transporting freight for hire are taxed at a rate of 0.415%. The square footage business tax also has two tax rates. In 2010, the rate for business floor space, which includes office, retail, and production space, was 41 cents per square foot per quarter. Other floor space, which includes warehouse, dining, and exercise space, was taxed at a rate of 14 cents per square foot per quarter. The floor area tax rates are adjusted annually for inflation.

Other things being equal, the B&O tax base is more stable than the retail sales tax base. The B&O base is broader than the sales tax base, is less reliant on the construction and retail trade sectors, and is more dependent upon the service sector (most services are not subject to the sales tax).

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

B&O revenue grew rapidly from 2005 to 2007, then succumbed to the recession in 2008. Beginning in 1995, the City made a concerted effort to administer the B&O tax more efficiently, educate taxpayers, and enforce tax regulations. As a result of these efforts, unlicensed businesses were added to the tax rolls, businesses began reporting their taxable income more accurately, and audit and delinquency collections increased significantly – all of which helped to increase B&O receipts beginning in 1996. In 2000, B&O revenue was boosted by changes the state of Washington made in the way it taxes financial institutions. These changes affected the local tax liabilities of financial institutions.

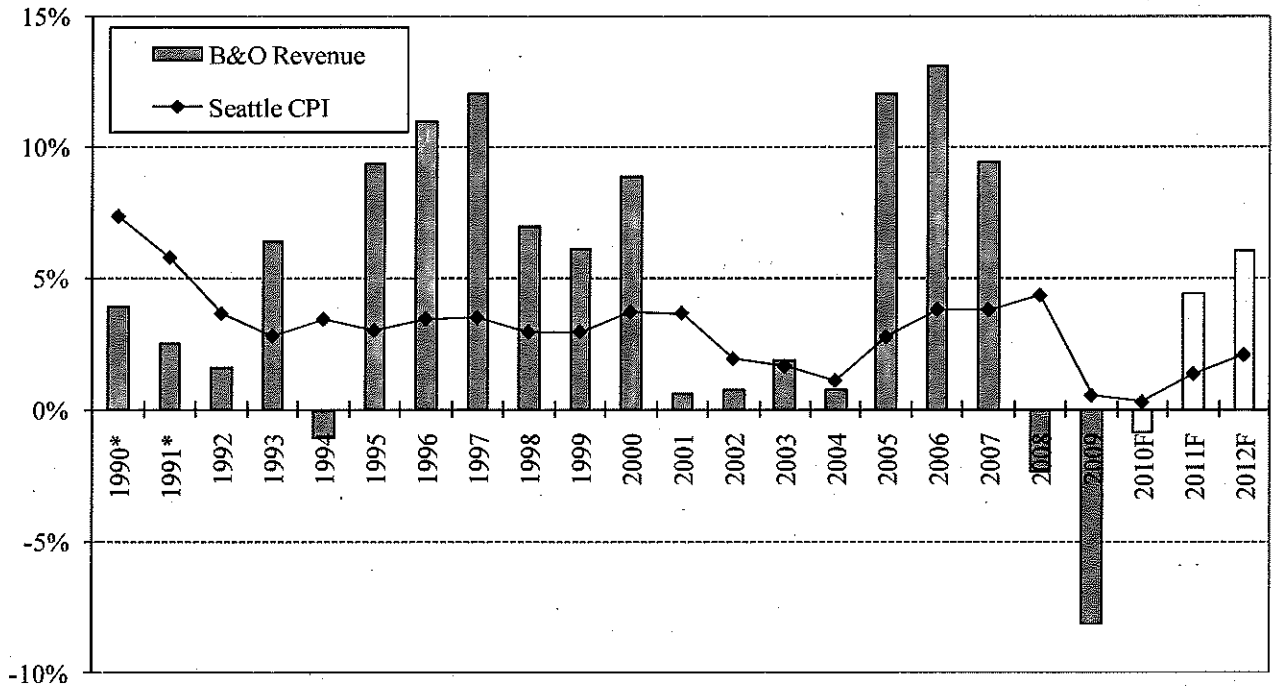
When the region's economy slipped into recession in early 2001, B&O revenue growth slowed abruptly, and remained below 2% for four successive years (see Figure 12). Revenue growth then accelerated sharply in 2005 and averaged 11.5% over the three year period 2005-07. The upswing was led by strong growth in construction, services, finance, insurance, and real estate. The years of plenty ended in 2008, which started out with a healthy 8.3% year-over-year increase in revenue from current economic activity in the first quarter, and ended with a

7.0% year-over-year decline in the fourth quarter. For the year, revenue from current economic activity increased by only 0.8%, but because of a big drop in non-current revenue from an unusually high level in 2007, B&O revenue for the year declined by 2.3%.

Revenue from current economic activity continued its decline in 2009, hitting bottom in the third quarter of the year before posting a small gain in the fourth quarter. The decline was led by construction, manufacturing, wholesale trade, and finance & insurance. Total B&O revenue for 2009 was down $14.3 million (8.2%) from 2008.

Small business threshold is increased to $100,000 in 2010. The City provides an exemption from the B&O tax for small businesses whose annual taxable gross revenue (gross receipts less allowable deductions) is less than a specified threshold. Prior to January 1, 2008, that threshold had been $50,000, an amount which had remained unchanged since 1994. In 2008, the threshold was raised to $80,000 to take account of inflation that had occurred since 1994. The threshold was increased again in 2010, to $100,000. The increase from $80,000 to $100,000 will result in an estimated revenue loss of $500,000 per year beginning in 2010.

Figure 12. Annual Growth of B&O Tax Revenue



*1990 and 1991 figures have been adjusted to remove the effects of tax rate increases.
Note: Revenue figures reflect current accrual methods; 2010-12 are forecasts.
2008-12 figures include both gross receipts and square footage tax revenue.

B&O revenue growth is expected to turn positive in 2011 following three years of decline. Revenue from current economic activity is forecast to increase by 1.3% in 2010. However, total revenue for the year is expected to fall by 1.1%, as the increase in revenue from current economic activity is more than offset by an expected decline in revenue from non-current activity. This decline is largely due to an anticipated falloff in audit revenue from an unusually high level in 2009. An expanding economy is expected to boost B&O revenue growth to 4.6% in 2011 and 6.0% in 2012. The forecasts for both 2011 and 2012 have been increased by $721,000 to account for the expected revenue gain from the addition of two auditors to City enforcement staff.

Utility Business Tax - Private Utilities

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

Natural gas prices have stabilized. The City levies a 6% utility business tax on gross sales of natural gas. The bulk of revenue from this tax is received from Puget Sound Energy (PSE). PSE's natural gas rates are approved by the Washington Utilities and Transportation Commission (WUTC). Another smaller tax is levied on private brokers of natural gas to clients in the City. It is also assessed at 6% on gross receipts.

The first half of 2008 saw unprecedented spikes in the prices of energy. Natural gas prices were no exception; they reached a high of $13 per million British Thermal Units (BTUs) in July 2008, and then started a quick and steady fall. As of September 2009, the one-month futures price was $2.51/mBTU. In 2010, prices have seemingly stabilized around $4.31/mBTU. Global Insight expects prices to stay in the $4.0 to $5.0/mBTU range for the coming biennium. Puget Sound Energy over the past few years has been adjusting its rates to reflect these changes in price, as well as on-going infrastructure updates. Revenues are expected to be down 6.1% in 2011 and up 5.4% in 2012.

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

All sectors of the industry have been affected to varying degrees by the recession as well as changes in consumer habits. Wireless revenues have been growing over the past few years as more and more consumers shift to cellular phones as their primary voice option. Additionally in 2009 and 2010, there were some large audit payments from wireless providers that provided a needed boost to General Subfund revenues. Traditional telecom providers are experiencing a slow decline in their business fortunes, and this is expected to continue. For now, wireless growth has been enough to mitigate the tax revenue declines seen from the more traditional telecommunications providers. The total telecom tax stream is expected to show -3.3% and 0.9% growth in 2011 and 2012, respectively. 2011 will be negative because of 2010's artificially high receipts from audit payments.

Cable tax revenue shows positive growth. The City has franchise agreements with cable television companies operating in Seattle. Under the current agreements, the City levies a 10% utility tax on the gross subscriber revenues of cable TV operators, which accounts for about 90% of the operators' total revenue. The City also collects B&O taxes on miscellaneous revenues not subject to the utility tax. The imposition of a 4.2% franchise fee makes funds available for cable-related public access purposes. This franchise fee, which is deposited in the City's Cable TV Franchise Fee Subfund, increased from 3.5% in June 2006.

Cable revenues have been growing steadily during this economic recession. Average annual growth for 2010 through 2012 is expected to be 2.3%, ahead of inflation. Comcast, Seattle's largest provider of cable services, has recently announced a 3% rate increase beginning in October. Amid growing competition from satellite TV, the cable industry has increased its services including additional channels, pay-per-view options, and digital reception, in order to remain competitive, and the increased tax revenues suggest that strategy is working.

Utility Business Tax - Public Utilities

The City levies a tax on most revenue from retail sales collected by City-owned utilities (Seattle City Light and Seattle Public Utilities). Tax rates range from a State-capped 6% on City Light up to a current 19.87% on the City Water Utility (this rate includes a surcharge that is planned to expire at the end of 2010). There are no

planned tax rate changes, therefore the revenues from the utilities are projected to remain fairly stable, with the exception of those utilities with changes in rate structure.

Rate changes in the coming biennium. City Light sells excess power on the wholesale energy market. City Light energy production, almost exclusively hydro power, competes with natural gas in the wholesale market. Due to severe declines in natural gas prices in 2009, and lower than anticipated water levels in 2010, City Light is experiencing some financial turmoil. A rate increase of 13.8% took effect January 1, 2010, leading to an increase in City Light tax revenues. The City Council also authorized the creation of a rate stabilization fund for the utility. This required an initial 4.5% surcharge that took effect in May of 2010, and is scheduled to step down to 0.0% in January of 2011. As a result of these changes and on-going commitments to purchase power from the Bonneville Power Administration, average retail power rates are expected to be 4.3% higher in 2011 than they were in 2010. Similarly, rates are expected to be 3.2% higher in 2012 than the previous year. Tax revenues that accrue to the General Subfund will have annual increases of 5.3% and 3.7% in 2011 and 2012, respectively.

Water rate surcharge elimination leads to lower tax revenues. Seattle Public Utilities' Water Utility rates increased by 18.4% in 2009 and will increase by 9.9% in 2010. In addition to these general rate increases, there was a 10.2% surcharge as a result of a court decision stipulating that Water Utility ratepayers must be refunded from the General Subfund for fire hydrant costs previously paid for through Water Utility rates. This refund was paid for through an increase in the Water Utility tax rate to 19.87% from 15.54%. By January 1, 2011, the surcharge will expire and the tax rate will once again be 15.54%. There are no rate changes planned for 2011, resulting in tax revenues that will be 19.6% lower than they were in 2010. SPU is planning a water retail rate increase of 11.9% for 2012, leading to a tax revenue growth rate of 10.9% in 2012.

Drainage and Wastewater rate increases mean higher tax revenue growth. A rate increase for Drainage and Wastewater is being proposed for 2011 and 2012. There has also been a pass-through rate increase from King County to help fund the County's Brightwater treatment plant of about 10%. This leads to higher revenue for the utility and therefore higher utility tax revenues. 2011 revenues are forecast to be up 13.9% over 2010, but 2012 receipts will show a 4.3% increase from 2011.

Higher Solid Waste rates mean higher tax revenue growth. The utility tax rate on both City of Seattle and commercial solid waste service is currently 11.5%. The Solid Waste Utility has approved rate increases of 26.0% for 2009, and 8.5% for 2010m and the Council has approved average rate increases of 5.9% and 3.6% in 2011 and 2012, respectively.

Admission Tax

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

Admissions tax receipts have been stable and not severely affected by the economy. There have been some changes to the tax base and to the uses of the tax proceeds. 20% of admissions tax revenues, excluding men's professional basketball, were dedicated to programs supported by the Office of Arts and Cultural Affairs (OACA). For 2010, the Mayor and Council agreed to increase this contribution to 75% based on the actual admission tax receipts from two years prior. As a result, OACA is fully funded by the admissions tax, except for money received from the 1% for Arts program. The forecasts in Figure 7 for admissions taxes reflect the full amount of tax revenue. The Office of Arts and Cultural Affairs section of this document provides further detail on the Office's use of Arts Account revenue from the admission tax and the implementation of this change.

Licenses and Permits

The City requires individuals and companies conducting business in Seattle to obtain a City business license. In addition, some business activities, such as taxi cabs and security systems, require additional licenses referred to as professional and occupational licenses. The City also assesses fees for public-safety purposes (e.g., pet ownership and fire hazard inspection) and charges a variety of fees for the use of public facilities and rights-of-way.

The City instituted a two-tier business license fee structure beginning with licenses for 2005. The cost of a license, which had been $80 per year for all businesses, was raised to $90 for businesses with worldwide revenues of more than $20,000 per year and lowered to $45 for businesses with worldwide revenues less than $20,000 per year. The shift to the two-tier structure has resulted in a small decline in revenue of approximately $90,000 per year.

As part of the City's Bridging the Gap transportation funding initiative, effective July 1, 2007, the Commercial Parking License fee paid by commercial parking operators was reduced from $90 per 1,000 square feet of floor space to $6 per 1,000 square feet. As a result of this change, license revenue declined by $890,000 in 2008.

Parking Meters/Traffic Permits

In spring 2004, the City of Seattle began replacing traditional parking meters with pay stations in various areas throughout the City. Pay stations are parking payment devices offering the public more convenient payment options, including credit cards and debit cards, for hourly on-street parking. At the same time, the City increased parking rates from $1 to $1.50 per hour. These changes were part of a parking management program that continues to work throughout the City. As part of numerous changes to improve traffic flow, space turnover and other management objectives, the Seattle Department of Transportation (SDOT) has also increased the total number of parking spaces in the street right-of-way which are subject to fees.

One element of the parking management program is greater use of the price signal to achieve management objectives. In 2007, SDOT extended pay station control over 2,160 previously non-paid spaces in the South Lake Union area. Under an experimental approach, multiple rates were implemented categorically for these spaces and were to be adjusted periodically to consistently achieve a desired occupancy rate in the area. This approach was extended citywide in 2009 with a three-tiered rate program, with rates varying according to parking demand by area of the City. Accompanying this change in policy, the maximum allowable hourly rate was increased from $1.50 per hour to $2.50 per hour to allow for rate setting flexibility. The 2011Adopted Budget includes a further increase in the maximum allowable hourly rate from $2.50 to $4.00 per hour and an extension of paid evening parking hours from 6 p.m. to 8 p.m. SDOT will also no longer use the previously established 3 tiered system to vary rates. Instead SDOT will vary rates by smaller geographic areas, beginning with neighborhoods. Total parking revenues are anticipated to be $26.5 million in 2010, increasing to $35.1 million in 2011 and $39.6 million in 2012. More information about the pay station technology program is provided in the SDOT section of this document.

Street Use and Traffic Permits. At $1.95 million, revenues for 2010 are projected to be 13.6 percent lower than 2009 actual revenues for traffic-related permit fees, such as meter hood service, commercial vehicle load zone, truck overload, gross weight and other permits. This decline is in response to declining economic activity, primarily construction activity, requiring permits. The 2011-2012 Proposed Budget assumes continued lower levels of activity, but includes a rate increase for certain street use permits. Total revenues for this category are projected to be $2.1 million in 2011 and to remain flat into 2012.

Court Fines

Historically, between 70% and 85% of fine and forfeiture revenues collected by the Seattle Municipal Court are from parking citations and fines resulting from enforcement efforts by Seattle Police Department parking enforcement and traffic officers. An additional 8% to 10% comes from traffic tickets. Trends indicated decreases in parking citation volume through 2006. This was in part due to enforcement and compliance changes stemming from the parking pay station technology. However, beginning in 2007 citation volume increased, in part due to changes in enforcement technology and strategies, but also due to the addition of three Parking Enforcement Officers (PEOs) authorized as part of the South Lake Union parking pay station extension (described above in the Parking Meter section). Demand for parking enforcement has also grown with changes in neighborhood development and parking design changes. The City has established several new Restricted Parking Zones (RPZs), especially around the new light-rail train stations through the Rainier Valley. In response, an additional 8 new PEOs were authorized in 2009, 7 in 2010, and 2 are authorized in this 2011 Adopted Budget.

In 2009, the City received $27.2 million in court fines and forfeitures, including $4.7 million from the expanded red light camera enforcement program, which grew from 6 camera locations to 18 in the last quarter of 2008 and to nearly 30 total locations in early 2009. With the added enforcement, total fines and forfeitures revenues are projected at $29.9 million in 2010. The 2011Adopted-2012 Endorsed Budget authorizes parking enforcement officers to use an immobilizing boot on vehicles owned by individuals with four or more unpaid parking citations. Use of the boot is expected to increase payment compliance on outstanding citations as well as for newly issued citations. Revenue from citations is projected to increase to $33.2 million in 2011 and $33.1 million in 2012. These totals include an anticipated decrease in citations and revenues from the red light cameras, which falls to $4.5 million in 2011 and $4.1 million in 2012.

Interest Income

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

After several years of short-term interest rates ranging between 3% and 5%, short-term interest rates fell significantly beginning in 2008, dropping to 0.5% and below by the 4th quarter of 2008. These rates have remained low in 2009-2010 and are projected to remain low through 2012. Medium and long-term rates have declined significantly as well during this same time period, and may take equally as long to recover. The expectation of continued low earnings rates has moved the City's investment portfolio into increasingly shorter-term securities, as previously held securities matured. The anticipated annual yield for 2010 is revised downward to 0.94 percent, with yields of 0.79 percent in 2011, and 1.50 percent in 2012. Current estimates for General Subfund interest and investment earnings are $1.5 million in 2010, $1.5 million in 2011, and $2.5 million in 2012.

Revenue from Other Public Entities

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

Little change in Criminal Justice revenues. The City receives funding from the State for criminal justice programs. The State provides these distributions out of its General Fund. These revenues are allocated on the basis of population and crime rates relative to statewide averages. 2009 criminal justice revenues were $2.4 million. 2010-2012 yearly receipts are expected to be little changed from the 2009 revenues.

November 2010 Initiatives failed and will not affect liquor revenues. In recent years the City's share of Liquor Board profits has stabilized to around $4 million a year. These are funds recorded as net income for the liquor board in its operation of liquor sales in the State of Washington. 40% of these funds are distributed quarterly to cities and towns on the basis of population. In the 2007-2009 State Budget, the Liquor Board instituted a series of new initiatives and programs with the aim of increasing revenues, decreasing costs, and therefore increasing profits. These benefits began to show in 2007 and 2008, and will have stabilized by 2011. Liquor excise taxes, which are levied on the sale of liquor, have stabilized to providing Seattle almost $3.0 million a year. Spirit sales have been stable throughout the recession, but sales of beer and wine have declined at double digit rates.

Service Charges and Reimbursements

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

Interfund Transfers

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

In ratifying the 2011 and 2012 Budgets, it is the intent of the City Council and the Mayor to authorize the transfer of unencumbered, unreserved fund balances from the funds listed in the General Subfund revenue table to the General Subfund.

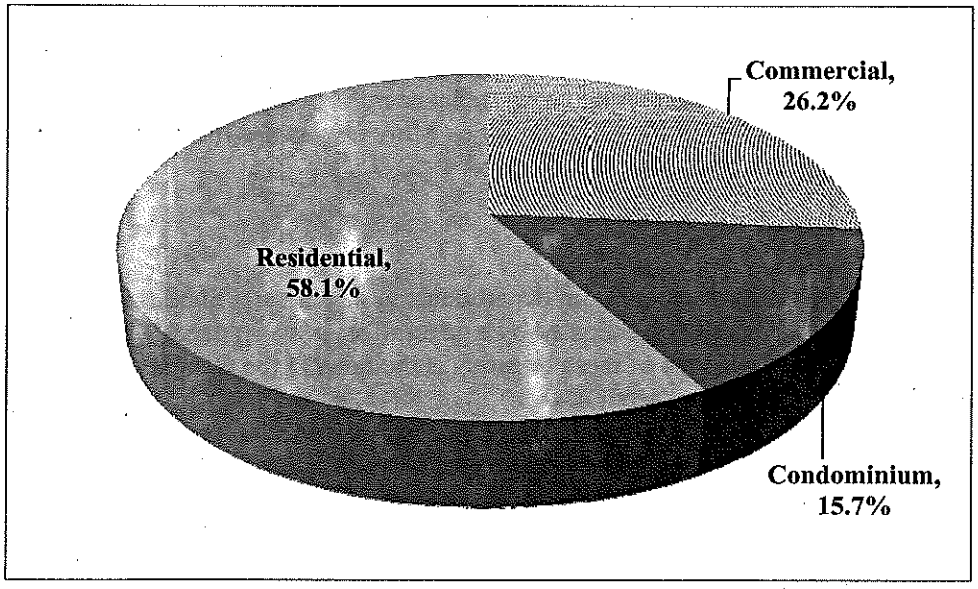
Cumulative Reserve Subfund – Real Estate Excise Tax

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

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

Over time, 58.1% of the City's REET tax base has come from the sale of residential properties, which include single-family homes, duplexes, and triplexes. Commercial sales, which include apartments with four units or more, account for 26.2% of the tax base, and condominiums constitute the remaining 15.7% (see Figure 14).

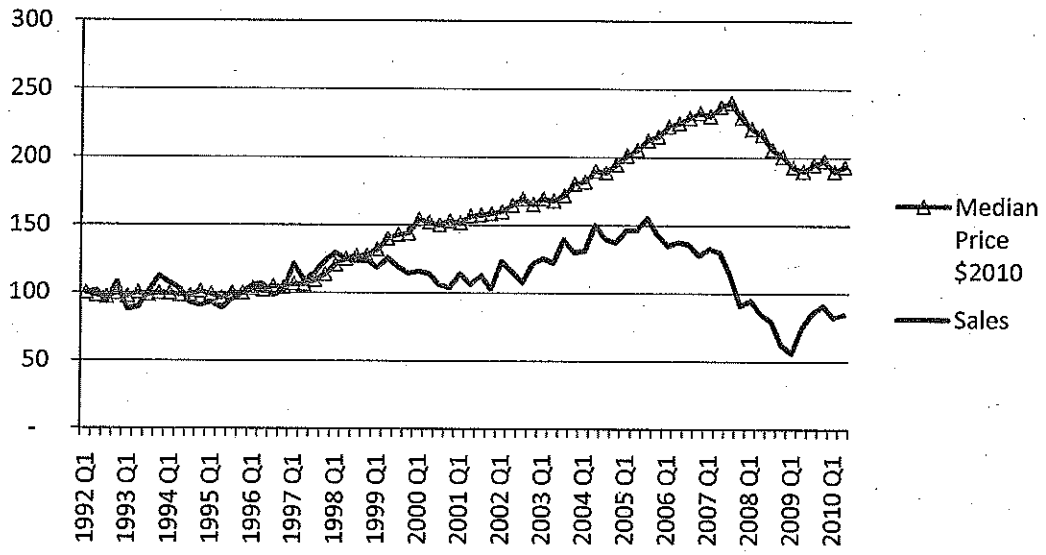
Figure 14. Value of Seattle Real Estate Transactions by Property Type, 1982 - 2009



Historically REET revenue growth has been volatile. The value of Seattle real estate transactions (the REET tax base) increased at an average annual rate of 13.1% between 1982 and 2007, a period when Seattle area inflation averaged only 3.4% per year. Growth was particularly strong during the recent boom years, fuelled by low interest rates and a growing economy. 2008 saw the national property bust that started in late 2005 come to Seattle. The REET tax base declined 50.7% from 2007 to 2008, and continued to decline by 23.4% into 2009. The decline has been felt across all three real estate categories. 2010 is expected to show almost no growth, around 0.2%, followed by 4.2% in 2011.

The volatility of REET is reflected by the fact that despite a 9.4% average annual growth rate, the REET tax base declined in eight years during the period 1982 – 2009 (see Figure 15). This volatility is largely the result of changes in sales volumes, which are sensitive to shifts in economic conditions and movements in interest rates; average prices tend to be more stable over time. That price stability has been severely compromised in this downturn as Seattle area prices for residential properties have fallen 23.4% from their peak, according to the Case/Shiller Home Price Index. Commercial activity tends to be more volatile than the residential market, in part because the sale of a handful of expensive properties can result in significant swings in the value of commercial sales from one year to the next.

Figure 15. Seattle Single-family Home Sales 1992Q1=100



*All data have been seasonally adjusted, prices have been adjusted to $2010

REET revenue appears to have stabilized. According to the Case/Shiller Home Price Index, average home prices for the U.S. are down 31.8% from their peak. Some prominent national forecasters expect the bottom to occur at a 40.0% drop from peak. Recently, there have been some signs of life in the national market, as mortgage rates have been historically low and the tax code has been further modified to encourage home-ownership. Still, the national and local real estate markets continue to be muted.

It appears that Seattle home sales hit bottom in the early part of 2009, and prices reached their lowest point later that summer (see Figure 15). Seattle's commercial real estate market has been hit severely by this downturn, as businesses close and commercial landlords deal with an office vacancy rate above 20%. Most of the REET growth for the coming years is expected to come from single-family and condo sales, as commercial properties sit empty and unsold.

Transportation Fund – Bridging the Gap Revenue Sources

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

The transportation lid lift is a nine-year levy authorized under RCW 84.55.050 to be collected from 2007 through 2015. The lid lift provides a stable revenue stream that raised $38.5 million in 2009. It is projected to raise $39.4 million in 2010, $40.0 million in 2011 and $40.7 million in 2012.

The commercial parking tax is a tax on the act or privilege of parking a motor vehicle in a commercial parking lot within the City that is operated by a commercial parking business. The tax rate was initially established at 5% effective July 1, 2007. The rate increased on July 1, 2008, to 7.5%, and then to 10% in 2009. The tax yielded $18.7 million in 2009. The forecast is $21.8 million for 2010. The 2011 Adopted and 2012 Endorsed Budgets assume the commercial parking tax rate increases to 12.5 percent January 1, 2011. This increase results in an additional $5.1 million in 2011, raising the total forecast to $27.5 million, and an additional $5.3 million in 2012 for a total revenue estimate of $28.5 million. As noted, the original 10% commercial parking tax was established as part of the Bridging the Gap transportation program. These additional revenues from the 2.5% increase are authorized to fund a variety of transportation purposes, which are described in the Department of Transportation's section of this budget.

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

Figure 16. Seattle City Tax Rates

	2007	2008	2009	2010
Property Taxes (Dollars per $1,000 of Assessed Value)				
General Property Tax	$1.88	$1.70	$1.55	$1.78
Families & Education	0.16	0.14	0.12	0.14
Seattle Center/Parks Comm. Ctr.	0.01			
Parks and Open Space	0.26	0.18	0.18	0.20
Low Income Housing	0.04	0.03	0.03	0.17
Fire Facilities	0.20	0.17	0.15	0.09
Transportation	0.35	0.31	0.27	0.31
Pike Place Market			0.09	0.10
Emergency Medical Services	0.21	0.30	0.27	0.30
Low Income Housing (Special Levy)	0.08	0.07	0.06	
City Excess GO Bond	0.25	0.17	0.13	.014
Retail Sales and Use Tax	0.85%	0.85%	0.85%	0.85%
Business and Occupation Tax				
Retail/Wholesale	0.215%	0.215%	0.215%	0.215%
Manufacturing/Extracting	0.215%	0.215%	0.215%	0.215%
Printing/Publishing	0.215%	0.215%	0.215%	0.215%
Service, other	0.415%	0.415%	0.415%	0.415%
International Finance	0.000%	0.000%	0.000%	0.150%
City of Seattle Public Utility Business Taxes				
City Light	6.00%	6.00%	6.00%	6.00%
City Water	15.54%	15.54%	19.87%	19.87%*
City Drainage	11.50%	11.50%	11.50%	11.50%
City Wastewater	12.00%	12.00%	12.00%	12.00%
City Solid Waste	11.50%	11.50%	11.50%	11.50%
City of Seattle Private Utility B&O Tax Rates				
Cable Communications (not franchise fee)	10.00%	10.00%	10.00%	10.00%
Telephone	6.00%	6.00%	6.00%	6.00%
Natural Gas	6.00%	6.00%	6.00%	6.00%
Steam	6.00%	6.00%	6.00%	6.00%
Commercial Solid Waste	11.50%	11.50%	11.50%	11.50%
Franchise Fees				
Cable Franchise Fee	4.20%	4.20%	4.20%	4.20%
Admission and Gambling Taxes				
Admissions tax	5.00%	5.00%	5.00%	5.00%
Amusement Games (less prizes)	2.00%	2.00%	2.00%	2.00%
Bingo (less prizes)	10.00%	10.00%	10.00%	10.00%
Punchcards/Pulltabs	5.00%	5.00%	5.00%	5.00%

*The 19.87% rate was effective March 31, 2009, and includes a temporary surcharge to respond to a court decision. This surcharge will expire on December 31, 2010, and the tax rate will then revert to 15.54%.

Debt Policies

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

General Fund Fund Balance and Reserve Policies

- At the beginning of each year, sufficient funds shall be appropriated to the Emergency Subfund so that its balance equals 37.5 cents per thousand dollars of assessed value, which is the maximum amount allowed by state law.
- Tax revenues collected during the closed fiscal year which are in excess of the latest revised estimate of tax revenues for the closed fiscal year shall automatically be deposited to the Revenue Stabilization Account of the Cumulative Reserve Subfund (commonly referred to as the "Rainy Day Fund"). At no time shall the balance of the Revenue Stabilization Account exceed 5% of the amount of tax revenues received by the City during the fiscal year prior to the closed fiscal year.

Other Citywide Policies

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

Budget Process

Washington state law requires cities with populations greater than 300,000, such as Seattle, to adopt balanced budgets by December 2 of each year for the fiscal year beginning January 1. The adopted budget appropriates funds and establishes legal expenditure limits for the upcoming fiscal year.

Washington state law also allows cities to adopt biennial budgets. In 1993, the City ran a pilot test on the concept of biennial budgeting for six selected departments. In 1995, the City moved from an annual to a modified biennial budget. Under this approach, the City Council formally adopts the budget for the first year of the biennium and endorses, but does not appropriate, the budget for the second year. The second year budget is based on the City Council endorsement and is formally adopted by the City Council after a midbiennial review.

Budgetary Basis

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

Expenditures are considered a liability when they are incurred. Interest on long-term debt, judgments and claims, workers' compensation, and compensated absences are considered a liability when they are paid.

Budget Preparation

Executive preparation of the budget generally begins in February and concludes no later than October 2 with the Mayor's submittal to the City Council of proposed operating and capital improvement program (CIP) budgets. Operating budget preparation is based on the establishment of a current services or "baseline" budget. Current services is defined as continuing programs and services the City provided in the previous year, in addition to previous commitments that will affect costs in the next year or two (when developing the two-year biennial budgets), such as the voter-approved levy for new park facilities, as well as labor agreements and changes in health care, insurance, and cost-of-living-adjustments for City employees. At the outset of a new biennium, current services budgets are established for both the first and second years. For the midbiennium budget process, the Executive may define the current services budget as the second year budget endorsed by the City Council the previous November, or re-determine current service levels. For example, the 2010 Adopted Budget was used as the basis for the 2011-2012 Proposed Budget.

During the budget preparation period, the Department of Finance and Administrative Services (FAS), working in conjunction with the City Budget Office (CBO), makes two General Fund revenue forecasts, one in April and one in August. Both are used to determine whether the City's projected revenues are sufficient to meet the projected costs of the current services budget. The revenue estimates must be based on the prior 12 months of experience. Proposed expenditures cannot exceed the reasonably anticipated and legally authorized revenues for the year unless the Mayor proposes new revenues. In that case, proposed legislation to authorize the new revenues must be submitted to the City Council with the proposed budget.

In May, departments prepared and submitted Budget Issue Papers (BIPs) to CBO for mayoral consideration. The Mayor's Office reviewed and provided direction to departments on the BIPs to be included in the department's budget submittal in early June. In early July, CBO received departmental operating budget and CIP submittals, including all position changes. Mayoral review and evaluation of department submittals took place during the month of August. CBO, in conjunction with individual departments, then finalized the operation and CIP budgets.

The process culminates in the proposed operating budget and CIP. Seattle's budget and CIP also allocate Community Development Block Grant funding. Although this federally funded program has unique timetables and requirements, Seattle coordinates it with the annual budget and CIP processes to improve preparation and budget allocation decisions, and streamline budget execution.

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

Budget Adoption

After the Mayor submits the proposed budget and CIP, the City Council conducts public hearings. The City Council also holds committee meetings in open session to discuss budget requests with department representatives and CBO staff. Councilmembers then recommend specific budget actions for consideration by their colleagues. After completing the public hearing and deliberative processes, and after making changes to the Mayor's proposed budget, the City Council adopts the budget in late November through an ordinance passed by majority vote. The Mayor can choose to approve the Council's budget, veto it, or let it become law without mayoral signature. The Mayor must veto the entire budget or none of it. There is no line-item veto in Seattle. Copies of budget documents are available for public inspection at the CBO offices, at the Seattle Public Library, and on the Internet at http://www.seattle.gov/budgetoffice.

During the budget review process, the City Council may choose to explain its budget actions further by developing statements of legislative intent and budget guidance statements for future budget action. Intent statements state the Council's expectations in making budget decisions and generally require affected departments to report back to the City Council on results. A chart summarizing the City's budget process schedule is provided at the end of this section.

Legal Budget Control

The adopted budget generally makes appropriations for operating expenses at the budget control level within departments, unless the expenditure is from one of the General Fund reserve accounts, or is for a specific project or activity budgeted in the General Subfund category called Finance General. These projects and activities are budgeted individually. Capital projects programmed in the CIP are appropriated in the budget at the program or project level. Grant-funded activities are controlled as prescribed by law and federal or state regulations.

Budget Execution

Within the legally adopted budget authorizations, more detailed allocations, as approved by CBO, are recorded in the City's accounting system, called SUMMIT, at the lowest levels of each department's organizational structure and in detailed expenditure accounts. Throughout the budget year, CBO monitors revenue and spending performance against the budget to protect the financial stability of the City.

Budget Amendment

A majority of the City Council may, by ordinance, eliminate, decrease, or re-appropriate any unexpended appropriations during the year. The City Council, generally with a three-fourths vote, may also increase appropriations from available money to meet necessary expenditures that were not foreseeable earlier. Additional unforeseeable appropriations related to settlement of claims, emergency conditions, or laws enacted since passage of the annual operating budget ordinance require approval by a two-thirds vote of the City Council.

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

In accordance with Washington state law, any unexpended appropriations for operating or ordinary maintenance expenditures automatically lapse at the close of the fiscal year, except for any appropriation continued by ordinance. Unexpended appropriations for capital outlays remaining at the close of the fiscal year are carried forward to the following year, except for any appropriation abandoned by ordinance.

BUDGET PROCESS DIAGRAM – 2011 ADOPTED BUDGET

PHASE I – Budget Submittal Preparation

FEBRUARY-MARCH
CBO provides departments with the general structure, conventions and schedule for the 2011-2012 Budget

MARCH - APRIL
CBO prepares revenue projections for 2011

APRIL
CBO issues budget and CIP development instructions to departments

MAY
Departments submit Budget Issue Papers (BIPs) to describe how they will arrive at their budget targets

MAY-JUNE
Mayor's Office and CBO review the BIPs and provide feedback to departments

JULY
Departments submit budget and CIP proposals to CBO based on Mayoral direction

CBO reviews departmental proposals for organizational changes

PHASE II – Proposed Budget Preparation

JULY-AUGUST
The Mayor's Office and CBO review department budget and CIP proposals

AUGUST-SEPTEMBER
Mayor's Office makes final decisions on the Proposed Budget and CIP

Proposed Budget and CIP documents are produced

SEPTEMBER
Mayor presents the Proposed Budget and CIP to City Council

PHASE III – Adopted Budget Preparation

SEPTEMBER-OCTOBER
Council develops a list of issues for review during October and November

CBO and departments prepare revenue and expenditure presentations for Council

OCTOBER-NOVEMBER
Council reviews Proposed Budget and CIP in detail

Budget and CIP revisions developed, as are Statements of Legislative Intent and Budget Provisos

NOVEMBER-DECEMBER
Council adopts operating budget and CIP

Note: Budget and CIP must be adopted no later than December 2

ARTS, CULTURE & RECREATION

2008 Parks Levy

Department Description

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

The 2008 Parks Levy Fund chapter of the budget is an administrative tool for summarizing the approved uses of the Levy. Proceeds from the 2008 Parks Levy are used mainly to support property acquisition, as well as capital expansion, development, and renovation of Department of Parks and Recreation (DPR) facilities. In addition, the Levy funds three projects in the Seattle Department of Transportation Capital Improvement Program (CIP). Appropriations for the Levy are more specifically described in the 2011-2016 Proposed CIP document.

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

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

- Park and Green Space Acquisition: The Levy provides $36 million for neighborhood park and green space acquisitions. To date, DPR has appropriated over $9 million for property acquisition.

- Park Development Projects: The Levy provides $87 million for 62 named park development projects. Through 2010, $42.1 million was appropriated for 58 development projects.

- Environmental Projects: The Levy provides $8 million for environmental projects, including forest and stream restoration, community garden and P-Patch development, and expanded shoreline access. To date, DPR has appropriated over $4.8 million for environmental projects.

- Opportunity Fund: The Levy provides $15 million for citizen-initiated park projects to be recommended by the Oversight Committee. Planning for the opportunity fund process is currently underway.

Policy and Program Changes

In 2010, the Park Levy Oversight Committee approved transferring an additional $1 million from the Acquisition Category to the Development Category for the Bell Street Park Boulevard Project. This project will transform Bell Street between 1st Avenue and 5th Avenue into a park boulevard and new park space for the Belltown neighborhood. The new park boulevard will provide usable park space while continuing to provide one traffic lane and reduced parking.

The following tables describe anticipated revenues and appropriations to the 2008 Parks Levy Fund for 2011 and 2012. As is typical with many capital programs, appropriations for the individual projects are made up-front and resulting expenditures span several years after the budget authority is approved. This front-loaded pattern of appropriations creates the temporary appearance of a large negative fund balance in the early years of the Levy period. However, the Fund's cash balance is projected to remain positive throughout the life of the Levy. Fund balance estimates are computed using values for anticipated capital expenditures, rather than budgeted capital expenditures.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Support to Multi-Purpose Trails Budget Control Level	**T2000**	**0**	**3,500,000**	**0**	**0**
Department Total		**0**	**3,500,000**	**0**	**0**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	0	3,500,000	0	0
Department Total	**0**	**3,500,000**	**0**	**0**

Support to Multi-Purpose Trails Budget Control Level

Purpose Statement

The purpose of the Support to Multi-Purpose Trails Budget Control Level (BCL) is to appropriate funds from the 2008 Parks Levy Fund to the Transportation Operating Fund to support specific trail projects. This BCL is funded by the 2008 Parks Levy Fund (Fund 33860).

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Support to Multi-Purpose Trails	0	3,500,000	0	0

2011 - 2012 Estimated Revenues for the 2008 Parks Levy Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Real & Personal Property	23,780,804	23,947,000	23,947,000	24,098,000	24,174,000
461110	Inv Earn-Residual Cash	114,695	5,000	22,000	100,000	50,000
461320	Unreald Gns/Losses-Inv GA	57,428	0	(57,428)	0	0
Total Revenues		**23,952,927**	**23,952,000**	**23,911,572**	**24,198,000**	**24,224,000**
379100	Use of (Contribution to) Fund Balance	0	(4,722,000)	(4,722,000)	(5,975,000)	(9,611,000)
Total Resources		**23,952,927**	**19,230,000**	**19,189,572**	**18,223,000**	**14,613,000**

2008 Parks Levy Fund

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	-	**4,203,000**	**16,246,000**	**16,440,000**	**7,860,000**
Accounting and Technical Adjustments	-	-	-	-	-
Plus: Actual and Estimated Revenue	23,953,000	23,952,000	24,692,000	24,198,000	24,224,000
Less: Actual and Budgeted Expenditures (DPR)	7,707,000	25,535,000	24,348,000	30,563,000	17,415,000
Less: Actual and Budgeted Expenditures (SDOT)	-	3,500,000	150,000	2,215,000	4,410,000
Ending Fund Balance	**16,246,000**	**(880,000)**	**16,440,000**	**7,860,000**	**10,259,000**
Continuing Appropriations	22,272,000	2,885,000	23,930,000	9,375,000	2,163,000
Total Reserves	22,272,000	2,885,000	23,930,000	9,375,000	2,163,000
Ending Fund Balance - Unreserved	**(6,026,000)**	**(3,765,000)**	**(7,490,000)**	**(1,515,000)**	**8,096,000**

Note: Adopted and Forecast Appropriations

Appropriations - Capital - (DPR)	26,229,000	15,730,000	22,656,000	18,223,000	14,613,000
Appropriations - Capital - (SDOT)	3,750,000	3,500,000	3,500,000	-	-

Office of Arts and Cultural Affairs

James Keblas, Interim Director

Contact Information

Department Information Line: (206) 684-7171
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On the Web at: http://www.seattle.gov/arts/

Department Description

The mission of the Office of Arts and Cultural Affairs (OACA) is to promote the value of arts and culture in communities throughout Seattle. The Office promotes Seattle as a cultural destination and invests in Seattle's arts and cultural sector to ensure the city has a wide range of high-quality programs, exhibits, and public art. The Office has four programs: Public Art; Cultural Partnerships; Community Development and Outreach; and Administrative Services. These programs are supported by two funding sources: the Arts Account, which is derived from 75% of the City's admission tax revenues; and the Municipal Arts Fund (MAF), which is derived from the One Percent for Arts program.

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

The Cultural Partnerships Program offers technical assistance and invests in cultural organizations, youth arts programs, individual artists, and community groups to increase residents' access to arts and culture, and to promote a healthy cultural sector in the city. Prior to 2010, funding for the program came from the General Subfund and the Arts Account, a fund established in order to reinvest 20% of the City's admission tax revenues in arts and culture. Beginning in 2010, an additional 55% of the admissions tax that previously went to the General Fund was diverted to the Arts Account and was designated specifically for Arts programming, including Cultural Partnerships, Community Development and Outreach, and Administrative Services.

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

The Administrative Services Program provides executive management and support services for the Office; supports the Seattle Arts Commission, a 15-member advisory board, which advises the Office, the Mayor, and the City Council on arts programs and policy; and promotes the role of the arts in economic development, arts education for young people, and cultural tourism.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. While not a direct recipient of General Fund dollars, OACA receives admissions tax revenues that just one year ago were considered part of the General Fund. In the face of the General Fund's significant financial challenges, the 2011 Adopted Budget expands the definition of qualifying arts programming in the City to include arts-related programming in the Department of Parks and Recreation (DPR) to preserve a broad array of arts programming while easing the pressure on the General Fund. For years 2011 and 2012, a portion of the admissions tax

revenues allocated to the Arts Account will be dedicated to DPR's arts programming. With this strategy in mind, the 2011 Adopted Budget includes reductions to the Arts program, as well as the Arts Account fund balance, in order to create funding capacity to support arts programming in DPR, including downtown parks arts programming, arts activation in outdoor neighborhood parks, and the program costs for the Langston Hughes Performing Arts Center. The realignment of funding in this manner will ensure the continuation of programming that provides a wide variety of arts experiences to the public throughout the City. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These innovative programs are designed to serve all ages and all ethnic groups, and to make our parks creative, fun, community spaces. They particularly emphasize youth involvement and the transformation of young lives through participation in creating art.

The Office of Arts and Cultural Affairs identified a series of programming and administrative reductions in order to create capacity to support the DPR programs. In identifying reductions, OACA sought to preserve funding for community grants and for programs that serve children and youth, and those who do not have the financial means to access to other forms of art enrichment and programming.

Funding for the Seattle Presents concert series will be reduced from weekly to once a month in 2011. The "on-hold" music programming for City phones is eliminated, and City Hall community art exhibitions will be produced 3-4 times per year instead of monthly. Staffing is reduced by a half of a position commensurate with this programming reduction.

Funding for external contracts is reduced, resulting in the elimination of City funding to the Seattle Convention and Visitors Bureau and One Reel. This reduction results in the loss of funding to the Seattle Convention and Visitors Bureau for an online calendar of events at 'seeseattle.org' and to One Reel for the Mayor's Arts Award event.

The 2011 Adopted Budget eliminates two administrative staff positions which will impact customer service, contract coordination and will curtail assistance to the Arts Commission and Public Art Advisory Committee. Administrative responsibilities will be distributed among the existing staff.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Arts Account Budget Control Level					
Administrative Services - AT		0	462,515	342,609	348,962
Arts Account		1,668,443	1,207,454	0	0
Community Development and Outreach - AT		0	507,297	1,471,780	1,495,373
Cultural Partnerships - AT		0	1,502,209	2,608,686	2,657,102
Arts Account Budget Control Level	**VA140**	**1,668,443**	**3,679,474**	**4,423,075**	**4,501,437**
General Subfund Budget Control Level					
Administrative Services - GF		583,858	0	0	0
Community Development and Outreach - GF		720,081	0	0	0
Cultural Partnerships - GF		1,735,818	0	0	0
General Subfund Budget Control Level	**VA400**	**3,039,757**	**0**	**0**	**0**
Municipal Arts Fund Budget Control Level	**2VMAO**	**1,760,153**	**2,754,882**	**2,693,359**	**2,788,342**
Department Total		**6,468,352**	**6,434,356**	**7,116,435**	**7,289,779**
Department Full-time Equivalents Total*		**23.10**	**23.10**	**20.60**	**20.60**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	3,039,757	0	0	0
Other	3,428,595	6,434,356	7,116,435	7,289,779
Department Total	**6,468,352**	**6,434,356**	**7,116,435**	**7,289,779**

Arts Account Budget Control Level

Purpose Statement

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

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services - AT	0	462,515	342,609	348,962
Arts Account	1,668,443	1,207,454	0	0
Community Development and Outreach - AT	0	507,297	1,471,780	1,495,373
Cultural Partnerships - AT	0	1,502,209	2,608,686	2,657,102
Total	**1,668,443**	**3,679,474**	**4,423,075**	**4,501,437**
Full-time Equivalents Total *	13.00	13.00	10.50	10.50

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

Arts Account: Administrative Services - AT

Purpose Statement

The purpose of the Administrative Services Program is to provide executive management and support services to the Office and to support the Seattle Arts Commission, a 15-member advisory board that advises the Office, the Mayor, and the City Council on arts programs and policy.

Program Summary

Reduce budget by $135,000 and abrogate 1.0 FTE Administrative Secretary and 1.0 FTE Administrative Specialist I. This action eliminates front desk coverage and will curtail contract coordination and assistance to the Arts Commission and Public Art Advisory Committee. Administrative responsibilities will be distributed among the existing staff.

Reduce budget by $3,000 eliminating the budget for travel and training. This results in department staff not attending two annual art conferences.

Reduce budget by $5,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $3,000 in savings.

Increase budget by $30,000 to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Administrative Services, Cultural Partnership, and Community Development and Outreach programs.

Reduce budget by $4,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $120,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services - AT	0	462,515	342,609	348,962
Full-time Equivalents Total*	5.50	5.50	3.50	3.50

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

Arts Account: Arts Account

Purpose Statement

The purpose of the Arts Program is to invest in Seattle's arts and cultural community to keep artists living and working in Seattle, to build community through arts and cultural events, and to increase arts opportunities for youth.

Program Summary

These funds will transfer internally and are now respectively reflected under the Arts Account: Administrative Services, Cultural Partnerships, and Community Development and Outreach Programs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Arts Account	1,668,443	1,207,454	0	0

Arts Account: Community Development and Outreach - AT

Purpose Statement

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

Program Summary

Reduce budget by $76,000 in program funding and reduce 1.0 FTE Events Booking Representative position to 0.50 FTE. This action will reduce the Seattle Presents Concert Series programming to performances held once a month. Additionally, community art exhibitions at City Hall will be reduced and OnHold programming for City phones will be eliminated.

Reduce budget by $2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary cost of living increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $3,000 in savings.

Increase budget by $1.02 million for contracting of arts programming within the Department of Parks and Recreation (DPR). These funds will be used for Downtown Parks Arts Programming, the Outdoor Neighborhood Parks Activation projects, and the Langston Hughes Performing Arts Center operations.

Increase budget by $29,000 to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Cultural Partnerships, Administrative Services and Community Development and Outreach programs.

Reduce budget by $4,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $964,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Development and Outreach - AT	0	507,297	1,471,780	1,495,373
Full-time Equivalents Total*	3.00	3.00	2.50	2.50

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

Arts Account: Cultural Partnerships - AT

Purpose Statement

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

Program Summary

Reduce budget by $39,000 eliminating contract funding for the Seattle Convention & Visitors Bureau and One Reel.

Reduce budget by $120,000 for Core Programming grants to organizations throughout the city. This represents an 8% cut to a $1.6 million program budget.

Reduce budget by $3,000 eliminating the budget for travel and training. This results in department staff not attending two annual art conferences.

Reduce budget by $2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $3,000 in savings.

Increase budget by $1.3 million to reflect a transfer from the Arts Account Program resulting from the reorganization of the Arts Account Program activities into the Cultural Partnerships, Administrative Services and Community Development and Outreach Programs.

Reduce budget by $3,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.1 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cultural Partnerships - AT	0	1,502,209	2,608,686	2,657,102
Full-time Equivalents Total*	4.50	4.50	4.50	4.50

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

General Subfund Budget Control Level

Purpose Statement

The purpose of the General Subfund Budget Control Level is to provide administrative services for the Office, invest in Seattle's arts and cultural community, and build community through arts and culture awards, events, and exhibits.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services - GF	583,858	0	0	0
Community Development and Outreach - GF	720,081	0	0	0
Cultural Partnerships - GF	1,735,818	0	0	0
Total	**3,039,757**	**0**	**0**	**0**

General Subfund: Administrative Services - GF

Purpose Statement

The purpose of the Administrative Services Program is to provide executive management and support services to the Office and to support the Seattle Arts Commission, a 15-member advisory board that advises the Office, Mayor, and Council on arts programs and policy.

Program Summary

Prior to 2010, the budget for this program came from General Fund. In 2010, the budget source for this program was changed to admissions tax revenues. For current budget information, please see the program Administrative Services - AT.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services - GF	583,858	0	0	0

General Subfund: Community Development and Outreach - GF

Purpose Statement

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

Program Summary

Prior to 2010, the budget for this program came from General Fund. In 2010, the budget source for this program was changed to admissions tax revenues. For current budget information, please see the program Community Development and Outreach - AT.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Development and Outreach - GF	720,081	0	0	0

General Subfund: Cultural Partnerships - GF

Purpose Statement

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

Program Summary

Prior to 2010, the budget for this program came from General Fund. In 2010, the budget source for this program was changed to admissions tax revenues. For current budget information, please see the program Cultural Partnerships - AT.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cultural Partnerships - GF	1,735,818	0	0	0

Municipal Arts Fund Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary cost of living increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $7,000 in savings.

Reduce budget by $129,000 to reflect revised Municipal Arts Fund estimated revenues due to reduce capital program budgets across the City.

Increase budget by $77,000 for departmental city adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $61,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Municipal Arts Fund	1,760,153	2,754,882	2,693,359	2,788,342
Full-time Equivalents Total*	10.10	10.10	10.10	10.10

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

2011 - 2012 Estimated Revenues for the Arts Account

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
461100	Interest Earnings	19,257	0	3,761,449	10,000	12,000
461320	Interest Increase (Decrease)	(3,970)	0	0	0	0
587001	Interfund Transfers	1,180,530	3,761,449	0	4,176,143	4,769,464
431110	ARRA Federal Grant	104,583	0	145,417	0	0
	Total Arts Account	**104,583**	**0**	**145,417**	**0**	**0**
Total Revenues		**1,300,400**	**3,761,449**	**3,906,866**	**4,186,143**	**4,781,464**
379100	Use of (Contribution To) Fund Balance	0	(81,975)	0	236,932	(280,027)
Total Resources		**1,300,400**	**3,679,474**	**3,906,866**	**4,423,075**	**4,501,437**

2011 - 2012 Estimated Revenues for the Municipal Arts Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
441990	Public Art Management Fees	165,964	185,864	2,862,880	185,864	185,864
461110	Interest Earnings	96,932	170,000	0	100,000	100,000
461320	Investment Increase	(8,273)	0	0	0	0
469990	Miscellaneous Revenues	30,024	8,500	0	8,500	8,500
541190	Interfund Transfers (1% for Art)	2,166,985	2,498,516	0	2,407,357	2,282,507
Total Revenues		**2,451,632**	**2,862,880**	**2,862,880**	**2,701,721**	**2,576,871**
379100	Use of (Contribution To) Fund Balance	0	(107,998)	0	(8,362)	211,471
Total Resources		**2,451,632**	**2,754,882**	**2,862,880**	**2,693,359**	**2,788,342**

Arts Account

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**1,116,715**	**210,014**	**745,951**	**296,465**	**59,533**
Accounting and Technical Adjustments	(2,721)	0	0	0	0
Plus: Actual and Estimated Revenue	1,300,400	3,761,449	3,906,866	4,186,143	4,781,464
Less: Actual and Budgeted Expenditures	1,668,443	3,679,474	4,356,352	4,423,075	4,501,437
Ending Fund Balance	**745,951**	**291,989**	**296,465**	**59,533**	**339,560**
Continuing Appropriations	536,860	0	0	0	0
Operating Reserves	0	0	296,465	59,533	339,560
Total Reserves	**536,860**	**0**	**296,465**	**59,533**	**339,560**
Ending Unreserved Fund Balance	**209,091**	**291,989**	**0**	**0**	**0**

Municipal Arts Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**4,753,444**	**4,121,147**	**5,428,392**	**5,536,390**	**5,544,751**
Accounting and Technical Adjustments	(16,532)	0	0	0	0
Plus: Actual and Estimated Revenue	2,451,632	2,862,880	2,862,880	2,701,721	2,576,871
Less: Actual and Budgeted Expenditures	1,760,153	2,754,882	2,754,882	2,693,359	2,788,342
Ending Fund Balance	**5,428,392**	**4,229,145**	**5,536,390**	**5,544,751**	**5,333,280**
Continuing Appropriations	624,969	0	0	0	0
Total Reserves	**624,969**	**0**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**4,803,423**	**4,229,145**	**5,536,390**	**5,544,751**	**5,333,280**

The Seattle Public Library

Lin Schnell, Interim Chief Executive Officer

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Department Description

The Seattle Public Library (SPL), founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's web site. The Central Library provides systemwide services including borrower services, outreach and public information, specialized services for children, teens, and adults as well as immigrant and refugee populations, and public education and programming. The neighborhood branches provide library services, materials, and programs close to where people live, go to school and work, and serve as a focal point for community involvement and lifelong learning.

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

Over 14 million people visited The Seattle Public Library, in-person or virtually, in 2009. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2009 usage noted), including:

- print and electronic books, magazines, newspapers (12 million items checked out);
- online catalog and web site (www.spl.org) - 6.7 million visits;
- assisted information services in-person, virtual, and telephone (over one million responses);
- Internet access and classes (1.8 million patron internet sessions);
- CDs, DVDs, books on tape and downloadable materials (126,000 downloads);
- sheet music and small practice rooms;
- electronic databases (365,000 users);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- more than 6,500 literary programs for children, teens, and adults;
- Homework Help (9,000 sessions);
- podcasts of public programs (550,000 downloads);
- 23 neighborhood meeting rooms;
- a large Central library auditorium and 12 meeting rooms (nearly 900 meetings);
- Quick Information Center telephone reference service (386-INFO).

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. In order to help address this gap, the 2011 Adopted Budget for the Seattle Public Library reflects both reductions in expenditures and new revenues from fees and increased collections of outstanding fines. The

Library shares the Mayor's desire to preserve direct public services as much as possible. The following changes in Library operations are made to support this goal.

For 2011, the Library is continuing to adjust its operations to streamline its service-delivery model in the face of reduced resources. The Library is consolidating management of the branches, removing one level of management, and strengthening support for service development and outreach. In 2010, the branch management structure consists of three regional managers and 13 branch manager and assistant manager pairs who each manage two branches. In 2011, the branch library manager classification will be eliminated. Three regional managers will be added, for a total of six regional managers, who will be based at a branch and oversee 4-5 branches within a region. Six positions will be added to provide a total of 19 assistant managers to coordinate building operations. Two assistant managing librarians located at the Central Library will assist with centralized services and system-wide programming. The Library is also consolidating services in the Central Library to maximize program coordination, customer service, and staffing efficiencies.

The Library will convert eight of its smallest, least-used branches into non-reference or circulating libraries and reduce on-site librarian reference service in order to achieve operational efficiencies and staff savings. These branches (Delridge, Fremont, International District/Chinatown, Madrona-Sally Goldmark, Montlake, New Holly, South Park, and Wallingford) will continue to be open 35 hours per week and serve as "gateways" to the resources of the entire library system. These branches will offer collections, holds-pickup, and computer access. Access to specialized reference or collection services will be provided on-line or by telephone access to staff at the Central Library. Programming will be primarily focused on youth and provided by librarians from other locations.

The Library will integrate the operation of its Mobile Services, which currently is a free-standing operation, with the Outreach Services unit based at the Central Library, which currently includes specialized services for patrons with disabilities or special needs and for patrons for who English is a second language. The current array of program services will be maintained and better aligned with other Outreach Services programming. This change will achieve efficiencies by integrating Mobile staff supervision and scheduling with Outreach Services, and integrating the Mobile Services collections, mail services, and materials processing with systems located at the Central Library.

As in previous years, the Library will close the entire Library system for one week in 2011, a budget savings step also taken in 2009 and 2010. This temporary closure results in savings for the Library through a salary reduction to Library employees. The Library anticipates again scheduling the closure just before the Labor Day holiday as this time period has the lowest utilization for SPL, allowing it to minimize impacts to patrons. As with previous closures, the Library will manage public information and education to prepare patrons for the closure.

The Library's materials budget will be reduced to 2009 levels. With this reduction, the Library will restructure its collections processing unit and eliminate three staff positions associated with this function. This reduction brings the materials budget to $5 million and will result in fewer copies of popular titles, longer waiting times for books and materials by customers, and less breadth and depth in the collection.

The Library will also implement a restructuring of its Information Technology division in order to maximize work flow and collaboration. Specifically, the Library will integrate its Web services within the Information Technology division for staff efficiencies. Web content will be developed by a collaborative team comprised of staff from Library Services, Communications, Information Technology, and other divisions as needed.

The Library will implement a variety of fine and fee adjustments to help offset the General Fund budget shortfall. The Library will increase the daily fine rate on a variety of loaned materials including print materials, DVDs, inter-library loans, and reference materials. The Library will also increase the fees for patrons to print from

Library personal computers. Additionally, the Library will authorize the Library's collection recovery agency to send fine notices to parents of juveniles under the age of 13 years who owe fines. This latter action is a one-time revenue offset and will not be sustained once the past due fines have been collected.

Finally, the 2011 Adopted Budget identifies other administrative savings and operational efficiencies which avoid direct service reductions. This includes reducing expenditures for travel and training, janitorial services, human resources program costs and technical adjustments including a reduction in inflationary adjustment to non-personnel costs. The 2011 Adopted Budget also reflects a negotiated reduction in the cost of living adjustment for most Library employees from 2% to 0.6%, which will result in a savings of $440,000 and will be used to prevent a comparable budget reduction in 2011.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services					
Administrative Services Director		269,042	324,284	748,036	770,588
Facilities Maintenance and Materials Distribution Services		5,547,183	5,459,978	5,763,275	5,947,655
Finance Services		1,440,058	1,609,237	1,482,392	1,510,408
Safety and Security Services		1,017,813	1,042,125	1,077,850	1,109,494
Administrative Services	**B1ADM**	**8,274,096**	**8,435,625**	**9,071,553**	**9,338,145**
City Librarian's Office					
City Librarian		517,689	415,552	419,074	431,016
Communications		773,425	870,572	566,826	586,060
City Librarian's Office	**B2CTL**	**1,291,114**	**1,286,124**	**985,900**	**1,017,077**
Human Resources	**B5HRS**	**1,117,738**	**1,195,074**	**1,017,651**	**1,031,126**
Information Technology	**B3CTS**	**2,538,589**	**3,287,691**	**3,220,932**	**3,216,298**
Library Services					
Central Library Services		10,996,284	11,128,960	11,375,246	11,749,053
Library Services Director		889	178,695	0	0
Mobile Services		822,109	745,396	0	0
Neighborhood Libraries		16,314,711	16,284,068	16,470,968	17,040,971
Technical and Collection Services		9,113,738	8,428,307	8,010,557	7,999,668
Library Services	**B4PUB**	**37,247,732**	**36,765,426**	**35,856,772**	**36,789,692**
Department Total		**50,469,269**	**50,969,940**	**50,152,808**	**51,392,337**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	48,164,128	49,205,188	47,299,078	48,630,097
Other	2,305,141	1,764,752	2,853,729	2,762,241
Department Total	**50,469,269**	**50,969,940**	**50,152,808**	**51,392,337**

Administrative Services

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services Director	269,042	324,284	748,036	770,588
Facilities Maintenance and Materials Distribution Services	5,547,183	5,459,978	5,763,275	5,947,655
Finance Services	1,440,058	1,609,237	1,482,392	1,510,408
Safety and Security Services	1,017,813	1,042,125	1,077,850	1,109,494
Total	**8,274,096**	**8,435,625**	**9,071,553**	**9,338,145**

Administrative Services: Administrative Services Director

Purpose Statement

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

Program Summary

Reduce personnel budget by $6,000 as part of a one-week Library closure.

Transfer $400,000 into the Administrative Services BCL from the Library Bunn Fund as part of the operation of the Event Services program. The Bunn Fund is a Library gift fund that supported the development of an Event Services function when the new Central Library opened. Event Services manages the Central Library room rental program as well as the logistics for public programs provided by Library staff in the auditorium and meeting rooms. This is a budget neutral transfer as room rental fees will now be reported within the Library's fines and fees revenue. This adjustment will result in no programmatic or service change for the existing program.

Increase budget by $30,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $424,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administrative Services Director	269,042	324,284	748,036	770,588

Administrative Services: Facilities Maintenance and Materials Distribution Services

Purpose Statement

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

Program Summary

Reduce budget by $52,000 and abrogate 1.0 FTE Janitor. The Library will mitigate the impact of this reduction by implementing systematic service level efficiencies and reductions.

Reduce personnel budget by $66,000 associated with a one-week Library closure.

Increase budget by $421,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $303,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Facilities Maintenance and Materials Distribution Services	5,547,183	5,459,978	5,763,275	5,947,655

Administrative Services: Finance Services

Purpose Statement

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

Program Summary

Reduce budget by $76,000 associated with the mailing of patron account notices. Patrons will be notified about account activity via e-mail or automated phone services only. Additionally, all cardholders have free access to e-mail at the Library, which should ease the transition to e-mail notification.

Reduce personnel budget by $9,000 as part of a one-week Library closure.

Exchange $650,000 in general fund budget with increased library fee revenue generated from new increases in daily fine rates and printing fees as well as the collection of past due fines from juvenile patron accounts. No new budget authority needed.

Decrease budget by $42,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $127,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance Services	1,440,058	1,609,237	1,482,392	1,510,408

Administrative Services: Safety and Security Services

Purpose Statement

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

Program Summary

Reduce personnel budget by $16,000 associated with a one-week Library closure.

Increase budget by $52,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $36,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Safety and Security Services	1,017,813	1,042,125	1,077,850	1,109,494

City Librarian's Office

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Librarian	517,689	415,552	419,074	431,016
Communications	773,425	870,572	566,826	586,060
Total	**1,291,114**	**1,286,124**	**985,900**	**1,017,077**

City Librarian's Office: City Librarian

Purpose Statement

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

Program Summary

Reduce personnel budget by $13,000 as part of a one-week Library closure.

Increase budget by $17,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $4,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Librarian	517,689	415,552	419,074	431,016

City Librarian's Office: Communications

Purpose Statement

The purpose of the Communications Program is to ensure that the public and Library staff are fully informed about Library operations, which includes 6,000 annual public programs. The office contributes to the Library's web site, a 24/7 portal to library services, and provides timely and accurate information through a variety of other methods.

Program Summary

Reduce budget by $311,000, abrogate 1.0 FTE Web Manager and transfer 2.0 FTE Web Developers positions to the Information Technology division. The Library will integrate the Library's web services within the Information Technology division to improve work flow and collaboration.

Reduce personnel budget by $4,000 as part of a one-week Library closure.

Increase budget by $11,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $304,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications	773,425	870,572	566,826	586,060

Human Resources

Purpose Statement

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

Summary

Reduce budget by $140,000 and abrogate 1.0 FTE Administrative Assistant and 0.75 FTE Training Program Coordinators in the Human Services division. This sustained 2010 mid-year reduction eliminated receptionist services for the administrative floor of the Central Library and required closing direct access to the public. The training staff reduction required the division to restructure remaining human resources positions into more generalist classifications so that a small number of staff can continue to provide essential services.

Reduce personnel budget by $17,000 as part of a one-week Library closure.

Reduce travel and training budget by $35,000, including eliminating the Library's tuition reimbursement fund. This action will result in a 15% reduction to training resources.

Increase budget by $15,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $177,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	1,117,738	1,195,074	1,017,651	1,031,126

Information Technology

Purpose Statement

The purpose of Information Technology is to provide quality data processing infrastructure and services so that Library patrons and staff have free and easy access to a vast array of productivity tools, ideas, information, and knowledge.

Summary

Reduce budget by $72,000 and abrogate a 1.0 FTE Technology Operations Assistant. The division will restructure responsibilities within the Information Technology division to provide essential services.

Increase budget by $191,000 and transfer in 2.0 FTE Web Developers from the Communications office as part of the Library's Web services reorganization which integrates the Web management within the Information Technology division to improve work flow and collaboration.

Reduce personnel budget by $33,000 as part of a one-week Library closure.

Decrease budget by $153,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $67,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Information Technology	2,538,589	3,287,691	3,220,932	3,216,298

Library Services

Purpose Statement

The purpose of the Library Services Division is to provide services, materials, and programs that benefit and are valued by Library patrons. Library Services provides technical and collection services in order to provide information access and Library materials to all patrons.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Central Library Services	10,996,284	11,128,960	11,375,246	11,749,053
Library Services Director	889	178,695	0	0
Mobile Services	822,109	745,396	0	0
Neighborhood Libraries	16,314,711	16,284,068	16,470,968	17,040,971
Technical and Collection Services	9,113,738	8,428,307	8,010,557	7,999,668
Total	**37,247,732**	**36,765,426**	**35,856,772**	**36,789,692**

Library Services: Central Library Services

Purpose Statement

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

Program Summary

Reduce budget by $52,000 in personnel funding allocated to responding to unanticipated demands resulting from a change in branch hours implemented in February 2010. No library staff will be impacted by this reduction.

Reduce budget by $387,000 associated with the abrogation of the following: 1.675 FTE Librarians, 0.5 FTE Librarian Assistant IV, 1.0 FTE Coordinating Library Technician, 1.825 FTE Librarian Associate III, and 0.5 FTE Librarian Associate II. This reduction is offset by adding 0.5 FTE Coordinating Librarian Associate and 0.6 FTE Librarian Associate IV positions to continue essential services. A recent restructuring of services and management of the Central Library to reflect current use patterns will enable the Library to minimize impacts to patrons.

Reduce budget by $292,000 associated with the abrogation of 2.25 FTE Librarian, 0.5 FTE Library Associate II, a 0.8 FTE Library Resource Specialist, and 0.6 FTE Student Librarian; and the restructure of Central Library operations. This includes moving or consolidating staffing of different programs, reducing the Genealogy program assistance to appointment only, and reducing the Seattle Room's hours of operation.

Reduce personnel budget by $181,000 as part of a one-week Library closure.

Increase budget by $631,000 allocated to Mobile Services as a result of integrating Mobile Services into Outreach Services. This is an internal Department transfer and is budget neutral.

Increase budget by $527,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $246,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Central Library Services	10,996,284	11,128,960	11,375,246	11,749,053

Library Services: Library Services Director

Purpose Statement

The purpose of the Library Services Director is to provide leadership for the Library services division and insure that patrons have access to relevant and current collections, services, and resources in a rapidly changing information and technology environment.

Program Summary

The Library has not filled the director position since it became open in 2009 in order to provide a new City Librarian an opportunity to directly lead the development of services and programs and achieve budget savings. The intent is to fill the position when resources become available.

Decrease budget by $178,000 to reflect departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $178,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Library Services Director	889	178,695	0	0

Library Services: Mobile Services

Purpose Statement

The purpose of Mobile Services is to provide access to library books, materials, and services for patrons who are unable to come to the Library.

Program Summary

Reduce budget by $213,000 and abrogate a 1.0 FTE Branch Library Manager 2, and a 0.5 FTE Coordinating Library Associate and transfer the operation of Mobile Services to the Outreach Services unit based at the Central Library. This includes the integration of staff supervision and scheduling with Outreach Services as well as integrating the Mobile Services collections, mail services, materials processing and delivery with systems located at the Central Library. The current array of mobile services will be maintained and better aligned with other outreach services.

Reduce personnel budget by $12,000 as part of a one-week Library closure.

Increase budget by $36,000 associated with the elimination of four Central Library librarian and paraprofessional positions and the transfer of part of that work into Mobile Services. The department will reprioritize workloads throughout the Central Library in order to absorb critical functions. A recent restructuring of service departments and management of the Central Library to reflect current use patterns will enable the Library to avoid significant impacts to services.

Transfer $631,000 from the Mobile Services division to the Central Library Services division to support the consolidation of Mobile Services in the Library's Outreach Services unit.

Increase budget by $75,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $745,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Mobile Services	822,109	745,396	0	0

Library Services: Neighborhood Libraries

Purpose Statement

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

Program Summary

Reduce budget by $318,000 and abrogate 13.0 FTE Branch Library Managers eliminating one layer of branch management. This reduction is offset by the addition of 3.0 FTE Regional Managers, 6.0 FTE Assistant Managers and 2.0 FTE Assistant Managing Librarians to take over operational and supervising responsibilities formerly provided by the branch managers. Management of 26 branches will be consolidated under the regional managers and will result in a net reduction of two positions. The new management structure will support the Library's regional service structure and provide consistency and efficiency across the system.

Reduce budget by $69,000 associated with converting the system's eight smallest and least-used branches to circulating branches. These branches - Delridge, Fremont, International District/Chinatown, Madrona-Sally Goldmark, Montlake, NewHolly, South Park, and Wallingford - will continue to offer collections, holds-pickup and computer access. These libraries will no longer provide on-site librarian reference service and will focus on programming for children and teens. The Central Library will provide reference service at these locations on-line or by telephone. This will result in the elimination of the equivalent of 1.8 FTE Librarian positions at the affected branches and the addition of 1.5 FTE Library Associate II positions to provide additional staffing support in branch libraries. Additional programming will be offered at nearby branches that have the necessary building capacity and staffing resources.

Reduce personnel budget by $254,000 as part of a one-week Library closure.

Increase budget by $828,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $187,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Libraries	16,314,711	16,284,068	16,470,968	17,040,971

Library Services: Technical and Collection Services

Purpose Statement

The purpose of Technical and Collection Services is to make library books, materials, databases, downloadable materials, and the library catalog available to patrons.

Program Summary

Reduce budget by $882,000 and abrogate 3.0 FTE Library Technicians associated with the Library's collections budget. $182,000 of this reduction is personnel costs and $700,000 is the reduction in the materials funding. This will result in a 2011 materials budget of $5 million.

Reduce personnel budget by $40,000 as part of a one-week Library closure.

Increase budget by $504,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $418,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technical and Collection Services	9,113,738	8,428,307	8,010,557	7,999,668

2011 - 2012 Estimated Revenues for the Library Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
441610	Copy Services	76,103	60,000	60,000	75,000	75,000
441610	Pay for Print	101,237	99,000	99,000	159,000	159,000
459700	Fines and Fees	1,112,010	982,432	982,432	1,673,730	1,570,240
459700	Misc. Revenue	0	0	(922,000)	0	0
462300	Parking Revenue	298,018	377,320	377,320	300,000	300,000
462400	Space Rentals	0	0	0	400,000	412,000
462800	Coffee Cart	5,618	3,000	3,000	3,000	3,000
469112	Sale of fixed Assets	59,685	50,000	50,000	50,000	50,000
469990	Misc. Revenue	5,003	3,000	3,000	3,000	3,000
542810	Cable Franchise	150,000	190,000	190,000	190,000	190,000
587001	General Subfund Support	48,164,128	49,205,188	49,205,188	47,299,078	48,630,097
Total Revenues		**49,971,802**	**50,969,940**	**50,047,940**	**50,152,808**	**51,392,337**

Library Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**1,120,781**	**446,345**	**616,514**	**333,514**	**333,514**
Accounting and Technical Adjustments	(6,800)	0	0	0	0
Plus: Actual and Estimated Revenue	49,971,802	50,969,940	50,047,940	50,152,808	51,392,337
Less: Actual and Budgeted Expenditures	50,469,269	50,969,940	50,330,940	50,152,808	51,392,337
Ending Fund Balance	**616,514**	**446,345**	**333,514**	**333,514**	**333,514**

Capital Improvement Program Highlights

In 2008, The Seattle Public Library completed the final building projects of a system-wide capital program, "Libraries for All" (LFA). The $290.7 million program was funded by $196.6 million in bonds approved by the voters in 1998, $46.8 million in private funding, $22.6 million in bond interest earnings, $19.1 million in other public resources, and $5.6 million in property sale proceeds. As a result of LFA, each of the 22 branch libraries in the system as of 1998 has been renovated, expanded or replaced. Four new branch libraries are open to the public, at Delridge, International District/Chinatown, Northgate, and South Park. Seattle citizens have a new Central Library.

With the conclusion of the LFA program, the Library is determined to preserve the generous public and private sector investment that the citizens of Seattle have made in their library facilities. The overall condition of Library facilities is very good, but as the majority of buildings cross the five-to-ten year mark from the completion of their LFA construction projects, it is important to continue to invest in facility maintenance to extend the useful life of these community assets. Capital work in 2011-2012 focuses on safety and building integrity, including improvements to the Central Library HVAC and security systems, walkway and handrail restoration at several branches to ensure safe access, ventilation and boiler improvements at branch libraries, and the continuation of phased repairs to roofs and building envelopes.

The Library's ongoing CIP projects address asset preservation throughout the Library system. In 2009, the Library's capital budget was reduced mid-year from $1.646 million to $694,000 as a result of the sharp drop in City REET revenue. Funding in 2010 totaled $1,031,000 in combined REET and CRS Unrestricted funding. The 2011 Adopted Budget is $1,050,000 in REET and General Subfund funding, which is reduced to $820,000 in the 2012 Endorsed Budget. Since mid-year 2009, Library capital resources have been consolidated in two BCLs (Library Major Maintenance and Preliminary Engineering and Planning) to provide more flexibility under these difficult budget conditions. With 27 very heavily-used buildings, careful management of the capital budget is required. The Library is committed to doing the best job possible with limited resources to try to keep all facilities in excellent condition.

Capital Improvement Program Appropriation

Budget Control Level	2011 Adopted	2012 Endorsed
Library Major Maintenance: B301111		
Cumulative Reserve Subfund - REET I Subaccount (00163)	830,000	600,000
General Subfund	220,000	220,000
Subtotal	**1,050,000**	**820,000**
Total Capital Improvement Program Appropriation	**1,050,000**	**820,000**

Department of Parks and Recreation

Christopher Williams, Acting Superintendent

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Department Description

The Department of Parks and Recreation (DPR) works with all residents to be good stewards of the environment, and to provide safe, welcoming opportunities to play, learn, contemplate, and build community.

DPR manages a 6,200-acre park system comprised of 430 developed parks, featuring 204 athletic fields, 130 children's play areas, 11 off-leash areas, nine swimming beaches, 18 fishing piers, five golf courses, and 25 miles of boulevards. Other facilities include 151 outdoor tennis courts, 26 community centers, eight indoor and two outdoor swimming pools, 22 wading pools, 5 spray features, a nationally recognized Rose Garden, and more. The Woodland Park Zoological Society operates the zoo with City financial support and the Seattle Aquarium Society operates the City-owned Seattle Aquarium. Hundreds of thousands of residents and visitors use Parks and Recreation facilities to pursue their passions from soccer to pottery, kite flying to golf, swimming to community celebrations, or to sit in quiet reflection.

Department employees work hard to develop partnerships with park neighbors, volunteer groups, non-profit agencies, local businesses, and the Seattle School District to effectively respond to increasing requests for use of Seattle's park and recreation facilities. Many Parks facilities have advisory councils associated with them. These volunteer citizen groups advise Parks' staff on programming of community centers and other facilities. The advisory councils, in turn, are part of the Associated Recreation Councils (ARC), a non-profit partner with the DPR in providing childcare and recreation programs at City facilities.

In 1999, Seattle voters approved a renewal of the 1991 Seattle Center and Community Centers Levy, continuing DPR's commitment to renovate and expand facilities and provide new recreation centers. The 1999 Levy totaled $72 million spread over eight years. Nine community centers received a total of $36 million from the Levy. In 2000, Seattle voters approved the 2000 Neighborhood Parks, Green Spaces, Trails and Zoo Levy (2000 Parks Levy), which enabled the Department to complete more than 100 park acquisition and development projects, improve maintenance, boost environmental programs and practices, and expand recreation opportunities for young people and seniors. The Parks Levy ended in 2008, but funds for some specific projects approved under the levy remain and will be completed in later years.

In 2008, Seattle voters approved the 2008 Parks and Green Spaces Levy (2008 Parks Levy), which provides $145.5 million for improving and expanding the city's parks and green spaces. This 2008 Levy provides for acquisition of new parks and green spaces; development and improvements of various parks; renovation of cultural facilities; and funding for an environmental category which includes the Green Seattle Partnership, community gardens, trails, and improved shoreline access at street ends.

While the Seattle voters have consistently chosen to expand their park and recreation system, there is a limited, dedicated source of revenue to operate and maintain the new facilities that the public have authorized. The Parks operating budget is $122 million, $80 million of which comes from the General Fund. The other $42 million comes from user fees, rental charges, and payments from capital funds for the time staff spend working on capital projects. Over the years, the City of Seattle Parks Department has been challenged to maintain a growing number of Parks assets while the funding available to support these activities has not kept pace. The 2011 Adopted Budget is no exception to this trend. That said, as the economy recovers and the City's funding situation

improves, addressing the long-standing funding imbalances in Parks is a top priority. Assuming the economy recovers as forecast, beginning in 2013, the City should have resources to begin funding Parks more comprehensively. In addition, the City will continue to explore opportunities to enhance Parks funding through partnerships and non-traditional revenue generation prospects.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Adopted Budget for the Department of Parks and Recreation (DPR) reflects both General Fund expenditure reductions and enhanced revenues in order to close the gap.

In developing its 2011 Adopted Budget, DPR sought wherever possible to protect direct services and access to facilities and programming by emphasizing administrative and maintenance reductions, increased partnerships with community groups, and enhanced revenue opportunities. Where direct service impacts were unavoidable, DPR attempted wherever possible to protect access to facilities and programs that serve the City's children and youth and those residents with the fewest options for obtaining alternate parks and recreation services. Public safety is also a priority. The 2011 Adopted Budget maintains funding for all City-funded swimming pools and maintains lifeguards on all of the City's public beaches.

When considering service reductions, the Department also sought geographic equity and to preserve the City's assets. Nevertheless, in order to achieve General Fund savings, DPR is taking a number of reductions that will have a direct service impact on the public. In order to address this shortfall, DPR followed a number of strategies in identifying 2011 and 2012 budget reductions.

As DPR attempts to preserve as many direct services as possible, it will reduce funding in 2011 for routine maintenance. These changes include a reduction in the frequency of mowing, trash pick-up and weeding, among other services. Furthermore, reductions in facilities maintenance for painting, metal fabrication and fence repair will result in less painting, preventative maintenance, and general upkeep of the Department's facilities. As park and facility maintenance is reduced, the Department will strive to preserve its infrastructure and sustain a basic level of park cleaning. The Department will focus remaining maintenance resources on the most intensively used facilities. The City's financial challenges will also result in Parks reducing the level of natural resource management staffing. DPR will reduce its crew staffing at Kubota Gardens and the Arboretum, as well as tree-trimming and natural area crews. These changes will reduce the frequency of maintenance activities at specialty gardens, increase the pruning cycle for trees in developed parks, and limit Parks' ability to maintain restored forests. While the full effects of these reductions may not be immediately apparent, over time the public will see a reduction in the general standard of upkeep of our parks and recreation facilities. Another reduction in this category is related to the lining of ballfields before games. DPR will no longer provide this service. Instead, it will permit ballfield users to handle this responsibility as they currently do in other recreation systems nationally.

The Department will utilize its past efficiency with investments in order to achieve budget savings and to preserve core programs. Specifically, DPR maintained a healthy fund balance surplus at the 2009 year-end by reducing spending wherever possible. Part of the excess fund balance was used to offset 2010 cost increases. The remaining balance contributes to reducing the 2011 budget shortfall. Conservation efforts at DPR facilities will also help reduce utility bills for 2011-2012. These include installation of efficient showerheads and toilets at pools and community centers, installation of more efficient lighting, better calibration of existing and new irrigation controls, and prompt identification of leaks or other causes of unusually high bills.

As part of the citywide effort to examine opportunities to preserve direct services all departments developed options for achieving cost savings through changes in management structure and administrative efficiencies. The 2011 Adopted Budget for DPR reduces administrative expenditures consistent with the reduced size and complexity of the Department. These include reducing staff capacity, reducing travel and training expenses, reducing staff for the Neighborhood Matching Fund program, and reducing human resources and accounting personnel expenses.

Although the Department made significant reductions mid-year 2010, Parks was able to keep open 15 of the 22 wading pools throughout the city. In the 2011 Adopted Budget, the Department will continue to maintain the 2010 level of wading pool operations by keeping the Green Lake, Lincoln, Magnuson, Van Asselt, and Volunteer Park wading pools open seven days per week, and the South Park, East Queen Anne, Cal Anderson, Dahl, Delridge, Wallingford, Hiawatha, Bitter Lake, E. C. Hughes, and Soundview wading pools open three days per week. These wading pools were chosen to remain open due to their attendance levels, size, and geographic distribution throughout the City system. Wading pools that will remain closed for 2011 are Ravenna, Beacon Hill, Powell Barnett, Peppi's Playground, View Ridge, Gilman, and Sandel. The Department will also continue to transition wading pools to spray features that are more cost effective and water efficient. During 2011-2012, three conversions to spray parks are currently funded via the 2008 Parks Levy, including the Georgetown Playfield Spray Park, the Northacres Spray Park, and the Highland Spray Park.

DPR will also recognize savings from planned construction closures of several parks facilities in the 2011 Adopted Budget. The Rainier Beach Community Center and Pool will close for two years to allow for construction of a new community center and pool - a commitment made to the community in the 2010 Adopted Budget. Also closed for seismic upgrades, electrical system modernization, and other major maintenance work in 2011 is the Langston Hughes Performing Arts Center which plans its grand re-opening in 2012.

Staffing reductions in the Planning and Development Program are due in part to a reduction in revenues for capital projects. As a result of a lower volume of capital work, four capital-supported positions will be eliminated. In addition to these reductions, one position will be abrogated and another reduced resulting in a reduction in capacity to handle property issues and a delay in the implementation of the Department's Asset Management System Enhancement project. Also reduced are the projected revenues for the Seattle Conservation Corps that provides employment opportunities and access to housing for homeless individuals. The reduced revenues are now closer to those actually earned in recent years.

Through the end of 2012, the Office of Arts and Cultural Affairs (OACA) will direct 25% of their existing admissions tax resources to DPR to fund arts related programming currently offered by Parks, including Downtown Parks Arts Programming, Outdoor Neighborhood Parks Activation projects, and Langston Hughes Performing Arts Center operations. This will ensure the continuation of programming that provides a wide variety of arts experiences to the public throughout the City while relieving pressure on the General Fund. These programs include concerts, art installations, street performers, ballroom dancing, performing arts training, and music exploration opportunities. These innovative programs are designed to serve all ages and all ethnic groups, and to make City parks creative, fun community spaces. They particularly emphasize youth involvement and the transformation of young lives through participation in creating art. They also emphasize activation of open space to create safe and vibrant gathering areas for neighborhoods.

The 2011 Adopted Budget assumes $1.9 million in new revenue from increased fees and charges. The fees and charges set in this budget are based on DPR's new fees and charges policy. This policy bases fees on the cost of providing the service. A higher percentage cost is charged where benefits of the service accrue primarily to the individual and a lower percentage where society also benefits. In addition to considering the cost of providing a service, the Department has analyzed comparable fees charged by other public agencies and recreation service providers. As a result of this analysis, the following fees will be increased in the 2011 Adopted Budget:

Japanese Garden, Camp Long, Amy Yee Tennis Center, Swimming Pools, Athletic Fields, Light Fees, Boat Ramps, Community Meeting Rooms and Gymnasiums, Special Events - Ceremonies, Picnics, and Langston Hughes Performing Arts. A new fee for Plan Review is also proposed.

Even after implementing these changes, the magnitude of the General Fund financial challenges leaves limited choices but to consider difficult changes to direct services in the 2011 Adopted Budget. The 2011 Adopted Budget recommends limiting the use of five out of 26 community centers, including Alki, Ballard, Laurelhurst, Queen Anne, and Green Lake. In addition, office hours at the Green Lake and Mount Baker Small Craft Centers will be reduced. In all cases, the Associated Recreation Council (ARC), the organization currently responsible for childcare and recreational classes and programming at community centers, will play a more active role in maintaining limited services at these facilities.

The drop-in hours for the Alki, Ballard, Green Lake, Laurelhurst, and Queen Anne community centers will be significantly curtailed in the face of the City's financial challenges. Currently these facilities offer 53 hours of drop-in access during the school year and 46 hours in the summer. Beginning in 2011, drop-in hours at these facilities will be limited to an average of 30 hours per week. In conjunction with the facility advisory council, Parks will choose the drop-in hours that maximize the number of people served. These five community centers were selected because other near-by community centers are available to residents. Additionally, these five sites offer less programming relative to other community centers in the City. To mitigate the impact of this difficult decision, DPR will partner with ARC to continue services at the five community centers. For example, ARC will continue to operate the childcare and pre-school programs currently offered at the Alki, Ballard, and Queen Anne Community Centers. They will attempt to move as much recreation programming as possible to other sites. In addition, all of the facilities will continue to be available for private rental.

The functionality of the Green Lake Community Center will be changed in 2011. Starting in 2011, the Museum of History and Industry (MOHAI) will occupy the Lake Union Armory resulting in the closure of the Armory as MOHAI begins construction to renovate the building. Due to the closure, DPR, Seattle Parks Foundation, and ARC staff that currently work out of the Armory will be relocated. These staff will be dispersed to other Parks facilities, including the Green Lake Community Center. Additional office space will be found for the Aquatics staff and their related equipment. The relocation of staff to the Community Center may not be a long-term solution as other options for office space will continue to be explored.

In order to alleviate the reliance of the Community Centers on the General Fund for continued future operations, Parks will explore partnership opportunities for management, operations, planning and fundraising for the Community Centers. In addition, alternate management, operation and staffing models for the Community Centers will be explored. These findings may be proposed as part of the 2012 budget.

While the 2011 Adopted Budget reduces access to five community centers, funding for the 20 community centers, including Bitter Lake, Delridge, Garfield, Hiawatha, High Point, International District / Chinatown, Jefferson, Loyal Heights, Magnolia, Magnuson, Meadowbrook, Miller, Montlake, Northgate, Rainier, Ravenna-Eckstein, South Park, Southwest, Van Asselt, and Yesler Community Centers, will continue in 2011 and 2012, offering residents access to wide variety of recreational opportunities.

The 2011 Adopted Budget begins to transition the operations of the Rowing and Sailing Centers at Green Lake and Mount Baker to a self-sufficient program operated by ARC. Beginning in 2011, the full-time Recreation Leader at each site will be abrogated, and a part-time Recreation Attendant will be created at each site. Public office hours of operation will be reduced to approximately three hours per day, Monday through Friday, and some changes in programming will occur. Due to the reduction in office staff and their availability to assist in a boating emergency, the boating programs will be required to operate as "paired programs" to meet minimum safety standards. The popular afterschool program for teens will continue, but fees will increase. In addition,

ARC will also increase their contribution to DPR and pay for some program related expenses. These changes in programming and operations will keep both centers open and operating.

The 2011 Adopted Budget will also reduce the current programming at the Environmental Learning Centers (ELCs) and DPR will look for new partners to help mitigate the change. Specifically, DPR is eliminating the public programs at the ELCs, which includes nature walks and treks, bird programs, and beach/tideland programs. DPR will continue to provide school-based programs which offer field trip programming for school-aged children to learn about nature and the environment in a structured, classroom-type manner. ARC will also still run the Nature Day Camps and Nature Pre-School (day care) at the Discovery Park ELC. The Carkeek ELC will only be available for rentals. However, it will still run the SPU-funded Salmon & School Program.

While the 2011 Adopted Budget includes a number of difficult reductions to the DPR budget, it also includes some modest funding increases. In 2009 and 2010, the Department proceeded to build projects identified in the 2008 Parks Levy as quickly as possible. This preserved construction jobs in the region and also enabled DPR to take advantage of a very good bid climate resulting in many of the projects being built for less than estimated. In addition, several major parks (i.e., Lake Union Park and Phase I of Jefferson Park) are coming on-line in late 2010 or early 2011. With these projects nearing completion, Parks must begin incurring operation and maintenance costs for these new facilities and parks. The Department will also be creating some flexibility and efficiency in the maintenance work force with the addition of 11 new Installation Maintenance Worker (IMW) positions funded by these new facility cost allocations. DPR will assign semi-skilled work to new IMW positions to achieve efficiency and free journey level workers for skilled work.

In addition, the rental revenues at Building 30 in Magnuson Park will be significantly reduced starting in 2011 due to a limited number of occupancy permits to be issued. Therefore a backfill of General Subfund support will be used for this loss of revenue.

Also, in keeping with the Seattle Jobs Initiative and its emphasis on services for youth, a small amount of additional funding is provided to DPR to expand three job readiness programs for youth: Youth Engaged in Services, Student Teen Employment, and Lifeguard Training Team. This will allow an additional 105 youth to participate annually in these programs.

In the 2011 Adopted Budget, a modest amount of money is invested in Parks to allow the Department to hire a half-time Economist and to cover half of the salary of a Strategic Advisor. The addition of these resources is intended to allow Parks to identify strategies to enhance Parks funding opportunities by preparing economic analyses, researching grant opportunities, and developing new partnerships.

Finally, the 2011 Adopted Budget makes a technical adjustment in the funding for the Seattle Aquarium. Prior to 2010, DPR managed and staffed the Seattle Aquarium operations. During 2010, the Seattle Aquarium transitioned to management by the Seattle Aquarium Society (SEAS). Existing City staff will have five years to transition to SEAS employment. During the transition period, SEAS will reimburse the City for all costs associated with the pay and benefits for City employees who work at the Aquarium. The remaining expenditures cover the salaries of the City employees who still work at the Seattle Aquarium.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Environmental Learning and Programs Budget Control Level	K430A	2,060,426	3,660,042	3,518,159	3,670,733
Facility and Structure Maintenance Budget Control Level	K320A	12,216,881	12,902,755	12,958,173	13,470,326
Finance and Administration Budget Control Level	K390A	5,207,040	7,668,203	8,832,740	8,160,756
Golf Budget Control Level	K400A	8,163,317	8,971,596	9,017,500	9,677,101
Golf Capital Reserve Budget Control Level	K410A	814,186	447,531	435,000	11,000
Judgment and Claims Budget Control Level	K380A	1,641,680	1,641,680	1,143,365	1,143,365
Natural Resources Management Budget Control Level	K430B	6,055,552	6,217,624	6,318,281	6,478,633
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	25,604,086	24,976,577	24,665,543	26,140,276
Planning, Development, and Acquisition Budget Control Level	K370C	5,873,677	6,987,283	6,714,198	6,872,003
Policy Direction and Leadership Budget Control Level	K390B	7,861,623	4,194,897	3,734,284	3,726,009
Recreation Facilities and Programs Budget Control Level	K310D	22,021,164	23,085,635	21,828,100	22,762,157
Seattle Aquarium Budget Control Level	K350A	9,427,499	10,723,934	4,713,222	4,822,436
Seattle Conservation Corps Budget Control Level	K320C	3,310,059	4,207,028	4,073,257	4,152,111
Swimming, Boating, and Aquatics Budget Control Level	K310C	7,815,523	7,954,102	7,288,617	7,495,826
Woodland Park Zoo Budget Control Level	K350B	6,467,764	6,386,314	6,483,698	6,587,726
Department Total		124,540,476	130,025,201	121,724,136	125,170,459
Department Full-time Equivalents Total*		1,002.49	1,002.49	892.24	889.00

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	82,619,507	84,244,481	80,056,503	84,135,811
Other	41,920,969	45,780,720	41,667,633	41,034,647
Department Total	124,540,476	130,025,201	121,724,136	125,170,459

Environmental Learning and Programs Budget Control Level

Purpose Statement

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

Summary

Decrease budget by $78,000, reclassify a 1.0 FTE Admin Spec II-BU to a 1.0 FTE Volunteer Programs Coordinator and transfer in a 1.0 FTE Recreation Leader from Recreation Facilities and Programs BCL related to technical adjustments to better align department services and programs.

Increase budget by $13,000 to cover expenses for a temporary cashier during peak times and increase customer service at the Japanese Garden.

Reduce budget by $191,000, abrogate 2.0 FTE Naturalist and 0.50 FTE Public Education Program Specialist to reflect a reduction in public programs and eliminating public hours at the Carkeek Visitor Center except for rentals.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $20,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Environmental Learning and Programs BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $136,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $142,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Environmental Learning and Programs	2,060,426	3,660,042	3,518,159	3,670,733
Full-time Equivalents Total*	33.94	33.94	32.44	32.44

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

Facility and Structure Maintenance Budget Control Level

Purpose Statement

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

Summary

Increase budget by $1,000 related to departmental technical adjustments to better align department services.

Abrogate 0.51 FTE Heat Plant Technician, and transfer funds in order to more accurately reflect the expenditures and staffing needs for HVAC repair.

Reclassify 0.63 FTE General Laborer to 1.0 FTE Maintenance Laborer to reflect current use and need for the Special Support Crew.

Reduce budget by $119,000, and abrogate 1.0 FTE Strategic Advisor 2, General Government, shifting the work of the Parks Division liaison with the Department's Human Resources Unit to other staff.

Reduce budget by $355,000, and abrogate 4.0 Painters, resulting in less preventative maintenance painting on department facilities.

Reduce budget by $106,000, and abrogate 2.0 FTE Metal Fabricators, resulting in deferred maintenance for metal repair and fabrication projects.

Reduce budget by $73,000, and abrogate 1.0 FTE Drainage and Wastewater Collection Worker, due to increased efficiency locating and documenting work with a hand-held GPS data logging device.

Reduce budget by $58,000, and abrogate 1.0 FTE Facilities Maintenance Worker and 1.0 FTE Maintenance Laborer, resulting in deferred gate and fence repair.

Increase budget by $491,000, and add 3.0 FTE Installation Maintenance Workers as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Reduce budget by $18,000, and reduce 1.0 FTE Delivery Worker to 0.63 FTE, reducing the frequency of interdepartmental mail delivery as part of an administrative efficiency.

Reduce budget by $180,000 in vacancy savings and continue to fund the Carpenter and Electrician apprentice through the end of 2011 and fund the Plumber apprentice through the end of 2012 in order to allow the current apprentices to complete their program.

Reduce budget by $38,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget by $40,000 to correct a double appropriation of funds for debt service for the Westbridge Maintenance Facility.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $87,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $12,000 is saved in the Facility and Structure Maintenance BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $648,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $55,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Facility and Structure Maintenance	12,216,881	12,902,755	12,958,173	13,470,326
Full-time Equivalents Total*	117.25	117.25	110.74	106.74

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Finance and Administration Budget Control Level

Purpose Statement

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

Summary

Decrease budget by $26,000, and reclassify 1.0 FTE Recreation Center Coordinator position to an Administrative Specialist II-BU related to departmental technical adjustments to better align department services.

Increase budget by $51,000 in 2011 and by $649,000 in 2012 to reflect changes in the utility budget for the Department.

Reduce budget by $229,000 reflecting the relocation of the Museum of History and Industry (MOHAI) into the Lake Union Armory in 2011. This reduction removes the one-time costs added in 2010 for moving staff from the Armory to another facility.

Increase budget by $18,000 to cover the accrued sick leave, vacation and workers' compensation for Seattle Aquarium employees that have not transferred from City employment to the Seattle Aquarium Society employment.

Increase budget by $60,000, and add 0.5 FTE Economist, Sr. to assist in economic analysis for setting fees and negotiating partnerships.

Reduce budget by $29,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget by $285,000 as part of administrative cuts, abrogate 1.0 FTE Accounting Tech II-BU and 1.0 FTE Personnel Specialist, Sr., and reduce an Information Technology Professional B from 1.0 FTE to 0.5 FTE.

Reduce budget by $77,000, and reduce 1.0 FTE Administrative Staff Assistant to 0.75 FTE, 1.0 FTE Personnel Specialist to 0.5 FTE, and 1.0 FTE Safety and Health Specialist to 0.75 FTE, which may impact support to the Divisions for hiring training and safety.

Decrease budget by $40,000 with miscellaneous reductions in the Finance and Administration BCL.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $39,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $22,000 is saved in the Finance and Administration BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $1.78 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.2 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Administration	5,207,040	7,668,203	8,832,740	8,160,756
Full-time Equivalents Total*	57.00	57.00	54.00	54.00

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

Golf Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $70,000 to reflect the decrease in revenues to the Parks and Recreation Fund.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $21,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Golf BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $139,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $46,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Golf	8,163,317	8,971,596	9,017,500	9,677,101
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

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

Golf Capital Reserve Budget Control Level

Purpose Statement

The purpose of the Golf Capital Reserve Budget Control Level (BCL) is to transfer resources from the Parks and Recreation Fund to the Cumulative Reserve Subfund to provide for previously identified Golf Program capital projects. There are no staff and no program services delivered through this program.

Summary

Reduce budget by $12,000 related to a change in the anticipated revenue for Golf capital projects.

Citywide adjustments to labor and other operating costs decrease the budget by $1,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $13,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Golf Capital Reserve	814,186	447,531	435,000	11,000

Judgment and Claims Budget Control Level

Purpose Statement

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

Summary

The Department's portion of the City's Judgment and Claims contribution is reduced by $547,000 for the 2011 Adopted and 2012 Endorsed Budget.

Citywide adjustments to labor and other operating costs increase the budget by $49,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $498,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment and Claims	1,641,680	1,641,680	1,143,365	1,143,365

Natural Resources Management Budget Control Level

Purpose Statement

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

Summary

Increase budget by $151,000, reclass 2.0 FTE Truck Driver to Truck Driver, Heavy, and reclass 1.0 FTE Forest Maintenance CC to an Arborculturist position, related to departmental technical adjustments to better align department services.

Increase budget by $137,000 to reflect a transfer in of 1.0 FTE Gardener Sr and 1.0 FTE Gardener from the Park Cleaning, Landscaping, and Restoration BCL.

Reduce budget by $150,000, and abrogate 1.0 FTE Tree Trimmer and 1.0 FTE Tree Trimmer, Lead, eliminating the third tree trimmer crew resulting in longer pruning cycles.

Decrease budget by $122,000, and abrogate 1.0 FTE Maintenance Laborer and 1.0 FTE Utility Laborer, reducing work by the Natural Area Crew by 28%.

Decrease budget by $42,000, and reduce two 1.0 FTE Gardener to two 0.75 FTE, resulting in reduced maintenance at the Kubota Gardens.

Decrease budget by $98,000, and abrogate 1.0 FTE Gardener and 0.50 FTE Laborer, resulting in reduced maintenance at the Arboretum Park.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $43,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Natural Resources Management BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $271,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $101,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Natural Resources Management	6,055,552	6,217,624	6,318,281	6,478,633
Full-time Equivalents Total*	62.74	62.74	58.74	58.74

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

Park Cleaning, Landscaping, and Restoration Budget Control Level

Purpose Statement

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

Summary

Increase budget by $8,000, and reclass 2.0 FTE Utility Laborers into 2.0 FTE Maintenance Laborers related to departmental technical adjustments to better align department services.

Decrease budget by $137,000, transfer out 1.0 FTE Gardener and 1.0 FTE Gardener Sr to the Natural Resources Management BCL, and reclassify 1.0 FTE Gardener position to a Sr. Gardener, to support necessary advanced gardener tasks in the North Central Parks District.

Decrease the drainage utility budget by $295,000 to account for changes in the rate for the Department's permeable surface properties.

Reduce budget by $147,000, abrogate 5.0 FTE Utility Laborers, and transfer in 2.0 FTE Recreation Program Coordinators from the Recreation Facilities and Programs BCL, as part of the overall Parks maintenance reduction which will reduce ballfield maintenance and transfer the duties of lining of fields for games and practices to the ballfield users.

Reduce budget by $557,000, abrogate 12.0 FTE Utility Laborers, change 19 Utility Laborers from 1.0 FTE to 0.75 FTE, and add seven 1.0 FTE Maintenance Laborers, as part of the overall Parks maintenance reduction which will result in a 5% reduction in park cleaning and landscaping.

Reduce budget by $510,000, change 21 General Laborers from 1.0 FTE to 0.75 FTE, change 28 General Laborer positions from 0.67 FTE to 0.5 FTE, and change two General Laborer positions from 0.66 FTE to 0.5 FTE, as part of the overall Parks maintenance reduction which will result in an additional 5% reduction in park cleaning and landscaping.

Increase budget by $1.14 million, and add eight 1.0 FTE Installation Maintenance Workers, as part of the new facilities costs related to projects in the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Reduce budget by $287,000, and abrogate eight 0.5 FTE General Laborers, as part of the overall Parks maintenance reduction which will result in an additional 2% reduction in park cleaning and landscaping.

Reduce budget by $146,000, and abrogate 2.0 FTE Grounds Maintenance Lead Workers, as part of the overall Parks maintenance reduction which will result in less evening and weekend supervision commensurate with line staff reductions.

Reduce budget by $94,000, and abrogate three 0.5 FTE Laborers, as part of the overall Parks maintenance reduction resulting less maintenance staff for the summer peak season.

Reduce budget by $125,000, and abrogate three 0.75 FTE Utility Laborers, as part of the overall Parks maintenance reduction which will result in an additional 1% reduction in park cleaning and landscaping.

Reduce budget by $58,000 due to the closure of 10 wading pools including those that are being converted to spray Parks.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $143,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $4,000 is saved in the Park Cleaning, Landscaping, and Restoration BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $1.05 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $311,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Park Cleaning, Landscaping, and Restoration	25,604,086	24,976,577	24,665,543	26,140,276
Full-time Equivalents Total*	230.67	230.67	204.84	204.84

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

Planning, Development, and Acquisition Budget Control Level

Purpose Statement

The purpose of the Planning, Development, and Acquisition Budget Control Level (BCL) is to acquire, plan, design, develop and coordinate the construction of new, and the improvement of existing, parks and related facilities to benefit the citizens of Seattle and the City's guests. This includes providing engineering and technical services to solve maintenance and operational problems, and preserving open spaces through a combination of direct purchases, transfers and consolidations of City-owned lands, voluntary conservation measures, and developing resolutions to property encroachment issues.

Summary

Increase budget by $6,000 related to departmental technical adjustments to better align department services.

Decrease budget by $123,000, reduce a 0.75 FTE Real Property Agent, Sr. to 0.50 FTE, and abrogate 1.0 FTE Strategic Advisor 1, resulting in a reduction in ability to handle property requests and asset management enhancements.

Decrease budget by $310,000, abrogate 1.0 FTE Capital Projects Coordinator Supervisor, 0.50 FTE Capital Projects Coordinator, 0.50 FTE Planning and Development Specialist II, and 0.75 FTE Management Systems Analyst Sr., due to a reduction in workload in the project management division.

Reduce budget by $8,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget by $94,000 resulting in a decrease of project management of Neighborhood Matching Fund projects in the Parks Department.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $49,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $23,000 is saved in the Planning, Development and Acquisition BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $327,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $274,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Planning, Development, and Acquisition	5,873,677	6,987,283	6,714,198	6,872,003
Full-time Equivalents Total*	57.60	57.60	53.60	53.60

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Policy Direction and Leadership Budget Control Level

Purpose Statement

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

Summary

Decrease budget by $189,000 related to departmental technical adjustments to better align department services.

Reduce budget by $234,000 reflecting the relocation of the Museum of History and Industry (MOHAI) into the Lake Union Armory in 2011. This reduction removes the operating and maintenance costs provided to MOHAI for their McCurdy Park location until late 2012 when MOHAI will be fully operational at the Amory.

Increase budget by $25,000 as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Increase budget by $189,000, and transfer in 1.0 Concession Coordinator from Recreation Facilities and Programs BCL, in order to assist in developing partnerships and researching grants for recreation programs. Transfer in 1.0 FTE Executive 3 from the Aquarium, and underfill the position as a Strategic Advisor, to work on the Central Waterfront project and developing major partnerships.

Reduce budget authority by approximately $13,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Decrease budget by $75,000 as part of administrative reductions, and change an Administrative Specialist III-BU from 1.0 FTE to 0.75 FTE, a Parks Concession Coordinator from 1.0 to 0.5 FTE, and a Strategic Advisor 1, General Government from 1.0 FTE to 0.75 FTE.

Reduce budget by $137,000, and abrogate 1.0 FTE Strategic Advisor 3, Exempt, resulting in diminished capacity in the department for analyzing property, real estate planning, and land use issues.

Reduce 2012 budget authority by $200,000, consistent with the City Council's fall 2010 guidance to several departments to identify further reductions in management-related costs. DPR will bring forward specific strategies to generate these savings in the 2012 budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $12,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $26,000 is saved in the Policy Direction and Leadership BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $10,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $461,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Policy Direction and Leadership	7,861,623	4,194,897	3,734,284	3,726,009
Full-time Equivalents Total*	24.50	24.50	23.50	23.50

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

Recreation Facilities and Programs Budget Control Level

Purpose Statement

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

Summary

Increase budget by $62,000, reclass a 1.0 FTE Management Systems Analyst to a Management Systems Analyst, Sr., and transfer out a 1.0 FTE Recreation Leader to Environmental Learning and Programs BCL, related to departmental technical adjustments to better align department services.

Increase budget by $33,000, and add 1.0 FTE Events Service Representative, Sr. to provide supervision and support to the Parks Special Event/Scheduling Office.

Decrease budget by $529,000, and abrogate 1.0 FTE Maintenance Laborer, 1.0 FTE Recreation Attendant, 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, and 1.0 FTE Recreation Leader, due to the closure of the Rainier Beach Community Center and Pool during construction of a new facility.

Reduce budget by $378,000, and abrogate 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, 0.75 FTE Recreation Leader, 1.50 FTE Recreation Attendant, and 1.0 Maintenance Laborer, due to the limited use of the Laurelhurst Community Center.

Reduce budget by $27,000, and reduce the 1.0 FTE Parks Special Events Scheduler position to 0.50 FTE, due to decreased workload during the non-peak season.

Increase budget by $30,000 in 2011 and $414,000 in 2012 due to the reopening the Langston Hughes Performing Arts Center after two years of closure for construction.

Reduce budget by $166,000, and transfer out 2.0 FTE Recreation Program Coordinators to the Park Cleaning, Landscaping and Restoration BCL, as part of the overall Parks maintenance reduction which will reduce ballfield maintenance and transfer the duties of lining of fields for games and practices to the ballfield users.

Reduce budget by $440,000, and abrogate 1.0 FTE Recreation Center Coordinator, 1.0 FTE Recreation Center Coordinator, Assistant, 1.0 FTE Recreation Leader, 1.50 FTE Recreation Attendant, and 1.50 FTE Maintenance Laborer, due to the limited use of the Green Lake Community Center.

Reduce budget by $90,000, and transfer out a 1.0 FTE Parks Concession Coordinator position to the Policy Direction and Leadership BCL, to assist in developing partnerships and writing grants for recreation programs.

Reduce budget by $7,000, and reclass a Manager 1 to a Recreation Program Coordinator, Sr., as part of the changes in the span of control exercise.

Increase budget by $41,000 to expand funding for jobs readiness programs for youth that include Engaged in Service and Student Teen Employment Preparation.

Reduce budget by $23,000, and change a Strategic Advisor 1 from 1.0 FTE to 0.75 FTE, due to a transfer of responsibilities for Golf related budget analysis and development to the Golf manager.

Reduce budget by $186,000, and abrogate 1.0 FTE Manager 2 and 1.0 FTE Recreation Specialist, due to the closure and/or limited use of six facilities within the Parks Department.

Reduce budget by $249,000, abrogate 1.0 FTE Recreation Center Coordinator, reduce 1.0 FTE Recreation Leader to 0.50 FTE, and reduce 1.0 FTE Maintenance Laborer to 0.50 FTE, due to the limited use of the Queen Anne Community Center.

Reduce budget by $456,000, and abrogate 2.0 FTE Recreation Center Coordinator, 2.0 FTE Recreation Center Coordinator, Assistant, 2.0 FTE Recreation Attendant, 1.0 Maintenance Laborer, and change 1.0 FTE Utility Laborer to 0.5 FTE, due to the limited use of the Alki and Ballard Community Centers.

Add $220,000 in budget authority to provide 15 hours per week of drop-in hours at Queen Anne, Green Lake, Ballard, Laurelhurst, and Alki Community Centers and add 0.62 FTE Recreation leader.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $162,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $22,000 is saved in the Recreation Facilities and Programs BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $1.09 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.26 million.

Expenditures/FTE	**2009 Actual**	**2010 Adopted**	**2011 Adopted**	**2012 Endorsed**
Recreation Facilities and Programs	22,021,164	23,085,635	21,828,100	22,762,157
Full-time Equivalents Total*	238.29	238.29	207.41	208.17

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

Seattle Aquarium Budget Control Level

Purpose Statement

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

Summary

Decrease budget by $6.32 million, abrogate 21.75 FTE, and transfer out one position, due to the July 2010 management transition of the Aquarium to the Seattle Aquarium Society.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $39,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $16,000 is saved in the Seattle Aquarium BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $366,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $6 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Seattle Aquarium	9,427,499	10,723,934	4,713,222	4,822,436
Full-time Equivalents Total*	73.25	73.25	50.50	50.50

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

Seattle Conservation Corps Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $209,000, and abrogate 0.80 FTE Seattle Conservation Corps Supervisor and related temporary labor budget, due to the decrease in available capital work.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $31,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Seattle Conservation Corps BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $109,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $134,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Seattle Conservation Corps	3,310,059	4,207,028	4,073,257	4,152,111
Full-time Equivalents Total*	20.35	20.35	19.55	19.55

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

Swimming, Boating, and Aquatics Budget Control Level

Purpose Statement

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

Summary

Decrease budget by $86,000 related to departmental technical adjustments to better align department services.

Decrease budget by $766,000, abrogate 1.0 FTE Pool Maintenance Worker, 1.0 FTE Aquatic Center Coordinator, 0.50 FTE Lifeguard, 1.50 FTE Lifeguard Sr., 1.0 FTE Aquatic Center Coordinator Assistant, and 1.0 FTE Cashier, due to the closure of the Rainier Beach Community Center and Pool during construction of a new facility.

Decrease budget by $67,000, and change 2.0 FTE Recreation Leaders to 1.20 FTE Recreation Attendants, due to reduced public office hours at the Green Lake Small Craft Center and Mount Baker Rowing and Sailing Center.

Increase budget by $79,000 as part of the new facilities costs related to the 2008 Parks Levy, the Lake Union Park, and Neighborhood Matching Fund projects.

Decrease budget by $36,000, change a 1.0 FTE Aquatic Center Coordinator to 0.5 FTE, and reduce programming work for aquatics.

Increase budget by $12,000 to replace the boat ramp electronic fee machines each year.

Reduce 0.3 FTE Cashier and 2.73 FTE Lifeguard, Sr., to provide standardization of the part-time FTE at all indoor swimming pools.

Increase budget by $10,000 to expand funding for a jobs readiness programs for Youth Engaged in Service and for the Lifeguard Training Team.

Reduce budget by $143,000 due to the closure of 10 wading pools including those that are being converted to spray parks.

Add $28,000 in budget authority to fund office and equipment space costs for the relocation of the Aquatics staff from the Lake Union Armory.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $55,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Swimming, Boating, and Aquatics BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $361,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $665,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Swimming, Boating, and Aquatics	7,815,523	7,954,102	7,288,617	7,495,826
Full-time Equivalents Total*	61.90	61.90	51.92	51.92

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

Woodland Park Zoo Budget Control Level

Purpose Statement

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

Summary

Increase budget by $97,000 to cover drainage utility costs associated with the Zoo.

Citywide adjustments to labor and other operating costs increase the budget by $1,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $98,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Woodland Park Zoo	6,467,764	6,386,314	6,483,698	6,587,726

2011 - 2012 Estimated Revenues for the Park and Recreation Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
433010	Federal Grants	66,960	0	0	0	0
434010	State Grants	51,507	0	0	0	0
437010	Interlocal Grants	148,494	0	0	0	0
439090	Private Contributions	497,746	1,386,400	1,386,400	441,400	441,400
441710	Sales of Merchandise	122,658	5,000	5,000	5,000	5,000
441990	Miscellaneous Charges and Fees	288,077	1,131,445	1,131,445	1,109,329	1,109,329
443870	Resource Recovery Revenues	868,077	1,399,917	1,399,917	1,328,688	1,296,113
447300	Recreational Activity Fees	17,400,248	18,202,915	18,202,915	19,739,273	20,058,457
447400	Event Admission Fees	0	35,000	35,000	0	0
447500	Exhibit Admission Fees	8,781,840	9,271,654	9,271,654	4,988,151	5,097,381
447600	Program Fees	91,813	116,000	116,000	0	0
462300	Parking Fees	0	0	0	59,900	59,900
462400	ST Space Facilities Rentals	81,478	308,420	308,420	372,420	392,420
462500	LT Space/Facilities Leases	1,293,606	1,168,672	1,168,672	42,874	42,874
462800	Concession Proceeds	601,248	599,767	599,767	637,143	637,143
462900	Rents and Use Charges	1,726,867	329,349	329,349	223,349	223,349
469100	Salvage Sales	10,454	0	0	0	0
469400	Judgments & Settlements	9,868	0	0	0	0
469970	Telephone Commission Revenue	1,668	3,183	3,183	3,183	3,183
469990	Miscellaneous Revenue	87,745	0	0	113,101	113,101
543970	Charges to Other City Departments	943,468	417,000	417,000	270,590	270,590
569990	Miscellaneous Revenue	0	99,098	99,098	1,020,391	1,037,608
587001	General Subfund Support	82,619,508	84,244,481	84,244,481	80,056,503	84,135,811
587165	Transfer from Neighborhood Matching Subfund	95,397	0	0	0	0
587637	Transfer from Donations Fund	24,967	0	0	0	0
587900	Transfers from CRS & Parks Levy	10,561,191	11,306,900	11,306,900	10,075,341	10,286,800
Total Revenues		**126,374,885**	**130,025,201**	**130,025,201**	**120,486,636**	**125,210,459**
379100	Use of Fund Balance	0	0	0	1,237,500	(40,000)
Total Resources		**126,374,885**	**130,025,201**	**130,025,201**	**121,724,136**	**125,170,459**

Park and Recreation Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**2,902,933**	**2,090,217**	**3,828,905**	**2,629,754**	**1,392,254**
Accounting and Technical Adjustments	(908,441)	0	0	0	0
Plus: Actual and Estimated Revenue	126,374,889	130,025,201	128,324,725	120,486,636	125,210,459
Less: Actual and Budgeted Expenditures	124,540,476	130,025,201	129,523,876	121,724,136	125,170,459
Less: Capital Improvements	0	732,000	0	0	0
Ending Fund Balance	**3,828,905**	**1,358,217**	**2,629,754**	**1,392,254**	**1,432,254**
Westbridge Debt Service	829,299	829,300	829,300	829,300	829,300
Transfer to Golf Capital Reserve	376,651	0	0	0	0
Total Reserves	**1,205,950**	**829,300**	**829,300**	**829,300**	**829,300**
Ending Unreserved Fund Balance	**2,622,955**	**528,917**	**1,800,454**	**562,954**	**602,954**

Capital Improvement Program Highlights

With $55 million appropriated in 2011, Parks will continue to have a robust capital improvement program, despite the economic downturn. The 2008 Parks Levy provides $18 million of this funding, in addition to the $42 million appropriated from the Levy in 2009 and 2010. The Cumulative Reserve Subfund (CRS) appropriation for the Department is approximately $10 million in 2011.

Capital maintenance is a vital component of Parks' Capital Improvement Program, with $7 million funded in 2011. This funding addresses basic infrastructure across the Parks system, such as ballfield lighting replacement, environmental remediation, landscape restoration, irrigation system replacement, and replacing major roof and HVAC systems. Work at the Seattle Aquarium will continue to address Pier 60 corrosion and pier piling problems.

Due to lower Real Estate Excise Tax (REET) forecasts the following projects will be delayed or have reduced funding until 2012: Aquarium Pier 60 Fire Suppression, Ballfield Lighting Replacement Program, Crew Quarters Replacement (Magnuson Park), Denny Park Administration Roof Replacement, Green Lake Park Bathhouse Roof and HVAC Renovation, Magnuson Park Picnic Shelter Renovation, Urban Forestry - Green Seattle Partnership, and Utility Conservation Program.

Of the 60 development projects funded by the 2008 Levy, 51 will be in progress through 2011, and 14 will have been completed by the end of 2010. Most of these projects are play area renovations and neighborhood park developments. In 2011, approximately $4 million will fund environmental projects; restoration of forests, trails, wetlands, and shorelines; and development for P-Patches and shoreline access.

Restoration of the Capehart site at Discovery Park is expected to begin in 2011. Park development continues on reservoir lids at Jefferson Park, Myrtle, Maple Leaf, and West Seattle. In addition, construction on the new Rainier Beach Community Center and Pool will begin in 2011. Also on 2011, the City will continue implementation of the Golf Master Plan which will provide major improvements at the four City-owned golf courses (Interbay, Jackson, Jefferson, and West Seattle), including building replacements, driving ranges, cart path improvements, and course and landscaping renovation. Future revenue from the golf courses will cover associated debt service payments. These improvements will be phased over six or more years.

One remaining 2000 Pro Parks Levy acquisition is expected to be completed in 2011, and acquisition of new neighborhood parks and green spaces continues with 2008 Parks Levy funding.

Capital Improvement Program Appropriation

Budget Control Level	2011 Adopted	2012 Endorsed
2000 Parks Levy - Development Opportunity Fund: K723008		
2000 Parks Levy Fund	1,000,000	0
Subtotal	**1,000,000**	**0**
2008 Parks Levy - P-Patch Development: K720031		
2008 Parks Levy Fund	500,000	0
Subtotal	**500,000**	**0**
2008 Parks Levy- Cultural Facilities: K720021		
2008 Parks Levy Fund	4,521,000	4,500,000
Subtotal	**4,521,000**	**4,500,000**

Budget Control Level	2011 Adopted	2012 Endorsed
2008 Parks Levy- Forest & Stream Restoration: K720030		
2008 Parks Levy Fund	700,000	100,000
Subtotal	**700,000**	**100,000**
2008 Parks Levy- Green Space Acquisition: K720011		
2008 Parks Levy Fund	750,000	750,000
Subtotal	**750,000**	**750,000**
2008 Parks Levy- Major Parks: K720023		
2008 Parks Levy Fund	2,371,000	1,018,000
Subtotal	**2,371,000**	**1,018,000**
2008 Parks Levy- Neighborhood Park Acquisition: K720010		
2008 Parks Levy Fund	2,275,000	1,800,000
Subtotal	**2,275,000**	**1,800,000**
2008 Parks Levy- Neighborhood Parks and Playgrounds: K720020		
2008 Parks Levy Fund	7,031,000	6,370,000
Subtotal	**7,031,000**	**6,370,000**
2008 Parks Levy- Shoreline Access: K720032		
2008 Parks Levy Fund	75,000	75,000
Subtotal	**75,000**	**75,000**
Ballfields/Athletic Courts/Play Areas: K72445		
Cumulative Reserve Subfund - REET II Subaccount (00161)	608,000	200,000
Subtotal	**608,000**	**200,000**
Building Component Renovations: K72444		
2009 Multipurpose LTGO Bond Fund	2,500,000	0
2011 Multipurpose LTGO Bond Fund	4,978,000	0
2012 Multipurpose LTGO Bond Fund	13,326,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	1,470,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	986,000	1,533,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	140,000	140,000
Subtotal	**21,930,000**	**3,143,000**
Citywide and Neighborhood Projects: K72449		
Cumulative Reserve Subfund - REET I Subaccount (00163)	325,000	325,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	660,000	630,000
Subtotal	**985,000**	**955,000**

Budget Control Level	2011 Adopted	2012 Endorsed
Debt Service and Contract Obligation: K72440		
Cumulative Reserve Subfund - REET I Subaccount (00163)	814,000	814,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,633,000	1,644,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	905,000	1,095,000
Park and Recreation Fund	40,000	40,000
Subtotal	**3,392,000**	**3,593,000**
Docks/Piers/Floats/Seawalls/Shorelines: K72447		
Beach Maintenance Trust Fund	25,000	25,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	831,000	2,596,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	27,000	75,000
Subtotal	**883,000**	**2,696,000**
Forest Restoration: K72442		
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,131,000	2,081,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	593,000	95,000
Subtotal	**1,724,000**	**2,176,000**
Gas Works Park Remediation: K72582		
Gasworks Park Contamination Remediation Fund	20,000	20,000
Subtotal	**20,000**	**20,000**
Golf Projects: K72253		
2011 Multipurpose LTGO Bond Fund	4,149,000	0
2012 Multipurpose LTGO Bond Fund	0	2,146,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	504,000	440,000
Golf Subfund	582,000	882,000
Subtotal	**5,235,000**	**3,468,000**
Parks Infrastructure: K72441		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	120,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	472,000	567,000
Subtotal	**472,000**	**687,000**
Parks Upgrade Program: K72861		
Cumulative Reserve Subfund - REET II Subaccount (00161)	508,000	508,000
Subtotal	**508,000**	**508,000**
Pools/Natatorium Renovations: K72446		
Cumulative Reserve Subfund - REET II Subaccount (00161)	309,000	0
Subtotal	**309,000**	**0**
Total Capital Improvement Program Appropriation	**55,289,000**	**32,059,000**

Seattle Center

Robert Nellams, Director

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Department Description

Seattle Center is home to cultural and education organizations, sport teams, festivals, community programs, and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center's mission is to be the nation's best gathering place, to delight and inspire the human spirit, and to bring people together as a rich and varied community.

The history of Seattle Center dates back to a time well before the organization existed as a City department in its current form. Prior to the 1850's, the land on which Seattle Center sits was a part of a Native American Trail and was later homesteaded by the David Denny family, who donated the land to the City of Seattle. In 1927, the new Civic Auditorium and Arena were constructed with funding from a levy and a contribution from a local business owner, and in 1939, a large Military Armory, now the Center House, was constructed in the same general area. Later in 1948, the Memorial Stadium was added to the site, and the Memorial Wall was added in 1952. Finally in 1962, the community pulled together these facilities, and added new structures, to create a campus to host the Seattle World's Fair/Century 21 Exposition. At the conclusion of the Fair, the City took ownership of most of the remaining facilities and campus grounds to create what is now the Seattle Center Department. Since its creation in 1963, Seattle Center has nurtured artistry and creativity by providing a home for and technical assistance to a wide variety of cultural organizations.

In 2012, Seattle will celebrate the 50th Anniversary of one of the most significant events in the history of Seattle and the Pacific Northwest region - the 1962 Seattle World's Fair/Century 21 Exposition. The Fair was a turning point in the City's history, bringing Seattle to the attention of the world as a center of innovation and culture. In 2012, Seattle Center, in partnership with the Seattle Center Foundation and a broad array of partners from the public, private and non-profit sectors, will host a six-month celebration of the 1962 World's Fair, spanning the exact dates of the Fair - April 21 to October 21.

The Department is financed by a combination of tax dollars from the City's General Fund and revenue earned from commercial operations. Major sources of commercial revenues include charges to private clients for facility rentals, parking fees, long term leases to nonprofit organizations, sponsorships, and monorail fares.

Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the department. Over the next biennium, the Department will face financial pressures in several areas including market competition with competing facilities, financial challenges of long term nonprofit tenants on campus, and balancing the mix of public and private uses on the campus.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, Seattle Center proposed reductions based on criteria which attempt to keep community services whole and also aligned with City priorities.

The Department implements a variety of administrative staffing reductions that achieve General Fund savings and result in internal and administrative efficiencies. Redevelopment staff working on implementation of the Century 21 Master Plan, the Center's long-range strategic plan, are fully funded with Capital Improvement Program (CIP) funds instead of partial funding from the General Fund. Human Resource and Accounting staff are reduced to reflect the Department's review and subsequent realignment of these two internal functions. The Department also abrogates a Manager 2 position and shifts the management of the Center House concession agreements to remaining staff.

The Department achieves significant savings by implementing a new automated workforce management system to manage the scheduling, billing, and dispatching of staff. The new system allows the Department to reduce staff time in three operational areas including admissions, sound, and stage.

The Department continues to evaluate the KeyArena management model and implements changes that reduce overall facility expenditures and help streamline administration of the facility. First, the Director of Commercial Events position is eliminated and an Operating Board is established to oversee the sales and operation functions. Second, an Event Services Representative is reduced to part-time and the workload is absorbed by remaining staff. Finally, the Department reduces the KeyArena maintenance budget to bring expenses in-line with historical spending patterns on non-critical maintenance needs.

The Department also eliminates non event-related overhead costs at KeyArena associated with emergency services, administrative support, and intermittent stage staffing. These reductions in staff hours create operating efficiencies without significantly impacting service levels at the facility. Impacted positions include a Emergency Service Technician, an Administrative Staff Assistant, and intermittent stage maintenance staff.

The Department implements several non-labor reductions that achieve General Fund savings and result in internal and programming efficiencies. Costs in the Technical Facilities Management unit are reduced by lowering temperature settings in campus buildings, and turning off the fountains during the winter months.

Direct and front-line services have been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, Seattle Center reduces its travel and training budget by $10,000. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

The Department maximizes revenue streams to help offset General Fund support. An increase in daily parking rates generates additional parking revenues in 2011. Similarly, increased Monorail ridership levels based on both trains being fully operational starting in 2009 provides additional Monorail revenues for Seattle Center. Finally, the Adopted Budget includes several new sponsorship and advertising initiatives for the skate park and Monorail. The Department plans to sell naming rights to the skate park and advertising at the Monorail Station.

As part of the overall budget reduction strategy, the Department also reduces service levels in several areas including Public Programming, Technical Facilities Management, and McCaw Hall. First, the retirement of an Administrative Specialist in the Customer Service Unit and a Stage Technician in Public Programs creates budget savings without significant service level impacts. The Department also decreases non-labor related costs in Public

Programs by reducing funds for updates to the Winterfest Décor scheme, reducing the amount of seasonal lighting used during the event, reducing the number of professional entertainment programs provided, and eliminating the Winterfest Train in 2011, due only to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Within the Technical Facilities Management Unit, the Department abrogates a vacant Electrician position and eliminates intermittent Painter hours. Additional reductions include the abrogation of one Laborer, and one Janitor. Potential service level impacts of these reductions include increased response time for preventive maintenance, decreased preventive maintenance primarily on KeyArena risers, and a reduction in overall cleanliness of campus facilities.

Finally, the Department reduces a full-time Event Services Representative position to part-time. The position works on McCaw Hall events to better align with planned workloads in the facility.

The 2011 Adopted and 2012 Endorsed Budget includes several technical adjustments that better reflect actual expenditures across programs. Several Budget Control Levels (BCLs) are adjusted to reflect budget neutral changes that align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival deployment and other public programming expenditures across BCLs. In addition, the salaries for management level staff in Seattle Center will continue to hold their salaries at 2008 levels and the salaries for IT Professional staff will be held at 2009 levels. This Executive Order will continue in 2011 creating additional sustainable salary savings, and those reductions are also reflected in this Adopted Budget.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Access Budget Control Level	**SC670**	**1,187,984**	**1,241,278**	**1,102,651**	**1,129,816**
Administration-SC Budget Control Level	**SC690**	**7,789,580**	**6,910,891**	**6,963,311**	**7,031,213**
Campus Grounds Budget Control Level	**SC600**	**11,802,246**	**11,857,974**	**11,542,598**	**11,657,280**
Commercial Events Budget Control Level	**SC640**	**912,619**	**712,120**	**922,826**	**945,140**
Community Programs Budget Control Level	**SC620**	**2,313,180**	**2,140,366**	**1,979,208**	**2,070,340**
Cultural Facilities Budget Control Level	**SC630**	**243,987**	**276,238**	**147,941**	**212,441**
Debt Budget Control Level	**SC680**	**134,150**	**136,350**	**139,194**	**135,994**
Festivals Budget Control Level	**SC610**	**721,956**	**758,396**	**822,595**	**843,437**
Judgment and Claims Budget Control Level	**SC710**	**607,968**	**607,968**	**931,564**	**931,564**
KeyArena Budget Control Level	**SC660**	**4,731,485**	**6,101,043**	**5,489,518**	**5,809,059**
McCaw Hall Budget Control Level	**SC650**	**3,685,288**	**3,835,308**	**3,936,463**	**4,071,945**
Department Total		**34,130,442**	**34,577,931**	**33,977,869**	**34,838,228**
Department Full-time Equivalents Total*		**257.77**	**257.77**	**245.12**	**245.12**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	14,699,842	13,056,898	13,229,236	13,305,083
Other	19,430,600	21,521,033	20,748,633	21,533,145
Department Total	**34,130,442**	**34,577,931**	**33,977,869**	**34,838,228**

Access Budget Control Level

Purpose Statement

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

Summary

Increase Monorail revenue by $50,000 to reflect anticipated higher ridership levels in 2011 based on the completed renovation of both trains in late 2009. This change reduces the amount of General Fund (GF) support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase advertising revenue for the Monorail by $50,000 to reflect anticipated new signage advertisements on the Monorail or Monorail platform. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase daily parking fees for Seattle Center's parking lots and garages from $7.00 to $9.00 to generate $275,000 in additional parking revenues. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Reduce budget by $66,000 and hold vacant 0.9 FTE Parking Attendant, Sr. position based on the addition of the Automated Parking Management System at the Mercer Street and 5th Avenue garages.

Reduce appropriation authority by $123,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $13,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $63,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $139,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Access	1,187,984	1,241,278	1,102,651	1,129,816
Full-time Equivalents Total*	11.23	11.23	11.23	11.23

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

Administration-SC Budget Control Level

Purpose Statement

The purpose of the Administration Budget Control Level is to provide the financial, human resource, technology, and business support necessary to provide effective delivery of the department's services. Program services include administrative oversight and support to all other department programs, financial management of the Department's operating funds, and management of the department's Capital Improvement Program.

Summary

Reduce General Fund support by $121,000 and transfer approximately one-half of the costs of two 1.0 FTE Strategic Advisor positions to Seattle Center's 2011-2016 Capital Improvement Program (CIP). The positions are responsible for implementation of the Seattle Center Century 21 Master Plan. Ongoing funding for these positions is contingent on the amount of billable CIP hours for projects developed as part of Century 21 Master Plan.

Reduce budget authority by $166,000 and abrogate 1.0 FTE Administrative Staff Assistant and 1.0 FTE Personnel Specialist Senior positions. This change results from the Department's reorganization of the Human Resources unit to achieve program efficiencies and budget savings.

Reduce budget by $57,000 and abrogate 0.5 FTE Accounting Technician II-BU and 0.5 FTE Finance Analyst positions that were each budgeted at 1.0 FTE. While this change may increase the turnaround time for certain transactions, this will not compromise the integrity of Seattle Center's accounting procedures.

Reduce budget by $141,000 and abrogate 1.0 FTE Executive 1 position overseeing KeyArena operations. To mitigate impacts of this reduction, the Department will restructure the facility's management model by establishing an Operating Board to provide the needed oversight of the sales and operations functions at KeyArena.

Reduce budget by $45,000 and unfund 0.5 FTE Senior Event Sales Representative responsible for securing rental events for McCaw Hall to the McCaw Hall Budget Control Level (BCL). This change achieves budget savings without creating significant impacts to McCaw Hall programming.

Reduce budget by $70,000 and abrogate 0.5 FTE Manager 2 position overseeing the Center House food merchants and providing internal administrative support to the Department. The work associated with this position transfers to remaining staff.

In 2012, the annual amount of funding provided to the Seattle Center Foundation is reduced by $80,000. This change represents a 40% reduction in the amount of support provided to the Foundation for a number of services including volunteer management and the solicitation of private funding opportunities at Seattle Center.

Reduce budget authority by approximately $10,000 to reflect reductions in expenditures for administrative efficiencies for travel and training.

Increase appropriation authority by $217,000 to reflect a technical adjustment across the Department's BCLs to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $54,000 is saved in Administration BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $36,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $414,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $52,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration-SC	7,789,580	6,910,891	6,963,311	7,031,213
Full-time Equivalents Total*	27.11	27.11	22.61	22.61

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

Campus Grounds Budget Control Level

Purpose Statement

The purpose of the Campus Grounds Budget Control Level is to provide gathering spaces and open-air venues in the City's urban core. The grounds knit together the whole of the campus and are Seattle Center's biggest asset. Program services include landscape maintenance, security patrols and lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, and management of revenues associated with leasing outdoor spaces.

Summary

Increase revenue by $178,000 to reflect anticipated new rent and concession fees from the vacant site on the south side of Center House. This change reduces the amount of General Fund (GF) support provided to the department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Beginning in 2012, reduce budget by $35,000 to reflect utility savings achieved through the CIP projects included in the Municipal Energy Efficiency Program. The projects will generate ongoing savings to Seattle Center's operating budget by reducing utility costs across campus.

Reduce budget by $83,000 and abrogate a 1.0 FTE Administrative Specialist II-BU position. To mitigate the impacts of this reduction, the Department redistributes the workload among staff.

Reduce budget by $96,000 and abrogate 1.0 FTE Electrician position. This reduction may slow the response time for routine and preventative maintenance.

Reduce budget by $25,000 and eliminate approximately 650 intermittent Painter hours. This reduction is roughly equivalent to a 0.4 FTE reduction in staffing capacity, and results in staffing adjustments within the Painter work unit as the Department re-prioritizes maintenance activities.

Reduce budget by $44,000 to reflect the reduction of 1.0 FTE Lock Technician position to 0.6 FTE. This change will not result in significant impacts to service levels at campus facilities

Reduce budget by $230,000 and abrogate 1.0 FTE Janitor and 1.0 FTE Laborer to achieve budget savings in facility maintenance costs. In addition, funding for intermittent janitors working off-peak shifts is reduced. Impacts may include longer cleaning cycles for restrooms, the Center House dining area, and other public places.

Reduce budget by $123,000, abrogate 0.5 FTE Painter position, and unfund 1.0 FTE Gardner, 1.0 FTE Janitor, and 1.0 FTE Dining Room Attendant. This change in maintenance staff capacity may impact overall grounds maintenance and Center House cleanliness during the summer months, however Seattle Center will mitigate this impact by transferring work to remaining staff where possible and using intermittent staff if necessary.

Reduce budget by $130,000 by holding vacant 1.0 FTE Administrative Specialist II-BU and 1.0 FTE Utility Laborer working at KeyArena. The Department will continue to hold the positions vacant in the event that demand for the positions' services requires that they be filled outside of the budget process.

Reduce budget by $83,000 in the Technical Facilities Management (TFM) division to reflect reductions in expenditures for administrative efficiencies including, operating supplies, professional services and fleet management.

Reduce budget by $55,000 to reflect utility reductions across campus including better management of temperature settings in all facilities, and the reduction of water flow at the International Fountain from January-March.

Reduce budget by $111,000, abrogate 0.5 FTE Administrative Specialist II-BU position, and fund 1.0 FTE Admissions Personnel Dispatcher and 1.0 FTE Sound and Video Equipment Technician positions at 0.5 FTE. The Department achieves this savings through the development and implementation of a new automated workforce management system which streamlines the dispatch function for staff at Seattle Center, thereby decreasing the number of staff required to perform scheduling work.

Increase appropriation authority by $112,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $85,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $638,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $315,000.

Expenditures/FTE	**2009 Actual**	**2010 Adopted**	**2011 Adopted**	**2012 Endorsed**
Campus Grounds	11,802,246	11,857,974	11,542,598	11,657,280
Full-time Equivalents Total*	84.37	84.37	78.97	78.97

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

Commercial Events Budget Control Level

Purpose Statement

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

Summary

Increase appropriation authority by $169,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $11,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $53,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $211,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Commercial Events	912,619	712,120	922,826	945,140
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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

Community Programs Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $121,000 and abrogate 1.0 FTE Stage Technician, Lead position to assist in balancing the overall General Fund. Elimination of the position will result in a reduction in the quality of support for public programming and in the number of community groups performing in Center House.

Reduce budget by $74,000 and reduce funding for Winterfest activities. This reduction shortens the Winterfest programming from 5 weeks to 3 or 4 weeks in length, delays updates to the Winterfest Décor by 1-2 years to 2011 or 2012, and reduces the amount of seasonal lighting used during the event. In addition, the reduction achieves savings by eliminating the Winterfest Train in 2011 only due to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Reduce budget by $57,000 and abrogate 0.25 FTE Administrative Specialist II-BU and 0.50 FTE Management Systems Analyst. Both positions work in the Seattle Center Productions Unit (SCP). Impacts of this reduction are mitigated by redistributing some scheduling and contracting functions to existing staff in the SCP unit.

Reduce budget by $39,000 to reflect reduced funding for contractors who support the Department's public programs. There will be less outreach work on the Teen Tix program.

Increase appropriation authority by $46,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Increase revenue by $100,000 to reflect a potential new title sponsorship for the skate park at Seattle Center. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $15,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $99,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $161,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Programs	2,313,180	2,140,366	1,979,208	2,070,340
Full-time Equivalents Total*	13.63	13.63	11.88	11.88

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

Cultural Facilities Budget Control Level

Purpose Statement

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

Summary

Reduce appropriation authority by $138,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Citywide adjustments to labor and other operating costs increase the budget by $10,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $128,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cultural Facilities	243,987	276,238	147,941	212,441
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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

Debt Budget Control Level

Purpose Statement

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

Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt	134,150	136,350	139,194	135,994

Festivals Budget Control Level

Purpose Statement

The purpose of the Festivals Budget Control Level is to provide a place for the community to hold major festival celebrations. This program includes the revenue and expenses related to the Giant Magnet, Northwest Folklife Festival, Bite of Seattle, and Bumbershoot events.

Summary

Increase appropriation authority by $51,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $9,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $22,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $64,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Festivals	721,956	758,396	822,595	843,437
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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

Judgment and Claims Budget Control Level

Purpose Statement

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

Summary

Based on an increased Seattle Center share of settlements and claims over the past five years, the Judgment and Claims premium increases the 2011 Adopted Budget by approximately $324,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment and Claims	607,968	607,968	931,564	931,564

KeyArena Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $54,000 and abrogate 0.5 FTE Event Services Representative, Sr. position that was budgeted at 1.0 FTE. Responsibilities of this position will be transferred to the remaining 2.0 FTE Event Services staff, and impacts are anticipated to be minimal.

Reduce budget by $100,000 to reflect service and maintenance reductions at KeyArena. This change reduces the contract for preventative maintenance of the electronic signage in the bowl of KeyArena and reduces a portion of the facility's overall maintenance budget which is earmarked for addressing periodic and/or unforeseen maintenance issues. This increases the time it takes the Department to address non critical maintenance needs, however the Department is retaining sufficient funding to repair items on an as-needed basis.

Reduce budget by $70,000 to reflect reduced intermittent hours for stage maintenance. Stage hours worked for events are reimbursed by the client, while maintenance hours are not. The Department will reduce preventative maintenance hours worked by intermittent staff to maintain stage equipment. This change will help the Department make KeyArena operations more efficient without significantly impacting service levels at the facility.

Reduce budget by $37,000 and reduce 1.0 FTE Administrative Staff Assistant position to 0.5 FTE. This change will help make KeyArena operations more efficient by reducing administrative costs, and they will not impact service levels at the facility.

Reduce appropriation authority by $558,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $54,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $261,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $612,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
KeyArena	4,731,485	6,101,043	5,489,518	5,809,059
Full-time Equivalents Total*	66.99	66.99	65.99	65.99

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

McCaw Hall Budget Control Level

Purpose Statement

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

Summary

Reduce appropriation authority by $46,000 to reflect a budget neutral technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $32,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $179,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $101,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
McCaw Hall	3,685,288	3,835,308	3,936,463	4,071,945
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

KeyArena Settlement Proceeds Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**6,646,000**	**2,610,000**	**3,907,000**	**820,000**	**0**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	394,000	1,371,000	1,492,000	0	0
Less: Capital Improvements	2,345,000	1,239,000	1,595,000	820,000	0
Ending Fund Balance	**3,907,000**	**0**	**820,000**	**0**	**0**

McCaw Hall Capital Reserve Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**0**	**0**	**100,000**	**341,000**	**0**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	100,000	400,000	400,000	400,000	400,000
Less: Actual and Budgeted Expenditures	0	400,000	159,000	741,000	400,000
Ending Fund Balance	**100,000**	**0**	**341,000**	**0**	**0**

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587001	Seattle Center Fund	0	0	(168,611)	0	0
462300	Parking	3,891,127	3,622,602	3,732,598	4,392,314	4,551,943
462800	Monorail	394,171	350,000	400,000	450,000	450,000
	Total Access	**4,285,298**	**3,972,602**	**4,132,598**	**4,842,314**	**5,001,943**
441960	Seattle Center Fund	84,217	100,894	100,894	100,000	100,000
462900	Administration	90,310	46,839	46,839	7,500	7,000
481500	Lease Settlement	394,000	1,371,000	1,371,000	0	0
541490	CIP	1,262,662	1,413,403	1,413,403	1,521,010	1,550,085
	Total Administration	**1,831,189**	**2,932,136**	**2,932,136**	**1,628,510**	**1,657,085**
462500	Leases - Campus Grounds	831,072	1,049,130	1,049,130	1,242,208	1,269,326
462800	Amusement Park Concessions	335,000	0	250,000	0	0
462800	Center House Concessions	841,950	951,200	897,608	879,539	901,899
	Total Campus Grounds	**2,008,022**	**2,000,330**	**2,196,738**	**2,121,747**	**2,171,225**
462400	Campus Commercial Events	1,089,296	1,232,457	1,232,457	1,274,821	1,301,664
	Total Commercial Events	**1,089,296**	**1,232,457**	**1,232,457**	**1,274,821**	**1,301,664**
439090	Campus Sponsorships	159,175	300,000	0	350,000	350,000
441960	Seattle Center Productions	71,212	53,600	53,600	60,000	60,800
	Total Community Programs	**230,387**	**353,600**	**53,600**	**410,000**	**410,800**
462500	Leases - Cultural Facilities	1,345,556	1,245,365	1,245,365	1,349,173	1,360,556
	Total Cultural Facilities	**1,345,556**	**1,245,365**	**1,245,365**	**1,349,173**	**1,360,556**
462500	McCaw Hall Tenant Use Fees - Debt	70,096	68,175	68,175	69,597	67,997
587001	General Fund - McCaw Hall Debt	67,075	68,175	68,175	69,597	67,997
	Total Debt	**137,171**	**136,350**	**136,350**	**139,194**	**135,994**
441960	Festivals	402,303	543,147	648,147	518,744	528,079
	Total Festivals	**402,303**	**543,147**	**648,147**	**518,744**	**528,079**
587001	General Subfund Support	13,516,250	11,860,001	11,687,123	11,699,144	11,766,541
	Total General Subfund Support	**13,516,250**	**11,860,001**	**11,687,123**	**11,699,144**	**11,766,541**
587001	Judgment and Claims Allocation	607,968	607,968	607,968	931,564	931,564
	Total Judgment and Claims Allocation	**607,968**	**607,968**	**607,968**	**931,564**	**931,564**
441710	KeyArena Miscellaneous	351,759	129,478	(40,726)	94,735	115,366
441960	KeyArena Reimbursables	1,384,967	1,674,689	1,674,689	1,569,683	1,711,414

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
462400	KeyArena Premium Seating	143,871	366,000	380,000	320,000	380,000
462400	KeyArena Rent	861,538	2,332,779	1,698,909	1,322,722	1,354,418
462800	KeyArena Concessions	32,472	193,719	397,276	504,854	504,854
462800	KeyArena Sponsorship	300,000	300,000	300,000	300,000	300,000
462800	KeyArena Ticketing	591,100	770,137	1,330,936	1,153,396	1,283,363
	Total KeyArena	**3,665,707**	**5,766,802**	**5,741,084**	**5,265,390**	**5,649,415**
441960	McCaw Hall Reimbursables	1,387,609	1,338,124	1,338,124	1,338,006	1,350,661
462400	McCaw Hall Rent	257,808	368,905	368,905	397,400	426,677
462500	McCaw Hall Tenant Use Fees	1,219,951	1,250,249	1,308,106	1,023,383	1,089,069
462800	McCaw Hall Catering & Concessions	322,782	270,033	295,101	335,000	335,000
462800	McCaw Hall Miscellaneous	170,931	179,108	179,108	174,548	182,974
587001	General Fund - McCaw Hall	508,549	520,754	520,754	528,931	538,981
	Total McCaw Hall	**3,867,630**	**3,927,173**	**4,010,098**	**3,797,268**	**3,923,362**
Total Revenues		**32,986,777**	**34,577,931**	**34,455,053**	**33,977,869**	**34,838,228**

Seattle Center Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**2,351,213**	**963,206**	**1,207,548**	**1,207,548**	**1,207,548**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	32,986,777	34,577,931	34,455,053	33,977,869	34,838,228
Less: Actual and Budgeted Expenditures	34,130,442	34,577,931	34,455,053	33,977,869	34,838,228
Ending Fund Balance	**1,207,548**	**963,206**	**1,207,548**	**1,207,548**	**1,207,548**
Inventories	271,861		271,861	271,861	271,861
McCaw Hall Reserves	843,433	910,000	843,433	843,433	843,433
Total Reserves	**1,115,294**	**910,000**	**1,115,294**	**1,115,294**	**1,115,294**
Ending Unreserved Fund Balance	**92,254**	**53,206**	**92,254**	**92,254**	**92,254**

Capital Improvement Program Highlights

Seattle Center's 2011-2016 Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year.

The 2011-2016 CIP includes public and private funding for renovation of the Center House food court to support increased revenues and realize the first phase of implementation of the vision for Center House in the Seattle Center Century 21 Master Plan. Funding is also included for energy saving retrofit projects in multiple facilities on campus, as well as for replacement of the roof on the Park Place Building, concrete and structural repairs at the Mercer Garage, and asset preservation investments in Seattle Center's two largest public assembly facilities, KeyArena and McCaw Hall.

In 2011, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan. Adopted by the City Council in August 2008, the Century 21 Master Plan will guide development of the Seattle Center campus over the next 20 years. Seattle Center also completes the third and final phase of campus signage renovation with the replacement of hand operated reader boards with two new digital reader boards at the perimeter of the campus.

The costs of managing Seattle Center's CIP, including project management and administration, are presented in Seattle Center's operating budget. These costs are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects. Funding for Seattle Center's 2011-2016 Adopted CIP comes primarily from the Cumulative Reserve Subfund, LTGO Bonds, property sale proceeds, federal grant funds, and private sources.

Capital Improvement Program Appropriation

Budget Control Level	2011 Adopted	2012 Endorsed
Campuswide Improvements and Repairs: S03P01		
Cumulative Reserve Subfund - REET I Subaccount (00163)	297,000	193,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	35,000	30,000
Subtotal	**332,000**	**223,000**
Center House Rehabilitation: S9113		
2011 Multipurpose LTGO Bond Fund	3,400,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	180,000	432,000
Subtotal	**3,580,000**	**432,000**
Facility Infrastructure Renovation and Repair: S03P02		
Cumulative Reserve Subfund - REET I Subaccount (00163)	980,000	784,000
Subtotal	**980,000**	**784,000**
Key Arena: S03P04		
Cumulative Reserve Subfund - REET I Subaccount (00163)	400,000	0
Subtotal	**400,000**	**0**
KeyArena: S03P04		
KeyArena Settlement Proceeds Fund	46,000	0
Subtotal	**46,000**	**0**

Budget Control Level	2011 Adopted	2012 Endorsed
McCaw Hall Maintenance Fund: S0303		
McCaw Hall Capital Reserve	400,000	400,000
Subtotal	**400,000**	**400,000**
Monorail Improvements: S9403		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,318,000	1,319,000
Subtotal	**1,318,000**	**1,319,000**
Parking Repairs and Improvements: S0301		
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	0
Subtotal	**200,000**	**0**
Public Gathering Space Improvements: S9902		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	50,000	50,000
Subtotal	**50,000**	**50,000**
Utility Infrastructure: S03P03		
2011 Multipurpose LTGO Bond Fund	510,000	0
Subtotal	**510,000**	**0**
Total Capital Improvement Program Appropriation	**7,816,000**	**3,208,000**

HEALTH & HUMAN
SERVICES

Educational and Developmental Services Levy

Holly Miller, Office for Education

Contact Information

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Department Description

The Educational and Developmental Services Levy (more commonly known as the Families and Education Levy), approved by voters in 2004, levies $116 million over seven years for school- and community-based programming that helps ensure Seattle's children and youth enter school ready to learn, have access to high-quality early care and out-of-school time programs, achieve academically, and graduate prepared for post secondary success. This programming also helps to strengthen parent, school, and community partnerships that support children and youth. The Department of Neighborhoods' Office for Education administers the Levy. Implementing departments are the Department of Neighborhoods, Human Services Department, and the Department of Parks and Recreation.

The 2004 Families and Education Levy continues to chart a new direction for Seattle's families and children and focuses resources on improving the academic achievement of Seattle Public School students. Highlights include:

- A pre-school program for 4-year-old children that addresses the achievement gap before it can take root;

- Family support programs that provide assistance for children and their families;

- Before- and after-school programs that are specifically tied and targeted to improving a child's school performance;

- Middle and high school academic support for low performing students; and

- Programs serving youth at risk of dropping out of schools, and middle and high school health centers run by community health organizations.

Each Levy program is tied to improving academic success. To that end, each program has specific goals to measure progress and effectiveness in reducing the achievement gap. The Office for Education (OFE) publishes annual reports detailing program targets adopted by the Levy Oversight Committee (LOC) and program results.

Policy and Program Changes

The 2004 Families and Education Levy will expire in mid-2012. Due to the upcoming expiration, most 2004 Levy programs show a decrease in budget from the 2011 Adopted Budget to the 2012 Endorsed Budget, reflecting the fact that the 2004 Levy will only support the programs through half of the calendar year in 2012.

The Mayor, through his Youth and Families Initiative, intends to develop a new Levy that Seattle voters will be asked to consider in November 2011. Resources associated with a potential new Levy are included as a placeholder and shown separately as part of a new Budget Control Level called the "2011 Families and Education Levy" in the Budget. These total resources are for the period of mid-2012 to December 2012, and are at a funding level consistent with the current Levy. This placeholder amount will be adjusted during the 2012 budget cycle as funding decisions for the potential 2011 Families and Education Levy are determined.

The 2011 Adopted and 2012 Endorsed Budget will use unspent revenue accumulated over the life of the Levy to continue support for the Summer College program, which began in 2006. This program is aimed at serving high school students who have not yet met the standards on state assessment tests. This six-week program is located on three community college campuses and serves approximately 300 students who are at risk of not graduating from high school. Seattle Public Schools provides funding for instructors and the City provides supplemental support.

The 2011 Adopted and 2012 Endorsed Budget reflects the planned end of City funding for the school crossing guards program. The City is funding the crossing guards program through December 2010 with excess Levy revenue earned from 2005 to 2007. Through June 2010, the program was managed by the Seattle Police Department, and transitioned to a program managed by Seattle Public Schools beginning in the 2010-2011 school year. The Seattle Public Schools will continue administering a crossing guard program beyond 2010 as their funding allows.

The budget continues a programmatic change made by the Levy Oversight Committee in 2007 to increase investments in five "Innovation Sites" (Aki Kurose, Denny, Madison, Mercer, and Washington Middle Schools) to allow for greater focus on the lowest performing schools which, in turn, results in higher academic achievement in these schools.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
2004 Education Levy					
Academic Improvement Activities Budget Control Level	IL900	142,937	0	55,000	150,000
Administration and Evaluation Budget Control Level	IL700	694,809	738,641	746,719	505,797
Crossing Guards Budget Control Level	IL600	407,203	400,000	0	0
Early Learning Budget Control Level	IL100	4,022,625	4,147,226	4,209,435	2,518,341
Family Support and Family Involvement Budget Control Level	IL200	3,022,558	3,037,293	3,082,852	2,096,493
Middle School Support Budget Control Level	IL800	1,269,994	1,442,265	1,420,322	743,596
Out-of-School Time Budget Control Level	IL400	2,748,235	2,876,622	2,963,348	2,237,519
Student Health Budget Control Level	IL500	3,962,735	4,022,176	4,082,508	2,776,310
Support for High-Risk Middle and High School Age Youth Budget Control Level	IL300	1,137,680	1,307,430	1,327,042	902,455
Total 2004 Education Levy		17,408,775	17,971,654	17,887,226	11,930,511
2011 Families and Education Levy					
2011 Families and Education Levy Budget Control Level	IL100-11	0	0	0	6,000,000
Total 2011 Families and Education Levy		0	0	0	6,000,000
Department Total		17,408,775	17,971,654	17,887,226	17,930,511

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	17,408,775	17,971,654	17,887,226	17,930,511
Department Total	17,408,775	17,971,654	17,887,226	17,930,511

2004 Education Levy

Academic Improvement Activities Budget Control Level

Purpose Statement

The purpose of the Academic Improvement Activities Budget Control Level is to provide resources and technical support for improving academic performance.

Summary

Increase budget by $55,000 for the Summer College program in 2011. Annual costs for this program are $150,000; the 2011 Adopted amount is lower than 2012 because unspent balances from prior years are available to cover 2011 costs, and appropriation authority already exists for these prior year funds.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Academic Improvement Activities	142,937	0	55,000	150,000

Administration and Evaluation Budget Control Level

Purpose Statement

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

Summary

Citywide adjustments to labor and other operating costs increase the budget by $8,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration and Evaluation	694,809	738,641	746,719	505,797

Crossing Guards Budget Control Level

Purpose Statement

The purpose of the Crossing Guards Budget Control Level is to provide safe transit corridors for students.

Summary

Decrease budget by $400,000 to reflect the planned conclusion of funding for the crossing guard program. Seattle Public Schools assumed ongoing management of the program beginning in the 2010-2011 school year. The program will continue as school district funding allows.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Crossing Guards	407,203	400,000	0	0

Early Learning Budget Control Level

Purpose Statement

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

Summary

Citywide adjustments to labor and other operating costs increase the budget by $62,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Early Learning	4,022,625	4,147,226	4,209,435	2,518,341

Family Support and Family Involvement Budget Control Level

Purpose Statement

The purpose of the Family Support and Family Involvement Budget Control Level is to provide culturally relevant family support services and community resources in schools, and to create authentic partnerships among schools, parents, and communities.

Summary

Citywide adjustments to labor and other operating costs increase the budget by $46,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Family Support and Family Involvement	3,022,558	3,037,293	3,082,852	2,096,493

Middle School Support Budget Control Level

Purpose Statement

The purpose of the Middle School Support Budget Control Level is to provide early intervention services to middle school students to improve their ability to achieve academically and to complete school.

Summary

Citywide adjustments to labor and other operating costs decrease the budget by approximately $22,000. This decrease does not represent any programmatic change; it represents variances that occur in reconciling the City's January to December calendar year budget with the program's September to June school year budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Middle School Support	1,269,994	1,442,265	1,420,322	743,596

Out-of-School Time Budget Control Level

Purpose Statement

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

Summary

Citywide adjustments to labor and other operating costs increase the budget by approximately $87,000. This increase does not represent any programmatic change; it represents variances that occur in reconciling the City's January to December calendar year budget with the program's September to June school year budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Out-of-School Time	2,748,235	2,876,622	2,963,348	2,237,519

Student Health Budget Control Level

Purpose Statement

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

Summary

Citywide adjustments to labor and other operating costs increase the budget by $60,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Student Health	3,962,735	4,022,176	4,082,508	2,776,310

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

Purpose Statement

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

Summary

Citywide adjustments to labor and other operating costs increase the budget by $20,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Support for High-Risk Middle and High School Age Youth	1,137,680	1,307,430	1,327,042	902,455

2011 Families and Education Levy

2011 Families and Education Levy Budget Control Level

Purpose Statement

The 2004 Levy will expire in mid-2012. In November 2011, voters will be asked to consider a renewal of the Families and Education Levy. This budget control level provides a placeholder for resources associated with the potential 2012 Levy, and the purpose statement will be updated in the 2012 Proposed Budget to describe the activities associated with that Levy.

Summary

Resources associated with the potential new 2012 Families and Education Levy are shown for the period of mid-2012 to December 2012 at a funding level consistent with the annual allocation of the current Levy.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
2011 Families and Education Levy	0	0	0	6,000,000

2011 - 2012 Estimated Revenues for the 2011 Families and Education Levy

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Taxes, Levies & Bonds	0	0	0	0	6,000,000
Total Revenues		**0**	**0**	**0**	**0**	**6,000,000**

2011 - 2012 Estimated Revenues for the Educational & Developmental Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Taxes, Levies & Bonds	16,592,457	16,619,000	16,619,000	16,620,000	349,000
433010	Federal Indirect Grants	0	0	240,000	0	0
439090	Private Grants	0	0	30,000	0	0
461110	Interest Earnings	308,370	483,000	206,322	246,660	268,544
469990	Accounting and Technical Adjustments	0	0	66,536	0	0
Total Revenues		**16,900,827**	**17,102,000**	**17,161,858**	**16,866,660**	**617,544**
379000	Use of (Contribution To) Fund Balance	450,417	869,654	869,654	1,020,566	11,312,967
Total Resources		**17,351,244**	**17,971,654**	**18,031,512**	**17,887,226**	**11,930,511**

Educational & Developmental Services Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**17,098,986**	**13,042,583**	**16,524,502**	**12,441,883**	**11,421,316**
Accounting and Technical Adjustments	(66,536)	0	0	0	0
Plus: Actual and Estimated Revenue	16,900,827	17,102,000	17,161,858	16,866,660	617,544
Less: Actual and Budgeted Expenditures	17,408,775	17,971,654	21,244,477	17,887,226	11,930,511
Ending Fund Balance	**16,524,502**	**12,172,929**	**12,441,883**	**11,421,316**	**108,349**

Human Services Department

Dannette Smith, Director

Contact Information

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Department Description

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

HSD prioritizes its investments and monitors outcomes through the Strategic Investment Plan, which is updated annually. Investments are directed toward ending homelessness and hunger, promoting healthy development and academic success, ending violence and abuse and promoting safety, promoting health and independence for vulnerable populations, providing effective service linkages, and building community capacity.

To accomplish these goals, the department is organized into the following divisions encompassing a continuum of care for the neediest populations:

- Aging and Disability Services
- Domestic Violence and Sexual Assault Prevention
- Early Learning and Family Support
- Homeless Intervention and Block Grant Administration
- Leadership and Administration
- Youth Development and Achievement

HSD's work is funded by a variety of revenue sources, including federal, state and interlocal grants, and City of Seattle General Fund. General Fund contributions leverage significant grant revenues to benefit Seattle residents. As a result, external grants represent approximately 63% of HSD's revenue, while General Fund represents the remainder. In the 2011 Adopted and 2012 Endorsed Budget, grant revenues have decreased from 2010 levels. Most notably, this is due to a state-mandated program change in Title XIX, a federally funded entitlement program for seniors. This change represents a decrease of approximately $9 million in 2011 and $8 million in 2012 in HSD's Aging and Disability Services division.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the General Fund gap, HSD focused its reduction on strategies in areas that would preserve direct services to the greatest extent possible. The budget that follows includes a significant number of staffing and administrative reductions. Though HSD's budget is comprised of approximately 20% administrative expenses and 80% programmatic expenses, approximately 73% of the reductions reflected in the Adopted Budget are administrative in nature.

The 2011 Adopted and 2012 Endorsed Budget eliminates or reduces four Strategic Advisor or Manager positions. This includes the abrogation of a Manager 2 in the Director's Office, the reduction of one Strategic Advisor in the Domestic Violence and Sexual Assault Prevention division, and the reduction of one Strategic Advisor in the Early Learning and Family Support division. In the Information Technology unit, a Manager 3 position and a Strategic Advisor 1 position are abrogated and replaced with one position that will handle a consolidated workload, resulting in a broader span of control ratio. Span of control ratios are also improved by a reorganization of staff in the Financial Management unit. Though this change is budget-neutral, it creates a more streamlined and efficient reporting structure.

The Adopted Budget also reduces or abrogates five other positions in various divisions. All position reductions will negatively impact the Department's capacity; however, there are several factors that will mitigate the effect. For example, in Financial Management, an Administrative Specialist I position is abrogated and the Department will continue to make efforts to automate the various processes, resulting in decreased staffing needs. In the Human Resources unit, a Personnel Specialist, Senior position is reduced from full-time to part-time, in recognition that the workload of managing HSD's hiring processes is projected to remain at a reduced level. In the Information Technology unit, it is possible to reduce a Senior Management Systems Analyst position as the Department moves toward greater internal efficiencies. Where mitigating factors do not exist for all of the positions described above, workload will be prioritized and absorbed where possible by other remaining positions in the Department.

In addition to the substantial administrative reductions described above, some programmatic changes are necessary to balance the City's General Fund shortfall. In prioritizing programs, HSD is guided by the Strategic Investment Plan (SIP). The SIP is updated on a regular basis, and uses a variety of factors to rank the programmatic areas funded by HSD. These factors include: alignment with the Race and Social Justice Initiative and HSD's mission; the program's demonstrated effectiveness in improving community conditions; the criticality of City funding to achieving these objectives; strengthening social networks and leveraging community resources; and supporting opportunities for collaboration which lead to greater effectiveness and enhanced services. As a result, programs with a high ranking are fully funded, reflecting the City's high priority on maintaining human services even during a year of significant financial strain. The following programmatic reductions are taken due to their relative lower overall ranking in the priorities of the Department.

- Traditionally, the City has provided contracted agencies with increased funding to reflect changes in costs due to inflation. Like 2010, the 2011 Adopted and 2012 Endorsed Budget assumes no inflationary increases for contracts. Although this reduction may decrease the ability of recipient agencies to respond to increases in their own internal costs, this reduction is taken because it only minimally impacts each individual agency.

- Three programmatic reductions were identified in recognition of administrative efficiencies that have been achieved, or have the potential to be achieved, at recipient agencies without impacting direct services. An administrative reduction is taken for the CO-STARS program, which will have minimal impact on direct services to clients. The City's investment will be preserved for the recipient agency's programmatic expenses, but reduced for their overhead and administrative costs. The budget anticipates that administrative efficiencies can be achieved in the food distribution system when funds are reallocated mid-year of 2011. And in Public Health funding, the Adopted Budget recognizes administrative efficiencies that have already been realized in the Chemical Dependency Intervention program.

- The Adopted Budget reduces funding in one area not considered to be core to HSD's work of meeting the basic needs of the most vulnerable people in our community. A Community Crime Prevention program, which provides support to crime prevention councils, conducts trainings for landlords on crime prevention, and sponsor crime prevention events, is reduced by 5%.

The 2011 Adopted and 2012 Endorsed Budget also adds new funding for five programs. In recognition of the significant number of Seattle residents served by the White Center Food Bank, the Adopted Budget adds funding for the agency to HSD's network of emergency food providers. An add to contracts with shelter providers addresses increased costs for providing shelter services. The budget also funds six months of winter shelter and support services at City Hall and/or an alternative appropriate location from October 1st to March 31st in 2011 and 2012. These are the months in which weather conditions are the most severe, and additional demand for shelter exists. Funding for SafeHavens will bring Seattle's contribution in line with the share of SafeHavens services provided to Seattle residents. Finally, additional funding will provide homeless housing providers and landlords with training on the dynamics of domestic violence and the significant and complex issues many survivors and their families face when they attempt to obtain safe housing.

With grants representing 63% of HSD's budget, changes in grant revenue have a significant impact on the Department. The Adopted Budget reflects grant revenue reductions in several divisions throughout the department. Overall, HSD is anticipating a $13 million reduction in grant funding in 2011, with the majority of those changes impacting the Aging and Disabilities division. This is due to a state mandated program change in Title XIX, a federally funded entitlement program for seniors. Because this represents a change in the administration of what were pass-through funds, there is no significant impact on operating or service delivery. The end of major grants in the areas of domestic violence and early learning will result in service delivery reductions in those areas.

HSD's 2011 Adopted and 2012 Endorsed Budget also realizes administrative efficiencies through the reduction of non-personnel costs, including professional services, office supplies, training, and adjustments to the projected vacancy rate. Throughout the Department, these reductions result in a savings of $340,000. In addition to these changes, the 2011 Adopted and 2012 Endorsed Budget provides no market adjustment for HSD staff that are non-represented employees in City's discretionary pay plans. HSD's 2012 Endorsed Budget assumes a further $200,000 reduction that will be achieved by attaining efficiencies in contract administration.

Beginning in 2011-2012, the budget associated with the Community Development Block Grant funds (CDBG) supporting human services are shown within the HSD budget, although the funding authority will continue to reside with the CDBG Fund (17810). There are no substantive changes to the CDBG budget in 2011-2012.

Finally, HSD realized savings by switching General Fund for grant revenues whenever such a swap was allowable. Many of these funding swaps represent one-time revenue, and are therefore not sustainable. However, through this strategy, the Adopted Budget realizes $466,000 in savings to the General Fund in 2011 without any negative programmatic impact.

City Council Provisos

Of the appropriation in the 2011 budget for the Department of Human Services Domestic and Sexual Violence Prevention Budget Control Level, $148,650 is appropriated (and of the amount endorsed for 2012, $148,650 is expected to be appropriated) solely for the Batterers' Intervention Program and may be spent for no other purpose.

Of the appropriation for 2011 for the Department of Human Service's Emergency and Transitional Services BCL, $76,000 is appropriated (and of the amount endorsed for 2012, $71,000 is expected to be appropriated) solely for

providing six months of shelter and support services at City Hall or other appropriate location to be determined by the Human Services Department in consultation with the City Council and may be spent for no other purposes.

Of the appropriation for 2011 for the Department of Human Service's Emergency and Transitional Services BCL, $100,000 is appropriated solely to contract with shelter providers to address increased costs for providing shelter services and may be spent for no other purposes.

Of the appropriation in the 2011 budget for the Department of Human Services Emergency and Transitional Services BCL, $381,330 is appropriated (and of the amount endorsed for 2012, $381,330 is expected to be appropriated) solely to contract with the Seattle Neighborhood Group for the Safe Communities Program and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Department of Human Services Early Learning and Family Support BCL, $51,490 is appropriated (and of the amount endorsed for 2012, $51,490 is expected to be appropriated) solely to contract with Child Care Resources for child care information and referral services and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Department of Human Services Emergency and Transitional Services BCL, $18,220 is appropriated (and of the amount endorsed for 2012, $18,220 is expected to be appropriated) solely to contract with the International District Emergency Center for citizen foot patrol related services and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Human Services Department's Area Agency on Aging BCL, $36,193 is appropriated (and of the amount endorsed for 2012, $36,193 is expected to be appropriated) solely for the Chinese Information and Service Center Sunshine Garden Day Center Program contract and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Human Services Department Emergency and Transitional Services and Early Learning and Family Support BCLs, collectively $186,000 is appropriated (and of the amount endorsed for 2012, $186,600 is expected to be appropriated) solely for Policy Advocacy programs and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Human Services Department's Leadership and Administration BCL, $150,000 is appropriated (and of the amount endorsed for 2012, $150,000 is expected to be appropriated) solely for the Nonprofit Assistance Center for technical assistance and organizational capacity building and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Department of Human Services' Domestic Violence and Sexual Abuse Prevention BCL, $50,000 is appropriated (and of the amount endorsed for 2012, $50,000 is expected to be appropriated) solely for the Safe Havens Visitations Center program and may be spent for no other purpose. Furthermore, none of the money so appropriated may be expended until the Executive has executed a contract for public benefits to be provided by the Safe Havens Visitation Center.

Of the appropriation in the 2011 budget for the Human Services Department's Domestic Violence and Sexual Assault Prevention BCL, $15,000 is appropriated solely for the purpose of providing training to homeless housing providers and landlords in Seattle and may be spent for no other purpose.

Of the appropriation in the 2011 budget for the Human Services Department's Emergency and Transitional Services BCL, $115,137 is appropriated solely for food coalitions providing coordination services for food and meal providers and may be spent for no other purpose.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CDBG - Human Services Department Budget Control Level					
Homeless Intervention		5,902,162	5,002,175	4,642,920	4,642,920
Leadership and Corporate Services		422,644	1,231,871	1,231,871	1,231,871
CDBG - Human Services Department Budget Control Level	**6HSD10**	**6,324,806**	**6,234,046**	**5,874,791**	**5,874,791**
Aging and Disability Services					
Area Agency on Aging Budget Control Level					
Healthy Aging		7,510,235	8,057,991	7,665,003	7,645,669
Home-Based Care		37,089,050	56,987,932	48,142,262	48,418,641
Planning and Coordination		2,443,282	2,637,373	2,667,130	2,711,378
Area Agency on Aging Budget Control Level	**H60AD**	**47,042,566**	**67,683,296**	**58,474,395**	**58,775,687**
Self-Sufficiency Budget Control Level	**H60SS**	**2,071,125**	**2,107,085**	**1,810,293**	**1,849,140**
Total Aging and Disability Services		**49,113,691**	**69,790,381**	**60,284,688**	**60,624,827**
Domestic Violence and Sexual Assault Prevention					
Domestic and Sexual Violence Prevention Budget Control Level	**H40DV**	**4,006,920**	**4,860,027**	**4,583,174**	**4,238,453**
Total Domestic Violence and Sexual Assault Prevention		**4,006,920**	**4,860,027**	**4,583,174**	**4,238,453**
Early Learning and Family Support					
Early Learning and Family Support Budget Control Level	**H80EL**	**14,104,635**	**14,761,266**	**13,673,237**	**13,429,845**
Total Early Learning and Family Support		**14,104,635**	**14,761,266**	**13,673,237**	**13,429,845**
Homeless Intervention and Block Grant Administration					
Community Facilities Budget Control Level	**H30CF**	**1,278,075**	**664,521**	**591,063**	**593,708**
Emergency and Transitional Services Budget Control Level	**H30ET**	**24,832,584**	**28,738,224**	**28,430,476**	**26,856,831**
Total Homeless Intervention and Block Grant Administration		**26,110,659**	**29,402,745**	**29,021,539**	**27,450,540**
Leadership and Administration					

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Leadership and Administration Budget Control Level					
Financial Management		1,948,409	2,165,268	2,116,956	2,186,778
Human Resources		731,765	708,299	674,850	675,834
Information Technology		1,566,815	1,682,671	1,608,339	1,518,824
Leadership		2,821,462	3,300,103	3,339,114	2,938,613
Leadership and Administration Budget Control Level	**H50LA**	**7,068,451**	**7,856,341**	**7,739,260**	**7,320,049**
Total Leadership and Administration		**7,068,451**	**7,856,341**	**7,739,260**	**7,320,049**
Public Health Services					
Public Health Services Budget Control Level					
Alcohol and Other Drugs		1,509,490	1,423,788	1,451,172	1,451,172
Asthma		128,697	130,578	128,697	128,697
Family Support Services		539,816	541,348	539,816	539,816
Health Care Access		312,041	261,521	260,791	260,791
Health Care for the Homeless		1,453,034	1,458,388	1,530,874	1,530,874
HIV/AIDS		941,062	944,558	821,101	821,101
Oral Health		125,119	125,473	125,119	125,119
Primary Care: Medical and Dental		6,284,074	6,261,537	6,284,074	6,284,074
Public Health Services Budget Control Level	**H70PH**	**11,293,333**	**11,147,191**	**11,141,644**	**11,141,644**
Total Public Health Services		**11,293,333**	**11,147,191**	**11,141,644**	**11,141,644**
Youth Development and Achievement					
Youth Development and Achievement Budget Control Level	**H20YD**	**12,221,456**	**9,988,731**	**10,476,580**	**10,625,301**
Total Youth Development and Achievement		**12,221,456**	**9,988,731**	**10,476,580**	**10,625,301**
Department Total		**130,243,952**	**154,040,728**	**142,794,915**	**140,705,451**
Department Full-time Equivalents Total*		**326.35**	**326.35**	**322.60**	**322.60**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	53,499,134	52,519,366	51,962,950	52,121,676
Other	76,744,818	101,521,361	90,831,964	88,583,774
Department Total	**130,243,952**	**154,040,728**	**142,794,915**	**140,705,451**

CDBG - Human Services Department Budget Control Level

Purpose Statement

The purpose of the Community Development Block Grant (CDBG) - Human Services Department Budget Control Level is to find and fund solutions for human needs so low-income, vulnerable residents in greater Seattle can live and thrive. HSD contracts with community-based human service providers and administers programs to see that residents of Seattle and King County have access to homeless shelters, transitional housing, and other emergency services. The federal CDBG program provides a major source of funding for community development programs affecting Seattle's low- and moderate-income households and neighborhoods. The City of Seattle makes these investments so all families and individuals can meet their basic needs, share in economic prosperity, and participate in building a safe, healthy, educated, just, and caring community. Policies and priorities for distributing CDBG funds to community-based organizations are set out in the City's 2009-2012 Consolidated Plan for Housing and Community Development, which is coordinated by the Human Services Department.

Summary

The Budget estimates the amount of CDBG dollars the City expects to be available, anticipates appropriations of these funds, and makes specific CDBG proposals for certain City programs in the Human Services Department, Office of Economic Development, and Office of Housing. Final CDBG program allocations are subject to the appropriation levels set by the U.S. Congress and implemented by HUD.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Homeless Intervention	5,902,162	5,002,175	4,642,920	4,642,920
Leadership and Corporate Services	422,644	1,231,871	1,231,871	1,231,871
Total	**6,324,806**	**6,234,046**	**5,874,791**	**5,874,791**

CDBG - Human Services Department: Homeless Intervention

Purpose Statement

The purpose of the Homeless Intervention Program is to provide homeless intervention and prevention services to low-income and homeless people so they can become self-sufficient.

CDBG funds support the City's continuum-of-care model by providing a number of emergency and stabilization programs including, but not limited to, emergency shelter and transitional housing for homeless single men, women, and families; hygiene services; housing counseling; and rent assistance.

Program Summary

Decrease budget by $359,000 to reflect the removal of one-time CDBG surplus funding in 2010. This surplus funding was used in 2010 to fund two Community Facilities projects and to provide supplemental support to the short-term Homelessness Prevention and Rapid Re-Housing program, which is primarily funded by the federal stimulus. The funding that was used for homeless services in 2010 is back-filled with $111,000 of General Fund in the Emergency and Transitional Services Budget Control Level, making this portion of the change budget neutral.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Homeless Intervention	5,902,162	5,002,175	4,642,920	4,642,920

CDBG - Human Services Department: Leadership and Corporate Services

Purpose Statement

The purpose of the Leadership and Corporate Services Program is to provide administration, planning, and technical assistance to City departments and community-based organizations to implement CDBG-funded programs efficiently and effectively.

CDBG funds support the City's planning and grant administration functions to ensure compliance with all applicable federal regulations.

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Leadership and Corporate Services	422,644	1,231,871	1,231,871	1,231,871

Aging and Disability Services

Area Agency on Aging Budget Control Level

Purpose Statement

The purpose of the Area Agency on Aging Budget Control Level is to provide a network of community support that improves choice, promotes independence, and enhances the quality of life for older people and adults with disabilities.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Healthy Aging	7,510,235	8,057,991	7,665,003	7,645,669
Home-Based Care	37,089,050	56,987,932	48,142,262	48,418,641
Planning and Coordination	2,443,282	2,637,373	2,667,130	2,711,378
Total	**47,042,566**	**67,683,296**	**58,474,395**	**58,775,687**
Full-time Equivalents Total *	152.25	152.25	153.25	153.25

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

Area Agency on Aging: Healthy Aging

Purpose Statement

The purpose of the Healthy Aging Program is to provide a variety of community services that help senior adults in King County improve and maintain their health, independence, and quality of life.

Program Summary

Decrease budget by $25,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by approximately $513,000 due to the reduction of a variety of state and federal grants. This includes a portion of a $750,000 reduction in the Local Care Management grant, which also impacts other programs.

Citywide adjustments to labor and other operating costs increase the budget by $145,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $393,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Healthy Aging	7,510,235	8,057,991	7,665,003	7,645,669

Area Agency on Aging: Home-Based Care

Purpose Statement

The purpose of the Home-Based Care Program is to provide an array of home-based services to elders and adults with disabilities in King County so that they can remain in their homes longer than they would without these services.

Program Summary

Decrease budget by $6,000 to reflect the elimination of contract inflation for recipient agencies.

Reduce budget by approximately $3,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $10.25 million due to the reduction of a variety of state and federal grants. Most notably, this includes a $9.3 million reduction in the Agency Workers' Health Insurance Premium grant from the State's Basic Health Plan.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $29,000 in savings.

Decrease budget by approximately $27,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $1.47 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $8.85 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Home-Based Care	37,089,050	56,987,932	48,142,262	48,418,641
Full-time Equivalents Total*	126.75	126.75	126.75	126.75

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

Area Agency on Aging: Planning and Coordination

Purpose Statement

The purpose of the Planning and Coordination Program is to provide leadership, advocacy, fund and system development, planning and coordination, and contract services to the King County aging-support network so that systems and services for elderly and disabled individuals are as available, accountable, and as effective as possible.

Program Summary

Transfer in a 1.0 FTE Administrative Specialist II and $65,000 from the Leadership program in order to more accurately track the grant funding supporting this position. There are no programmatic impacts of this shift.

Reduce budget by approximately $16,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $137,000 due to the reduction of a variety of state and federal grants. This includes a portion of a $750,000 reduction in the Local Care Management grant, which also impacts other programs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $7,000 in savings.

Decrease budget by approximately $4,000 as part of a set of internal transfers throughout the department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $129,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $30,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Planning and Coordination	2,443,282	2,637,373	2,667,130	2,711,378
Full-time Equivalents Total*	25.50	25.50	26.50	26.50

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

Self-Sufficiency Budget Control Level

Purpose Statement

The purpose of the Self-Sufficiency Budget Control Level is to provide utility and other discount programs and employment opportunities for seniors and adults with disabilities to improve their ability to remain economically independent.

Summary

Decrease budget by $40,000 due to the transfer of funding to support a 0.5 FTE Volunteers Programs Coordinator in HSD that provides computer training to seniors from HSD to the Cable Television Franchise Subfund (Cable Subfund). The funding is provided to HSD in 2011 via the Department of Information Technology (DOIT).

Reduce budget by approximately $3,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $345,000 due to the reduction of a variety of state and federal grants. Most notably, this includes a $273,000 reduction which represents the conclusion of federal stimulus funding for senior employment.

Decrease budget by approximately $11,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $103,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $297,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Self-Sufficiency	2,071,125	2,107,085	1,810,293	1,849,140
Full-time Equivalents Total*	22.50	22.50	22.50	22.50

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

Domestic Violence and Sexual Assault Prevention

Domestic and Sexual Violence Prevention Budget Control Level

Purpose Statement

The purpose of the Domestic and Sexual Violence Prevention Budget Control Level is to provide leadership and coordination of City and community strategies, education, and training to improve response to, and prevention of, violence against women and children.

Summary

Increase budget by $20,000 to provide Seattle families affected by domestic violence the protection of professionally supervised visits between custodial and non-custodial parents and their children. The supervised visits would take place at the Safe Havens Supervised Visitation Center in Kent, Washington. While the program is located in and operated by the City of Kent, it serves families from throughout King County including Seattle. The additional funding brings the budget for professionally supervised visitation center services in line with the number of visitors from Seattle.

Increase budget by $15,000 to provide training on the dynamics of domestic violence to housing providers and landlords.

Decrease budget by $58,000 and reduce a 1.0 FTE Strategic Advisor 1 position to 0.5 FTE. This position is then reclassified as a Planning & Development Specialist, Senior. This change is expected to have minimal impact on the capacity of the division to meet its current workload.

Decrease budget by $56,000 to reflect the elimination of contract inflation for recipient agencies.

Reduce budget by approximately $8,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $282,000 due to the reduction of a variety of state and federal grants. Most notably, this includes a $227,000 reduction in a federal grant for education, training, and enhanced services to end violence against women with disabilities.

Decrease budget by approximately $7,000 as part of a set of internal transfers throughout the department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $100,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $276,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Domestic and Sexual Violence Prevention	4,006,920	4,860,027	4,583,174	4,238,453
Full-time Equivalents Total*	5.00	5.00	4.50	4.50

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

Early Learning and Family Support

Early Learning and Family Support Budget Control Level

Purpose Statement

The purpose of the Early Learning and Family Support Budget Control Level is to provide children and families access to affordable, culturally relevant, high-quality care and education, out-of-school time activities, citizenship assistance, advocacy, leadership development, and other family support resources, so that parents can maintain or achieve economic self-sufficiency and children will gain the necessary skills and assets to be healthy, successful in school, and contributing members of the community.

Summary

Decrease budget by $97,000 and abrogate 1.0 FTE Grants and Contracts Specialist, Senior. This position was funded by Medicaid Match grant revenue which is no longer available in 2011.

Decrease budget by $50,000 and reduce a 1.0 FTE Strategic Advisor 1 to 0.5 FTE. Some of this position's work on assessment and evaluation of early learning programs will be reprioritized and shifted to other staff. The remaining 0.5 FTE of this position will be funded with Families and Education Levy dollars in 2011.

Decrease budget by $110,000 to reflect the elimination of contract inflation for recipient agencies.

Reduce budget by approximately $17,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $8,000 in savings.

Decrease budget by approximately $1.16 million due to the reduction of a variety of local, state and federal grants. Most notably, this includes the August 2011 end of a $4 million multi-year Early Reading First grant from the Department of Education, which corresponds to a reduction of $882,000 in 2011.

Decrease budget by approximately $13,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $365,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.09 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Early Learning and Family Support	14,104,635	14,761,266	13,673,237	13,429,845
Full-time Equivalents Total*	34.50	34.50	33.00	33.00

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

Homeless Intervention and Block Grant Administration

Community Facilities Budget Control Level

Purpose Statement

The purpose of the Community Facilities Budget Control Level is to provide technical assistance and capital funding to community-based human service organizations to help the organizations plan and develop facility projects to improve the quality, capacity, and efficiency of service delivery.

Summary

Reduce budget by approximately $1,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $11,000 due to the reduction of a variety of state and federal grants.

Decrease budget by approximately $75,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures. In particular, this includes the correction of $69,000 in rent charges between the Community Facilities program and the Emergency and Transitional Services program.

Citywide adjustments to labor and other operating costs increase the budget by $13,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $73,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Facilities	1,278,075	664,521	591,063	593,708
Full-time Equivalents Total*	8.50	8.50	8.50	8.50

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

Emergency and Transitional Services Budget Control Level

Purpose Statement

The purpose of the Emergency and Transitional Services Budget Control Level is to provide emergency and transitional services and permanent housing to homeless and low-income people in Seattle, so they have access to nutritious food and a path to stable, permanent housing.

Summary

Increase the budget by $100,000 to address increased costs of providing shelter services.

Increase budget by $76,000 for provision of uninterrupted shelter from October 1 through March 31 in 2011 and 2012.

Decrease budget by $20,000 to encourage efficiencies in organizational support to food banks and meal programs.

Increase budget by $35,000 to provide funding to the White Center Food Bank in recognition of the significant number of Seattle residents served by the program.

Increase budget by $111,000 to replace one-time surplus CDBG funds used for homeless services in 2010. A corresponding decrease of CDBG funds is shown in the CDBG: Homeless Intervention Budget Control Level, making this transaction budget neutral.

Decrease budget by $241,000 to reflect the elimination of contract inflation for recipient agencies.

Reduce budget by approximately $8,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $5,000 in savings.

Decrease budget by approximately $567,000 due to the reduction of a variety of local, state and federal grants. Most notably, this includes a $429,000 reduction of Housing Levy funding for rental assistance programs. Unspent funds from prior years are available to continue this program.

Decrease budget by approximately $398,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures. In particular, this includes the transfer of expenditures related to the CO-STARS program from the Emergency and Transitional Services program to the Youth Development and Achievement program. It also includes the correction of $69,000 in rent charges between the Community Facilities program and the Emergency and Transitional Services program.

Outside of the budget process, a 1.0 FTE grant-funded Research and Evaluation Assistant position was added through Ordinance 123194.

Citywide adjustments to labor and other operating costs increase the budget by $609,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $308,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Emergency and Transitional Services	24,832,584	28,738,224	28,430,476	26,856,831
Full-time Equivalents Total*	17.75	17.75	18.75	18.75

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Leadership and Administration

Leadership and Administration Budget Control Level

Purpose Statement

The purpose of the Leadership and Administration Budget Control Level is to provide leadership and support to the Human Services Department, the City of Seattle, and the community, with the goal of seeing that human services are responsive to community needs, are delivered through effective and accountable systems, economic disparity is decreased, and racism and other oppressions are dismantled.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Financial Management	1,948,409	2,165,268	2,116,956	2,186,778
Human Resources	731,765	708,299	674,850	675,834
Information Technology	1,566,815	1,682,671	1,608,339	1,518,824
Leadership	2,821,462	3,300,103	3,339,114	2,938,613
Total	**7,068,451**	**7,856,341**	**7,739,260**	**7,320,049**
Full-time Equivalents Total *	59.35	59.35	56.10	56.10

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

Leadership and Administration: Financial Management

Purpose Statement

The purpose of the Financial Management Program is to provide budget, accounting, and financial reporting systems and services so that the Department can effectively conduct business.

Program Summary

Decrease budget by $30,000 and abrogate a 0.5 FTE Administrative Specialist I. Continued efforts toward automation have allowed the Accounts Payable unit to realize staffing efficiencies.

Reduce budget by approximately $128,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $18,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other similar technical adjustments increase the budget by $128,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $48,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Financial Management	1,948,409	2,165,268	2,116,956	2,186,778
Full-time Equivalents Total*	18.25	18.25	17.75	17.75

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

Leadership and Administration: Human Resources

Purpose Statement

The purpose of the Human Resources Program is to provide personnel services, systems, and solutions to the Department so that it can effectively conduct business.

Program Summary

Decrease budget by $24,000 and reduce 1.0 FTE Personnel Specialist, Senior to a 0.75 FTE. The workload of this position includes managing the hiring process for the department, which is projected to remain at a reduced level.

Reduce budget by approximately $40,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $12,000 as part of a set of internal transfers throughout the department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other similar technical adjustments increase the budget by $43,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $33,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	731,765	708,299	674,850	675,834
Full-time Equivalents Total*	6.00	6.00	5.75	5.75

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

Leadership and Administration: Information Technology

Purpose Statement

The purpose of the Information Technology Program is to provide technical systems and solutions to Department management and employees so they can effectively conduct departmental business.

Program Summary

Decrease budget by $131,000 and reduce senior-level staffing in the Information Technology unit. This reduction corresponds to the elimination of 1.0 FTE Manager 3, Information Technology and a 1.0 FTE Strategic Advisor 1, consolidating the workload and adding a 1.0 FTE Manager 2, Information Technology position.

Decrease budget by $58,000 and reduce 1.0 FTE Senior Management Systems Analyst to a 0.5 FTE. This reduction is possible as the Department moves toward greater internal efficiencies.

Reduce budget by approximately $101,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

Decrease budget by approximately $23,000 as part of a set of internal transfers throughout the department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other similar technical adjustments increase the budget by $238,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $74,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Information Technology	1,566,815	1,682,671	1,608,339	1,518,824
Full-time Equivalents Total*	12.60	12.60	11.10	11.10

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

Leadership and Administration: Leadership

Purpose Statement

The purpose of the Leadership Program is to provide vision, direction, planning, and coordination to the Department, other City departments, and the community. Its mission is also to develop, strengthen, and expand collaborative relationships with HSD's community partners so that the City's human services are responsive to community needs, supportive of community initiatives, and are delivered through efficient and effective systems. The Program also houses the PeoplePoint initiative, which connects people with low and moderate incomes to public benefit programs.

Program Summary

Decrease budget by $135,000 and abrogate a 1.0 FTE Strategic Advisor 2, Human Services position in the Director's Office. The workload will be reprioritized and some will be absorbed by other positions in the division.

Transfer out a 1.0 FTE Administrative Specialist II and $65,000 to the Planning and Coordination program in order to more accurately track the grant funding supporting this position. There are no programmatic impacts of this shift.

Decrease budget by $51,000 to reflect the removal of one-time 2010 funding for an external evaluation of three programs: CO-STARS, GOTS (Get Off the Streets) and CURB (Communities Uniting Rainier Beach).

Decrease budget by $10,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by $200,000 in 2012 for efficiencies in contract administration.

Reduce budget by approximately $54,000 to reflect reductions in expenditures for administrative efficiencies including professional services, office supplies, training, and adjustments to the projected vacancy rate.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $8,000 in savings.

Increase budget by approximately $130,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Outside of the budget process, a revenue-backed 1.0 FTE Planning and Development Specialist position was added through Ordinance 123194.

Citywide adjustments to labor and other similar technical adjustments increase the budget by $159,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $39,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Leadership	2,821,462	3,300,103	3,339,114	2,938,613
Full-time Equivalents Total*	22.50	22.50	21.50	21.50

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

Public Health Services

Public Health Services Budget Control Level

Purpose Statement

Beginning in 2005, all funding previously directed to Public Health - Seattle and King County was moved to the Human Services Department (HSD). To reduce administrative costs and see that its public health investments Are consistent with City policy direction, the City enters into outcome-based contracts with community-based agencies, Public Health, and the King County Department of Community and Human Services for services. HSD advises the City on public health policy, manages health-related contracts, and serves as a regional liaison to Public Health - Seattle and King County.

Public health services currently supported by City funds are:

- Primary care medical, dental, and specialty services, and access to health insurance for at-risk and vulnerable populations;
- Health care for teens in Seattle's public schools;
- Health care for homeless individuals and families;
- HIV/AIDS prevention and care programs;
- Programs to provide access to chemical and dependency services;
- Programs to reduce the disparities in health among the Seattle population; and
- Public health nursing care home visits to give mothers and babies a healthy start in life.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Alcohol and Other Drugs	1,509,490	1,423,788	1,451,172	1,451,172
Asthma	128,697	130,578	128,697	128,697
Family Support Services	539,816	541,348	539,816	539,816
Health Care Access	312,041	261,521	260,791	260,791
Health Care for the Homeless	1,453,034	1,458,388	1,530,874	1,530,874
HIV/AIDS	941,062	944,558	821,101	821,101
Oral Health	125,119	125,473	125,119	125,119
Primary Care: Medical and Dental	6,284,074	6,261,537	6,284,074	6,284,074
Total	**11,293,333**	**11,147,191**	**11,141,644**	**11,141,644**

Public Health Services: Alcohol and Other Drugs

Purpose Statement

The purpose of the Alcohol and Other Drugs Program is to provide funding, program development assistance, and educational resources and training to Seattle residents to promote primary alcohol/drug use prevention and outreach to help people enter treatment. Three programs operated by the King County Department of Community and Human Services - Chemical Dependency Interventions for High Utilizers, Emergency Services Patrol, and Youth Engagement Program - are supported by this funding. Also, methadone vouchers are provided through Public Health - Seattle and King County to opiate-dependent city residents.

Program Summary

Decrease budget by $12,000 in the area of chemical dependency intervention. This reduction reflects the realization of administrative efficiencies and does not have any programmatic impact.

Decrease budget by $24,000 to reflect the elimination of contract inflation for recipient agencies.

Increase budget by approximately $37,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $26,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $27,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Alcohol and Other Drugs	1,509,490	1,423,788	1,451,172	1,451,172

Public Health Services: Asthma

Purpose Statement

The purpose of the Asthma Program is to control asthma by providing in-home indoor air testing and education, case management services, and community-based assessment and intervention to promote well-being and reduce the health risks of asthma.

Program Summary

Decrease budget by $2,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by approximately $2,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $2,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Asthma	128,697	130,578	128,697	128,697

Public Health Services: Family Support Services

Purpose Statement

The purpose of the Family Support Services Program is to provide assessment, education, skills-building, and support to pregnant women and families with children, so babies are born with the best opportunity to grow and thrive, the effects of health problems are minimized, and children receive the care and nurturing they need to become functional adults.

Program Summary

Decrease budget by $10,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by approximately $2,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $10,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Family Support Services	539,816	541,348	539,816	539,816

Public Health Services: Health Care Access

Purpose Statement

The purpose of the Health Care Access Program is to provide outreach, medical application assistance, linkage to community services and resources, coordination of care, and targeted interventions to uninsured, underserved, high-risk pregnant and parenting women and other high-risk individuals and families to minimize health disparities.

Program Summary

Decrease budget by $5,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by approximately $1,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $5,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Health Care Access	312,041	261,521	260,791	260,791

Public Health Services: Health Care for the Homeless

Purpose Statement

The purpose of the Health Care for the Homeless Program is to improve access to quality health care through screening, prevention, Medicaid enrollment, case management for people with chronic substance-abuse problems or with complex health and social problems, training, technical assistance, and support to shelters and homeless service sites.

Program Summary

Decrease budget by $28,000 to reflect the elimination of contract inflation for recipient agencies.

Increase budget by approximately $74,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $26,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $72,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Health Care for the Homeless	1,453,034	1,458,388	1,530,874	1,530,874

Public Health Services: HIV/AIDS

Purpose Statement

The purpose of the HIV/AIDS Program is to work with community partners to assess, prevent, and manage HIV infection in Seattle to stop the spread of HIV and improve the health of people living with HIV. This program area includes support for HIV/AIDS case management services and needle exchange.

Program Summary

Decrease budget by $17,000 to reflect the elimination of contract inflation for recipient agencies.

Decrease budget by approximately $124,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $17,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $123,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
HIV/AIDS	941,062	944,558	821,101	821,101

Public Health Services: Oral Health

Purpose Statement

The purpose of the Oral Health Program is to provide prevention and clinical dental services to high-risk children to prevent dental disease and improve oral health.

Program Summary

Decrease budget by $2,000 to reflect the elimination of contract inflation for recipient agencies.

Citywide adjustments to labor and other operating costs increase the budget by $2,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of less than $1,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Oral Health	125,119	125,473	125,119	125,119

Public Health Services: Primary Care: Medical and Dental

Purpose Statement

The purpose of the Primary Care: Medical and Dental Program is to provide access to high-quality medical, dental, and access services delivered by community-based health care safety net partners to improve the health status of low-income, uninsured residents of Seattle.

Program Summary

Decrease budget by $113,000 to reflect the elimination of contract inflation for recipient agencies.

Increase budget by approximately $23,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures.

Citywide adjustments to labor and other operating costs increase the budget by $113,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $23,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Primary Care: Medical and Dental	6,284,074	6,261,537	6,284,074	6,284,074

Youth Development and Achievement

Youth Development and Achievement Budget Control Level

Purpose Statement

The purpose of the Youth Development and Achievement Budget Control Level is to provide services to youth to support their developmental needs, and facilitate their ability to gain the skills and assets necessary to grow into healthy, successful adults and contributing members of the community.

Summary

Decrease budget by $18,000, reducing funding for community crime prevention programs by 5%. These programs provide support to crime prevention councils, conduct trainings for landlords on crime prevention, and sponsor crime prevention events. Although this work is valuable, it is not considered core to HSD's mission.

Decrease budget by $58,000 and reduce funding for the administrative support of the CO-STARS program. This reduction will decrease funding for administrative personnel, but is expected to have minimal impact on direct services to clients.

Decrease budget by $45,000 and abrogate a 0.5 FTE Grants and Contracts Specialist, Senior. The workload will be reduced, reprioritized, or absorbed by other positions in the division.

Decrease budget by $73,000 to reflect the elimination of contract inflation for recipient agencies.

Reduce budget by approximately $15,000 to reflect reductions in expenditures related to the projected vacancy rate.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in step-in-grade classifications, this program will achieve $6,000 in savings.

Increase budget by approximately $14,000 due to changes in a variety of local, state and federal grants.

Increase budget by approximately $452,000 as part of a set of internal transfers throughout the Department, which net to zero. The purpose of this redistribution is to reflect a more accurate allocation of budgeted expenditures. In particular, this includes the transfer of expenditures related to the CO-STARS program from the Emergency and Transitional Services program to the Youth Development and Achievement program.

Citywide adjustments to labor and other operating costs increase the budget by $236,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $488,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Youth Development and Achievement	12,221,456	9,988,731	10,476,580	10,625,301
Full-time Equivalents Total*	26.50	26.50	26.00	26.00

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

2011 - 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	CDBG	6,324,806	6,234,046	6,234,046	5,874,791	5,874,791
Total Revenues		**6,324,806**	**6,234,046**	**6,234,046**	**5,874,791**	**5,874,791**

2011 - 2012 Estimated Revenues for the Human Services Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431110	Dept of Housing & Urban Development (HUD)/Homeless Prevention & Rapid Rehousing Program	81,467	2,309,738	2,309,738	2,209,738	0
431110	Dept of Justice (DOJ) / Office of Justice /BYRNE Prostitution Youth Advocate	0	97,820	97,820	80,549	0
	Total ARRA Federal Grant Direct	**81,467**	**2,407,558**	**2,407,558**	**2,290,287**	**0**
433110	Administration on Aging (AOA) / Aging Congregate Nutrition Service	98,405	173,082	173,082	0	0
433110	Administration on Aging (AOA) / Aging Home Delivered Nutrition Services	33,125	106,750	106,750	0	0
433110	Dept of Labor (DOL) Title V Recovery Act Fund	34,094	38,552	38,552	125,000	0
433110	National Association of Area Agencies on Aging / Digital TV	21,226	0	0	0	0
433110	Workforce Investment Act Youth Programs ARRA / Youth Employment Training WIA	943,945	0	100,000	0	0
	Total ARRA Federal Grant Indirect	**1,130,795**	**318,384**	**418,384**	**125,000**	**0**
439090	Seattle Neighborhood Group 4H	0	0	0	8,750	0
439090	United Way - Seattle Youth Employment Program (SYEP) / Youth Training and Education	5,584	85,000	85,000	160,179	91,800
439090	University of Washington / UW / Depression Intervention (PEARLS)	90,165	0	0	0	0
469930	Child Care Bonus	648,830	500,000	0	0	0
	Total Contrib/Priv Sources	**744,579**	**585,000**	**85,000**	**168,929**	**91,800**
431010	Dept of Education (DOE) Early Reading First	1,106,389	1,309,074	1,349,195	427,288	0
431010	Dept of Housing & Urban Development (HUD) – Housing Opportunities for People with AIDS (HOPWA) Grant / AIDS Housing	1,563,752	1,706,000	1,706,000	1,706,000	1,706,000
431010	Dept of Justice (DOJ) / Domestic Violence (DV) Transitional Housing	74,387	80,365	80,365	0	0
431010	Dept of Justice (DOJ) / Weed & Seed	125,194	0	0	0	0
431010	Dept of Justice (DOJ) Disability Svcs / Domestic Violence (DV) Education, Training, and Services	249,309	227,242	227,242	0	0
431010	Dept of Justice (DOJ) Disability Svcs / Domestic Violence (DV) Response Improvement	7,435	320,174	320,174	284,682	0
431010	Dept of Justice (DOJ) Justice Assistance Grant / Youth Education	419,005	415,088	415,088	415,088	415,088

2011 - 2012 Estimated Revenues for the Human Services Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Emergency Shelter Grants Program (ESGP) / Emergency Shelter	565,384	583,706	583,706	579,707	579,707
431010	McKinney Grant / Transitional Housing	9,601,570	10,828,749	10,828,749	10,828,749	10,828,749
	Total Federal Grants - Direct	**13,712,424**	**15,470,398**	**15,510,519**	**14,241,514**	**13,529,544**
433010	Communities Putting Prevention to Work / Public Health	0	0	0	43,851	9,444
433010	Dept of Health & Human Services (HHS) / Alzheimer's Disease Support Svcs	6,533	0	0	0	0
433010	Dept of Health & Human Services (HHS) / Demential Partners Project	86,287	75,815	136,476	0	0
433010	Dept of Health & Human Services (HHS) / Drug Free Communities	13,000	0	0	0	0
433010	Dept of Health & Human Services (HHS) / Medicare Improvement for Patients	5,717	0	0	0	0
433010	Dept of Health & Human Services (HHS) / Nursing Home Diversion	14,605	218,546	334,928	0	0
433010	Dept of Health & Human Services (HHS) / UW / Study on Minor Depression	3,754	0	0	0	0
433010	Dept of Housing & Urban Development (HUD) / Seattle Housing Authority (SHA) Client Case Management	373,000	373,000	373,000	373,000	373,000
433010	King County Safe Harbors McKinney Grant I	0	0	0	296,737	296,737
433010	King County Safe Harbors McKinney Grant III	0	0	0	97,375	97,375
433010	Office of Superintendent of Public Instruction (OSPI) / Child Care Nutrition Quality Incentive	54,196	33,292	59,495	59,495	59,495
433010	Office of Superintendent of Public Instruction (OSPI) / Child Nutrition Program	1,169,605	1,099,937	1,184,443	1,184,443	1,188,890
433010	Older Americans Act (OAA) / Elder Abuse Prevention	25,785	21,977	21,977	21,977	21,977
433010	Title III-B / Older Americans Act (OAA) Supportive Services	2,405,040	2,314,212	2,314,212	2,360,496	2,407,706
433010	Title III-C-1 / Older Americans Act (OAA) Congregate meals	1,700,075	1,687,962	1,687,962	1,721,721	1,756,155
433010	Title III-C-2 / Older Americans Act (OAA) Home delivered meals	740,717	842,482	842,482	859,332	876,519
433010	Title III-D / Older Americans Act (OAA) Health promotion	111,789	110,669	110,669	112,882	115,140
433010	Title III-E / Older Americans Act (OAA) National Family Caregiver	769,930	766,978	766,978	782,318	797,964
433010	Title V / Older Americans Act (OAA) Senior Employment	301,661	310,099	446,954	425,834	362,454

2011 - 2012 Estimated Revenues for the Human Services Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
433010	Title XIX / Home Care Workers' Health Care Insurance- BHP	16,051,785	35,551,189	25,273,484	26,250,000	26,250,000
433010	Title XIX / Local Care Management	1,343,228	1,500,000	1,500,000	750,000	750,000
433010	Title XIX / Medicaid Administrative Claiming	783,553	923,235	988,235	1,118,235	1,118,235
433010	Title XIX / Medicaid Case Mgmt	13,652,169	13,653,619	13,473,619	7,090,150	7,373,096
433010	Title XIX / Medicaid Home Care Worker Orientation for IP	93,878	164,695	0	0	0
433010	Title XIX / Medicaid Home Care Worker Training	120,553	81,623	0	0	0
433010	Title XIX / Medicaid Home Care Worker Training Wages	1,588,172	2,138,796	2,138,796	2,138,796	2,138,796
433010	Title XIX / Medicaid Intensive Chronic Case Management	0	200,000	20,000	200,000	200,000
433010	Title XIX / Medicaid Nurse Delegation	4,105	11,427	11,427	11,427	11,427
433010	Title XIX Day Health Admin / Senior Day Facility	46,830	33,000	33,000	0	0
433010	US Dept of Agriculture (USDA) - Administration on Aging (AoA) / Nutritional Services Incentive Program (NSIP)	497,698	505,000	505,000	505,000	505,000
433010	US Dept of Agriculture (USDA) / Senior Farmers Market Nutrition	12,173	165,000	165,000	165,000	165,000
433010	US Dept of Agriculture (USDA) Summer Sack / Summer Lunches for Children SSI OSP	464,994	525,746	525,746	526,280	526,317
433010	US Dept of Agriculture (USDA) Summer Sack Lunch Supplement / Sack Lunch (SSL) Remainder	0	10,159	10,159	14,845	14,845
433010	VA/DSHS/Veteran's Directed Home and Community Based Care	0	200,000	40,000	80,000	80,000
433010	Workforce Investment Act Youth Programs CAN / Youth Employment Training WIA	563,992	766,667	781,667	875,157	875,157
	Total Federal Grants - Indirect	**43,004,825**	**64,285,125**	**53,745,709**	**48,064,351**	**48,370,729**
587001	General Subfund Support	53,509,230	52,519,365	52,273,865	51,962,954	52,121,676
	Total General Fund	**53,509,230**	**52,519,365**	**52,273,865**	**51,962,954**	**52,121,676**
437010	Families and Education Levy / Levy Underspend	0	0	0	50,480	25,886
437010	Families and Education Levy / Performance Funds	0	481,812	204,436	266,361	167,805
437010	Juvenile Accountability Incentive Block Grant (JAIBG) / Youth Education	25,184	29,356	29,356	29,356	29,356

2011 - 2012 Estimated Revenues for the Human Services Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
437010	King County Human Services Levy / Program to Encourage Active Rewarding Lives for Seniors (PEARLS)	112,000	112,000	112,000	112,000	0
437010	King County Levy	0	0	0	397,000	397,000
437010	King County Medicaid Match / Medicaid Outreach	68,625	97,098	97,098	52,373	0
437010	King County MIDD	0	0	0	100,000	100,000
437010	King County Safe Harbors / Homeless Data Collection	429,002	694,112	694,112	0	0
437010	King County Veteran Levy / Program to Encourage Active Rewarding Lives for Seniors (PEARLS)	112,000	112,000	112,000	112,000	0
437010	Seattle Housing Authority (SHA) / New Citizen Initiative	25,000	25,000	25,000	25,000	25,000
	Total Interlocal Grants	**771,811**	**1,551,378**	**1,274,002**	**1,144,570**	**745,047**
461110	Interest - State Cash Advance	65,502	155,000	61,438	62,400	62,400
	Total Investment Earnings	**65,502**	**155,000**	**61,438**	**62,400**	**62,400**
459900	Sex Industry Victims Fund / Care and Treatment for Sex Industry Workers	8,404	70,000	25,000	25,000	25,000
	Total Miscellaneous Fines & Penalties	**8,404**	**70,000**	**25,000**	**25,000**	**25,000**
541490	Housing Levy (Home Funds Swap)	0	0	0	0	0
541490	Office of Housing (OH) - Housing Levy	820,834	429,369	0	0	849,600
	Total Property Tax Levy (Housing)	**820,834**	**429,369**	**0**	**0**	**849,600**
434010	Dept of Community, Trade & Economic Dev (CTED) / Prostitution Prevention	4,000	0	0	0	0
434010	Dept of Community, Trade & Economic Dev (CTED)/Homeless Data Collection	141,752	143,932	143,932	143,932	143,932
434010	Dept of Social & Health Services (DSHS) / Care Workers Insurance	21,710	70,456	70,456	71,865	73,302
434010	Dept of Social & Health Services (DSHS) / Early Childhood Education Assistance Program (ECEAP)	2,157,325	2,234,310	2,234,310	2,187,900	2,187,900
434010	Dept of Social & Health Services (DSHS) / Family Caregivers	1,944,229	1,739,666	1,739,666	1,739,666	1,739,666
434010	Dept of Social & Health Services (DSHS) / Kinship Care Navigator	85,122	84,785	84,785	84,785	84,785
434010	Dept of Social & Health Services (DSHS) / Kinship Care Support	255,416	233,200	233,200	233,200	233,200
434010	Dept of Social & Health Services (DSHS) / Kinship Child Program	33,463	40,000	40,000	40,000	40,000

2011 - 2012 Estimated Revenues for the Human Services Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
434010	Dept of Social & Health Services (DSHS) / Prescription Drugs Information & Assistance	16,809	17,560	17,560	17,560	17,560
434010	Dept of Social & Health Services (DSHS) / Respite Home Care Workers' Health Care Insurance & Training	72,816	124,354	124,354	136,789	150,468
434010	Dept of Social & Health Services (DSHS) Office of Refugee & Immigrant Administration (ORIA) - New Citizenship Initiative (NCI) / Naturalization	1,206,843	985,940	985,940	1,136,060	1,136,060
434010	Senior Citizens Service Act / Senior Services	2,451,298	2,373,689	2,255,004	2,255,004	2,255,004
434010	Title XIX / Local Care Management - State Portion	0	0	0	750,000	750,000
434010	Title XIX / Medicaid Case Mgmt - State Portion	0	0	0	7,090,150	7,373,096
	Total State Grants	**8,390,782**	**8,047,892**	**7,929,207**	**15,886,911**	**16,184,973**
541490	Seattle City Light (SCL) Credit Liaison (Project Share)	352,204	366,684	366,684	374,018	374,018
541490	Seattle Public Utilities (SPU) Water Energy Assistance Program	45,863	48,134	48,134	49,097	49,097
541490	Utility Rate Assistance	868,137	899,681	899,681	917,675	917,675
541490	Water Conservation Pilot Project	48,597	44,000	44,000	44,000	44,000
	Total Utility Funds	**1,314,801**	**1,358,499**	**1,358,499**	**1,384,790**	**1,384,790**
Total Revenues		**123,555,455**	**147,197,968**	**135,089,181**	**135,356,706**	**133,365,559**
379100	Fund Balance	2,617,493	608,714	733,633	868,418	920,101
379100	Fund Balance - Accumulated Child Care Bonus funds	2,617,493	0	500,000	500,000	500,000
379100	Fund Balance - Accumulated HOME funds	2,617,493	0	241,465	150,000	0
379100	Fund Balance - Accumulated Sex Industry Victim's Fund	2,617,493	0	45,000	45,000	45,000
	Total Fund Balance	**10,469,970**	**608,714**	**1,520,098**	**1,563,418**	**1,465,101**
Total Resources		**134,025,425**	**147,806,682**	**136,609,279**	**136,920,124**	**134,830,660**

Human Services Operating Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**7,062,223**	**3,217,156**	**6,689,147**	**5,169,051**	**3,605,633**
Accounting and Technical Adjustments	(9,385)	0	0	0	0
Plus: Actual and Estimated Revenue	123,555,455	147,197,968	135,089,181	135,356,706	133,365,559
Less: Actual and Budgeted Expenditures	123,919,146	147,806,682	136,609,278	136,920,124	134,830,660
Ending Fund Balance	**6,689,147**	**2,608,442**	**5,169,051**	**3,605,633**	**2,140,532**
Less: Mandatory Reserve for Child Care Bonus Funds	2,874,661	1,689,245	2,374,661	1,724,661	1,224,661
Less: Other Mandatory Restrictions	2,365,958	571,171	2,121,489	1,663,429	698,328
Less: Reserve for Cash Flow Balance	200,000	300,000	200,000	200,000	200,000
Total Reserves	**5,440,619**	**2,560,416**	**4,696,150**	**3,588,090**	**2,122,989**
Ending Unreserved Fund Balance	**1,248,528**	**48,026**	**472,901**	**17,543**	**17,543**

NEIGHBORHOODS &
DEVELOPMENT

Office of Economic Development

Stephen H. Johnson, Director

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Department Description

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

- Support the establishment of new businesses, retention and growth of existing businesses, and attraction of new businesses;

- Increase the number of low-income adults who obtain the skills necessary to meet industry's needs for qualified workers; and

- Advance policies, practices, and partnerships that lead to sustainable economic growth with shared prosperity.

Policy and Program Changes

In 2009, OED engaged in a strategic planning review of the services provided by the Office in relation to other City departments and local economic development entities. As a result of this process, the Office was restructured in the 2010 Adopted Budget. The 2011 Adopted and 2012 Endorsed Budget continues to reflect the new operating structure and strategic planning agenda. In 2011-2012, the Office will focus on a number of important policy initiatives to accomplish these outcomes, including the active retention of Seattle businesses; distribution of $70 million in business financing; realignment of work force investments to increase the number of low-income, low-skilled Seattle residents who obtain a degree or credential beyond high school to meet industry's needs for qualified workers; and execution of the Mayor's Seattle Jobs Plan released in 2010.

In developing the 2011 Adopted and 2012 Endorsed Budget, the City of Seattle was facing a $67 million shortfall. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In identifying reductions, OED focused on strategies that would realize reductions while prioritizing work force development programs that provide education and training for low-income job-seekers that lead to good-paying jobs in demand by employers. In addition, OED has identified ways in which current programs can be restructured to be more cost effective and outcome oriented.

Program Expense Reductions:

The budget identifies savings to the General Fund by reducing program expenses in a number of areas. OED proposes creating 'Only in Seattle', a new Neighborhood Business Revitalization program by combining the elements of the existing Neighborhood Business District (NBD), Commercial District Revitalization (CDR), and Farmers Market Alliance (FMA) programs. Only in Seattle will be funded at $150,000 less than the combined 2010 level of General Fund support in order to realize savings. However, this reduction will be mitigated by providing an integrated approach that will leverage partnerships between neighborhood business associations and

neighborhood businesses. The new focus formally adopts the structure of the current CDR program as the framework for all OED investments in neighborhood commercial districts. This framework emphasizes and funds strategies for marketing and promotion of neighborhood commercial districts, diversifying the current mix of businesses, maintaining a clean and safe environment, improving physical attractiveness, and building the organizational capacity of the community to execute neighborhood-based economic development strategies. OED has engaged neighborhood business district leaders to identify the best timing and approach for transitioning from the current structure to the new framework. Part of this engagement included collaboration with neighborhood business leaders to set specific targets for improving commercial districts and to align shared investments and efforts to achieve those targets.

The 2011 Adopted and 2012 Endorsed Budget mitigates the impact to work force development activities to the extent possible. However, to address the General Fund shortfall, the budget reduces funding for work force investment activities by approximately $253,000. This reduces funding available to OED's work force development contracts with PortJobs, Worker's Center, and the Seattle Jobs Initiative (SJI). It is anticipated that this change will not result in a significant change to the outcomes related to these work force development contracts. OED will continue to collaborate with community-based organizations, community colleges, and employers to improve the results of their collective investments in education, training, and career advancement of low-skilled adults.

The Mayor's Small Business Award program is also restructured to assist with balancing the General Fund, and will continue to recognize small businesses using existing events and staff resources. In an effort to be more efficient with their funding, OED creates a dynamic, year-long program to recognize Seattle's businesses through a variety of methods, including featuring businesses as part of their monthly networking event, "Business Casual." This approach will require no General Subfund operating support above the allocation of staff time.

The 2011 Adopted and 2012 Endorsed Budget reduces funding to the Seattle Convention and Visitors Bureau (SCVB) to assist with balancing the General Fund. The reduction is taken in order to preserve higher priority investments in work force development as described above. In addition, the budget maintains the approach taken in the 2010 Adopted Budget and does not provide inflationary adjustments to any professional service contracts within the OED budget.

The budget also seeks to create efficiencies between the Office of Sustainability and Environment (OSE) and OED by consolidating the Seattle Climate Partnership program within OED. This budget transfers in one position to OED to add capacity to OED's ability to support Seattle businesses. Specifically, the position will help deliver environmental technical assistance and energy efficiency incentive programs for targeted business, such as independent grocery stores and restaurants, in low-income neighborhoods.

Internal/Administrative Efficiencies:

The 2011 Adopted and 2012 Endorsed Budget identifies operational efficiencies to discretionary spending, including reducing expenditures for communications, organizational development, copying, and computer hardware replacement. Savings are also realized through the elimination of inflationary increases for contracted services, and reclassification of a senior-level position to an administrative support position. To further realize administrative savings, all non-represented staff members in OED will take a seven-day furlough and no market rate salary adjustment is provided for OED staff that are non-represented employees in the City's discretionary pay plans.

Revenue Changes:

The 2011 Adopted and 2012 Endorsed Budget makes changes to respond to new revenues to the City that will be administered by OED. The Budget recognizes New Markets Tax Credit (NMTC) fees as revenues to the General
Fund that will support expenses associated with managing the NMTC program. This adjustment recognizes new resources to the General Fund, but does not change the overall appropriation authority in OED's budget. The Budget also adds one term-limited position in OED to support a $1.4 million grant the City received from Public Health - Seattle & King County outside of the budget process in 2010. The grant is part of a two-year $25.5 million federal stimulus grant that Public Health received to address obesity and tobacco use. OED will use this grant to develop and implement the "Business Incentive Program to Improve Access to Healthy Food" which will increase healthy food options in targeted low-income Seattle communities.

Technical Change:

As part of a technical adjustment, the 2011 Adopted and 2012 Endorsed Budget restores $624,000 in funding for workforce development investments in 2011 to support workforce education, training, and career advancement as intended through prior budget actions. This additional funding maintains workforce development investments and outcomes at a level in 2011 that is generally consistent with 2010 funding levels.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CDBG - Office of Economic Development Budget Control Level					
Community Development		3,509,402	5,003,675	5,003,675	5,003,675
CDBG - Office of Economic Development Budget Control Level	**6XD10**	**3,509,402**	**5,003,675**	**5,003,675**	**5,003,675**
Office of Economic Development Budget Control Level					
Business Development		1,478,563	0	0	0
Business Services		0	4,902,051	5,102,316	4,603,112
Community Development		1,124,856	0	0	0
Economic Development Leadership		0	568,769	576,385	593,469
Finance and Operations		1,144,730	707,937	660,119	678,587
Work Force Development		2,963,002	0	0	0
Office of Economic Development Budget Control Level	**X1D00**	**6,711,151**	**6,178,757**	**6,338,820**	**5,875,168**
Department Total		**10,220,552**	**11,182,432**	**11,342,495**	**10,878,843**
Department Full-time Equivalents Total*		**20.00**	**20.00**	**22.00**	**22.00**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	6,711,151	6,178,757	6,338,820	5,875,168
Other	3,509,402	5,003,675	5,003,675	5,003,675
Department Total	**10,220,552**	**11,182,432**	**11,342,495**	**10,878,843**

CDBG - Office of Economic Development Budget Control Level

Purpose Statement

The purpose of the Community Development Block Grant (CDBG) - Office of Economic Development Budget Control Level is to help create and maintain healthy businesses, thriving neighborhoods, and community organizations to contribute to a robust economy that will benefit all Seattle residents and future generations. The federal CDBG program provides a major source of funding for community development programs affecting Seattle's low- and moderate-income households and neighborhoods. The City of Seattle makes these investments so all families and individuals can meet their basic needs, share in economic prosperity, and participate in building a safe, healthy, educated, just, and caring community. Policies and priorities for distributing CDBG funds to community-based organizations are set out in the City's 2009-2012 Consolidated Plan for Housing and Community Development, which is coordinated by the Human Services Department.

Summary

The 2011-2012 Budget estimates the amount of CDBG dollars the City anticipates to be available, anticipates appropriations of these funds, and makes specific CDBG proposals for certain City programs in the Human Services Department, Office of Economic Development, and Office of Housing. Final CDBG program allocations are subject to the appropriation levels set by the U.S. Congress and implemented by HUD.

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	Actual	Adopted	Adopted	Endorsed
Community Development	3,509,402	5,003,675	5,003,675	5,003,675

Office of Economic Development Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Development	1,478,563	0	0	0
Business Services	0	4,902,051	5,102,316	4,603,112
Community Development	1,124,856	0	0	0
Economic Development Leadership	0	568,769	576,385	593,469
Finance and Operations	1,144,730	707,937	660,119	678,587
Work Force Development	2,963,002	0	0	0
Total	**6,711,151**	**6,178,757**	**6,338,820**	**5,875,168**
Full-time Equivalents Total *	20.00	20.00	22.00	22.00

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

Office of Economic Development: Business Development

Purpose Statement

The purpose of the Business Development Program is to develop, manage, and support initiatives building on Seattle's economic foundations to maintain Seattle's competitiveness, promote business growth, and connect residents to good jobs. Business development activities are focused on the creation and implementation of strategies to promote growth in Seattle's key industry sectors and to support the development and sustainability of the City's small businesses. The Business Development Program works closely with industry leaders and other City departments to maintain Seattle's positive business climate, to encourage growth of a diverse and vibrant local economy, and to help businesses understand and navigate processes, regulations, and policies.

Program Summary

As part of the 2010 Adopted Budget, a departmental reorganization resulted in the transfer of all funding and positions from the Business Development program to other programs within OED. As a result, there are no resources allocated in the 2011 Adopted and 2012 Endorsed Budget for this program.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Development	1,478,563	0	0	0

Office of Economic Development: Business Services

Purpose Statement

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

Program Summary

Reduce budget by $150,000 and integrate OED's existing Neighborhood Business District (NBD) and Commercial District Revitalization programs into a new program called 'Only in Seattle'. The integrated approach will leverage partnerships between neighborhood business associations and neighborhood businesses, and enable the City to invest more resources over several years in targeted neighborhood business districts.

Transfer in $150,000 and 1.0 FTE Strategic Advisor 2, General Government position from the Office of Sustainability and Environment to OED. This shift represents the consolidation of the Seattle Climate Partnership program within OED, and enhances OED's ability to provide technical assistance to Seattle businesses.

Reduce budget by $177,000 in funding to the Seattle Convention & Visitors Bureau. This reduction maintains $50,000 in OED to support Seattle tourism.

Reduce budget by $64,000 to reflect the elimination of inflationary increases for all contracted services in OED.

Reduce budget by $48,000 and reallocate 1.0 Executive 2 position to a 1.0 FTE Administrative Staff Assistant position. This change realigns the position title with the current responsibilities of the position, and results in no FTE change.

Reduce budget by $28,000 in recognition of a seven-day furlough that non-represented OED staff members will take in 2011. This furlough is in addition to the salary freeze for employees in the Strategic Advisor, Manager, Executive, and non-represented IT Professional classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Increase budget by approximately $28,000 as part of a set of internal transfers throughout the Office, which net to zero. The purpose of this redistribution is to reflect a more accurate application of budgeted expenditures by program.

Increase workforce development funding by $371,000. This change is the net result of increasing the budget by $624,000 in one-time funding in 2011 to correct an accounting error from a previous year, and reducing the overall workforce development budget by $253,000 to assist in balancing the General Fund.

As a result of the City receiving a $1.4 million grant from Public Health - Seattle & King County accepted through legislation outside of the budget process, add a 1.0 FTE Community Development Specialist position. This position is term-limited and will sunset upon conclusion of the grant.

Citywide adjustments to labor and other operating costs increase the budget by $124,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $200,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Services	0	4,902,051	5,102,316	4,603,112
Full-time Equivalents Total*	13.00	13.00	15.00	15.00

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

Office of Economic Development: Community Development

Purpose Statement

The purpose of the Community Development Program is to provide operating, grant, loan, and project management support to neighborhood business districts and community-based development organizations, as well as to special projects, so Seattle has thriving neighborhoods and broadly shared prosperity.

Program Summary

As part of the 2010 Adopted Budget, a departmental reorganization transferred all funding and positions from the Community Development program to other programs within OED. As a result, there are no resources allocated in the 2011 Adopted and 2012 Endorsed Budget for this program.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Development	1,124,856	0	0	0

Office of Economic Development: Economic Development Leadership

Purpose Statement

The purpose of the Economic Development Leadership Program is to play a leadership role in the creation of the City of Seattle's economic agenda through analysis of timely opportunities and development of targeted areas of focus for OED and relevant City and community partners. This program supports OED in serving as the convener of a broad range of the business community, reflecting the knowledge and networks needed to make informed decisions on economic policies and strengthen alignment of city, regional, state, and federal economic development activities.

Program Summary

Reduce budget by $10,000 in recognition of a seven-day furlough that non-represented OED staff members will take in 2011. This furlough is in addition to the salary freeze for employees in the Strategic Advisor, Manager, Executive, and non-represented IT Professional classifications.

Reduce budget by approximately $20,000 as part of a set of internal transfers throughout the Office, which net to zero. The purpose of this redistribution is to reflect a more accurate application of budgeted expenditures by program.

Citywide adjustments to labor and other operating costs increase the budget by approximately $38,000, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $8,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Economic Development Leadership	0	568,769	576,385	593,469
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

Office of Economic Development: Finance and Operations

Purpose Statement

The purpose of the Finance and Operations Program is to provide leadership and financial, administrative, and human resources to effectively accomplish OED's mission and goals. This program was restructured in the 2010 Adopted Budget from the Management and Operations Program to the Finance and Operations Program.

Program Summary

Reduce budget by $16,000 to reflect reductions in expenditures for communications activities, staff and organizational development, copying, and computer hardware replacement.

Reduce budget by $10,000 as part of redefining the delivery of the Mayor's Small Business Awards Program.

Reduce budget by approximately $8,000 as part of a set of internal transfers throughout the Office, which net to zero. The purpose of this redistribution is to reflect a more accurate application of budgeted expenditures by program.

Reduce budget by approximately $2,000 in recognition of a seven-day furlough that non-represented OED staff members will take in 2011. This furlough is in addition to the salary freeze for employees in the Strategic Advisor, Manager, Executive, and non-represented IT Professional classifications.

Citywide adjustments to labor and other operating costs decrease the budget by $12,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $48,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Operations	1,144,730	707,937	660,119	678,587
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

Office of Economic Development: Work Force Development

Purpose Statement

The purpose of the Work Force Development Program is to provide work force development services to businesses, community organizations, residents, the Mayor, the City Council, and other public decision makers, so employers meet their need for qualified workers, and all residents, particularly those who are disadvantaged, secure and retain family-wage jobs. The work of this program remains a priority for the Office, however, OED believes that better services will be provided to businesses and job seekers in Seattle if it is aligned within the goals of the Business Services program.

Program Summary

As part of the 2010 Adopted Budget, a departmental reorganization transferred all funding and positions from the Work Force Development program to other programs within OED. As a result, there are no resources allocated in the 2011 Adopted and 2012 Endorsed Budget for this program.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Work Force Development	2,963,002	0	0	0

2011 - 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Federal Grant and Other Income	3,509,402	5,003,675	5,003,675	5,003,675	5,003,675
	Total Revenues	**3,509,402**	**5,003,675**	**5,003,675**	**5,003,675**	**5,003,675**

Office of Housing

Richard Hooper, Acting Director

Contact Information

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Department Description

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

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

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

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

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

In 2010, OH began implementing the voter-approved 2009 Housing Levy, totaling $145 million for 2010 - 2016. The 2011 Adopted Budget is consistent with the Administration and Financial Plan approved by the City Council in Ordinance 123281. The renewed Housing Levy is expected to produce or preserve 1,850 affordable homes and assist 3,420 households. In addition, other key funding sources to support low income housing activities through the Office of Housing are federal grants, developer incentive program revenues, local and state weatherization grants, investment earnings, and loan repayment income.

Policy and Program Changes

The Office of Housing budget includes both the Office of Housing Operating Fund (16600) and the Low-Income Housing Capital Fund (16400). Each year, the Office of Housing budget reflects the anticipated funding amounts to be received from local, state, and federal sources for direct housing activities in Fund 16400, and recognizes the allowable portion of these funds for administration in Fund 16600. In addition, the Housing Operating Fund 16600 relies in part on the General Fund to complete the funding necessary to maintain operations for the department. Beginning in 2011, the budget associated with the Community Development

Block Grant funds (CDBG) supporting housing programs are shown within the OH budget, although the funding authority will continue to reside with the CDBG Fund (17810). There are no substantive changes to the CDBG budget in 2011-2012. The following provides a summary of the changes to the Office of Housing Operating Fund (16600) and the Low-Income Housing Capital Fund (16400).

Low-Income Housing Capital Fund (16400):

The 2011 Adopted and 2012 Endorsed Budget for the Low-Income Housing Capital Fund (16400) reflects an overall decrease of approximately $5 million, or 12%, of total resources in comparison to the 2010 Adopted Budget. The most significant change is the reduction of $4 million in contingent Bonus Program appropriations. Bonus Program funds appropriated in prior years continue to be spent down in 2011, and a sustained level of appropriation authority is not needed in 2011. In addition, the Budget for the Low-Income Housing Capital Fund (16400) realigns funding for Levy-funded activities with the 2009 Housing Levy Administration and Financial Plan. As part of this realignment, funding is increased for single-family homebuyer activities and multi-family production and preservation activities, primarily for down payment assistance loans for first-time homebuyers and for the construction and renovation of rental housing for low-income families. Levy funding is decreased in comparison to 2010 for the operations and maintenance activities associated with OH's existing Housing portfolio. The 2011 Adopted and 2012 Endorsed Budget also reflects increases in state and federal grant awards to make low-income housing more energy efficient. These increases in funding are anticipated to be partially offset by reductions in appropriations from the federal HOME grant, anticipated reductions in investment earnings on fund balances, and reductions in program income.

Office of Housing Operating Fund (16600):

In developing the 2011 Adopted and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. OH has identified General Fund savings to help close the General Fund gap by abrogating two full-time positions, reclassifying and identifying salary savings associated with ongoing positions, and identifying internal and administrative efficiencies. These changes are described below.

The 2011 Adopted and 2012 Endorsed Budget eliminates a Sr. Community Development Specialist position in the Office. This change will reduce the overall capacity of the Office to staff existing work program items or new initiatives. However, the Office will work to redistribute work assignments among existing staff to reduce the overall impact on the Office to the extent possible.

The 2011 Adopted and 2012 Endorsed Budget eliminates an Information Technology Specialist position. This position has provided technical and graphical support to create communication tools for the Office. The elimination of this position will result in a reduced level of administrative resources to develop and disseminate information to constituents and policy makers on affordable housing opportunities, issues, and strategies. To accommodate this reduction, OH's Communications Director will take on as many of the functions performed by this staff person as possible.

In addition, the Budget reflects salary savings related to an existing Strategic Advisor 3 position working part-time at 0.85 FTE, instead of full-time as provided for in the 2010 Adopted Budget. The Budget also reclassifies a Manager 3 position to a Senior Community Development Specialist position. The Office of Housing will re-arrange duties within the Office to be consistent with this change in classification.

Direct and front-line services have been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to

determine which items were essential to include and those that could be forgone. As a result of this evaluation, OH reduced travel and training by approximately $5,000. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

In addition, OH is achieving internal and administrative savings by significantly reducing its General Fund budget for other non-personnel operating expenses, including consultant contracting, communications, office supplies, copying and printing, and tuition/registration fees. The remaining non-personnel expenses are considered to be the minimum required to maintain operations for the department.

Finally, the 2011 Adopted and 2012 Endorsed Budget provides no market rate salary adjustment for OH staff that are non-represented employees in the City's discretionary pay plans.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CDBG - Office of Housing Budget Control Level					
HomeWise and Homeownership		1,116,276	1,420,897	1,420,897	1,420,897
Multi-Family Production and Preservation		292,280	1,294,622	1,294,622	1,294,622
Strategic Planning, Resource, and Program Development		408,053	46,774	46,774	46,774
CDBG - Office of Housing Budget Control Level	**6XZ10**	**1,816,610**	**2,762,293**	**2,762,293**	**2,762,293**
Low-Income Housing Fund 16400 Budget Control Level					
Homeownership and Sustainability - 16400		7,755,097	6,635,836	7,725,501	8,124,394
Multi-Family Production and Preservation - 16400		15,531,531	33,591,236	27,425,181	26,004,691
Low-Income Housing Fund 16400 Budget Control Level	**XZ-R1**	**23,286,628**	**40,227,072**	**35,150,682**	**34,129,085**
Office of Housing Operating Fund 16600 Budget Control Level					
Administration and Management - 16600		1,532,328	1,622,017	1,636,968	1,679,944
Community Development - 16600		507,841	499,241	478,132	490,075
Homeownership and Sustainability - 16600		760,519	1,182,759	1,261,131	1,299,179
Multi-Family Production and Preservation - 16600		1,347,688	1,354,391	1,211,916	1,242,200
Office of Housing Operating Fund 16600 Budget Control Level	**XZ600**	**4,148,376**	**4,658,408**	**4,588,146**	**4,711,398**
Department Total		**29,251,614**	**47,647,773**	**42,501,121**	**41,602,776**
Department Full-time Equivalents Total*		**41.00**	**40.50**	**38.50**	**38.50**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	2,831,214	671.577	520,000	628,649
Other	26,420,400	46,976,196	41,981,071	40,974,127
Department Total	**29,251,614**	**47,647,773**	**42,501,121**	**41,602,776**

CDBG - Office of Housing Budget Control Level

Purpose Statement

The purpose of the Community Development Block Grant (CDBG) - Office of Housing Budget Control Level is to provide opportunities for residents to thrive by investing in and promoting the development and preservation of affordable housing. The federal CDBG program provides a major source of funding for community development programs affecting Seattle's low- and moderate-income households and neighborhoods. The City of Seattle makes these investments so all families and individuals can meet their basic needs, share in economic prosperity, and participate in building a safe, healthy, educated, just, and caring community. Policies and priorities for distributing CDBG funds to community-based organizations are set out in the City's 2009-2012 Consolidated Plan for Housing and Community Development, which is coordinated by the Human Services Department.

Summary

The Budget estimates the amount of CDBG dollars the City anticipates to be available, anticipates appropriations of these funds, and makes specific CDBG proposals for certain City programs in the Human Services Department, Office of Economic Development, and Office of Housing. Final CDBG program allocations are subject to the appropriation levels set by the U.S. Congress and implemented by the U.S. Department of Housing and Urban Development (HUD).

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
HomeWise and Homeownership	1,116,276	1,420,897	1,420,897	1,420,897
Multi-Family Production and Preservation	292,280	1,294,622	1,294,622	1,294,622
Strategic Planning, Resource, and Program Development	408,053	46,774	46,774	46,774
Total	**1,816,610**	**2,762,293**	**2,762,293**	**2,762,293**

CDBG - Office of Housing: HomeWise and Homeownership

Purpose Statement

The purpose of the HomeWise and Homeownership Program is to provide resources for low- and moderate-income Seattle residents, including seniors, to become homeowners and/or to preserve and improve their current homes.

CDBG funds support minor home repairs for low-income elderly or disabled homeowners, home rehabilitation revolving loans to low-income households, technical assistance for program clients, and administrative costs for the City of Seattle's Office of Housing.

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
HomeWise and Homeownership	1,116,276	1,420,897	1,420,897	1,420,897

CDBG - Office of Housing: Multi-Family Production and Preservation

Purpose Statement

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

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Multi-Family Production and Preservation	292,280	1,294,622	1,294,622	1,294,622

CDBG - Office of Housing: Strategic Planning, Resource, and Program Development

Purpose Statement

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

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Strategic Planning, Resource, and Program Development	408,053	46,774	46,774	46,774

Low-Income Housing Fund 16400 Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Homeownership and Sustainability - 16400	7,755,097	6,635,836	7,725,501	8,124,394
Multi-Family Production and Preservation - 16400	15,531,531	33,591,236	27,425,181	26,004,691
Total	**23,286,628**	**40,227,072**	**35,150,682**	**34,129,085**

Low-Income Housing Fund 16400: Homeownership and Sustainability - 16400

Purpose Statement

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

Program Summary

Increase budget by $196,000 for single-family homebuyer activities consistent with the 2010 - 2011 Administrative and Financial Plan for 2009 Housing Levy Programs, approved by Ordinance 123281.

Decrease budget by $52,000 for single-family homebuyer activities consistent with an anticipated reduction in the 2011 appropriations for the federal HOME grant.

Decrease budget by approximately $475,000 due to anticipated reductions in investment earnings on fund balances and reductions in program income generated by the Homeownership and Sustainability Program.

Increase budget by $750,000 to reflect an increase in the state low-income weatherization grant awarded to the City.

Increase budget by approximately $627,000 in anticipated federal low-income weatherization grant awards in 2011.

Increase budget by approximately $45,000 to account for an inflationary adjustment in local weatherization grant funding from Seattle City Light.

These changes result in a net program increase of $1.09 million from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Homeownership and Sustainability - 16400	7,755,097	6,635,836	7,725,501	8,124,394

Low-Income Housing Fund 16400: Multi-Family Production and Preservation - 16400

Purpose Statement

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

Program Summary

Increase budget by $196,000 in multi-family housing activities consistent with the 2010 - 2011 Administrative and Financial Plan for 2009 Housing Levy Programs, approved by Ordinance 123281.

Decrease budget by $391,000 in housing portfolio operations and maintenance activities consistent with the 2010-2011 Administrative and Financial Plan for 2009 Housing Levy Programs, approved by Ordinance 123281. The Levy funding plan intentionally provided for a larger allocation to this program in 2010, because it was the first year of the Levy.

Decrease budget by $4 million in contingent Bonus Program appropriations. Bonus Program funds appropriated in prior years continue to be spent down in 2011, and a sustained level of appropriation authority is not needed in 2011.

Decrease budget by $155,000 for multi-family housing activities due to an anticipated reduction in the City's 2011 appropriations for the federal HOME grant.

Decrease budget by $1.82 million due to anticipated reductions in investment earnings on fund balances and reductions in program income generated by the Multi-Family Production and Preservation Program.

These changes result in a net program decrease of approximately $6.17 million from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Multi-Family Production and Preservation - 16400	15,531,531	33,591,236	27,425,181	26,004,691

Office of Housing Operating Fund 16600 Budget Control Level

Purpose Statement

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

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration and Management - 16600	1,532,328	1,622,017	1,636,968	1,679,944
Community Development - 16600	507,841	499,241	478,132	490,075
Homeownership and Sustainability - 16600	760,519	1,182,759	1,261,131	1,299,179
Multi-Family Production and Preservation - 16600	1,347,688	1,354,391	1,211,916	1,242,200
Total	**4,148,376**	**4,658,408**	**4,588,146**	**4,711,398**
Full-time Equivalents Total *	41.00	40.50	38.50	38.50

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

Office of Housing Operating Fund 16600: Administration and Management - 16600

Purpose Statement

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

Program Summary

Reduce budget by $85,000 and abrogate a 1.0 FTE Information Technology Specialist position. To accommodate this reduction, OH's Communications Director will take on as many of the functions performed by this staff person as possible.

Reduce budget by approximately $69,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, office supplies, professional services, and printing.

Reduce budget by approximately $19,000, thereby reducing the overall funding to support the Deputy Director position in the future.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $10,000 in savings.

Increase budget by approximately $97,000 due to a cost neutral internal realignment of expenses within this budget control level. This includes the transfer out of a 0.5 FTE Administrative Specialist I position to the Multi-Family Production and Preservation Program. The position's responsibilities have evolved from general administrative support to exclusively supporting the Asset Management Unit. This also includes the transfer in of
1.0 FTE Executive 2 position from the Multi-Family Production and Preservation Program. Both positions are transferred to better reflect the Office's organizational staffing makeup.

Citywide adjustments to labor and other operating costs increase the budget by $101,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $15,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration and Management - 16600	1,532,328	1,622,017	1,636,968	1,679,944
Full-time Equivalents Total*	13.50	13.50	13.00	13.00

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

Office of Housing Operating Fund 16600: Community Development - 16600

Purpose Statement

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

Program Summary

Reduce budget by approximately $111,000 and abrogate a 1.0 FTE Sr. Community Development Specialist position. The abrogation of this position will limit the Office's capacity to take on new initiatives, and will require existing staff to absorb this position's workload, particularly in relation to housing incentive programs and Fort Lawton Redevelopment.

Reduce budget by $36,000 and reclass a Manager 3 position to a Community Development Specialist, Senior position.

Reduce budget authority by approximately $4,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, office supplies, professional services, and printing.

Reduce salary budget by $16,000 to align budget with actual salary needs for a Strategic Advisor 3. This Position is working part-time at 0.85 FTE, instead of full-time at 1.0 FTE as provided for in the 2010 Adopted Budget.

Increase budget by approximately $124,000 due to a cost neutral internal realignment of expenses within this budget control level. This includes the transfer in of a 1.0 FTE Community Development Specialist position from the Multi-Family Production and Preservation Program to better align this staff person with the currently assigned responsibilities.

Citywide adjustments to labor and other operating costs increase the budget by $22,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $21,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Development - 16600	507,841	499,241	478,132	490,075
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

Office of Housing Operating Fund 16600: Homeownership and Sustainability - 16600

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $5,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, office supplies, professional services, and printing.

Increase budget by $39,000 to fund Section 106 review services provided by the Department of Neighborhoods for the Homewise program. Starting in 2010, the Department of Neighborhoods (DON) began charging other City departments for federally-mandated historic preservation reviews performed by DON staff. This appropriation authority is supported by revenues in the Homewise Program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $7,000 in savings.

Decrease budget by approximately $14,000 due to a cost neutral internal realignment of expenses within this budget control level.

Citywide adjustments to labor and other operating costs increase the budget by $65,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $78,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Homeownership and Sustainability - 16600	760,519	1,182,759	1,261,131	1,299,179
Full-time Equivalents Total*	12.50	12.00	12.00	12.00

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

Office of Housing Operating Fund 16600: Multi-Family Production and Preservation - 16600

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $10,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, office supplies, professional services, and printing.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements agreement with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $8,000 in savings.

Reclass a Strategic Advisor 2 position to a Community Development Specialist position to better align the title of the position with the responsibilities.

Decrease budget by approximately $206,000 due to a cost neutral internal realignment of expenses within this budget control level. This includes the transfer in of a 0.5 FTE Administrative Specialist I position from the Administrative and Management Program to reflect the change in position responsibilities from general administrative to supporting the Asset Management Unit; the transfer out of a 1.0 FTE Community Development Specialist position to the Community Development Program to better align this staff person with the currently assigned responsibilities; and the transfer out of 1.0 FTE Executive 2 position to the Administration and Management Program to better reflect the Office's organizational staffing makeup.

Citywide adjustments to labor and other operating costs increase the budget by $81,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $142,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Multi-Family Production and Preservation - 16600	1,347,688	1,354,391	1,211,916	1,242,200
Full-time Equivalents Total*	11.00	11.00	9.50	9.50

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

2011 - 2012 Estimated Revenues for the Community Development Block Grant Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Federal Grants and Other Income	1,816,610	2,762,293	2,762,293	2,762,293	2,762,293
Total Revenues		**1,816,610**	**2,762,293**	**2,762,293**	**2,762,293**	**2,762,293**

2011 - 2012 Estimated Revenues for the Housing Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
433010	Federal Grants-Weatherization	0	531,720	531,720	599,087	613,447
434010	State Grants-Weatherization	0	182,896	182,896	185,000	185,000
462900	Other Rents and use charges	41,000	27,000	27,000	27,000	27,000
469990	MacArthur Foundation Grant	150,000	17,500	17,500	13,500	0
541490	2010 Non-GF COLA Rollback	0	0	0	(22,171)	(22,616)
541490	City Light Administration	631,588	654,731	654,731	672,517	689,949
541490	Contingent Bonus/TDR Administration	114,000	150,000	150,000	250,000	250,000
541490	HOME Administration	411,276	461,551	459,445	438,473	438,473
541490	Interest Earnings	30,000	26,300	22,700	4,000	3,000
541490	Levy Administration	746,917	1,730,212	1,730,212	1,775,351	1,820,496
541490	Prior Year Savings	88,000	109,957	109,957	121,339	75,000
541490	Program Income	50,000	94,964	70,150	4,000	3,000
587001	General Subfund Support	1,823,437	671,577	671,577	520,050	628,649
Total Revenues		**4,086,218**	**4,658,408**	**4,627,888**	**4,588,146**	**4,711,398**

2011 - 2012 Estimated Revenues for the Low-Income Housing Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Property Tax Levy	11,660,719	18,820,000	18,820,000	18,820,667	17,971,667
433010	Federal Grants - Weatherization	2,656,378	1,623,484	1,623,484	2,250,000	2,500,000
434010	State Grants - Weatherization	0	0	0	750,000	750,000
439090	Bonus Program/TDR Authority; UWKC Bridge Loan Program	4,727,981	4,000,000	4,000,000	0	0
461110	Investment Earnings	1,152,938	2,868,200	816,756	1,425,000	876,900
469930	Program Income	1,746,258	7,270,000	2,722,185	6,422,583	6,502,000
471010	Federal Grants-HOME Program	2,250,581	4,153,961	4,153,961	3,946,263	3,946,263
541490	Local Grants - Weatherization	1,212,060	1,491,427	1,491,427	1,536,170	1,582,255
Total Revenues		**25,406,915**	**40,227,072**	**33,627,813**	**35,150,683**	**34,129,085**

Neighborhood Matching Subfund

Department Description

The purpose of the Neighborhood Matching Subfund (NMF) is to provide resources for Seattle's communities to preserve and enhance the City's diverse neighborhoods, and to empower people to make positive contributions to their communities.

The NMF was established in 1988 to support partnerships between the City of Seattle and neighborhood organizations to produce neighborhood-initiated planning, organizing, and improvement projects. The City provides a cash match to the community's contribution of volunteer labor, donated materials, and professional services or cash. Applications are accepted from neighborhood-based organizations of residents or businesses, community-based organizations that advocate for the interests of people of color, and ad-hoc groups of neighbors that form a committee for the purpose of a specific project.

The NMF is divided into four categories, which include: Large Projects (awards up to $100,000); Small and Simple Projects (awards up to $20,000); Small Sparks Fund (awards up to $1,000); and Management and Project Development (consultation and technical assistance to neighborhood groups, coordination of the application and award process, and monitoring of funded projects). The NMF is housed in, and primarily staffed by, the Department of Neighborhoods. NMF also receives support from staff located in the Department of Parks and Recreation and the Seattle Department of Transportation.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. As a result, the 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. The Neighborhood Matching Fund's 2011 Adopted and 2012 Endorsed Budget reflects $548,000 in reductions in order to help close the General Fund gap. As a result of this shortfall, the Department of Neighborhoods, which manages the Neighborhood Matching Subfund, utilized the following strategies to prioritize services and programs:

Funding for Large Projects is reduced to help offset the shortfall in the General Fund and address reduced staffing capacity. In 2009, the NMF program sustained labor reductions without commensurate reductions to project funds resulting in project management workload problems and service impacts to awarded projects. This reduction helps realign project funds with current staffing capacity, and improves administrative balance in the program. The total number of Large Projects awarded each year ranges from 20-30 projects, which is approximately 2-4 fewer projects in 2011. This strategy achieves significant General Fund savings without creating disproportionate impacts to the community.

As part of the above strategy to realign project funds with staffing levels, NMF also reduces the Small and Simple project funds. The total number of Small and Simple funds awarded each year ranges from 75-85 projects, and this reduction results in approximately 10-15 fewer projects in 2011. Similar to the Large Projects reduction, this reduction helps realign project funds with staffing capacity without creating disproportionate impacts to the community.

The 2011 Adopted and 2012 Endorsed Budget also reduces funding for project management staff in the Seattle Department of Transportation (SDOT) and the Department of Parks and Recreation (DPR). To mitigate the impacts of this reduction, these departments will redefine their technical needs required of individual NMF projects and coordinate with existing staff in SDOT and DPR, absorbing this work in concert with NMF staff to ensure that essential technical services remain available to the community.

As part of the overall reduction to the Seattle Youth Violence Prevention Initiative (SYVPI) budget, which resides in the Department of Neighborhoods, NMF project funds earmarked for SYVPI projects are reduced to achieve General Fund savings. This reduction is not anticipated to have significant community impacts.

The Budget also transfers funds from the Neighborhood Matching Fund to the Office of Sustainability and Environment (OSE) for Seattle ReLeaf, the City's urban forestry outreach and incentive program. OSE will be evaluating options to determine how best to administer, coordinate, and perhaps further consolidate the City's tree planting and education programs. OSE will coordinate this work with affected City departments.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Matching Fund Budget Control Level					
Large Projects Fund		1,763,725	1,332,643	1,181,954	1,197,504
Management and Project Development		1,064,921	912,869	743,597	768,782
Small and Simple Projects Fund		1,100,764	1,381,241	1,308,425	1,327,878
Small Sparks Fund		24,550	14,788	14,784	15,020
Tree Fund		58,498	50,687	0	0
Neighborhood Matching Fund Budget Control Level	**2IN00**	**4,012,458**	**3,692,228**	**3,248,759**	**3,309,185**
Department Total		**4,012,458**	**3,692,228**	**3,248,759**	**3,309,185**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	3,314,344	3,353,881	2,939,396	2,995,194
Other	698,114	338,347	309,362	313,991
Department Total	**4,012,458**	**3,692,228**	**3,248,759**	**3,309,185**

Neighborhood Matching Fund Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Large Projects Fund	1,763,725	1,332,643	1,181,954	1,197,504
Management and Project Development	1,064,921	912,869	743,597	768,782
Small and Simple Projects Fund	1,100,764	1,381,241	1,308,425	1,327,878
Small Sparks Fund	24,550	14,788	14,784	15,020
Tree Fund	58,498	50,687	0	0
Total	**4,012,458**	**3,692,228**	**3,248,759**	**3,309,185**

Neighborhood Matching Fund: Large Projects Fund

Purpose Statement

The purpose of the Large Projects Fund Program is to provide technical assistance and funding to neighborhood organizations initiating local improvement projects that require up to 12 months to complete and up to $100,000 in Neighborhood Matching Funds.

Program Summary

Reduce budget by $157,000 to assist in balancing the overall General Subfund budget and to better align program staffing with project funds.

Citywide adjustments to labor and other operating costs increase the budget by $6,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $151,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Large Projects Fund	1,763,725	1,332,643	1,181,954	1,197,504

Neighborhood Matching Fund: Management and Project Development

Purpose Statement

The purpose of the Management and Project Development Program is to administer the Neighborhood Matching Fund by providing marketing and outreach to applicant groups; consulting and technical assistance for project development; administrative support coordinating and conducting the application, review, and award processes; and management and monitoring of funded projects to support high quality and successful completion of projects.

Program Summary

Reduce budget by $167,000 for funding NMF staff and administrative costs in the Seattle Department of Transportation and the Department of Parks and Recreation. Positions are funded, but not budgeted, in NMF. Position authority resides within the respective departments.

Citywide adjustments to labor and other operating costs decrease the budget by $2,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $169,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Management and Project Development	1,064,921	912,869	743,597	768,782

Neighborhood Matching Fund: Small and Simple Projects Fund

Purpose Statement

The purpose of the Small and Simple Projects Fund Program is to provide technical assistance and funding for local improvement projects initiated by neighborhood organizations that can be completed in 12 months or less and require up to $20,000 in funding.

Program Summary

Reduce budget by $75,000 to assist in balancing the overall General Subfund budget and to better align program staffing with project funds.

Citywide adjustments to labor and other operating costs increase the budget by $2,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $73,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Small and Simple Projects Fund	1,100,764	1,381,241	1,308,425	1,327,878

Neighborhood Matching Fund: Small Sparks Fund

Purpose Statement

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

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Small Sparks Fund	24,550	14,788	14,784	15,020

Neighborhood Matching Fund: Tree Fund

Purpose Statement

The purpose of the Tree Fund Program is to provide trees to neighborhood groups to plant along residential planting strips in exchange for ongoing care and maintenance. Increasing the number of street trees in the city is a central goal of the Urban Forest Management Plan, and supports climate protection.

Program Summary

Reduce budget by $25,000 in the NMF Tree program and transfer the remaining funding into one combined program to be temporarily housed within the Office of Sustainability and Environment (OSE) until a longer term administrative option is developed. The new program will consolidate tree funds from NMF, OSE, Seattle Public Utilities (SPU), and Seattle City Light (SCL) into one program to create administrative efficiencies and achieve budget savings. The related budget proviso describing this action is reflected on the budget pages for OSE, SPU, and SCL.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Tree Fund	58,498	50,687	0	0

2011 - 2012 Estimated Revenues for the Neighborhood Matching Subfund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587001	OPER TR IN-FR GENERAL FUND	3,314,343	3,353,881	3,253,265	2,939,396	2,995,194
Total Revenues		**3,314,343**	**3,353,881**	**3,253,265**	**2,939,396**	**2,995,194**
379100	Use of Fund Balance	515,349	338,347	338,347	309,362	313,991
Total Resources		**3,829,692**	**3,692,228**	**3,591,612**	**3,248,758**	**3,309,185**

Neighborhood Matching Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**4,896,032**	**4,380,683**	**4,197,917**	**3,859,570**	**3,550,207**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	3,314,343	3,353,881	3,253,265	2,939,396	2,995,194
Less: Actual and Budgeted Expenditures	4,012,458	3,692,228	3,591,612	3,248,759	3,309,185
Ending Fund Balance	**4,197,917**	**4,042,336**	**3,859,570**	**3,550,207**	**3,236,216**
Continuing Appropriations	4,132,367	4,042,336	3,550,208	3,236,218	3,129,985
Total Reserves	**4,132,367**	**4,042,336**	**3,550,208**	**3,236,218**	**3,129,985**
Ending Unreserved Fund Balance	**65,550**	**0**	**309,362**	**313,989**	**106,231**

Department of Neighborhoods

Bernie Matsuno, Interim Director

Contact Information

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Department Description

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

1) The Director's Office provides executive leadership, communications, and operational support for the entire Department. The Director's Office also includes Historic Preservation, which provides technical assistance, outreach, and education to the general public, owners of historic properties, government agencies, and elected officials to identify, protect, rehabilitate, and re-use historic properties.

2) The Community Building Division includes the P-Patch Community Gardens, Neighborhood Matching Fund (NMF) Administration, Neighborhood District Coordinators, Major Institutions and Schools, South Park Action Agenda, and Neighborhood Planning.

3) The Customer Service and Operations Division includes: Neighborhood Payment and Information Services; Finance, Budget, and Accounting; Human Resources; Facilities and Office Management; and Information Technology functions.

4) The Office for Education (OFE) builds linkages between the City of Seattle and the Seattle Public School District. It administers the Families and Education Levy, provides policy direction to help children succeed in school, strengthens school-community connections, and increases access to high-quality early learning and out-of-school time programs.

5) The Youth Violence Prevention BCL includes funding for a variety of citywide youth violence prevention initiatives administered through several departments including active outreach, counseling, referrals to job training, and individual and group programming. The Office for Education oversees this initiative.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, the Department of Neighborhoods made reductions based on criteria which attempted to keep the highest-priority community services whole.

DON operates thirteen Neighborhood Service Centers (NSCs) geographically dispersed throughout the City. All thirteen NSCs provide information about City services, liaise with Neighborhood District Councils, and support the community in resolving a range of issues related to public safety, human services, and housing. In addition, seven of the NSCs also function as payment and information centers, offering residents a location to pay City Light and Seattle Public Utility bills, obtain pet licenses, pay traffic tickets, apply for U.S. passports, or to find information about city services and jobs. All thirteen NSCs are staffed by a Neighborhood District Coordinator, with the payment sites also maintaining customer service representatives. From a financial standpoint, the

payment and information centers generate enough revenue to cover approximately 70% of their operating costs. Meanwhile, the six non-payment sites do not generate any revenues and are supported entirely by the General Fund.

To achieve budget savings in the Department, the 2011 Adopted and 2012 Endorsed Budget reflects the closure of all six non-payment Neighborhood Service Centers. These sites were selected for closure because they offer a more limited range of services than do the payment sites. The remaining seven payment site locations (West Seattle, Delridge, University District, Central District, Lake City, Southeast, and Ballard), which are geographically spread throughout the City, will continue to provide access to City services for residents in the neighborhoods in which they live and work, allowing them to avoid a trip to the City's downtown campus.

The staffing impacts of the facility closures include the abrogation of three Neighborhood District Coordinators. The staffing reductions create cost savings for the Department and facilitate a reorganization of the District Coordinators organizing the ten NDCs into three teams. Each team will have responsibility for working with geographic areas in the north, central and south parts of the city, similar to the geographic service boundaries of other City departments, such as the Department of Parks and Recreation. This change creates an efficient management model that will ensure that core services are still provided to the public and that each area of the city will have back-up support from NDCs that are familiar with their issues. These core services include the continued role of the Neighborhood District Coordinators acting as liaisons between neighborhoods and City departments. The thirteen neighborhood district councils remain in place and will be assisted by the NDC teams.

Funding for historic preservation consultants is also reduced to achieve budget savings. This reduction reflects the elimination of funds for both citywide and downtown survey and inventory work. The Historic Preservation work includes general historic preservation citywide work, and a discrete project involving the survey and inventory of properties in the downtown area. The downtown project began in 2006, with staff and consulting funds added in the budget to cover costs for this multi-year project from start to completion. The project is 90% complete, and the timeline has been extended due to the reduction in consultant funds.

The citywide survey and inventory program began in 2001 and, to date, the department has completed surveys and inventories in the majority of the City's neighborhoods including Belltown, Cascade, Central, Columbia City, Denny Triangle, Downtown, Georgetown, Mount Baker, North Beacon Hill, North Rainier, Pioneer Square, Queen Anne, South Lake Union, South Park, South Seattle, University, Wallingford, Waterfront, as well as city-owned properties, pre-1906 residential buildings, and neighborhood commercial buildings throughout the City. The reduction in consultant funds for citywide historic preservation activities may slow or temporarily suspend any additional work until funds become available.

The Department reduces funding for the Seattle Youth Violence Prevention Initiative (SYVPI) to achieve budget savings. This reduction lowers funding for street outreach, anger management, and recreation components of the program, however, the impacts are expected to be minimal in relation to the program as a whole. By encouraging efficiencies in the provision of these services, the intent is to not reduce the level of direct services. In fact, the anger management program still retains enough funds to allow 72 youth to be served in six groups, two in each of the three networks. Finally, the reduction in contracted recreation services in the three network youth centers will be mitigated by encouraging SYVPI Neighborhood Matching Fund Small and Simple Grant awardees to conduct their programs in the centers and to encourage youth center program coordinators and network coordinators to apply for service grants.

Due to more and larger community gardens added to the P-Patch program and increased water rates, there is an anticipated water budget shortfall for 2011. This budget shortfall is expected to continue to grow as new and expanded gardens are added to the P-Patch program. The Department will increase the P-Patch plot fees accordingly to assist with this budget shortfall.

The 2011 Adopted Budget for DON includes several policy-driven position changes related to Food Policy, the Immigrant and Refugee Initiative, and the Seattle Youth Commission. The Department will eliminate the vacant Strategic Advisor position intended to assist the Director with citywide Food Policy work and other related projects. This position was reclassified from the NMF and P-Patch Program Manager position in 2010 to provide additional capacity within the department to support policy driven projects related to food policy and program evaluations.

The Department also transfers the Immigrant and Refugee Initiative work to the Office of Civil Rights, to better align the initiative with Race and Social Justice goals. This change also includes the transfer of the Translation and Interpretation Fund, currently managed by the Department of Neighborhoods. This fund was established in 2009 to provide resources to small departments for translation services. The transfer of the Immigrant and Refugee Initiative and elimination of the position providing staffing will result in the Seattle Office of Civil Rights adding a part-time position to staff the work, which will not result in significant impacts to the program. Rather this change is anticipated to better integrate the work with broader citywide Race and Social Justice Initiative strategies.

The work of the Seattle Youth Commission is transferred to the Mayor's Office to help offset other staffing reductions in the Department. The related position working on the Seattle Youth Commission is eliminated to achieve budget savings and the Mayor's Office, using existing staff, will support the work of the Commission.

In an effort to achieve internal savings in order to preserve funding for direct services, every City department was asked to critically evaluate discretionary funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, the Department of Neighborhoods reduced its travel and training budget to achieve savings. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

As part of the citywide effort to achieve span of control efficiencies, the Department will identify reductions in management/supervisory support functions in 2011. As part of this effort, the Department will reevaluate its organization to find efficiencies in the current management structure.

As a part of citywide focus on constituent services, the Customer Service Bureau (CSB), which was administratively a part of the Department of Neighborhoods, has been transferred to a new Department of Finance and Administration Services. The transfer of CSB represents an internal administrative change and does not impact the level of services provided to the public.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Building Budget Control Level					
Major Institutions and Schools		209,941	215,137	198,822	208,624
Neighborhood District Coordinators		2,220,052	2,260,485	1,334,875	1,408,908
Neighborhood Matching Fund Administration		72,539	0	0	0
Neighborhood Planning		0	0	244,001	250,578
P-Patch Community Gardens		710,743	666,490	650,752	686,592
South Park Action Agenda		0	0	141,186	144,944
Community Building Budget Control Level	**I3300**	**3,213,275**	**3,142,113**	**2,569,636**	**2,699,646**
Customer Service and Operations Budget Control Level					
Internal Operations/Administrative Services		1,522,602	1,477,126	1,499,384	1,507,388
Neighborhood Payment and Information Services		1,789,429	1,799,483	1,895,363	1,960,579
Customer Service and Operations Budget Control Level	**I3200**	**3,312,031**	**3,276,609**	**3,394,747**	**3,467,967**
Customer Service Bureau Budget Control Level	**I3800**	**667,427**	**686,631**	**0**	**0**
Director's Office Budget Control Level					
Communications		154,615	117,795	139,550	142,453
Executive Leadership		300,465	298,180	215,697	201,346
Historic Preservation		865,349	937,619	742,403	777,203
Director's Office Budget Control Level	**I3100**	**1,320,428**	**1,353,594**	**1,097,650**	**1,121,003**
Office for Education Budget Control Level	**I3700**	**111,898**	**0**	**0**	**0**
Youth Violence Prevention Budget Control Level	**I4100**	**176,082**	**3,305,007**	**3,104,955**	**3,121,996**
Department Total		**8,801,141**	**11,763,953**	**10,166,989**	**10,410,612**
Department Full-time Equivalents Total*		**86.50**	**86.50**	**74.75**	**74.75**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	8,801,141	11,763,953	10,166,989	10,410,612
Department Total	**8,801,141**	**11,763,953**	**10,166,989**	**10,410,612**

Community Building Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Major Institutions and Schools	209,941	215,137	198,822	208,624
Neighborhood District Coordinators	2,220,052	2,260,485	1,334,875	1,408,908
Neighborhood Matching Fund Administration	72,539	0	0	0
Neighborhood Planning	0	0	244,001	250,578
P-Patch Community Gardens	710,743	666,490	650,752	686,592
South Park Action Agenda	0	0	141,186	144,944
Total	**3,213,275**	**3,142,113**	**2,569,636**	**2,699,646**
Full-time Equivalents Total *	35.00	35.00	29.50	29.50

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

Community Building: Major Institutions and Schools

Purpose Statement

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

Program Summary

Citywide adjustments to labor and other operating costs decrease the budget by $16,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Major Institutions and Schools	209,941	215,137	198,822	208,624
Full-time Equivalents Total*	1.50	1.50	1.50	1.50

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

Community Building: Neighborhood District Coordinators

Purpose Statement

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

Program Summary

Reduce budget by $506,000 to reflect the closure of six non-payment Neighborhood Service Centers. The six non-payment sites subject to closure are Capitol Hill, Downtown, Fremont, Greater Duwamish/Beacon Hill, Greenwood, and Queen Anne/Magnolia. This reduction also captures the corresponding salary savings from abrogating 3.0 FTE Neighborhood District Coordinators in this BCL.

Decrease budget by $97,000 and abrogate 1.0 FTE Strategic Advisor 1 position due to the transfer of the Immigrant and Refugee Initiative to the Office of Civil Rights (OCR) to better align the work with the Race and Social Justice Initiative. A corresponding 0.5 FTE Planning and Development Specialist is added to OCR's budget to manage this work.

Decrease budget by $18,000 to reflect the transfer of the Translation and Interpretation Fund for small departments to the Office for Civil Rights (OCR) to better align the work with the Race and Social Justice Initiative.

Decrease budget by $48,000 and abrogate 0.5 FTE Planning and Development Specialist 1 position to reflect the transfer of the Seattle Youth Commission program work to the Mayor's Office. The work associated with this change will be absorbed by existing staff in the Mayor's Office.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $9,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $6,000 is saved in Neighborhood District Coordinators Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Decrease budget by $338,000 to reflect the transfer of funds to the new Neighborhood Planning Program and the new South Park Action Agenda program, both of which are added in 2011 to better align actual expenditures associated with the Department's work in these areas. This adjustment also includes the transfer of 1.0 FTE Strategic Advisor 1 and 0.5 FTE Planning and Development Specialist II to the Neighborhood Planning Program and 1.0 FTE Strategic Advisor 2 to the South Park Action Agenda program. The corresponding adjustments are detailed in the respective programs. This technical transfer has zero net impact on the budget.

Citywide adjustments to labor and other operating costs increase the budget by $96,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $926,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood District Coordinators	2,220,052	2,260,485	1,334,875	1,408,908
Full-time Equivalents Total*	19.50	19.50	12.50	12.50

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

Community Building: Neighborhood Matching Fund Administration

Purpose Statement

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

Program Summary

The 2011 Adopted Budget reflects the abrogation of a vacant 1.0 FTE Strategic Advisor 2 position responsible for food policy work. This position was reallocated from the 1.0 FTE Manager 2 position responsible for NMF program management in 2010. However, the budget was not updated correctly to reflect the subsequent transfer of this position from the NMF Administration program to the Executive Leadership program. As such, the FTE reduction displays in this program.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Matching Fund Administration	72,539	0	0	0
Full-time Equivalents Total*	7.00	7.00	6.00	6.00

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

Community Building: Neighborhood Planning

Purpose Statement

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

Program Summary

This is a new Program added in the 2011 Adopted and 2012 Endorsed Budget to better align actual expenditures associated with the Department's work on Neighborhood Planning projects. This adjustment also includes the transfer of 1.0 FTE Strategic Advisor 1 and 0.5 FTE Planning and Development Specialist II from the Neighborhood District Coordinator program. It reflects a shift of Neighborhood Planning funds from the Department of Planning and Development budget and existing staff within the Department of Neighborhoods budget, and does not reflect new resources being allocated to this body of work.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Planning	0	0	244,001	250,578
Full-time Equivalents Total*	0.00	0.00	1.50	1.50

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

Community Building: P-Patch Community Gardens

Purpose Statement

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

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $9,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $16,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
P-Patch Community Gardens	710,743	666,490	650,752	686,592
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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

Community Building: South Park Action Agenda

Purpose Statement

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

Program Summary

This is a new program added in the 2011 Adopted and 2012 Endorsed Budget to better align actual expenditures associated with the Department's work on the South Park Action Agenda. The program includes the cost of 1.0 FTE Strategic Advisor 2 position transferred from the Neighborhood District Coordinator program. It reflects a shift of South Park Action Agenda funds from the 2010 Mayor's Office budget and a transfer of existing staff. This budget neutral technical adjustment does not reflect new resources allocated to this body of work.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
South Park Action Agenda	0	0	141,186	144,944
Full-time Equivalents Total*	0.00	0.00	1.00	1.00

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

Customer Service and Operations Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Internal Operations/Administrative Services	1,522,602	1,477,126	1,499,384	1,507,388
Neighborhood Payment and Information Services	1,789,429	1,799,483	1,895,363	1,960,579
Total	**3,312,031**	**3,276,609**	**3,394,747**	**3,467,967**
Full-time Equivalents Total *	27.50	27.50	27.50	27.50

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

Customer Service and Operations: Internal Operations/Administrative Services

Purpose Statement

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

Program Summary

Decrease budget by $9,000 to reduce funding of 1.0 FTE IT Systems Analyst position by 10% to assist in balancing the overall General Subfund.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $7,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in Internal Operations/Administrative Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $43,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $22,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Internal Operations/Administrative Services	1,522,602	1,477,126	1,499,384	1,507,388
Full-time Equivalents Total*	10.00	10.00	10.00	10.00

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

Customer Service and Operations: Neighborhood Payment and Information Services

Purpose Statement

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

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented
employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $13,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $109,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $96,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Payment and Information Services	1,789,429	1,799,483	1,895,363	1,960,579
Full-time Equivalents Total*	17.50	17.50	17.50	17.50

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

Customer Service Bureau Budget Control Level

Purpose Statement

The purpose of the Customer Service Bureau is to assist Seattle residents in accessing services, to resolve complaints, and to provide appropriate and timely responses from City government.

Summary

The Customer Service Bureau transfers to the Department of Finance and Administrative Services in 2011.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Service Bureau	667,427	686,631	0	0
Full-time Equivalents Total*	6.25	6.25	0.00	0.00

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

Director's Office Budget Control Level

Purpose Statement

The purpose of the Director's Office Budget Control Level is to provide executive leadership, communications, and operational support for the entire department. The Director's Office also includes Historic Preservation, which provides technical assistance, outreach, and education to the general public, owners of historic properties, government agencies, and elected officials to identify, protect, rehabilitate, and re-use historic properties.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications	154,615	117,795	139,550	142,453
Executive Leadership	300,465	298,180	215,697	201,346
Historic Preservation	865,349	937,619	742,403	777,203
Total	**1,320,428**	**1,353,594**	**1,097,650**	**1,121,003**
Full-time Equivalents Total *	10.25	10.25	10.25	10.25

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

Director's Office: Communications

Purpose Statement

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

Program Summary

Citywide adjustments to labor and other operating costs increase the budget by $22,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications	154,615	117,795	139,550	142,453
Full-time Equivalents Total*	1.00	1.00	1.00	1.00

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

Director's Office: Executive Leadership

Purpose Statement

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

Program Summary

Reduce budget by $120,000 to reflect the abrogation of a vacant 1.0 FTE Strategic Advisor 2 position responsible for Food Policy work and other related policy driven projects. The corresponding FTE reduction is displayed in the Neighborhood Matching Fund Administration program in the Community Building Budget Control Level.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in Executive Leadership Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget by $8,000 to reflect a decrease in travel and training expenses.

The Department plans to reduce $75,000 in management-related costs that may include executives, managers, strategic advisors, or supervisory level positions. This reduction is part of an effort to achieve additional management efficiencies among larger city departments.

Citywide adjustments to labor and other operating costs increase the budget by $126,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $82,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Executive Leadership	300,465	298,180	215,697	201,346
Full-time Equivalents Total*	2.00	2.00	2.00	2.00

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

Director's Office: Historic Preservation

Purpose Statement

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

Program Summary

Eliminate one time funding of $127,000 for survey and inventory work in Southeast Seattle. The project was covered with mitigation funding from the Mercer Avenue project over a two year period from 2009 to 2010. The project was not completed in 2010 and will be discontinued until alternative funding becomes available.

Reduce budget by $58,000 in consultant funding for the Downtown survey and inventory project. The project is 90% complete, and this reduction extends the estimated completion to 2014.

Reduce budget by $37,000 in consultant funding for citywide survey and inventory work. This program began in 2001 and nearly every Seattle neighborhood has been surveyed. The reduction in funding for the program will result in the postponement of work in remaining neighborhoods until at least 2013.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $32,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $195,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Historic Preservation	865,349	937,619	742,403	777,203
Full-time Equivalents Total*	7.25	7.25	7.25	7.25

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

Office for Education Budget Control Level

Purpose Statement

The purpose of the Office for Education (OFE) Budget Control Level is to build linkages and a strong relationship between the City of Seattle and the Seattle Public School District, administer the Families and Education Levy, provide policy direction to help children succeed in school, strengthen school-community connections, and help achieve the vision of every Seattle child entering school ready to learn, having access to high-quality early care and out-of-school-time programs, and achieving academically and graduating prepared for post secondary success.

Summary

This program includes position authority for staff administering the Families and Education Levy. It was zeroed out in 2010, as all educational costs are now funded by the Families and Education Levy.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office for Education	111,898	0	0	0
Full-time Equivalents Total*	6.50	6.50	6.50	6.50

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

Youth Violence Prevention Budget Control Level

Purpose Statement

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

Summary

Reduce budget by $138,000 in Anger Management Services, allowing 72 youth to be served in six groups, two in each of the three networks.

Reduce budget by $30,000 in Recreation Services in the three network youth centers. The effects of this reduction will be mitigated by encouraging SYVPI Neighborhood Matching Fund Small and Simple Grant awardees to conduct their programs in the centers and to encourage youth center program coordinators and network coordinators to apply for service grants.

Reduce budget by $35,000 for street outreach services. In addition to eliminating inflation for the community-based organization that contracts for this service, operational efficiencies will be encourages when this contract is put out for bid in 2011.

Reduce budget by $2,000 in salary expenses in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications. This Executive Order will continue in 2011 creating additional sustainable salary savings, and those reductions are also reflected in this adopted budget.

Reduce budget by $52,000 for the elimination of inflation in contracted services to community-based agencies. This measure reflects the approximate 2010 budget levels and is similar to action taken in City department budgets for non-personnel costs in the 2011 Adopted and 2012 Endorsed Budget.

Citywide adjustments to labor and other operating costs increase the budget by $56,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $201,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Youth Violence Prevention	176,082	3,305,007	3,104,955	3,121,996
Full-time Equivalents Total*	1.00	1.00	1.00	1.00

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

Pike Place Market Levy

Ben Franz-Knight, Executive Director

Contact Information

Pike Place Market Preservation and Development Authority
PDA Information Line: (206) 682-7453
On the Web at: http://www.pikeplacemarket.org

Department Description

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

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

Policy and Program Changes

The PDA completed Phase I of the renovation project, which included infrastructure upgrades to the Hillclimb, Leland, and Fairley buildings, in June 2010. The PDA began construction on Phase II, which includes major infrastructure repairs and seismic updates to the Corner, Sanitary, Triangle, and First and Pine buildings, in July 2010 and expects to complete it by July 2011. Construction on Phase III, which includes the Economy, Soames Dunn, and Stewart buildings, is expected to begin in August 2011 and be completed in October 2012. Based on the PDA's revised cash flow projections, the City intends to issue $11 million of debt in 2011 to meet the project's cash flow needs. Debt service on these bonds is paid from levy proceeds. Borrowing for 2012 will be determined next year.

Pike Place Market Levy

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pike Place Market Renovation Budget Control Level					
Bond Proceeds		6,824,777	0	10,681,691	0
Levy Proceeds		10,103,525	9,246,000	6,086,309	0
Pike Place Market Renovation Budget Control Level	**PKLVYBC L-01**	**16,928,302**	**9,246,000**	**16,768,000**	**0**
Pike Place Market Renovation Debt Service Budget Control Level	**PKLVYBC L-02**	**296,820**	**2,574,692**	**3,892,431**	**4,155,564**
Department Total		**17,225,122**	**11,820,692**	**20,660,431**	**4,155,564**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	17,225,122	11,820,692	20,660,431	4,155,564
Department Total	**17,225,122**	**11,820,692**	**20,660,431**	**4,155,564**

Pike Place Market Renovation Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bond Proceeds	6,824,777	0	10,681,691	0
Levy Proceeds	10,103,525	9,246,000	6,086,309	0
Total	**16,928,302**	**9,246,000**	**16,768,000**	**0**

Pike Place Market Renovation: Bond Proceeds

Purpose Statement

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

Program Summary

The City received $12 million in proceeds from the 2009 Limited Tax General Obligation (LTGO) Bond issue and $4.8 million from the 2010 LTGO Bond issue for the Pike Place Market renovation. The City intends to issue an additional $11 million in 3-year LTGO Bonds in early 2011. Bond proceeds are used to reimburse levy-related expenses incurred by the PDA in the renovation of Pike Place Market.

Add $10.7 million to cover the remaining phases of the Pike Place Market Renovation project. Bond proceeds are used to cover the PDA's cash flow needs for the Pike Place Market Renovation project. Bond proceeds will be paid by levy proceeds in future years.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bond Proceeds	6,824,777	0	10,681,691	0

Pike Place Market Renovation: Levy Proceeds

Purpose Statement

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

Program Summary

Add $6.1 million to cover the remaining phases of the Pike Place Market Renovation project. Levy proceeds are used to cover the PDA's levy-related Pike Place Market renovation expenses.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Levy Proceeds	10,103,525	9,246,000	6,086,309	0

Pike Place Market Renovation Debt Service Budget Control Level

Purpose Statement

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

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pike Place Market Renovation Debt Service Program	296,820	2,574,692	3,892,431	4,155,564

2011 - 2012 Estimated Revenues for the Pike Place Levy

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	REAL & PERSONAL PROPERTY TAXES	12,370,921	12,500,000	12,500,000	12,500,000	12,500,000
461110	INV EARN-RESIDUAL CASH	18,514	55,000	37,000	(7,000)	8,000
461320	UNREALD GNS/LOSSES-INV GASB31	34,075	0	0	0	0
587355	PIKE PLACE MARKET RENOVATION BOND FUNDS	12,000,000	4,800,000	4,800,000	10,681,691	4,369,000
Total Revenues		**24,423,510**	**17,355,000**	**17,337,000**	**23,174,691**	**16,877,000**
379100	Use of (Contribution to) Fund Balance	0	0	0	(2,514,260)	(12,721,436)
Total Resources		**24,423,510**	**17,355,000**	**17,337,000**	**20,660,431**	**4,155,564**

Pike Place Levy

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**0**	**(777,150)**	**7,164,363**	**(12,977,026)**	**(10,462,766)**
Accounting and Technical Adjustments	(34,025)	0	0	0	0
Plus: Actual and Estimated Revenue	24,423,510	17,355,000	17,337,000	23,174,691	16,877,000
Less: Actual and Budgeted Expenditures	17,225,122	11,820,692	37,478,389	20,660,431	4,155,564
Ending Fund Balance	**7,164,363**	**4,757,158**	**(12,977,026)**	**(10,462,766)**	**2,258,670**
Reserve for Pike Place Market Renovations		4,757,158			
Total Reserves	**0**	**4,757,158**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**7,164,363**	**0**	**(12,977,026)**	**(10,462,766)**	**2,258,670**

Department of Planning and Development

Diane Sugimura, Director

Contact Information

Department Information Line: (206) 684-8600
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/dpd/

Department Description

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

- Environmentally Critical Areas Ordinance (ECA);
- Housing and Building Maintenance Code;
- Just Cause Eviction Ordinance;
- Seattle Building and Residential Codes;
- Seattle Condominium and Cooperative Conversion Ordinances;
- Seattle Electrical Code;
- Seattle Energy Code;
- Seattle Grading Code;
- Seattle Land Use Code;
- Seattle Mechanical Code;
- Seattle Noise Ordinance;
- Seattle Shoreline Master Program;
- Seattle Tenant Relocation Assistance Ordinance;
- Seattle Tree Protection Ordinance;
- State Environmental Policy Act (SEPA); and
- Stormwater Code.

DPD reviews land use and construction-related permits, annually approving more than 28,000 permits and performing approximately 117,000 on-site inspections. The work includes public notice and involvement for Master Use Permits (MUPs); shoreline review; design review; approval of permits for construction, mechanical systems, site development, elevators, electrical installation, boilers, furnaces, refrigeration, signs and billboards; annual inspections of boilers and elevators; and home seismic retrofits.

DPD enforces compliance with community standards for housing, zoning, shorelines, tenant relocation assistance, just cause eviction, vacant buildings, noise, and development-related violation complaints, responding to more than 7,000 complaints annually.

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

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

Policy and Program Changes

The Department of Planning and Development's 2011 Adopted and 2012 Endorsed Budget maintains funding for the Department to continue to meet its regulatory responsibilities, and continues to fund City priorities to the extent possible while responding to significant fiscal challenges. The construction industry in Seattle and throughout the region continues to experience a slowdown. The 2010 Adopted Budget anticipated a slowing in regional construction activity and, as a result, the Department reduced expenditures by eliminating regular positions and discretionary costs, and abrogating nearly all term-limited and contingent positions that were added to address peak construction volumes. In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions, including DPD.

In the first quarter of 2010, DPD again reduced its planned ongoing expenditures reflected in the 2010 Adopted Budget by realigning spending with anticipated revenues. Together, changes from the 2010 Adopted Budget to the 2011 Adopted and 2012 Endorsed Budget have resulted in the elimination or unfunding of 94 positions, or 24% of the Department's total FTE count.

DPD continues to actively evaluate span of control of managers and supervisors. Since January 2010, including the 2011 Adopted and 2012 Endorsed Budget process, span of control evaluations have resulted in the elimination of four manager and eight supervisor positions. In addition, three senior positions in the Executive and Manager classifications have been reduced to lower level classifications. A number of these management-level position reductions are outlined in the discussion below.

Development Fees - Construction:

The impacts of the recession, both regionally and nationally, have been deeper and longer than anticipated, particularly in construction-related activity, resulting in the need for additional reductions in DPD in the 2011 Adopted and 2012 Endorsed Budget. As of August, 2010, the volume of incoming building permits is approximately 30% lower than the peak of development activity in 2007. Meanwhile, permit values - which drive revenues - are approximately 50% lower.

Since 2007, DPD building and land use revenues are down 49%, and revenues are anticipated to be relatively flat moving forward. DPD has implemented another round of mid-year budget cuts, effective in October, 2010, to bring expenses in line with projected revenues and account for reserves that will soon be depleted. These additional reductions are reflected in the 2011 Adopted and 2012 Endorsed Budget and impacts an additional 42 positions: 19 positions in Construction Permit Services, 12 positions in Land Use Services, 5 positions in Construction Inspections, 4 positions in Department Leadership, and 2 positions in Planning Services - all of which are proposed to be abrogated or unfunded.

Staffing reductions in DPD's operational divisions - including land use services, permit and construction services, and various inspection services - reduce the department's capacity to provide optimal service delivery to applicants, other customers, and the general public. Examples of anticipated impact on service levels include: longer waits for intake appointments; reduced hours of operation for the Applicant Services Center (ASC); delays in processing applications; longer plan and permit review times; discontinuance of many "free" services, such as

coaching; and possible delays in meeting the City's goals for inspecting within 24 hours of request and for minimum length of time from permit intake to issuance. The severity of the impacts will be directly related to the amount of permit activity, but in all cases DPD will continue to strive to minimize disruption of service levels and effects on service quality.

General Fund - Planning:

The 2011 Adopted and 2012 Endorsed Budget realigns the Planning program functions and reduces Planning resources to help balance the General Fund budget. The Planning Division is supported primarily by the General Fund, and includes Planning Commission and Design Commission dedicated staff. The Planning Division is reorganized in the 2011 Adopted and 2012 Endorsed Budget to streamline the Division's management, improve span of control, and provide more integrated urban design support for planning efforts across the city. This reorganization results in the abrogation of the City Design Manager position, which also served as the Executive Director of the Seattle Design Commission. The work performed by this position will be fulfilled by other staff dedicated to the Design Commission.

The 2011 Adopted and 2012 Endorsed Budget for the Planning Division also assumes the continuation of reductions taken in mid-year 2010. These changes include the abrogation of a part-time Administrative Specialist 1 position that supported the Planning Commission; reduction of two planners from full-time to part-time, the elimination of an Administrative Specialist III position that supported the urban design programs in the Department; and the elimination of a Graphic Arts Designer position, which supported the graphic production needs of the Planning Division. The impact of these position changes is reduced administrative support to the Planning Director and to the Design Commission, less planning support to address work program priorities, and less capacity for public information and outreach. In addition, the 2011 Adopted and 2012 Endorsed Budget for the Planning Division reduces planned consultant expenditures associated with the Shoreline Master Program. DPD will still be able to effectively implement this Program; however, the remaining staff will be limited in their ability to perform additional technical research or analysis without the availability of consultant resources.

As part of the 2011 Adopted and 2012 Endorsed Budget, the City will proceed with the community outreach work for the next round of Neighborhood Plan Updates in Broadview/Bitter Lake/Haller Lake and Rainier Beach, starting with a coordinated infrastructure planning initiative focusing on these neighborhoods in particular. In early 2011, this work will be followed by an analysis of GIS data to identify current needs, demands from anticipated future growth, and to identify the best opportunities for cross-departmental coordination to complete projects more efficiently in these neighborhoods. As a result of General Fund budget reductions in the Planning Division, along with this modified approach to neighborhood planning in 2011, DPD's 2011 Adopted and 2012 Endorsed Budget abrogates one Land Use Planner position and reduces funding for urban design consultant services and Planning Outreach Liaisons (POL) to a level considered to be sufficient for continuing the POL outreach model in 2011. The Adopted Budget also reallocates one Land Use Planner position to a Strategic Advisor II position to identify and resolve cross departmental capital infrastructure policy issues in conjunction with neighborhood planning efforts and develop financing strategies, in coordination with the City Budget Office, that consider a range of public and private sector approaches, and better inform the neighborhood planning process. This position will fill a critical gap in the Planning Division by developing strategies to effectively finance infrastructure and related needs.

General Fund - Code Compliance:

The 2011 Adopted and 2012 Endorsed Budget also reduces staff in the Code Compliance program, which is primarily funded by General Fund. The Budget reduces two Housing/Zoning Inspectors and reduces one of two Housing/Zoning Inspector Supervisor positions, resulting in an increased span of control for the remaining

supervisor. In order to maintain manageable caseloads and preserve acceptable case timeframes, remaining code enforcement inspectors will prioritize complaints primarily based on public safety and hazardous conditions.

In addition, the 2011 Adopted and 2012 Endorsed Budget reflects the continuation of the mid-year reduction of a part-time Housing Ordinance Specialist and a reduction to part-time of a Code Compliance Analyst. As a result of this reduction, the Department will maintain adequate service levels at current levels of demand for matters within DPD's enforcement authority, but will provide less public assistance on matters not within DPD's authority to enforce but for which the Department receives many requests for assistance, such as state landlord/tenant law. The Adopted Budget also reduces an Administrative Specialist I position which will cause work to be distributed to other remaining support or Housing/Zoning Technician positions.

The 2011 Adopted and 2012 Endorsed Budget adds a part-time Housing/Zoning Inspector to perform administrative and enforcement duties associated with rental housing inspector testing and registration. Finally, as a result of the positions reduced in Code Compliance, five vehicles are removed from DPD's fleet, resulting in savings in the Adopted Budget.

Other Issues:

Direct and front-line services have been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training expenditures to determine which items were essential to include and those that could be forgone. As a result of this evaluation, DPD reduced travel and training expenditures. This reduction is captured within the administrative efficiencies descriptions detailed in the following pages.

The 2011 Adopted and 2012 Endorsed Budget also recognizes two new revenues to offset General Fund contributions. In 2011 and the first half of 2012, DPD will receive funding from the Seattle Housing Authority (SHA) to fund half of a full-time Planning and Development Specialist position assisting in the redevelopment of the Yesler Terrace property. Similarly, in 2011 only, DPD will transfer 25% of the personnel costs for a position within DPD's Green Building Program from the General Fund to funding provided by the US Department of Energy through the American Recovery and Reinvestment Act of 2009 and the Energy Efficiency and Conservation Block Grant Program.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Annual Certification and Inspection Budget Control Level					
Annual Certification & Inspection Overhead Allocations		990,601	1,008,523	1,187,558	1,212,107
Annual Certification and Inspection		2,675,389	2,472,566	2,780,608	2,837,417
Annual Certification and Inspection Budget Control Level	**U24A0**	**3,665,990**	**3,481,088**	**3,968,165**	**4,049,524**
Code Compliance Budget Control Level					
Code Compliance		3,287,529	3,734,539	3,422,417	3,484,086
Code Compliance Overhead Allocations		1,043,581	1,141,755	1,199,730	1,226,583
Code Compliance Budget Control Level	**U2400**	**4,331,110**	**4,876,294**	**4,622,147**	**4,710,669**
Construction Inspections Budget Control Level					
Building Inspections Program		3,865,522	3,475,621	2,821,722	2,874,664
Construction Inspections Overhead Allocations		0	3,975,754	3,483,029	3,565,666
Construction Inspections Unallocated CBA		0	1,798,947	1,798,947	1,798,947
Electrical Inspections		3,548,030	3,527,130	3,317,017	3,382,920
Signs and Billboards		279,207	252,275	144,613	147,704
Site Review and Inspection		2,220,170	2,448,564	1,742,487	1,774,726
Construction Inspections Budget Control Level	**U23A0**	**9,912,928**	**15,478,292**	**13,307,815**	**13,544,628**
Construction Permit Services Budget Control Level					
Applicant Services Center		6,783,772	6,299,051	5,233,865	5,332,372
Construction Permit Services Overhead Allocations		3,562,061	3,096,514	3,309,311	3,376,579
Construction Permit Services Unallocated CBA		3,628,153	3,150,000	3,900,000	3,900,000
Construction Plans Administration		5,512,657	4,761,626	2,969,837	3,018,275
Operations Division Management		1,249,303	1,824,856	678,662	686,194
Public Resource Center		1,090,269	1,615,111	1,059,685	1,078,219
Construction Permit Services Budget Control Level	**U2300**	**21,826,215**	**20,747,158**	**17,151,360**	**17,391,640**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Department Leadership Budget Control Level					
Community Relations		360,591	428,938	435,016	442,136
Department Leadership Overhead Allocations		(12,424,066)	(12,452,208)	(12,083,156)	(12,354,445)
Director's Office		634,093	699,104	746,582	758,534
Finance and Accounting Services		5,708,037	5,587,921	5,834,133	5,999,923
Human Resources		468,009	504,207	322,470	327,682
Information Technology Services		5,253,335	5,232,037	4,744,955	4,826,169
Department Leadership Budget Control Level	**U2500**	**0**	**0**	**0**	**0**
Land Use Services Budget Control Level					
Land Use Services		4,363,788	3,886,512	2,220,354	2,256,550
Land Use Services Overhead Allocations		1,608,637	1,641,294	1,007,223	1,035,812
Land Use Services Unallocated CBA		0	500,000	500,000	500,000
Land Use Services Budget Control Level	**U2200**	**5,972,425**	**6,027,805**	**3,727,576**	**3,792,362**
Planning Budget Control Level					
Design Commission		265,195	273,743	235,189	237,793
Planning Commission		435,693	407,296	390,968	397,164
Planning Overhead Allocations		1,591,033	1,588,368	1,896,305	1,937,696
Planning Services		5,277,939	4,641,209	4,201,656	4,193,329
Planning Budget Control Level	**U2900**	**7,569,859**	**6,910,618**	**6,724,118**	**6,765,982**
Process Improvements and Technology Budget Control Level	**U2800**	**2,255,965**	**3,036,445**	**776,261**	**791,388**
Department Total		**55,534,492**	**60,557,700**	**50,277,443**	**51,046,192**
Department Full-time Equivalents Total*		**409.00**	**409.00**	**397.75**	**397.75**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	9,752,507	9,990,982	9,120,445	9,300,870
Other	45,781,985	50,566,718	41,156,997	41,745,322
Department Total	**55,534,492**	**60,557,700**	**50,277,443**	**51,046,192**

Annual Certification and Inspection Budget Control Level

Purpose Statement

The purpose of the Annual Certification and Inspection Budget Control Level is to provide inspections of mechanical equipment at installation and on an annual or biennial cycle in a fair, reasonable, efficient, and predictable manner. These services are provided so mechanical equipment is substantially maintained to applicable codes, legal requirements, and policies, and operated safely. The program also certifies that installers and mechanics are qualified, by validation of work experience and testing of code knowledge, to operate and maintain mechanical equipment. In addition, this budget control level includes a proportionate share of associated departmental administration and other overhead costs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Annual Certification & Inspection Overhead Allocations	990,601	1,008,523	1,187,558	1,212,107
Annual Certification and Inspection	2,675,389	2,472,566	2,780,608	2,837,417
Total	**3,665,990**	**3,481,088**	**3,968,165**	**4,049,524**
Full-time Equivalents Total *	20.72	20.72	23.49	23.49

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

Annual Certification and Inspection: Annual Certification & Inspection Overhead Allocations

Purpose Statement

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

Program Summary

Increase budget by approximately $179,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Annual Certification & Inspection Overhead Allocations	990,601	1,008,523	1,187,558	1,212,107

Annual Certification and Inspection: Annual Certification and Inspection

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $7,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $21,000 in savings.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs increase the budget by $337,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $308,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Annual Certification and Inspection	2,675,389	2,472,566	2,780,608	2,837,417
Full-time Equivalents Total*	20.72	20.72	23.49	23.49

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

Code Compliance Budget Control Level

Purpose Statement

The purpose of the Code Compliance Budget Control Level is to see that properties and buildings are used and maintained in conformance with code standards, and deterioration of structures and properties is reduced. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Code Compliance	3,287,529	3,734,539	3,422,417	3,484,086
Code Compliance Overhead Allocations	1,043,581	1,141,755	1,199,730	1,226,583
Total	**4,331,110**	**4,876,294**	**4,622,147**	**4,710,669**
Full-time Equivalents Total *	32.28	32.28	28.53	28.53

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

Code Compliance: Code Compliance

Purpose Statement

The purpose of the Code Compliance Program is to see that properties and buildings are used, maintained, and developed in conformance with code standards, to facilitate enforcement actions against violators through the legal system, and to reduce the deterioration of structures and properties so that Seattle's housing stock lasts longer.

Program Summary

Reduce General Fund allocation by approximately $173,000 and abrogate 1.87 FTE Housing/Zoning Inspector positions. These two positions support the Code Compliance program by responding to code violation complaints and performing standard enforcement actions. In order to maintain manageable caseloads and preserve acceptable case timeframes, remaining code enforcement inspectors will prioritize complaints by first responding to violations where a hazardous condition is reported. For example, weeds and vegetation will have the lowest priority and generally will result in a response of mailing information to the property at issue, unless a public safety hazard is indicated or the property is vacant. In those instances, additional steps will be taken to address the violation conditions, including site visits when a hazard is reported, and research to identify a responsible party in cases of vacant property.

Reduce General Fund allocation by approximately $106,000 and abrogate 1.0 FTE Housing/Zoning Inspector, Supervisor position. With fewer inspectors as described above, the responsibilities of this position will be taken on by the remaining Housing/Zoning Inspector, Supervisor and the Housing and Zoning Inspector, Sr. positions.

Reduce budget authority by approximately $45,000, and abrogate 0.5 FTE Housing Ordinance Specialist position.

Reduce General Fund allocation by approximately $59,000 and abrogate 0.87 FTE Administrative Specialist II. The work performed by this position will be redistributed among remaining administrative support positions.

Reduce General Fund allocation by $22,000 and reduce a 1.0 FTE Code Compliance Analyst to 0.75 FTE. This position provides support for DPD code violation enforcement cases and responds to claims and Public Disclosure Act requests.

Add approximately $49,000 and 0.5 FTE Housing/Zoning Inspector to oversee the City's new rental housing inspection certification program requiring rental units to meet local housing code standards. This fee-supported position will staff the inspector certification program and perform associated enforcement duties.

Reduce budget authority by $29,000 and remove five sedans from the DPD vehicle fleet as a result of the Citywide vehicle review intended to make the City's fleet smaller, greener, and more efficient, and as a result of the positions being reduced in this program.

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $23,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in the Code Compliance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $104,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $312,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Code Compliance	3,287,529	3,734,539	3,422,417	3,484,086
Full-time Equivalents Total*	32.28	32.28	28.53	28.53

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

Code Compliance: Code Compliance Overhead Allocations

Purpose Statement

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

Program Summary

Increase budget by approximately $58,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Code Compliance Overhead Allocations	1,043,581	1,141,755	1,199,730	1,226,583

Construction Inspections Budget Control Level

Purpose Statement

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

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Building Inspections Program	3,865,522	3,475,621	2,821,722	2,874,664
Construction Inspections Overhead Allocations	0	3,975,754	3,483,029	3,565,666
Construction Inspections Unallocated CBA	0	1,798,947	1,798,947	1,798,947
Electrical Inspections	3,548,030	3,527,130	3,317,017	3,382,920
Signs and Billboards	279,207	252,275	144,613	147,704
Site Review and Inspection	2,220,170	2,448,564	1,742,487	1,774,726
Total	**9,912,928**	**15,478,292**	**13,307,815**	**13,544,628**
Full-time Equivalents Total *	86.04	86.04	75.84	75.84

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

Construction Inspections: Building Inspections Program

Purpose Statement

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

Program Summary

Reduce budget by approximately $556,000 to reflect reductions in five positions supporting the Building Inspections program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfunding five regular positions, including 3.0 FTE Building Inspector, Senior, 1.0 FTE Building Inspector, Journey, and 1.0 FTE Manager II.

Increase budget authority by approximately $9,000 to reflect changes in expenditures for administrative efficiencies, including travel and training expenses.

Consistent with Resolution 30347, the Department prepares a budget containing the use of contingent budget authority (CBA). Contingent authority of budget and positions may be granted when actual or revised revenue forecasts exceed the original revenue forecasts. In this program, up to $1.6 million in contingent budget authority for building inspections could be accessed if required by demand-driven revenue levels. The 2011 Adopted and 2012 Endorsed Budget intends to access none of this authority, however, so the full balance is displayed in the appropriate program for unallocated CBA.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $22,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $85,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $654,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Building Inspections Program	3,865,522	3,475,621	2,821,722	2,874,664
Full-time Equivalents Total*	31.33	31.33	30.32	30.32

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

Construction Inspections: Construction Inspections Overhead Allocations

Purpose Statement

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

Program Summary

Reduce budget by approximately $493,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Construction Inspections Overhead Allocations	0	3,975,754	3,483,029	3,565,666

Construction Inspections: Construction Inspections Unallocated CBA

Purpose Statement

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

Program Summary

In 2011, a total of $1.8 million in contingent authority in the Construction Inspections BCL will not be accessed, including $1.6 million for construction inspections in the Building Inspections program, and $199,000 for electrical inspections with plan review from the Electrical Inspections program. The unallocated authority has been transferred into this program to facilitate oversight and monitoring.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Construction Inspections Unallocated CBA	0	1,798,947	1,798,947	1,798,947

Construction Inspections: Electrical Inspections

Purpose Statement

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

Program Summary

Reduce budget by approximately $103,000 and abrogate 1.0 FTE Electrical Inspector, Sr. position supporting the Electrical Inspections program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload.

Increase budget authority by $7,000 to reflect an increase in expenditures for travel and training expenses within this program.

Consistent with Resolution 30347, the Department prepares a budget containing the use of contingent budget authority (CBA). Contingent authority of budget and positions may be granted when actual or revised revenue forecasts exceed the original revenue forecasts. In this program, up to $620,000 in contingent budget authority for electrical inspection with plan review could be accessed if required by demand-driven revenue levels. The 2011 Adopted and 2012 Endorsed Budget intends to access $421,000 of this authority, and the remaining balance is displayed in the appropriate program for unallocated CBA.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $27,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $88,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $210,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Electrical Inspections	3,548,030	3,527,130	3,317,017	3,382,920
Full-time Equivalents Total*	29.49	29.49	26.09	26.09

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

Construction Inspections: Signs and Billboards

Purpose Statement

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

Program Summary

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs decrease the budget by $108,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Signs and Billboards	279,207	252,275	144,613	147,704
Full-time Equivalents Total*	2.14	2.14	1.25	1.25

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

Construction Inspections: Site Review and Inspection

Purpose Statement

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

Program Summary

Reduce budget by $355,000 to reflect reductions in three positions supporting the Site Review and Inspection program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfunding 2.0 FTE Site Review Inspectors and 1.0 FTE Site Review Engineer, Supervisor.

Increase budget authority by approximately $2,000 to reflect changes in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $339,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $706,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Site Review and Inspection	2,220,170	2,448,564	1,742,487	1,774,726
Full-time Equivalents Total*	23.09	23.09	18.18	18.18

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

Construction Permit Services Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Applicant Services Center	6,783,772	6,299,051	5,233,865	5,332,372
Construction Permit Services Overhead Allocations	3,562,061	3,096,514	3,309,311	3,376,579
Construction Permit Services Unallocated CBA	3,628,153	3,150,000	3,900,000	3,900,000
Construction Plans Administration	5,512,657	4,761,626	2,969,837	3,018,275
Operations Division Management	1,249,303	1,824,856	678,662	686,194
Public Resource Center	1,090,269	1,615,111	1,059,685	1,078,219
Total	**21,826,215**	**20,747,158**	**17,151,360**	**17,391,640**
Full-time Equivalents Total *	140.85	140.85	147.02	147.02

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

Construction Permit Services: Applicant Services Center

Purpose Statement

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

Program Summary

Reduce budget by $700,000 to reflect reductions in six positions supporting the Applicant Services Center program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes are as follows:

- Retain position authority but unfund five regular positions, including 3.0 FTE Land Use Planner II, 1.0 FTE Permit Technician and 1.0 FTE Permit Specialist II.

- Retain position authority but reduce 1.0 FTE Permit Specialist II position to 0.5 FTE.

Reduce budget authority by approximately $1,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Consistent with Resolution 30347, the Department prepares a budget containing the use of contingent budget authority (CBA). Contingent authority of budget and positions may be granted when actual or revised revenue forecasts exceed the original revenue forecasts. In this program, up to $500,000 in contingent budget authority for construction plan review could be accessed if required by demand-driven revenue levels. The 2011 Adopted and 2012 Endorsed Budget intends to access none of this authority, so the full balance is displayed in the appropriate program for unallocated CBA.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $42,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $7,000 is saved in the Applicant Service Center Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $315,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.07 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Applicant Services Center	6,783,772	6,299,051	5,233,865	5,332,372
Full-time Equivalents Total*	72.86	72.86	77.98	77.98

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

Construction Permit Services: Construction Permit Services Overhead Allocations

Purpose Statement

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

Program Summary

Increase budget by approximately $213,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Construction Permit Services Overhead Allocations	3,562,061	3,096,514	3,309,311	3,376,579

Construction Permit Services: Construction Permit Services Unallocated CBA

Purpose Statement

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

Program Summary

In 2011, a total of $3.9 million in contingent authority in the Construction Permit Services BCL will not be accessed, including $1.9 million for construction plan review and $1.5 million for peer review contracts from the Construction Plans Administration program and $500,000 for construction plan review from the Applicant Services Center. The unallocated authority has been transferred into this program to facilitate oversight and monitoring.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Construction Permit Services Unallocated CBA	3,628,153	3,150,000	3,900,000	3,900,000

Construction Permit Services: Construction Plans Administration

Purpose Statement

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

Program Summary

Reduce budget by $729,000 to reflect reductions in five positions supporting the Construction Plans Administration program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfund 5.0 FTE Structural Plans Engineers.

Reduce budget authority by approximately $71,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Transfer $750,000 to the Construction Permit Services Unallocated Contingent Budget Authority (CBA) program. Consistent with Resolution 30347, the Department prepares a budget containing the use of contingent budget authority. Contingent authority of budget and positions may be granted when actual or revised revenue forecasts exceed the original revenue forecasts. In this program, up to $1.9 million in contingent budget authority for construction plan review and $1.5 million for peer review contracts could be accessed if required by demand-driven revenue levels. The 2011 Adopted and 2012 Endorsed Budget intends to access none of this authority, however, so the full balance is displayed in the appropriate program for unallocated CBA.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $25,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $17,000 is saved in the Construction Plans Administration Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $950,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.79 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Construction Plans Administration	5,512,657	4,761,626	2,969,837	3,018,275
Full-time Equivalents Total*	32.78	32.78	34.17	34.17

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

Construction Permit Services: Operations Division Management

Purpose Statement

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

Program Summary

Reduce budget by $427,000 to reflect reductions in three positions supporting the Operations Division Management program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes are as follows:

- Retain position authority but unfund two regular positions, including 1.0 FTE Administrative Specialist II, and 1.0 FTE Management Systems Analyst, Senior.

- Retain position authority but reduce 1.0 FTE Strategic Advisor 2, Engineering & Plans Review position to 0.5 FTE.

Reduce budget authority by approximately $11,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Operations Division Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $696,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.15 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Operations Division Management	1,249,303	1,824,856	678,662	686,194
Full-time Equivalents Total*	19.58	19.58	19.59	19.59

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

Construction Permit Services: Public Resource Center

Purpose Statement

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

Program Summary

Reduce budget by $140,000 to reflect reductions in three positions supporting the Public Resource Center program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfunding three regular positions, including 1.0 FTE Permit Technician, 1.0 FTE Administrative Specialist II, and 1.0 FTE Office Assistant.

Reduce budget authority by approximately $50,000 to reflect reductions in expenditures for administrative efficiencies, including consulting resources, supplies, and travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $359,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $555,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Public Resource Center	1,090,269	1,615,111	1,059,685	1,078,219
Full-time Equivalents Total*	15.63	15.63	15.28	15.28

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

Department Leadership Budget Control Level

Purpose Statement

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

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Relations	360,591	428,938	435,016	442,136
Department Leadership Overhead Allocations	-12,424,066	-12,452,208	-12,083,156	-12,354,445
Director's Office	634,093	699,104	746,582	758,534
Finance and Accounting Services	5,708,037	5,587,921	5,834,133	5,999,923
Human Resources	468,009	504,207	322,470	327,682
Information Technology Services	5,253,335	5,232,037	4,744,955	4,826,169
Total	**0**	**0**	**0**	**0**
Full-time Equivalents Total *	46.31	46.31	49.79	49.79

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

Department Leadership: Community Relations

Purpose Statement

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

Program Summary

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs increase the budget by $6,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $6,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Relations	360,591	428,938	435,016	442,136
Full-time Equivalents Total*	3.00	3.00	3.12	3.12

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

Department Leadership: Department Leadership Overhead Allocations

Purpose Statement

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

Program Summary

Increase budget by approximately $369,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Department Leadership Overhead Allocations	-12,424,066	-12,452,208	-12,083,156	-12,354,445

Department Leadership: Director's Office

Purpose Statement

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

Program Summary

Transfer in $69,000 and 1.0 FTE Administrative Specialist II from the Planning Services Program to the Director's Office to align current business practice and assist with department-wide support services.

Reduce budget authority by approximately $10,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Reduce budget authority by approximately $10,000 to reflect reductions in expenditures for administrative efficiencies, including consulting resources, supplies, and travel and training expenses.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $9,000 is saved in the Director's Office Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $4,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $47,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Director's Office	634,093	699,104	746,582	758,534
Full-time Equivalents Total*	4.18	4.18	5.34	5.34

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

Department Leadership: Finance and Accounting Services

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $12,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $281,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $260,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Accounting Services	5,708,037	5,587,921	5,834,133	5,999,923
Full-time Equivalents Total*	13.25	13.25	16.51	16.51

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

Department Leadership: Human Resources

Purpose Statement

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

Program Summary

Retain position authority, but reduce budget by $84,000 and unfund 1.0 FTE vacant Personnel Specialist, Supervisor position to assist in balancing DPD's budget. The unfunding of this position will result in a reduction of performance development and workforce analysis services to department staff and supervisors. Crucial Human Resource duties will be absorbed by the Administration Division Director.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs decrease the budget by $97,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $182,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	468,009	504,207	322,470	327,682
Full-time Equivalents Total*	5.00	5.00	4.14	4.14

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

Department Leadership: Information Technology Services

Purpose Statement

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

Program Summary

Reduce budget by $382,000 to reflect reductions in one position supporting the Building Inspections program, including $85,000 in savings for consultant services. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfunding 1.0 FTE Information Technology Systems Analyst.

Reduce budget authority by $73,000 and abrogate 1.0 FTE Information Technology Technical Support position. The elimination of this position will discontinue the Department's development of SharePoint sites. Remaining staff in the IT Services group will absorb additional workloads.

Reduce budget authority by approximately $19,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $21,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $51,000 is saved in the Information Technology Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $58,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $487,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Information Technology Services	5,253,335	5,232,037	4,744,955	4,826,169
Full-time Equivalents Total*	20.88	20.88	20.68	20.68

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

Land Use Services Budget Control Level

Purpose Statement

The purpose of the Land Use Services Budget Control Level is to provide land use permitting services to project applicants, City of Seattle departments, public agencies, and residents. These services are intended to allow development proposals to be reviewed in a fair, reasonable, efficient, and predictable manner, and substantially comply with applicable codes, legal requirements, policies, and community design standards. Additionally, this budget control level includes the allocation of a proportionate share of departmental administration and other overhead costs.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Land Use Services	4,363,788	3,886,512	2,220,354	2,256,550
Land Use Services Overhead Allocations	1,608,637	1,641,294	1,007,223	1,035,812
Land Use Services Unallocated CBA	0	500,000	500,000	500,000
Total	**5,972,425**	**6,027,805**	**3,727,576**	**3,792,362**
Full-time Equivalents Total *	35.84	35.84	34.63	34.63

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

Land Use Services: Land Use Services

Purpose Statement

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

Program Summary

Reduce budget by $1.22 million to reflect reductions in 12 positions supporting the Land Use Services program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes are as follows:

- Retain position authority but unfund 9.08 FTE Land Use Planner II positions and 1.0 FTE Manager III, Engineering & Plans Review position.

- Reduce one 1.0 FTE Land Use Planner II, 1.0 FTE Land Use Planner III, and 1.0 FTE Planning and Development Specialist, Senior to 0.5 FTE.

Reduce budget authority by approximately $4,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Consistent with Resolution 30347, the Department prepares a budget containing the use of contingent budget authority (CBA). Contingent authority of budget and positions may be granted when actual or revised revenue forecasts exceed the original revenue forecasts. In this program, up to $500,000 in contingent budget authority for land use could be accessed if required by demand-driven revenue levels. The 2011 Adopted and 2012 Endorsed Budget intends to access none of this authority, however, so the full balance is displayed in the appropriate program for unallocated CBA.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $18,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $423,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.67 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Land Use Services	4,363,788	3,886,512	2,220,354	2,256,550
Full-time Equivalents Total*	35.84	35.84	34.63	34.63

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

Land Use Services: Land Use Services Overhead Allocations

Purpose Statement

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

Program Summary

Reduce budget by approximately $634,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Land Use Services Overhead Allocations	1,608,637	1,641,294	1,007,223	1,035,812

Land Use Services: Land Use Services Unallocated CBA

Purpose Statement

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

Program Summary

In 2011, a total of $500,000 in contingent authority in the Land Use Services BCL will not be accessed. The unallocated authority has been transferred into this program to facilitate oversight and monitoring.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Land Use Services Unallocated CBA	0	500,000	500,000	500,000

Planning Budget Control Level

Purpose Statement

The purpose of the Planning Budget Control Level is to manage growth and development consistent with the Comprehensive Plan, and to inform and guide decisions for shaping and preserving Seattle so that it is a vital urban environment. Planning staff does this work by stewarding the Comprehensive Plan and supporting its core values of community, environmental stewardship, social equity, and economic opportunity. Staff conduct research and make use of the best urban design strategies when preparing plans for areas of the city that are impacted by growth or major public investments. Additionally, the Planning Budget Control Level includes the staff of the Design Commission and Planning Commission, and includes the allocation of a proportionate share of departmental administration and other overhead costs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Design Commission	265,195	273,743	235,189	237,793
Planning Commission	435,693	407,296	390,968	397,164
Planning Overhead Allocations	1,591,033	1,588,368	1,896,305	1,937,696
Planning Services	5,277,939	4,641,209	4,201,656	4,193,329
Total	**7,569,859**	**6,910,618**	**6,724,118**	**6,765,982**
Full-time Equivalents Total *	40.25	40.25	33.03	33.03

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

Planning: Design Commission

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs decrease the budget by $36,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $38,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Design Commission	265,195	273,743	235,189	237,793
Full-time Equivalents Total*	2.00	2.00	1.87	1.87

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

Planning: Planning Commission

Purpose Statement

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

Program Summary

Reduce budget authority by $39,000 and abrogate 0.5 FTE Administrative Specialist II. Remaining staff will absorb essential administrative duties.

Reduce budget authority by approximately $6,000 to reflect reductions in expenditures for administrative efficiencies, including reducing funding to purchase data from external sources to describe rental affordability trends, and reducing travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

Citywide adjustments to labor and other operating costs increase the budget by $29,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $16,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Planning Commission	435,693	407,296	390,968	397,164
Full-time Equivalents Total*	3.50	3.50	2.62	2.62

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

Planning: Planning Overhead Allocations

Purpose Statement

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

Program Summary

Increase budget by approximately $308,000 to reflect the reapportionment of departmental overhead allocations based on staffing levels across the Department's budget control levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Planning Overhead Allocations	1,591,033	1,588,368	1,896,305	1,937,696

Planning: Planning Services

Purpose Statement

The purpose of the Planning Services Program is to advocate for policies, plans, and regulations that steward and advance Seattle's Comprehensive Plan and growth management strategy; that protect and enliven Seattle's established and emerging neighborhoods; that support job creation and housing choices; that promote design excellence in Seattle's public realm; and that advance green buildings, neighborhoods, and infrastructure towards healthier communities, energy independence, and climate protection.

Program Summary

Increase budget by $2,000 to reflect reductions in one position supporting the Planning Services program. The construction industry in Seattle and throughout the region continues to experience a slowdown. As a result, the 2011 Adopted and 2012 Endorsed Budget realigns fee-supported budget and position authority with anticipated revenues and workload. In this program, the position changes include retaining position authority but unfunding 1.0 FTE Management Systems Analyst, Senior.

Reduce General Fund allocation by approximately $173,000 to realign resources with a modified approach to updating Neighborhood Plans. Beginning in late 2010, DPD led an initial phase of coordinated infrastructure planning beginning that precedes community outreach work in the two new Neighborhood Plan areas, Broadview/Bitterlake/Haller Lake, and Rainier Beach. The coordinated infrastructure planning initiative identifies and coordinates infrastructure improvements where possible in these neighborhoods to better inform and support the neighborhood planning process. This reduction abrogates 1.0 FTE Planning & Development Specialist II, and reallocates 1.0 Land Use Planner III position to a Strategic Advisor II position, to identify funding for capital projects to address neighborhood infrastructure deficiencies, and reduces consultant resources associated with the Neighborhood Planning Program by approximately $93,000.

Reduce General Fund allocation by approximately $129,000 and abrogate 1.0 FTE Manager 3. The work performed by this position is fulfilled by other staff dedicated to the Design Commission.

Reduce General Fund allocation by approximately $122,000 and abrogate 1.0 FTE Administrative Specialist III and 1.0 FTE Graphic Arts Designer. Additional workloads are shifted to remaining administrative staff support for the Planning Division.

Reduce General Fund allocation by approximately $103,000 and reduce 1.0 FTE Land Use Planner IV position to 0.5 FTE and 1.0 FTE Planning & Development Specialist, Senior position to 0.5 FTE.

Transfer out $69,000 and 1.0 FTE Administrative Specialist II from the Planning Services Program to the Director's Office to align the placement of the position with current business practices, and assist with department-wide support services.

Reduce budget authority by approximately $44,000 to reflect reductions in expenditures for consultant resources associated with the Shoreline Master Program Update. This reduction limits DPD's ability to acquire additional technical or scientific information needed outside of the dept, however DPD will effectively implement the Shoreline Master Program update required by the State of Washington.

Reduce budget authority by approximately $6,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $33,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $24,000 is saved in the Planning Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $261,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $440,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Planning Services	5,277,939	4,641,209	4,201,656	4,193,329
Full-time Equivalents Total*	34.75	34.75	28.54	28.54

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

Process Improvements and Technology Budget Control Level

Purpose Statement

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

Summary

Reduce budget authority by approximately $207,000 to reflect reductions in expenditures for maintenance contracts, computer materials and supplies, and consultant resources. These reductions reflect the scaling-back of the Process Improvements and Technology program to a level that can be supported by projected permit fee revenues.

FTE counts shown below may reflect position changes, or re-allocations, made outside of the budget process.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Citywide adjustments to labor and other operating costs decrease the budget by $2.05 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.26 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Process Improvements and Technology	2,255,965	3,036,445	776,261	791,388
Full-time Equivalents Total*	6.71	6.71	5.42	5.42

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

2011 - 2012 Estimated Revenues for the Planning and Development Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
422111	Building Development	17,920,503	19,869,257	14,969,975	16,945,042	18,646,334
422115	Land Use	4,768,983	4,998,214	3,660,658	3,664,138	3,700,780
422130	Electrical	4,277,520	4,102,880	3,729,135	4,464,226	4,508,868
422150	Boiler	1,152,482	1,142,410	1,189,573	1,211,356	1,223,470
422160	Elevator	2,713,999	2,707,467	2,588,996	2,588,996	2,614,886
437010	Grant Revenues	380,199	319,898	222,980	280,880	162,489
443694	Site Review & Development	1,055,472	1,259,423	1,170,742	1,259,601	1,272,197
461110	Interest	271,465	250,000	119,884	100,000	100,000
469990	Contingent Revenues - Unaccessed	0	5,448,979	(200,000)	6,198,979	6,198,979
469990	Other Revenues	1,327,788	1,411,623	1,344,781	1,180,755	1,192,562
587001	General Subfund Support	9,753,005	9,990,985	9,727,578	9,120,445	9,300,870
587116	Cumulative Reserve Fund-REET I - TRAO	131,345	113,000	70,802	150,000	154,500
587116	Cumulative Reserve Fund-Unrestricted - Design Commission	377,450	374,000	353,047	370,383	374,087
587116	Cumulative Reserve Fund-Unrestricted - TRAO	0	74,000	40,000	74,172	76,397
587900	Green Building Team - SPU & SCL	635,613	587,780	538,981	587,780	593,658
587900	SPU MOA for Side Sewer & Drainage	1,517,332	1,630,343	1,133,102	1,350,000	1,363,500
Total Revenues		**46,283,156**	**54,280,259**	**40,660,233**	**49,546,755**	**51,483,577**
379100	Use of (Contribution To) Fund Balance	9,251,337	6,277,441	3,741,046	730,688	(437,385)
Total Resources		**55,534,492**	**60,557,700**	**44,401,279**	**50,277,443**	**51,046,192**

2011- 2012 DPD Contingent Budget Authority

Council Resolution No. 30357 established contingent authority in the Department of Planning and Development (DPD) for budget and positions. The contingent authority is intended to allow prompt response to unanticipated changes in demand for services. When actual and estimated fee revenues exceed forecasted amounts, DPD may propose to access its contingent budget authority.

DPD's contingent budget authority is displayed fully in Budget Control Levels (BCLs) in the City's Adopted Budget. The authority is associated with various categories of work, such as Construction Plan Review, and triggered by unanticipated levels of various fee revenues, such as Building Development fees. Although all of DPD's contingent authority is displayed in the BCLs in this budget document, not all of it is planned to be accessed in 2011. Table 1 below, details total contingent budget authority, as well as amounts anticipated to be accessed in 2011. The remaining authority will not be accessed without approval, which would be based on an analysis of revenue deviations from the budget forecast, as described in Table 2 below. Beginning with the 2010 Adopted Budget, the unaccessed contingent authority is displayed in each BCL in a separate program created for this purpose.

Table 1: Total and Accessed Contingent Budget Authority, 2011 Adopted

BCL	Contingent Authority Category	Revenue Source	2010 Adopted Authority	2010 Adopted Accessed	2011 Adopted Authority	2011 Adopted Accessed
Const Insp	Const Inspection	Bldg Dvlpmt	1,600,000	-	1,600,000	-
Const Insp	Elec Insp w/Plan Review	Electrical	620,000	421,053	620,000	421,053
Cons Permit Svcs	Cons Plan Review	Bldg Dvlpmt	2,400,000	-	2,400,000	-
Cons Permit Svcs	Peer Review Contracts	Bldg Dvlpmt	1,500,000	750,000	1,500,000	
Land Use	Land Use	Land Use	500,000	-	500,000	-
Total Contingent Budget Authority			**6,620,000**	**1,171,053**	**6,620,000**	**421,053**

Table 2: Schedule of Contingent Budget Authority

Land Use		
Unanticipated Revenue	**Contingent Budget**	**Contingent FTE**
(200,000) to (100,000)	(160,000)	-1.3
(99,999) to 99,999	–	0.0
100,000 to 199,999	160,000	1.3
200,000 to 299,999	320,000	2.6
300,000 to 399,999	480,000	4.0
400,000 to 499,999	640,000	4.0
500,000 and above	880,000	4.0

Construction Plan Review		
Unanticipated Revenue	**Contingent Budget**	**Contingent FTE**
(400,000) or less	(288,000)	-2.5
(399,999) to (200,000)	(144,000)	-1.2
(199,999) to 199,999	–	0.0
200,000 to 399,999	144,000	1.2
400,000 to 599,999	288,000	2.5
600,000 to 799,999	432,000	3.7
800,000 to 999,999	576,000	5.0
1,000,000 to 1,199,999	720,000	5.0
1,200,000 to 1,399,999	864,000	5.0
1,400,000 to 1,599,999	1,008,000	5.0
1,600,000 to 1,799,999	1,152,000	5.0
1,800,000 to 1,999,999	1,296,000	5.0
2,000,000 and above	1,565,000	5.0

Construction Inspection		
Unanticipated Revenue	Contingent Budget	Contingent FTE
(400,000) or less	(201,600)	-1.7
(399,999) to (200,000)	(100,800)	-0.1
(199,999) to 199,999	–	0.0
200,000 to 399,999	100,800	0.9
400,000 to 599,999	201,600	1.7
600,000 to 799,999	302,400	2.6
800,000 to 999,999	403,200	3.5
1,000,000 to 1,199,999	504,000	4.0
1,200,000 to 1,399,999	604,800	4.0
1,400,000 to 1,599,999	705,600	4.0
1,600,000 to 1,799,999	806,400	4.0
1,800,000 to 1,999,999	907,200	4.0
2,000,000 and above	1,096,000	4.0

Electrical Inspection with Plan Review		
Unanticipated Revenue	Contingent Budget	Contingent FTE
(100,000) or less	(50,400)	-0.4
(99,999) to 99,999	–	0.0
100,000 to 199,999	50,400	0.4
200,000 to 299,999	100,800	0.9
300,000 to 399,999	151,200	1.3
400,000 to 499,999	201,600	1.7
500,000 to 599,999	285,000	2.0
600,000 and above	405,000	3.0

Peer Review Contracts		
Unanticipated Revenue	Contingent Budget	Contingent FTE
200,000 to 499,999	500,000	0.0
500,000 to 999,999	1,000,000	0.0
1,000,000 and above	1,500,000	0.0

Planning and Development Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**21,894,615**	**13,373,538**	**9,678,507**	**5,737,461**	**5,006,773**
Accounting and Technical Adjustments	(2,964,772)	0	0	0	0
Plus: Actual and Estimated Revenue	46,283,156	54,280,259	40,660,233	49,546,755	51,483,577
Less: Actual and Budgeted Expenditures	55,534,492	60,557,700	44,601,279	50,277,443	51,046,192
Ending Fund Balance	**9,678,507**	**7,096,097**	**5,737,461**	**5,006,773**	**5,444,158**
Core Staffing, Process Improvements and Technology	3,418,313	1,911,259	1,234,417	852,395	758,158
Total Reserves	**3,418,313**	**1,911,259**	**1,234,417**	**852,395**	**758,158**
Ending Unreserved Fund Balance	**6,260,194**	**5,184,838**	**4,503,044**	**4,154,378**	**4,686,000**

Criminal Justice Contracted Services

Catherine Cornwall, Senior Policy Advisor

Contact Information

Department Information Line: (206) 684-8725
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

Department Description

Criminal Justice Contracted Services (CJCS) provides funding for both public defense and jail services for individuals arrested, prosecuted, and/or convicted of misdemeanor criminal code violations in Seattle. The contracts for these services are managed by the City Budget Office. The City contracts with three non-profit legal agencies to provide public defense services and with several jurisdictions, including King County, to provide jail services.

By the end of 2010, there are projected to be approximately 9,600 bookings in the King County Jail for people who are charged with misdemeanor offenses or failed to appear for court hearings. This is up 4% from approximately 9,200 jail bookings in 2009. The projected 2010 bookings will generate close to 102,000 jail days - the equivalent of having 276 people in jail on any given day - which is about the same as the 2009 average of 275. Through October 2010, on a daily basis, the City averaged 222 people in the King County Jail, 52 people in the Yakima County Jail, and one person in the Renton Jail.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. There is very little flexibility in the budget for CJCS. Spending is driven by the number of people arrested and booked into jail and also by the number of criminal cases filed by the City Attorney - these factors are outside of the control of CJCS. However, the 2011 Adopted and 2012 Endorsed Budget does include reductions in order to help close the General Fund gap.

From 2002 to 2010, the City contracted with Yakima County to house some of its sentenced misdemeanor inmates. As part of this agreement, the City provided a space for family and friends of inmates being held in Yakima County to visit with them via a video hook-up in Seattle. In 2011, the City will replace its Yakima County contract with a new contract with Snohomish County. Because inmates will be housed in Everett, rather than Yakima County, the City no longer needs to provide video visitation services and is able eliminate its funding for this service.

In 2010, King County significantly changed how it charges cities for jail services. Previously, the County had charged the same daily rate regardless of whether an inmate was housed in general housing or if the inmate needed more expensive specialized psychiatric and/or medical services. In June 2010, King County began charging cities premiums for these specialized services. This change increased the City's 2010 jail costs by 10% (about $1.25 million annually). In 2011, King County is increasing its rates by an average of 11% (an increase of another $1.5 million). The CJCS budget is able to absorb these rate increases because it is changing its jail contract for sentenced misdemeanor inmates from Yakima County to Snohomish County. In addition to being much closer to Seattle than Yakima, Snohomish County's jail rates are also more cost-effective.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Indigent Defense Services Budget Control Level	**VJ500**	**5,631,790**	**5,425,163**	**6,043,667**	**6,169,790**
Jail Services Budget Control Level	**VJ100**	**14,436,941**	**18,476,852**	**18,331,746**	**21,572,628**
Department Total		**20,068,730**	**23,902,015**	**24,375,413**	**27,742,418**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	20,068,730	23,902,015	24,375,413	27,742,418
Department Total	**20,068,730**	**23,902,015**	**24,375,413**	**27,742,418**

Indigent Defense Services Budget Control Level

Purpose Statement

The purpose of the Indigent Defense Services Budget Control Level is to secure legal defense services, as required by state law, for indigent people facing criminal charges in Seattle Municipal Court.

Summary

Transfer $515,000 from the Jail Services Budget Control Level (BCL) to the Indigent Defense Services BCL. In 2008 and 2009, public defense expenditures exceeded the budget by $400,000 - $460,000 because the actual number of public defense cases was higher than budgeted levels. This overage has been offset by savings in the jail budget. This transfer will adjust the budget to better match the expected level of spending.

Transfer $5,000 for a copier lease for defense attorneys from the Indigent Defense Services BCL to the Seattle Municipal Court.

Citywide adjustments to various operating costs increase the budget by $109,000 for a net increase of $619,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Indigent Defense Services	5,631,790	5,425,163	6,043,667	6,169,790

Jail Services Budget Control Level

Purpose Statement

The purpose of the Jail Services Budget Control Level is to provide for the booking, housing, transporting, and guarding of City inmates. The jail population, for which the City pays, are adults charged with or convicted of misdemeanor crimes alleged to have been committed within the Seattle city limits.

Summary

Reduce budget by $33,000 and discontinue video visitation services for sentenced inmates held at Yakima County Jail. In 2011, the City will no longer contract with Yakima County and will instead send sentenced inmates to the Snohomish County Jail.

Transfer $515,000 from the Jail Services Budget Control Level (BCL) to the Indigent Defense Services BCL. In 2008 and 2009, public defense expenditures exceeded the budget by $400,000 - $460,000 because the actual number of public defense cases was higher than budgeted levels. This overage has been offset by savings in the jail budget. This transfer will adjust the budget to better match the expected level of spending.

Citywide adjustments to various operating costs increase the budget by $403,000 for a net decrease of $145,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Jail Services	14,436,941	18,476,852	18,331,746	21,572,628

Seattle Fire Department

Gregory M. Dean, Chief

Contact Information

Department Information Line: (206) 386-1400
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/fire/

Department Description

The Seattle Fire Department (SFD) provides fire protection and prevention, technical rescue and emergency medical services for the City of Seattle. It deploys engine companies, ladder companies, aid and medic units, and fireboats to mitigate the loss of life and property resulting from fires, medical emergencies, and other disasters. SFD maintains 33 fire stations that are strategically located within six battalions to provide optimal response times to emergencies. Each battalion serves specific geographic areas in the city, the Downtown/Central Area, North and Northeast Seattle, Northwest Seattle, South and Southeast Seattle, and West Seattle.

Emergency medical responses account for approximately 80% of all fire emergency calls in the City of Seattle. In order to respond to the emergency medical demand, all Seattle Firefighters are trained as emergency medical technicians (EMTs) to provide basic emergency medical care, or basic life support. SFD also staffs seven medic units with two firefighter/paramedics trained to provide more advanced medical care, or advanced life support. Additionally the Department has four Aid Cars staffed by firefighters to provide citywide emergency medical response coverage.

The Department also has hazardous materials, marine, high-angle. and confined-space rescue teams. In addition, SFD officers and firefighters are members of several local and national disaster response teams: FEMA's Urban Search and Rescue Task Force, Metropolitan Medical Response System, and wild land firefighting.

SFD's fire prevention efforts include Fire Code enforcement, building inspections, plan reviews of fire and life safety systems, public education and fire safety programs, regulation of hazardous materials storage and processes, and Fire Code regulation at public assemblies.

Policy and Program Changes

Public safety is a top priority for the City of Seattle. The 2011 Adopted and 2012 Endorsed Budget reflects this priority by preserving service levels with only de minimis effects on SFD emergency operations, despite the challenging fiscal environment. The budget maintains the Seattle Fire Department's on-duty firefighting strength and makes no operational reductions to companies assigned to neighborhood fire stations.

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. SFD's 2011 Adopted and 2012 Endorsed Budget reflects reductions and increases in fee-based revenues in order to help close the gap.

The 2011 Adopted and 2012 Endorsed Budget for SFD prioritizes front-line services. To reach this goal, SFD will achieve savings through a number of management and internal efficiencies.

In 2009, in response to the City's economic situation, the Firefighters' Union, Local 27, and Fire Chiefs' Union, Local 2898, agreed to lower the minimum cost of living adjustment from two percent to a zero percent floor. Because the Consumer Price Index (CPI) rate to which salary increases for Local 27 and Local 2898 are contractually tied is below zero for 2011, Local 27 and Local 2898 members will receive a 0% cost of living adjustment.

The Department will reduce its overtime budget for training and discretionary activities by modifying training delivery methods and utilizing on-duty personnel to conduct training activities. Since the Fire Department is subject to a number of mandatory training requirements, SFD has committed that the modified training methods will still be in compliance with federal, state, and local regulations.

To achieve additional internal efficiencies, SFD evaluated departmental funding needs for travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, the Department reduced travel and training. The additional training reductions are captured within the administrative efficiencies descriptions detailed in the following pages.

As part of the citywide effort to examine opportunities to preserve direct services, all departments developed options for achieving cost savings through changes in management structure and administrative efficiencies. The 2011 Adopted and 2012 Endorsed Budget for SFD reduces four management and supervisory-level positions.

The Fire Department will reduce the minimum on-duty staffing level by one Battalion Chief, avoiding approximately 255 shifts of overtime hiring each year. To achieve these savings, the Department will reassign the administrative duties of Battalion 2 to the Deputy Chief of Operations. The four remaining Battalion Chiefs, the Safety Chief, and the Deputy Chief of Operations will continue to provide oversight and direction of all citywide emergency operations.

One vacant Strategic Advisor position in the Office of the Chief will be abrogated. The position had been added in 2010 to provide analytical and technical expertise in support of operations management and strategic planning.

The construction industry in Seattle and throughout the region continues to experience a slowdown as a result of continued weakness in the economy. As a result of the downturn in construction related inspections, SFD has identified a number of modifications within the Fire Prevention Budget Control Level to maintain previously established cost recovery rates for billable services. The Department will abrogate one Administrative Support Supervisor in the Fire Prevention Budget Control Level. Additional permit functions and supervisory level responsibilities will be absorbed by existing staff.

SFD will abrogate the Deputy Chief-Assistant Fire Marshal position. This abrogation will not directly impact service levels as the remaining Deputy Chief in the Fire Marshal's Office will absorb priority management duties.

The Department will abrogate one Firefighter/Inspector and one Lieutenant Inspector in the Fire Prevention Budget Control Level. These resources allowed SFD to meet the high demand for fire safety reviews of newly constructed buildings and inspection services for the storage and use of flammable and combustible liquids and other hazardous materials and processes as required by the Seattle Fire Code. The construction market has slowed, and with efficiencies in management structure the resources are no longer needed.

In order to maintain historical cost recovery rates for billable services, SFD will implement fee increases of 10-15% in several program areas of the Fire Marshal's Office to increase the recovery of costs associated with

issuing permits, conducting certification examinations related to fire protection system and code compliance inspections when multiple re-inspections are required. Additionally, a new $10 reporting fee for processing required fire protection system confidence testing documentation is applied. The increased fees will result in additional revenue of approximately $586,000 and will bring the overall Fire Prevention Division to a 75% cost recovery rate, consistent with previous years.

The 2011 Adopted and 2012 Endorsed Budget includes $443,000 of additional project funding to temporarily add a fully staffed ladder truck at Fire Station 11 through September 2011. This additional ladder truck will maintain emergency response times in West Seattle that would otherwise have been impacted by the temporary closure of the westbound access ramps to the Spokane Street Viaduct during the Spokane Street Viaduct Widening Project. The ladder truck will be staffed by firefighters from various battalions working overtime, and the costs are provided by the capital project's construction budget.

To respond to the fiscal challenges facing Seattle, top executives are receiving a pay freeze for the third year in a row in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications. This Executive Order will continue in 2011, creating additional sustainable salary savings.

City Council Provisos

In the 2012 Endorsed Budget, the Administration Budget Control level is reduced by $150,000 to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers, or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. SFD will identify specific steps toward meeting this reduction as part of the 2012 budget process.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration Budget Control Level					
Communications		5,952,944	5,884,761	5,972,602	5,987,450
Finance		867,314	896,659	928,496	952,096
Human Resources		1,144,524	974,662	1,099,085	1,126,199
Information Systems		3,571,077	3,620,000	3,574,287	3,848,740
Office of the Chief		1,047,061	873,816	875,891	890,831
Support Services		2,070,961	2,024,374	1,953,332	2,000,779
Administration Budget Control Level	**F1000**	**14,653,881**	**14,274,271**	**14,403,693**	**14,806,094**
Fire Prevention Budget Control Level					
Code Compliance		402,505	420,898	445,871	459,315
Fire Investigation		1,082,090	1,073,328	1,050,971	1,085,473
Hazardous Materials		1,693,506	1,591,132	1,514,457	1,554,170
Office of the Fire Marshal		1,070,911	1,186,579	768,092	787,364
Public Education		303,456	295,857	316,559	323,697
Regulating Construction		2,044,034	1,915,872	1,863,263	1,917,368
Special Events		628,123	508,231	506,253	518,138
Fire Prevention Budget Control Level	**F5000**	**7,224,627**	**6,991,897**	**6,465,466**	**6,645,525**
Grants & Reimbursables Budget Control Level	**F6000**	**3,172,973**	**0**	**1,266,025**	**839,501**
Operations Budget Control Level					
Battalion 2		22,502,024	23,143,344	23,405,284	24,060,481
Battalion 3 - Medic One		13,240,649	12,163,741	11,704,165	12,059,223
Battalion 4		19,974,631	23,743,822	24,038,611	24,127,657
Battalion 5		20,512,844	22,056,524	22,313,349	22,975,651
Battalion 6		18,134,726	20,219,748	20,271,237	20,865,937
Battalion 7		18,274,802	17,959,897	18,027,224	18,543,788
Office of the Operations Chief		16,034,013	13,820,732	14,025,528	14,343,491
Operations Budget Control Level	**F3000**	**128,673,688**	**133,107,809**	**133,785,398**	**136,976,229**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Risk Management Budget Control Level					
Human Resources		(2,056)	0	0	0
Safety and Risk Management		1,087,014	1,061,362	1,075,108	1,097,099
Training and Officer Development		1,620,511	1,547,421	1,591,706	1,649,508
Risk Management Budget Control Level	**F2000**	**2,705,468**	**2,608,784**	**2,666,814**	**2,746,607**
Department Total		**156,430,637**	**156,982,760**	**158,587,395**	**162,013,956**
Department Full-time Equivalents Total*		**1,155.55**	**1,155.55**	**1,151.55**	**1,151.55**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	156,430,637	156,982,760	158,587,395	162,013,956
Department Total	**156,430,637**	**156,982,760**	**158,587,395**	**162,013,956**

Administration Budget Control Level

Purpose Statement

The purpose of the Administration Budget Control Level is to allocate and manage available resources, provide management information, and provide dispatch and communication services needed to achieve the Department's mission.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications	5,952,944	5,884,761	5,972,602	5,987,450
Finance	867,314	896,659	928,496	952,096
Human Resources	1,144,524	974,662	1,099,085	1,126,199
Information Systems	3,571,077	3,620,000	3,574,287	3,848,740
Office of the Chief	1,047,061	873,816	875,891	890,831
Support Services	2,070,961	2,024,374	1,953,332	2,000,779
Total	**14,653,881**	**14,274,271**	**14,403,693**	**14,806,094**
Full-time Equivalents Total *	87.30	87.30	85.30	85.30

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

Administration: Communications

Purpose Statement

The purpose of the Communications Program is to manage emergency calls to assure proper dispatch and subsequent safety monitoring of deployed units.

Program Summary

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $90,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $88,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications	5,952,944	5,884,761	5,972,602	5,987,450
Full-time Equivalents Total*	32.80	32.80	32.80	32.80

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

Administration: Finance

Purpose Statement

The purpose of the Finance Program is to provide strategic financial planning and management to effectively utilize budgeted funds.

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $7,000 is saved in the Finance Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $45,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $32,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance	867,314	896,659	928,496	952,096
Full-time Equivalents Total*	9.50	9.50	9.50	9.50

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

Administration: Human Resources

Purpose Statement

The purpose of the Human Resources Program is to provide management, advice, and direction in all areas of human resources and labor relations for uniformed and civilian employees. Major areas include: all hiring processes; worker's compensation and all disability and leave programs; EEO including internal investigations, litigation support, Race and Social Justice Initiative support; personnel performance management; all department labor relations functions; and public disclosure.

Program Summary

Transfer $73,000 and 1.0 FTE Administrative Staff Specialist from Human Resources to the Office of the Chief to better align department services and programs.

Transfer $74,000 and 1.0 FTE Records Administrative Staff from the Information Systems Program to Human Resources to align current business practice and assist with public disclosure requests.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in the Human Resources Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $135,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $124,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	1,144,524	974,662	1,099,085	1,126,199
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

Administration: Information Systems

Purpose Statement

The purpose of the Information Systems Program is to provide data and technology to support the Department.

Program Summary

Transfer $74,000 and 1.0 FTE Records Administrative Staff from the Information Systems Program to Human Resources to align current business practice and assist with public disclosure requests.

Reduce budget authority by approximately $11,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $19,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Information Systems Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $67,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $46,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Information Systems	3,571,077	3,620,000	3,574,287	3,848,740
Full-time Equivalents Total*	17.00	17.00	16.00	16.00

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

Administration: Office of the Chief

Purpose Statement

The purpose of the Office of the Chief Program is to provide strategy, policy, priorities, and leadership to department personnel and advise the Executive on matters of department capabilities in order to ensure delivery of service to Seattle residents.

Program Summary

Reduce budget by $132,000 and abrogate 1.0 FTE vacant Strategic Advisor position. The position had been added in 2010 to provide analytical and technical expertise in support of operations management and strategic planning. The position pocket was never filled in order to achieve labor savings to partially address the 2010 mid-year budget reduction target.

Transfer $73,000 and 1.0 FTE Administrative Staff Specialist from Human Resources to the Office of the Chief to better align department services and programs.

Reduce budget authority by approximately $4,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $12,000 is saved in the Office of the Chief Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $77,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of the Chief	1,047,061	873,816	875,891	890,831
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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

Administration: Support Services

Purpose Statement

The purpose of the Support Services Program is to provide the complete range of logistical support necessary to ensure all operational services have the supplies, capital equipment, fleet, and facilities needed to accomplish their objectives.

Program Summary

Transfer $162,000 and 1.0 FTE Battalion Chief position supported by the Fire Levy from the Support Services Program to the Grants & Reimbursables Budget Control Level to aggregate grant supported personnel for greater accuracy in financial reporting and management.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $8,000 in savings.

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $102,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $71,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Support Services	2,070,961	2,024,374	1,953,332	2,000,779
Full-time Equivalents Total*	13.00	13.00	12.00	12.00

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

Fire Prevention Budget Control Level

Purpose Statement

The purpose of the Fire Prevention Budget Control Level is to provide Fire Code enforcement to help prevent injury and loss from fire and other hazards.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Code Compliance	402,505	420,898	445,871	459,315
Fire Investigation	1,082,090	1,073,328	1,050,971	1,085,473
Hazardous Materials	1,693,506	1,591,132	1,514,457	1,554,170
Office of the Fire Marshal	1,070,911	1,186,579	768,092	787,364
Public Education	303,456	295,857	316,559	323,697
Regulating Construction	2,044,034	1,915,872	1,863,263	1,917,368
Special Events	628,123	508,231	506,253	518,138
Total	**7,224,627**	**6,991,897**	**6,465,466**	**6,645,525**
Full-time Equivalents Total *	60.00	60.00	54.50	54.50

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

Fire Prevention: Code Compliance

Purpose Statement

The purpose of the Code Compliance Program is to provide Fire Code information to the public and resolve code violations that have been identified to reduce fire and hazardous material dangers.

Program Summary

Citywide adjustments to labor and other operating costs increase the budget by $25,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $25,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Code Compliance	402,505	420,898	445,871	459,315
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

Fire Prevention: Fire Investigation

Purpose Statement

The purpose of the Fire Investigation Program is to determine the origin and cause of fires in order to pursue arson prosecution and identify needed changes to the Fire Code to enhance prevention practices.

Program Summary

Citywide adjustments to labor and other operating costs decrease the budget by $22,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $22,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Fire Investigation	1,082,090	1,073,328	1,050,971	1,085,473
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

Fire Prevention: Hazardous Materials

Purpose Statement

The purpose of the Hazardous Materials Program is to enforce Fire Code requirements for the safe storage, handling, transport, and use of flammable or combustible liquids and other hazardous materials to reduce the dangers that such materials pose to the public.

Program Summary

Reduce budget by $197,000 and Abrogate 1.0 FTE Fire Lieutenant-Prevention Inspector and 1.0 FTE Administrative Support Supervisor. Additional inspection related duties and supervisory level responsibilities will be absorbed by existing staff.

Transfer $113,000 in budget authority, 0.5 FTE Administrative Staff Specialist II, and 1.0 FTE Administrative Staff Specialist III from the Office of the Fire Marshal to the Hazardous Materials Program to better align actual work functions with department services and programs.

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $9,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $77,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Hazardous Materials	1,693,506	1,591,132	1,514,457	1,554,170
Full-time Equivalents Total*	15.00	15.00	14.50	14.50

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

Fire Prevention: Office of the Fire Marshal

Purpose Statement

The purpose of the Office of the Fire Marshal Program is to develop Fire Code enforcement policy, propose code revisions, manage coordination of all prevention programs with other lines of business, and archive inspection and other records to minimize fire and other code-related dangers.

Program Summary

Transfer 0.5 FTE Sound Transit Funded Fire Chief and 0.5 FTE Fire Lieutenant Prevention Inspector from the Office of the Fire Marshal Program to the Grants and Reimbursables Program. The budget associated with these positions was transferred previously.

Transfer $113,000 in budget authority, 0.5 FTE Administrative Staff Specialist II, and 1.0 FTE Administrative Staff Specialist III from the Office of the Fire Marshal to the Hazardous Materials Program to better align actual work functions with department services and programs.

Abrogate 1.0 FTE Deputy Fire Chief/Assistant Fire Marshal and reduce budget by $173,000. This abrogation will not directly impact service levels as the remaining Deputy Chief in the Fire Marshal's Office will absorb priority management duties.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $6,000 is saved in the Office of the Fire Marshal Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget authority by approximately $9,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs decrease the budget by $118,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $418,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of the Fire Marshal	1,070,911	1,186,579	768,092	787,364
Full-time Equivalents Total*	9.00	9.00	5.50	5.50

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

Fire Prevention: Public Education

Purpose Statement

The purpose of the Public Education Program is to serve as a fire and injury prevention resource for those who live and work in Seattle to reduce loss of lives and properties from fires.

Program Summary

Citywide adjustments to labor and other operating costs increase the budget by $21,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $21,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Public Education	303,456	295,857	316,559	323,697
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

Fire Prevention: Regulating Construction

Purpose Statement

The purpose of the Regulating Construction Program is to provide timely review of building and fire protection system plans and conduct construction site inspections to ensure compliance with Fire Code, safety standards, and approved plans to minimize risk to occupants.

Program Summary

Abrogate 1.0 FTE Firefighter/Inspector and reduce budget by $111,000. These resources are no longer needed given the current construction environment, and remaining staff will absorb required inspections of fire and life system installations.

Transfer 0.5 FTE Sound Transit Funded Fire Protection Engineer position from the Regulating Construction Program to the Grants & Reimbursables Program. The budget associated with the position was transferred previously.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $8,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $66,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $53,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Regulating Construction	2,044,034	1,915,872	1,863,263	1,917,368
Full-time Equivalents Total*	17.00	17.00	15.50	15.50

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

Fire Prevention: Special Events

Purpose Statement

The purpose of the Special Events Program is to ensure that plans for large public assemblies comply with Fire Codes to provide a safer environment and reduce potential risks to those attending the event.

Program Summary

Citywide adjustments to labor and other operating costs decrease the budget by $2,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Special Events	628,123	508,231	506,253	518,138
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

Grants & Reimbursables Budget Control Level

Purpose Statement

The purpose of the Grants & Reimbursables Budget Control Level (BCL) is to improve financial management of grant and reimbursable funds. In the annual budget process, costs for staff and equipment are fully reflected in the BCLs in which they reside; for example, in the Operations BCL. When reimbursable expenditures are made, the expenses are moved into this BCL to separate reimbursable and non-reimbursable costs, and to ensure the reimbursable costs are effectively managed and monitored.

Summary

Increase budget authority by $443,000 to fund the gap between the original project estimate and updated timelines for the temporary deployment of an additional, fully staffed ladder truck at Fire Station 11. This additional truck is required to maintain emergency unit response times in West Seattle during the closure of the westbound access ramps to the Spokane Street Viaduct during the Spokane Street Viaduct Widening Project scheduled for completion in September 2011. The expenses associated with the additional ladder truck are reimbursed through SDOT, and by the granting agency, the Federal Highway Association.

Approximately $440,000 in budget authority associated with overtime expenses in support of the Fire Station 11 transition was previously transferred through a technical baseline adjustment.

The 2011 Adopted and 2012 Endorsed Budget centralizes grant supported personnel and associated budget for greater accuracy in financial reporting and management. To achieve these efficiencies, the 2011 Adopted and 2012 Endorsed Budget includes a technical adjustment to transfer three positions working on and funded by Sound Transit projects from the Fire Marshal's Office and the Regulating Construction Program into the Grants and Reimbursables Program:

- Transfer 0.5 FTE Sound Transit Funded Fire Chief position from the Office of the Fire Marshal Program to the Grants and Reimbursables Program.

- Transfer 0.5 FTE Sound Transit Funded Fire Lieutenant Prevention Inspector position from the Office of the Fire Marshal Program to the Grants and Reimbursables Program.

- Transfer 0.5 FTE Sound Transit Funded Fire Protection Engineer position from the Regulating Construction Program to the Grants and Reimbursables Program.

Approximately $227,000 in budget authority associated with the Sound Transit positions listed above was previously transferred through a technical baseline adjustment.

FTE values include position authority for 1.0 FTE Fire Captain.

Transfer $162,000 and 1.0 FTE Battalion Chief position supported by the Fire Levy from the Support Services program to the Grants & Reimbursables program. Transferring these positions to the Grants and Reimbursables Program better identifies and separates positions that are supported by dedicated funding.

Citywide adjustments to labor and other operating costs decrease the budget by $6,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.3 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Grants & Reimbursables	3,172,973	0	1,266,025	839,501
Full-time Equivalents Total*	0.00	0.00	3.50	3.50

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

Operations Budget Control Level

Purpose Statement

The purpose of the Operations Budget Control Level is to provide emergency and disaster response capabilities for fire suppression, emergency medical needs, hazardous materials, weapons of mass destruction, and search and rescue.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 2	22,502,024	23,143,344	23,405,284	24,060,481
Battalion 3 - Medic One	13,240,649	12,163,741	11,704,165	12,059,223
Battalion 4	19,974,631	23,743,822	24,038,611	24,127,657
Battalion 5	20,512,844	22,056,524	22,313,349	22,975,651
Battalion 6	18,134,726	20,219,748	20,271,237	20,865,937
Battalion 7	18,274,802	17,959,897	18,027,224	18,543,788
Office of the Operations Chief	16,034,013	13,820,732	14,025,528	14,343,491
Total	**128,673,688**	**133,107,809**	**133,785,398**	**136,976,229**
Full-time Equivalents Total *	990.25	990.25	990.25	990.25

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

Operations: Battalion 2

Purpose Statement

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 2 primarily covers central Seattle.

Program Summary

Reduce overtime expenses by approximately $116,000. The Department will achieve these savings by reducing the minimum on-duty staffing level by one Battalion Chief position.

Reduce approximately $42,000 of overtime budget for training and discretionary activities. To achieve these savings, SFD will modify training delivery methods and utilize on-duty personnel to conduct training activities.

Citywide adjustments to labor and other operating costs increase the budget by $419,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $262,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 2	22,502,024	23,143,344	23,405,284	24,060,481
Full-time Equivalents Total*	195.45	195.45	195.45	195.45

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

Operations: Battalion 3 - Medic One

Purpose Statement

The purpose of the Battalion 3 - Medic One Program is to provide advanced life support medical services for the safety of Seattle residents.

Program Summary

Citywide adjustments to labor and other operating costs decrease the budget by $460,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $460,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 3 - Medic One	13,240,649	12,163,741	11,704,165	12,059,223
Full-time Equivalents Total*	83.00	83.00	83.00	83.00

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

Operations: Battalion 4

Purpose Statement

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 4 primarily covers northwest Seattle.

Program Summary

Reduce overtime expenses by approximately $119,000. The Department will achieve these savings by reducing the minimum on-duty staffing level by one Battalion Chief position.

Reduce approximately $56,000 of overtime budget for training and discretionary activities. To achieve these savings, SFD will modify training delivery methods and utilize on-duty personnel to conduct training activities.

Citywide adjustments to labor and other operating costs increase the budget by $469,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $295,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 4	19,974,631	23,743,822	24,038,611	24,127,657
Full-time Equivalents Total*	199.45	199.45	199.45	199.45

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

Operations: Battalion 5

Purpose Statement

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 5 primarily covers southeast Seattle.

Program Summary

Reduce overtime expenses by approximately $115,000. The Department will achieve these savings by reducing the minimum on-duty staffing level by one Battalion Chief position.

Reduce approximately $50,000 of overtime budget for training and discretionary activities. To achieve these savings, SFD will modify training delivery methods and utilize on-duty personnel to conduct training activities.

Citywide adjustments to labor and other operating costs increase the budget by $422,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $257,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 5	20,512,844	22,056,524	22,313,349	22,975,651
Full-time Equivalents Total*	185.45	185.45	185.45	185.45

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

Operations: Battalion 6

Purpose Statement

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 6 primarily covers northeast Seattle.

Program Summary

Reduce overtime expenses by approximately $115,000. The Department will achieve these savings by reducing the minimum on-duty staffing level by one Battalion Chief position.

Reduce approximately $27,000 of overtime budget for training and discretionary activities. To achieve these savings, SFD will modify training delivery methods and utilize on-duty personnel to conduct training activities.

Citywide adjustments to labor and other operating costs increase the budget by $193,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $51,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 6	18,134,726	20,219,748	20,271,237	20,865,937
Full-time Equivalents Total*	169.45	169.45	169.45	169.45

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

Operations: Battalion 7

Purpose Statement

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 7 primarily covers southwest Seattle.

Program Summary

Reduce overtime expenses by approximately $114,000. The Department will achieve these savings by reducing the minimum on-duty staffing level by one Battalion Chief position.

Reduce approximately $26,000 of overtime budget for training and discretionary activities. To achieve these savings, SFD will modify training delivery methods and utilize on-duty personnel to conduct training activities.

Citywide adjustments to labor and other operating costs increase the budget by $207,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $67,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Battalion 7	18,274,802	17,959,897	18,027,224	18,543,788
Full-time Equivalents Total*	148.45	148.45	148.45	148.45

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

Operations: Office of the Operations Chief

Purpose Statement

The purpose of the Office of the Operations Chief Program is to provide planning, leadership, and tactical support to maximize emergency fire, disaster, and rescue operations.

Program Summary

Reduce budget authority by approximately $54,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $258,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $205,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of the Operations Chief	16,034,013	13,820,732	14,025,528	14,343,491
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

Risk Management Budget Control Level

Purpose Statement

The purpose of the Risk Management Budget Control Level is to recruit and train uniformed staff, reduce injuries by identifying and changing practices that place firefighters at greater risk, and providing services to enhance firefighter health and wellness.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	-2,056	0	0	0
Safety and Risk Management	1,087,014	1,061,362	1,075,108	1,097,099
Training and Officer Development	1,620,511	1,547,421	1,591,706	1,649,508
Total	**2,705,468**	**2,608,784**	**2,666,814**	**2,746,607**
Full-time Equivalents Total *	18.00	18.00	18.00	18.00

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

Risk Management: Human Resources

Purpose Statement

The purpose of the Human Resources Program is to provide management, advice, and direction in all areas of human resources and labor relations for uniformed and civilian employees. Major areas include: all hiring processes; worker's compensation and all disability and leave programs; EEO including internal investigations, litigation support, Race and Social Justice Initiative support; personnel performance management; all department labor relations functions; and public disclosure.

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	-2,056	0	0	0

Risk Management: Safety and Risk Management

Purpose Statement

The purpose of the Safety and Risk Management Program is to reduce injuries and health problems by identifying practices that place firefighters at risk during an emergency incident and providing services to enhance firefighter health and wellness.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $3,000 is saved in the Safety and Risk Management Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget authority by approximately $2,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $19,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $14,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Safety and Risk Management	1,087,014	1,061,362	1,075,108	1,097,099
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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

Risk Management: Training and Officer Development

Purpose Statement

The purpose of the Training and Officer Development Program is to provide centralized educational and development services for all uniformed members of the department to ensure they have the critical and command skills demanded by their jobs.

Program Summary

Reduce budget authority by approximately $7,000 to reflect reductions in expenditures for administrative efficiencies, including travel and training expenses.

Citywide adjustments to labor and other operating costs increase the budget by $51,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $44,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Training and Officer Development	1,620,511	1,547,421	1,591,706	1,649,508
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

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

Fire Facilities Levy Fund

Department Description

The 2003 Fire Facilities Levy Fund was created through Ordinance 121230, following voter approval of the Fire Facilities and Emergency Response Levy in November 2003. The Fund receives revenue from property taxes (approximately $167.2 million over the nine-year life of the Levy), grants, certain interfund payments, and other sources. Levy Fund resources are supplemented with other funding sources, such as the City's Cumulative Reserve Subfund and bond proceeds, which are not included in this fund table but are detailed in the Department of Finance and Administrative Services Capital Improvement Program (CIP).

Policy and Program Changes

Projects funded from the Fire Facilities Levy Fund are detailed in the Department of Finance and Administrative Services (FAS) CIP. Appropriations from the Fund appear in the CIP appropriations table within the FAS budget.

The following tables describe anticipated revenues and appropriations to the Fire Facilities Levy Fund for the budget years 2009 through 2012. As is typical with many capital programs, appropriations for individual projects are made up-front, and resulting expenditures span several years after the budget authority is approved. This front-loaded pattern of appropriations creates the temporary appearance of a large negative fund balance in the early years of the levy period. However, the Fund's cash balance is projected to remain positive throughout the life of the levy.

City Council Provisos

There are no Council provisos.

2011 - 2012 Estimated Revenues for the 2003 Fire Facilities Subfund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Taxes, Levies & Bonds	19,750,179	12,036,000	12,249,000	12,326,000	9,086,000
461110	Interest Earnings	508,890	0	0	0	0
469400	FS 38 Remediation Revenue	973,215	0	0	0	0
Total Revenues		**21,232,284**	**12,036,000**	**12,249,000**	**12,326,000**	**9,086,000**
379100	Use of (Contribution to) Fund Balance	(3,266,246)	(8,206,000)	0	(6,452,000)	146,000
Total Resources		**17,966,038**	**3,830,000**	**12,249,000**	**5,874,000**	**9,232,000**

Fire Facilities Levy Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Proposed	2012 Proposed
Beginning Fund Balance	**27,978,457**	**51,651,916**	**31,244,703**	**22,149,566**	**27,302,274**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	21,232,283	12,036,000	12,249,000	12,326,000	9,086,000
Less: Actual and Budgeted Expenditures	0	0	0	0	0
Less: Capital Improvements	17,966,037	3,830,000	21,344,137	7,173,292	6,797.917
Ending Fund Balance	**31,244,703**	**59,857,916**	**22,149,566**	**27,302,274**	**29,590,357**
Continuing Appropriations	64,536,784	64,600,000	43,192,647	36,019,355	29,221,438
Total Reserves	**64,536,784**	**64,600,000**	**43,192,647**	**36,019,355**	**29,221,438**
Ending Unreserved Fund Balance	**(33,292,081)**	**(4,742,084)**	**(21,043,081)**	**(8,717,081)**	**368,919**

Firefighters Pension

Steve Brown, Executive Secretary

Contact Information

Department Information Line: (206) 625-4355
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/firepension/

Department Description

The Firefighters Pension system provides responsive benefit services to eligible active and retired firefighters. Firefighters eligible for these services are those who, as a result of being hired before October 1, 1977, are members of the Law Enforcement Officers and Fire Fighters Retirement System Plan I (LEOFF I), and those who are pre-LEOFF, that is, those hired before March 1, 1970, the effective date of the Washington Law Enforcement Officers' and Fire Fighters' Retirement System Act. The City of Seattle Firefighter's Pension Fund is responsible for all pre-LEOFF pension benefits and that portion of the previous municipal firefighter pension benefits that exceed LEOFF Plan I entitlements, including the pension benefits of their lawful beneficiaries, as well as for all medical benefits provided to qualifying active and retired Seattle firefighters. Both the Seattle Firefighters Pension Fund and the LEOFF Plan I are closed systems and have not accepted new enrollments since October 1, 1977. Seattle firefighters hired after this date are automatically enrolled in the State's LEOFF Plan II, for which the Seattle Firefighters Pension Fund has no pension or medical benefit obligation.

The Seattle Firefighters Pension Board is a five member quasi-judicial body chaired by the Mayor of Seattle or his/her designee, which formulates policy, rules upon disability applications, and provides oversight of the Firefighters Pension Fund. Four staff employees of the Board handle all of its operational functions. Staff positions associated with Firefighters Pension Fund are not reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise about 97% of the total annual budget, are based on forecasts of an independent actuary. The Firefighters Pension Fund has two statutory funding sources; one from the County's Property Tax, and the other a State Fire Insurance Premium Tax. These revenues are placed in the City's General Subfund, which, in turn, provides for the Fire Pension Fund's annual budget.

The Firefighters Pension system includes two funds: the Fire Pension Fund, which pays current pension, medical, and death benefits; and the Actuarial Account, which was established by Ordinance 117216 in 1994, and which was designed to pay future pension liabilities of the Fund.

Policy and Program Changes

The 2011 Adopted Budget is $1.1 million less than the 2010 Adopted Budget. This reduction is due almost entirely to the actuary's reduced forecast of pension benefits for 2011. The Adopted Budget uses $1,500,000 of the projected 2010 year-end fund balance to offset expenditures in 2011. This projected fund balance is in excess of the $500,000 in the Contingency Reserve and is available because actual 2009 expenditures were less than anticipated in the 2009 Adopted Budget, and projected 2010 pension and medical costs are less than anticipated in the 2010 Adopted Budget.

The 2011 Adopted Budget includes legislation that would continue the suspension of transfers to the Actuarial Account for 2011 and 2012. Increases in firefighters' pay have been significantly greater than were assumed when the Account was established in 1994, while interest earnings on the Account balance have been much lower than originally expected. Without this legislation, $7.8 million would need to be transferred from the General Subfund to the Actuarial Account in the 2011-2012 biennium. The proposed legislation calls for a review of the funding for the Actuarial Account in 2012 by the Department of Finance and Administrative Services, the City Budget Office, and the Firefighters Pension Board.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Firefighters Pension Budget Control Level					
Administration		558,331	553,501	567,339	581,522
Death Benefits		12,941	15,000	15,000	15,000
Medical Benefits		9,150,359	10,750,000	10,700,000	11,300,000
Pensions		9,763,081	9,925,000	8,860,715	8,888,896
Transfer to Actuarial Account		0	0	0	0
Firefighters Pension Budget Control Level	**R2F01**	**19,484,713**	**21,243,500**	**20,143,053**	**20,785,418**
Department Total		**19,484,713**	**21,243,500**	**20,143,053**	**20,785,418**
Department Full-time Equivalents Total*		**4.00**	**4.00**	**4.00**	**4.00**

** FTE totals are provided for informational purposes only.*

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	20,316,873	17,530,786	17,758,533	19,918,668
Other	(832,160)	3,712,714	2,384,520	866,749
Department Total	**19,484,713**	**21,243,500**	**20,143,053**	**20,785,418**

Firefighters Pension Budget Control Level

Purpose Statement

The purpose of the Firefighters Pension Budget Control Level is to provide benefit services to eligible active and retired firefighters and their lawful beneficiaries.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	558,331	553,501	567,339	581,522
Death Benefits	12,941	15,000	15,000	15,000
Medical Benefits	9,150,359	10,750,000	10,700,000	11,300,000
Pensions	9,763,081	9,925,000	8,860,715	8,888,896
Transfer to Actuarial Account	0	0	0	0
Total	**19,484,713**	**21,243,500**	**20,143,053**	**20,785,418**
Full-time Equivalents Total *	4.00	4.00	4.00	4.00

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

Firefighters Pension: Administration

Purpose Statement

The purpose of the Administration Program is to administer the medical and pension benefits programs for active and retired members.

Program Summary

There are no substantive changes from the 2010 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	558,331	553,501	567,339	581,522
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

Firefighters Pension: Death Benefits

Purpose Statement

The purpose of the Death Benefits Program is to disburse benefits and ensure proper documentation of deceased members' death benefits.

Program Summary

There are no substantive changes from the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Death Benefits	12,941	15,000	15,000	15,000

Firefighters Pension: Medical Benefits

Purpose Statement

The purpose of the Medical Benefits Program is to provide medical benefits to eligible members as prescribed by state law.

Program Summary

Decrease the Medical Benefits Program by $50,000 from the 2010 Adopted Budget due to a reduction in projected medical costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Medical Benefits	9,150,359	10,750,000	10,700,000	11,300,000

Firefighters Pension: Pensions

Purpose Statement

The purpose of the Pensions Program is to administer the various facets of the members' pension benefits, which includes the calculation of benefits, the disbursement of funds, and pension counseling for active and retired members.

Program Summary

Decrease the Pensions Program by $1,064,000 from the 2010 Adopted Budget due to a reduction in projected pension costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pensions	9,763,081	9,925,000	8,860,715	8,888,896

Firefighters Pension: Transfer to Actuarial Account

Purpose Statement

The purpose of the Transfer to Actuarial Account Program is to fully fund the actuarial pension liability for the fund.

Program Summary

There are no substantive changes from the 2010 Adopted Budget. Transfers to the Actuarial Account were suspended in 2009 and 2010, and are suspended for 2011 and 2012.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Transfer to Actuarial Account	0	0	0	0

2011 - 2012 Estimated Revenues for the Firefighters Pension Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
436691	Fire Insurance Premium Tax	813,994	813,994	866,750	866,750	866,750
	Total Fire Insurance Premium Tax	**813,994**	**813,994**	**866,750**	**866,750**	**866,750**
587001	General Subfund	20,316,873	17,530,786	17,530,786	17,758,532	19,918,668
	Total General Subfund	**20,316,873**	**17,530,786**	**17,530,786**	**17,758,532**	**19,918,668**
Total Revenues		**21,130,867**	**18,344,780**	**18,397,536**	**18,625,282**	**20,785,418**
379100	Use of Fund Balance	(1,646,155)	2,898,721	1,678,965	1,517,771	0
	Total Use of Fund Balance	**(1,646,155)**	**2,898,721**	**1,678,965**	**1,517,771**	**0**
Total Resources		**19,484,712**	**21,243,501**	**20,076,501**	**20,143,053**	**20,785,418**

Firefighters Pension Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**11,498,244**	**11,903,463**	**13,273,312**	**11,594,347**	**10,076,576**
Accounting and Technical Adjustments	128,914	0	0	0	0
Plus: Actual and Estimated Revenue	21,130,867	18,344,780	18,397,536	18,625,282	20,785,418
Less: Actual and Budgeted Expenditures	19,484,713	21,243,500	20,076,501	20,143,053	20,785,418
Ending Fund Balance	**13,273,312**	**9,004,743**	**11,594,347**	**10,076,576**	**10,076,576**
Actuarial Account Balance	9,576,576		9,575,576	9,576,576	9,576,576
Contingency Reserve	500,000	500,000	500,000	500,000	500,000
Total Reserves	**10,076,576**	**500,000**	**10,075,576**	**10,076,576**	**10,076,576**
Ending Unreserved Fund Balance	**3,196,736**	**8,504,743**	**1,518,771**	**0**	**0**

The Firefighters Pension Fund is composed of a Contingency Reserve and the Actuarial Account Balance. City Financial Policy specifies a target fund balance of $500,000 in the Contingency Reserve. The 2011 Adopted Budget includes legislation that would continue the suspension of transfers into the Actuarial Account for 2011 and 2012. Prior to the 2011 Adopted Budget, these two fund reserves were not shown separately. The 2010 Adopted Budget does not specify an Actuarial Account balance.

Law Department

Peter S. Holmes, City Attorney

Contact Information

Department Information Line: Civil Division, (206) 684-8200;
Criminal Division, (206) 684-7757
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/law/

Department Description

The Law Department serves as counsel to the City's elected officials and agencies, and as the prosecutor in Seattle Municipal Court. Peter S. Holmes, the Seattle City Attorney, is a nonpartisan elected official.

The Department provides legal advice to City officials to help them achieve their goals, represents the City in litigation, and protects public health, safety, and welfare by prosecuting violations of City criminal and civil ordinances and state law. The three department divisions are Civil, Criminal, and Administration.

The Civil Division provides legal counsel and representation to the City's elected and appointed policymakers in litigation at all levels of county, state, and federal courts, and administrative agencies. The Civil Division is organized into the following seven specialized areas of practice: Contracts, Employment, Environmental Protection, Land Use, Government Affairs, Torts, and Utilities.

The Criminal Division prosecutes in Seattle Municipal Court misdemeanor crimes punishable by up to a year in jail, provides legal advice to City clients on criminal justice matters, monitors state criminal justice legislation of interest to the City, and participates in criminal justice policy development and management of the criminal justice system. In addition, the Criminal Division operates a Victims of Crime program which assists crime victims in obtaining restitution by providing information about the progress of their case. The Criminal Division is comprised of a Case Prep Unit, Domestic Violence Unit, Specialty Courts Unit (Mental Health, Community Court, and Infractions Program), two additional trial teams, and 4 Precinct Liaisons.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Law Department's 2011 Adopted and 2012 Endorsed Budget reflects reductions of $1.37 million and $248,000 in net savings to the Judgment and Claims Subaccount, or 8.5% of the Law Department's baseline budget, in order to close the gap.

The Law Department made mid-year reductions in 2010 and continues these reductions in the 2011 Adopted Budget. This includes abrogating 3.0 FTE for a savings of $339,798. There are no personnel layoffs, as these positions were vacant. In most cases, the work load was absorbed by existing staff. One Assistant City Attorney position was abrogated due to the reduction in Driving While License Suspended in the 3rd degree (DWLS3) caseload. The City Attorney has changed how DWLS3 cases are handled, which results in fewer cases. Additional personnel savings are achieved by returning the Rule 9 Legal Intern Program to an unpaid program. The Criminal Division uses these interns to prosecute infraction cases focused primarily on traffic related charges. Despite this change, the Department expects to continue to have qualified applicants for these positions.

The Law Department will generate additional savings in 2011 through a furlough program. Assistant City Attorneys and professional staff will take 80 hours of unpaid leave. This will achieve substantial savings and avoid layoffs of trained, professional personnel that would otherwise cause reduced prosecutions, more reliance on outside legal counsel at considerably higher costs, or both.

The Law Department budget is assigned an additional $420,000 reduction in 2011 to assist in balancing the overall General Fund budget. Specific program reductions will be determined by the Seattle City Attorney.

In 2011, part of the Community Court Program will move to the Seattle Municipal Court (SMC) Probation Services Division. This program was originally initiated through a Department of Justice grant in 2005 and consists of one program coordinator and two AmeriCorps volunteers. Program staff solicit volunteer opportunities for Community Court participants to satisfy work requirements. Existing SMC staff will assume the coordinator role, and the AmeriCorps volunteers are moved to the Court, and the Law Department coordinator position is abrogated.

In the 2011 Adopted Budget, the Law Department will add budget authority of $370,000 and 2.0 FTE Assistant City Attorney, 0.5 FTE Paralegal, and 0.5 FTE Legal Assistant. These positions will allow the Law Department to bring in-house a portion of Police Action cases currently handled by outside counsel. There is an off-setting reduction of $617,000 in the Police Department, appropriated as payment to the Judgment and Claims Police Action Sub-fund. The overall objective is to reduce the City's expenditures for outside counsel through in-house staffing at a lower cost. Collectively, these changes are expected to generate a net savings to the City of $248,000.

Direct and front-line services have been prioritized in the 2011 Adopted Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, the Law Department will reduce travel and training expenditures by approximately $8,000. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

With the election of a new City Attorney, the Administrative Budget Control Level was reorganized and two new positions were created. A Chief of Staff position was created by transferring a vacant position from the Civil BCL. A Communications Director position was created by transferring a vacant position from the Criminal BCL. There is no budget increase to the 2011 Adopted Budget as a result of these new positions.

City Council Provisos

There are no City Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration Budget Control Level	J1100	1,378,566	1,344,167	1,658,041	1,705,122
Civil Budget Control Level	J1300	9,843,071	9,978,477	10,358,879	10,626,166
Criminal Budget Control Level	J1500	6,846,443	6,903,426	6,352,029	6,519,185
Department Total		18,068,080	18,226,070	18,368,949	18,850,472
Department Full-time Equivalents Total*		156.10	156.10	155.10	155.10

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	18,068,080	18,226,070	18,368,949	18,850,472
Department Total	18,068,080	18,226,070	18,368,949	18,850,472

Administration Budget Control Level

Purpose Statement

The purpose of the Administration Budget Control Level is to collectively recruit, train, evaluate, and retain qualified personnel who reflect the community and can effectively complete their assigned tasks, operate and maintain computer systems that enable department personnel to effectively use work-enhancing technology, and promote the financial integrity of the Department.

Summary

Transfer in $168,000 and 1.0 FTE Assistant City Attorney to the Administration BCL from the Civil BCL to create a Chief of Staff position. This transfer is part of the new City Attorney administrative reorganization.

Transfer in $108,000 and 1.0 FTE Assistant City Attorney to the Administration BCL from the Criminal BCL to create a Communications Director. This transfer is part of the new City Attorney administrative reorganization.

Reduce $40,000 from the salary budget in the Administrative BCL. Non-represented employees in the Law Department will take 80 hours of unpaid leave.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $3,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $81,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $314,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	1,378,566	1,344,167	1,658,041	1,705,122
Full-time Equivalents Total*	11.30	11.30	13.30	13.30

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

Civil Budget Control Level

Purpose Statement

The purpose of the Civil Budget Control Level is to provide legal advice to the City's policy-makers, and to defend and represent the City, its employees, and officials before a variety of county, state, and federal courts and administrative bodies.

Summary

Transfer out $168,000 and 1.0 FTE Assistant City Attorney to the Administration BCL to create a Chief of Staff position. This transfer is part of the new City Attorney administrative reorganization.

Reduce budget by $40,000 and abrogate 0.5 FTE Legal Assistant. There is not a corresponding personnel layoff as the position is vacant. The work load will be absorbed by existing staff.

Reduce spending in the Civil BCL by $2,000 to reflect a reduction of travel and training.

Reduce $280,000 from the salary budget in the Civil BCL. Non-represented employees in the Civil BCL will take 80 hours of unpaid leave.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $22,000 in savings.

Reduce spending in the Civil BCL by $166,000 to assist in balancing the overall General Fund budget. Specific program reductions will be determined by the Seattle City Attorney.

Add $369,000 and 2.0 FTE Assistant City Attorney, 0.5 FTE Paralegal, and 0.5 FTE Legal Assistant to the Civil BCL to resolve Police Action cases in house.

Transfer out 1.0 FTE Administrative Specialist II and $66,000 from Civil to the Criminal BCL.

Transfer in 1.0 FTE Assistant City Attorney and $114,000 to Civil from the Criminal BCL.

Citywide adjustments to labor and other operating costs increase the budget by $641,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $380,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Civil	9,843,071	9,978,477	10,358,879	10,626,166
Full-time Equivalents Total*	80.80	80.80	82.30	82.30

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

Criminal Budget Control Level

Purpose Statement

The purpose of the Criminal Budget Control Level includes prosecuting ordinance violations and misdemeanor crimes, maintaining case information and preparing effective case files for the court appearances of prosecuting attorneys, and assisting and advocating for victims of domestic violence throughout the court process.

Summary

Transfer out $108,000 and 1.0 FTE Assistant City Attorney from the Criminal BCL to the Administration BCL to create a Communications Director. This transfer is part of the new City Attorney administrative reorganization.

Abrogate 1.0 FTE Administrative Specialist I and reduce the budget $65,000 in Case Management. There is not a corresponding personnel layoff as the position is vacant after a retirement in 2010. Other staff in the Criminal Division have assumed the work load on a permanent basis.

Abrogate 0.5 FTE Assistant City Attorney (ACA) and reduce the budget $68,000. There is not a corresponding personnel layoff as the position is vacant. A part-time ACA was moved into a vacant 1.0 FTE position, leaving this 0.5 FTE ACA position vacant. Other attorneys in the Criminal Division have assumed the work load on a permanent basis.

Abrogate 1.0 FTE Assistant City Attorney and reduce the budget $121,000. This reduction is due to the City Attorney prosecuting fewer DWLS3 cases. There is not a corresponding personnel layoff, as the employee moved to a vacant position in the Civil Division.

Reduce the budget by $46,000 and eliminate the paid Legal Intern program. This program will continue, however the Rule 9 Interns will be unpaid. The department expects to continue receiving qualified applicants.

Reduce the budget by $6,000 to reflect a reduction of travel and training in the Criminal BCL.

Reduce $180,000 from the salary budget of the Criminal BCL. Non-represented employees in the Criminal BCL will take 80 hours of unpaid leave.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Reduce spending in the Criminal BCL by $254,000 to assist in balancing the overall General Fund budget. Specific program reductions will be determined by the Seattle City Attorney.

Transfer in 1.0 FTE Administrative Specialist II and $66,000 to Criminal from the Civil BCL.

Transfer out 1.0 FTE Assistant City Attorney and $114,000 from Criminal to the Civil BCL.

Abrogate 1.0 FTE Strategic Advisor I position with the move of the Community Court Program to the Seattle Municipal Court for total reduction of $106,000.

Citywide adjustments to labor and other operating costs increase the budget by $464,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $551,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Criminal	6,846,443	6,903,426	6,352,029	6,519,185
Full-time Equivalents Total*	64.00	64.00	59.50	59.50

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

Seattle Municipal Court

Fred Bonner, Presiding Judge

Contact Information

Department Information Line: (206) 684-5600
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/courts/

Department Description

The Seattle Municipal Court processes more cases than any other municipal court in the State of Washington. Seattle Municipal Court has concurrent jurisdiction with King County District Court and is authorized by the State of Washington and the Seattle Municipal Code to adjudicate misdemeanors, gross misdemeanors, infractions (e.g. traffic infractions, parking violations, and other infractions), and civil violations related to building and zoning offenses.

The Seattle Municipal Court is committed to excellence in providing fair, accessible, and timely resolution of alleged violations of the Seattle Municipal Code in an atmosphere of respect for the public, employees, and other government entities. The Seattle Municipal Court values and recognizes its employees. The Municipal Court of Seattle is a contributing partner working toward a safe and vital community.

By working with community organizations, the Court has increased access for citizens and enhanced compliance with court-ordered conditions. The Court Compliance staff monitors defendant compliance, assesses the treatment needs of defendants, and helps direct defendants to resources that will help them live successfully in the community. The Court continues to leverage additional outside-agency resources with City funds to support defendants through successful completion of court orders. Work crews, community service, the Day Reporting program, and electronic home monitoring are used as alternatives to jail incarceration. The Mental Health Court, established in 1999, is a defendant-based program and is nationally recognized for serving misdemeanant offenders who are mentally ill or developmentally disabled.

The Court continues to lead judicial administrative reform, working closely with the King County District Court and Superior Court in organizing common court services. Additionally, the Court has expanded its community focus to include both a Community Court and Domestic Violence Court. These specialized courts provide dedicated judicial, staff, and social services support to defendants charged with criminal law violations.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. Seattle Municipal Court's 2011 Adopted Budget includes both expenditure reductions and increased revenues in order to close the gap.

In order to achieve operational savings in 2010, the Court identified a number of reductions that were implemented mid-year. Several of these reductions are included in the 2011 Adopted and 2012 Endorsed Budget, including the reduction of an Administrative Specialist position which helps create case files at the beginning of a case. The Court is working to use technology to make this process less labor intensive by increasing electronic data sharing and retention. The Court is also eliminating an Accounting Technician position whose job duties will be redistributed to existing staff. Finally, the Court is reducing various operations and maintenance accounts by $150,000.

In 2010, the Seattle City Council passed legislation reducing the number of Municipal Court judges from eight to seven, effective January 1, 2011. The Adopted Budget reflects this change and includes the reduction of one Judge, one Courtroom Bailiff, and one Courtroom Clerk.

Maintaining direct services to the public is a high priority for the Court and the Mayor. The 2011 Adopted Budget reflects this priority by making reductions primarily in administrative support areas. These cuts include the reduction of an Administrative Specialist position in the Finance Division from full-time to part-time, the elimination of an Administrative Specialist position in Human Resources, and the reassignment of an Administrative Specialist position in Court Administration who will take on new duties to support the scofflaw program. Job duties affected by these position reductions will be redistributed to existing staff or eliminated.

The Court is also proposing to eliminate its Court Commissioner and replace it with an existing part-time Magistrate position that will then be increased to full time. This change will result in a net reduction of a part-time position. The Court primarily uses magistrate positions to handle infraction cases, but also uses them to handle criminal cases in courtrooms.

The Court is taking advantage of technology improvements to find efficiencies and, as a result, eliminate two Indigent Defense Screener positions. Using existing funding and staff, the Court has developed a public defense information system, which was implemented in 2010. With this new system, the Court will be able to use the same staff which interview defendants to assess their eligibility for release from jail to also assess whether they are eligible for a public defender and, if so, to assign them to defense attorneys.

One reduction in direct services is included in the Adopted Budget. The Court runs a day-reporting program that is an alternative to jail for pre-trial defendants who have a history of failing to appear for court but do not represent a public safety threat. In 2008, the Court expanded this program and added a Probation Counselor to supervise sentenced offenders who are not likely to succeed under traditional probation supervision (e.g. are homeless and have a history of failing to comply), and are in violation of the terms of their sentence (e.g. failing to go to treatment or appear for probation hearings). The 2011 Adopted Budget eliminates funding, but not the position authority, for the Probation Counselor, as it was an expansion to the program's original purpose which was keeping pre-trial defendants out of jail. Unless the Court is able to identify savings elsewhere in its budget to fund this position, the Court will no longer have the option of sending sentenced offenders who are violating the terms of their sentence conditions to Day Reporting.

The 2011 Adopted Budget includes some new funding and also redirects existing resources in support of the scofflaw program. Under this program, people with four or more unpaid parking tickets will be identified as "scofflaws" and may be subject to having a boot placed on their car. The Court is reassigning a Strategic Advisor position to serve as the Program Coordinator for the scofflaw program and that position will be backfilled with two part-time positions from the Research, Policy, and Evaluation Group. The Court will also reassign an Administrative Specialist position to provide support to this program. This position will research cases when people dispute their scofflaw status and prepare cases that end up going before the magistrates. New funding is included for a mailing to notify people that they are on the scofflaw list and may be subject to having their cars booted. The Program Coordinator and the Administrative Specialist costs, in addition to other expenditures in the Seattle Police Department, are more than offset by the $1.9 million in additional 2011 revenues to the City as a result of this program. Finally, a new half-time magistrate position is being added to the Court in anticipation of the increased workload that will be generated by adding new parking enforcement officers in the Seattle Police Department.

The 2011 Adopted Budget includes a number of technical changes, including the transfer of some Community Court functions from the Law Department. The Court will take over responsibility for managing the AmeriCorps Volunteers that work with Community Court and the Court's community service program.

Finally, the Court is also proposing some revenue increases. The Court implemented three of these revenue increases in mid-2010: a fee increase from $1 to $3 to handle credit card payments made via the internet (there is no charge for payments sent in by U.S. mail or made in-person); an increase from $100 to $122 in the administrative fee for deferred findings; and a $10 fee to set up time-payment plans. In 2011, the Court is proposing to increase revenue collections by working with its collection agency, Alliance One, to process a larger volume of garnishments for people who owe the Court past due fines. The Court is also proposing to increase the monthly probation fee from $20 to $25. Lastly, the Court will increase revenue collections related to red light camera violations.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Court Administration Budget Control Level	**M3000**	**5,939,182**	**6,036,129**	**5,861,767**	**5,941,429**
Court Compliance Budget Control Level	**M4000**	**6,196,465**	**5,991,535**	**5,025,119**	**5,118,156**
Court Operations Budget Control Level	**M2000**	**14,676,797**	**14,707,890**	**15,220,160**	**15,525,110**
Department Total		**26,812,444**	**26,735,554**	**26,107,047**	**26,584,695**
Department Full-time Equivalents Total*		**222.10**	**222.10**	**214.10**	**214.10**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	26,812,444	26,735,554	26,107,047	26,584,695
Department Total	**26,812,444**	**26,735,554**	**26,107,047**	**26,584,695**

Court Administration Budget Control Level

Purpose Statement

The purpose of the Court Administration Budget Control Level is to provide administrative controls, develop and provide strategic direction, and provide policy and program development.

Summary

Reduce budget by $37,000 and reduce 1.0 FTE Administrative Specialist I to 0.5 FTE to assist in balancing the overall General Fund budget. This position provides support in the Court's Mailroom. The position's duties will be redistributed to other staff.

Reduce budget by $67,000 and abrogate 1.0 FTE Administrative Specialist II to assist in balancing the overall General Fund budget. This position provides support in the Court's Human Resources unit. The position's duties will be redistributed to other staff.

Reduce budget by $67,000 and abrogate 1.0 FTE Accounting Technician II to assist in balancing the overall General Fund budget. This position provides support in the Court's Finance unit. The position's duties will be redistributed to other staff.

Reduce funding by $96,000 in various operations and maintenance accounts.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $35,000 in savings in the Court Compliance Budget Control Level (BCL).

Increase funding by $64,000 and increase a Management Systems Analyst II from 0.5 FTE to 1.0 FTE to accommodate a transfer of a body of work from the City Attorney's Office to the Court. The Court will take over responsibility for managing the AmeriCorps Volunteers that work with Community Court as well overseeing the community service aspect of the Court.

Increase funding by $5,000 for the transfer of the lease for a copier that is located at the Court and is dedicated for use by public defense agencies. In 2010, this copier lease was budgeted in the Criminal Justice Contracted Services Department.

Citywide adjustments to labor and other operating costs increase the budget by $59,000 for a net decrease of $174,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Court Administration	5,939,182	6,036,129	5,861,767	5,941,429
Full-time Equivalents Total*	36.00	36.00	34.00	34.00

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Court Compliance Budget Control Level

Purpose Statement

The purpose of the Court Compliance Budget Control Level is to help defendants understand the Court's expectations and to assist them in successfully complying with court orders.

Summary

Reduce budget by $89,000 for a Probation Counselor II to assist in balancing the overall General Fund budget. This position supervises sentenced offenders who are ordered to the Day Reporting Program. Although funding was eliminated, the Court retained the position authority for this position.

Reduce budget by $160,000 and abrogate 2.0 FTE Public Defense Screeners to assist in balancing the overall General Fund budget. The Court has developed a new public defense information system that will allow the same staff that interview defendants to assess their eligibility for release from jail to also assess whether they are eligible for a public defender and, if so, to assign them to defense attorneys.

Reduce funding by $22,000 as a result of a new agreement with the State Department of Corrections which has agreed to accept up to 10 work crew participants daily at no charge from Seattle Municipal Court in return for the City's continued agreement to fund a work crew that provides service in Southeast Seattle. Previously, the Department of Corrections charged the Court approximately $22,000 annually. Funding for the Southeast Seattle work crew is included in the Criminal Justice Contracted Services budget.

Reduce funding by $16,000 in various operations and maintenance accounts.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $36,000 in savings in the Court Compliance Budget Control Level (BCL).

Transfer $807,000 and 11 FTE from the Court Compliance BCL to the Court Operations BCL. In 2010, the Court realigned operations as a result of the span of control review and management and supervisor reductions. The Court transferred the Revenue Recovery and Time Payment units from Court Compliance to the Court Payment Division to support an organizational structure with a reduced number of managers. This technical adjustment aligns the budget with the Court's organizational structure.

Citywide adjustments to labor and other operating costs increase the budget by $164,000 for a net decrease of $966,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Court Compliance	6,196,465	5,991,535	5,025,119	5,118,156
Full-time Equivalents Total*	54.85	54.85	41.85	41.85

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

Court Operations Budget Control Level

Purpose Statement

The purpose of the Court Operations Budget Control Level is to hold hearings and address legal requirements for defendants and others who come before the Court. Some proceedings are held in formal courtrooms and others in magistrate offices, with the goal of providing timely resolution of alleged violations of City ordinances and misdemeanor crimes committed within the Seattle city limits.

Summary

Reduce budget by $306,000 and abrogate 1.0 FTE Judge, 1.0 FTE Bailiff, and 1.0 FTE Court Clerk. This change reflects Council action in 2010 which reduced the number of Municipal Court judges from eight to seven.

Reduce budget by $58,000 and abrogate 1.0 FTE Administrative Specialist I to assist in balancing the overall General Fund budget. The position's duties will be redistributed to other staff.

Reduce budget by $152,000 and abrogate 1.0 FTE Court Commissioner to assist in balancing the overall General Fund budget. This reduction will be partially offset by increasing a half-time Magistrate to full-time and an increased budget of $57,000.

Increase funding by $56,000 and 0.5 FTE to add a half-time magistrate position. This position is being added in anticipation of increased workload due to the addition of new parking enforcement officers in the Seattle Police Department.

Reduce funding by $38,000 in various operations and maintenance accounts.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $103,000 in savings in the Court Compliance Budget Control Level (BCL).

Transfer $807,000 and 11 FTE from the Court Compliance BCL to the Court Operations BCL. In 2010, the Court realigned operations as a result of the span of control review and management and supervisor reductions. The Court transferred the Revenue Recovery and Time Payment units from Court Compliance to the Court Payment Division to support an organizational structure with a reduced number of managers. This technical adjustment aligns the budget with the Court's organizational structure.

Increase budget by $17,000 to pay for a mailing to notify people that they are on the scofflaw list and may be subject to having their cars booted.

Citywide adjustments to labor and other operating costs increase the budget by $232,000 for a net increase of $512,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Court Operations	14,676,797	14,707,890	15,220,160	15,525,110
Full-time Equivalents Total*	131.25	131.25	138.25	138.25

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

Municipal Jail Subfund

Department Description

The Municipal Jail Subfund was created to receive revenues and pay the costs associated with planning for a new jail.

In 2008, the contract with King County for jail services was set to expire in 2012. At the time, Seattle housed most of its misdemeanor inmates in the King County Correctional Facility. King County stated it would not have room to house any city inmates after 2012 and therefore the affected cities needed to plan for new jail facilities to meet their jail capacity needs. As a result, the cities of Bellevue, Clyde Hill, Kirkland, Redmond, Shoreline, Yarrow Point, and Seattle, as well as King County, entered into agreements to jointly plan for a regional misdemeanor jail facility. Concurrently, the cities continued to pursue efforts with King County to find a regional solution to address the long-term jail capacity needs.

In 2010, however, conditions had significantly changed from 2008. King County and the affected cities adopted an agreement for jail services through 2016. In addition, the cities had more contracting options available than they had in 2008. As a result, the jail planning process was ended in 2010.

Policy and Program Changes

Because the jail planning process ended in 2010, no funding is included in the 2011 Adopted and 2012 Endorsed Budget.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Municipal Jail Bond Proceeds Budget Control Level					
Prior Year Reimbursements		3,139,663	0	0	0
Municipal Jail Bond Proceeds Budget Control Level	**MUNIJAIL -BCL**	**3,139,663**	**0**	**0**	**0**
Department Total		**3,139,663**	**0**	**0**	**0**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	3,139,663	0	0	0
Department Total	**3,139,663**	**0**	**0**	**0**

Municipal Jail Bond Proceeds Budget Control Level

Purpose Statement

The purpose of the Municipal Jail Bond Proceeds Budget Control Level is to pay capital costs associated with the construction of a new jail.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Prior Year Reimbursements	3,139,663	0	0	0
Total	**3,139,663**	**0**	**0**	**0**

Municipal Jail Bond Proceeds: Prior Year Reimbursements

Purpose Statement

The purpose of the Prior Year Reimbursements Program is to reimburse the General Fund for a 2008 FFD capital project that funded staff time for preliminary jail planning and identification of potential sites.

Program Summary

Because the jail planning process ended in 2010, no funding is included in the 2011 Adopted and 2012 Endorsed Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Prior Year Reimbursements	3,139,663	0	0	0

Seattle Police Department

John Diaz, Chief

Contact Information

Department Information Line: (206) 684-5577
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/police/

Department Description

The Seattle Police Department (SPD) prevents crime, enforces laws, and supports quality public safety by delivering respectful, professional, and dependable police services. SPD operates within a framework that divides the city into five geographical areas called "precincts." These precincts define east, west, north, south, and southwest patrol areas, with a police station in each. The Department's organizational model places neighborhood-based emergency response and order-maintenance services at its core, allowing SPD the greatest flexibility in managing public safety. Under this model, neighborhood-based enforcement personnel in each precinct assume responsibility for public safety management within their geographic area and neighborhood-based officers are primary crime prevention and law enforcement resources for the areas they serve. Property crimes and crimes involving juveniles are investigated by precinct-based investigators, whereas detectives in centralized units conduct follow-up investigations in other types of crimes. SPD also has citywide responsibility for enhancing the City's capacity to plan for, respond to, recover from, and reduce the impacts of a wide range of emergencies and disasters. Other parts of the department function to train, equip, and provide policy guidance, human resources, communications, and technology support to those delivering direct services to the public.

Policy and Program Changes

The Seattle Police Department's 2011 Adopted and 2012 Endorsed Budget demonstrates the Mayor's commitment to improving public safety even in times of financial duress. The City's General Fund, which is the primary source of funding for SPD, was facing a $67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions, including the Seattle Police Department, in order to close the General Fund gap.

Utilizing administrative efficiencies and reprioritizations, the Department was able to make reductions that largely preserve its core services while allowing for the reallocation of 30 officers into its Patrol division which is already at an all-time high of 555 sworn officers. The goal of this budget is to further the Department's priorities of :

1. Reducing Crime
2. Improving Sense of Safety
3. Building Trust

Realign Neighborhood Policing Plan to Reflect Economic Challenges:

The City of Seattle adopted the Neighborhood Policing Plan (NPP) in 2007. The Plan calls for the transformation in how Seattle deploys police services. NPP aims to address three specific goals. The first goal of NPP is to respond to high priority emergency calls in an average of seven minutes or less - a commonly accepted response time for police forces in larger cities. The second goal is to allow patrol officers to do more proactive policing (30% of officer time) to help resolve the underlying conditions that create violations of law and/or public order. The final goal is to deploy 10 additional "back up" police vehicles citywide. These cars (two in each precinct) provide better area coverage and improve back-up capability to enhance officer safety.

SPD has made great strides in achieving the performance goals of NPP. As of today, SPD averages less than seven minutes high priority emergency calls. However, opportunities for improvement remain. Response times can vary significantly depending on time of day and day of week. In addition, the Department sees additional opportunities to better achieve the goal of dedicating 30% of patrol time to the pro-active work that helps prevent crime from happening in the first place. While the Department is currently meeting that performance measure overall, patrol units often have the time to do pro-active police work at times that are not generally compatible with the public. Finally, the Department is meeting the goal of having 10 available units citywide.

One of the key inputs for NPP is the addition of 154 new patrol officers over an eight year period (2005-2012), assuming the City's budget remained healthy enough to support the expansion. The City has added 91 NPP officers since 2005 and the Department had planned to add approximately 21 more officers per year between 2010 and 2012. Unfortunately, the City currently finds itself in the midst of a budget contraction, rather than an expansion, as a result of the revenue constraints brought on by the Great Recession. As such, the addition of 62 new patrol officers for 2010-2012 has been put on hold in order to balance the budget, saving the City approximately $2.1 million in 2010, $4.2 million in 2011 and $6.5 million in 2012.

The delay in the addition of the new officers contemplated under the NPP is partially mitigated by a decision in the 2011 Adopted and 2012 Endorsed Budget to redeploy 30 officers currently performing other duties such as Traffic Enforcement, detectives from Homicide and Narcotics, the Mounted Unit, as well as officers used to perform background examinations on prospective new hires. The positions, which will be vacated to supply the influx into Patrol, were chosen because they were either a lower priority, such as the Mounted Unit and Traffic Enforcement, or because there was a decrease in workload, such as the detectives and background detectives. Two officers currently assigned to Homeland Security will also be transferred into Patrol as they have recently completed a critical infrastructure assessment. This project will not need to be performed again for a number of years, so the personnel can be reassigned without any detriment to their unit. The 30 officers transferred to Patrol will increase the number of police officers assigned to Patrol from the current record-high level of 555 officers to a new record-high level of 585. Even with these proactive steps, SPD is continuing to develop additional options to meet the performance goals established in the NPP in the face of the City's budget challenges.

With the transfer of the three officers out of the Mounted Unit, this Unit is eliminated. The Sergeant position assigned to the Mounted Unit will be transferred into Patrol. The horses, equipment, and other costs associated with the Mounted Unit are no longer needed and are cut from the budget. Additionally, a Maintenance Laborer position used to maintain the site is abrogated.

Realign Services with Available Grant and Revenue Sources:

SPD currently has seven Crime Prevention Coordinator positions. These positions perform a variety of tasks aimed at decreasing crime through developing, implementing, and coordinating police programs. Their primary responsibility is to develop and maintain the City's Blockwatch Program. Along with sworn officers and other SPD staff, they perform outreach to various communities, provide crime prevention tips, safety and security training, and attend meetings at community councils. Six of these positions are currently funded through an American Recovery and Reinvestment Act (ARRA) Department of Justice grant that ends in April of 2011. In order to continue funding for four of the current seven positions for the balance of 2011, the 2011 Adopted and 2012 Endorsed Budget allocates a portion of the City's upcoming Justice Assistance Grant (JAG) award to support these positions. The three other grant-funded positions will be abrogated when the ARRA grant funding is depleted in April 2011. The Department is also retaining the remaining non-grant funded position, while three Crime Prevention Coordinator positions will be eliminated when the ARRA grant expires.

The Department's seven Victim Advocate positions are also currently funded through an ARRA Department of Justice grant that ends in April of 2011. Victim Advocates help victims access services addressing their medical, social, and financial needs where appropriate. They also assist victims in suspect line ups, maintaining proper courtroom decorum, and attending important meetings with prosecutors. Victim Advocates help detectives keep victims apprised of the status of investigations. The 2011 Adopted and 2012 Endorsed Budget assumes the upcoming JAG award will provide funding to support three of these positions for the balance of 2011. The four remaining Victim Advocate positions will be retained on the City's General Fund.

The Crossing Guard program is transferred to Seattle Public Schools beginning with the 2010-2011 school year. This program was previously funded by the 2004 Families and Education Levy. Following the 2009-2010 school year, SPD moved what was left of the dedicated funding for Crossing Guards and all associated equipment to the Seattle Public Schools, which will assume the continuation of this service.

Internal Efficiencies & Organizational Changes to Preserve Direct Services:

The Police Captain position with Ethics & Professional Responsibility in the Office of Professional Accountability (OPA) is transferred to Patrol Operations in order to create a Night-Duty Captain position. There are currently two Captain positions assigned to OPA. The remaining Captain position in OPA, currently overseeing the Investigations Section, will absorb the work related to Ethics & Professional Accountability. This transfer will allow a high level of command availability when other Precinct Captains are normally not available. It will also result in improved communication across all communities during late evenings when no other commander is on duty.

The 2011 Adopted and 2012 Endorsed Budget reduces General Fund support to the Judgment & Claims Fund by $617,000. This reduction is a result of a decision by the City Attorney to handle in-house a portion of the police action cases. Previously, this work was handled entirely with outside counsel. Police action cases involve lawsuits which allege damages as a result of actions taken by police officers. By adding two attorneys, a half-time legal assistant and a half-time paralegal to the Law Department, the City expects to generate a net savings of $248,000 to the City for these cases.

One Strategic Advisor 2 will be abrogated. This position provides technical and geographic analysis on gun usage patterns for the purpose of reducing crime gun availability and gun violence. SPD has determined that the results originally intended from this position have not been realized and that the work can partially be absorbed by detectives in their normal course of work.

As a result of reviewing and re-prioritizing overtime usage for special events, SPD will reduce the amount of support provided. The Department provides crowd control, traffic mitigation, and security for parades, protests, festivals, street fairs, and other events citywide. SPD will continue to ensure public safety for these events through its regular deployment. Traffic control services and crowd management will be reduced where possible. Exceptions to this policy will be made for events that have First Amendment implications, parades, marches/demonstrations, and select other events for which the Department feels public safety may be impacted by not having a stronger police presence.

The Mayor plans on travelling less than his predecessor. As such, the Mayor's security detail will not be required to spend as much on travel and overtime as in previous years. SPD will reduce travel and overtime to capture these savings.

As part of mid-year reduction measures taken in 2010, SPD abrogated an Information Technology Programmer Analyst-Specialist position. This position was on loan to the Information Technology Section and tasked with helping to reduce the unit's application development backlog. Other members of the Information Technology Section will absorb this position's workload.

The Department is reducing two Jail Coordinator positions from 1.0 FTE to 0.8 FTE each. These positions coordinate the transfer of Seattle prisoners from the King County Jail to the Snohomish County Jail as a cost savings measure. Given the decline in Seattle bookings, there is less of a need to provide these coordination services, which allows SPD to reduce the number of FTEs.

SPD will achieve reductions totaling $700,000 in 2012. These savings will be achieved by identifying management-related efficiencies.

Programmatic Increases:

In 2011, the City will implement a new parking scofflaw program that will attempt to collect outstanding traffic payments from people who have four or more outstanding parking violations. There are currently over 27,000 vehicles with four or more outstanding parking violations totaling over $15 million, not including interest due to the City. The new program will help the City collect on outstanding violations from scofflaws as well as increase compliance with parking regulations. The Department will utilize two vehicles equipped with mobile license plate recognition cameras to enforce the scofflaw program. The vehicles will look for cars with four or more defaulted parking tickets. When a scofflaw vehicle is located, an immobilizing boot will be affixed to the t tire which will not be removed until all outstanding citations are paid. This program will allow SPD to improve payment compliance by immobilizing more scofflaw vehicles than under current policy. It is also less cumbersome for violators who will no longer have to visit the tow lot to retrieve their vehicles. The new program is expected to generate $1.9 million in gross revenues for the General Fund in 2011 and $2.4 million in 2012. These revenues are partially offset by some additional operational expenses in SPD, Seattle Municipal Court, and the Seattle Department of Transportation.

In addition, the 2011 Adopted and 2012 Endorsed Budget contemplates the expansion of the hours of enforcement for parking meters in order to encourage increased turnover of parking spaces. Beginning in 2011, the Adopted Budget assumes that parking meters will be enforced for two additional hours in the evenings (6:00 PM - 8:00 PM, Monday-Saturday). The expanded hours of parking meter enforcement is expected to generate $3.1 million in gross revenues for the General Fund in 2011 and $6.1 million in 2012, which helps offset the General Fund deficit. As with the scofflaw program, these revenues are partially offset by the need for additional parking enforcement personnel in SPD.

To facilitate SPD's role in the scofflaw and expanded parking meter enforcement programs, the 2011 Adopted and 2012 Endorsed Budget adds three Parking Enforcement Supervisors, six Parking Enforcement Officers, necessary equipment and overtime to the Parking Enforcement section for the enforcement of the scofflaw booting program and the enforcement of additional hours.

To provide needed analytical support, the 2011 Adopted and 2012 Endorsed Budget adds a Senior Management Systems Analyst to the Parking Enforcement section. This position will perform analysis on deployment and efficiency. This work will make Parking Enforcement Officers more effective and efficient while also allowing Parking Enforcement Supervisors to spend more time in the field.

To provide needed administrative support, the 2011 Adopted and 2012 Endorsed Budget adds an Administrative Specialist II to the Parking Enforcement section. This position will take on a number of administrative duties which will free up time for Parking Enforcement Officer Supervisors to spend additional time in the field supporting the Parking Enforcement Officers.

Span of Control:

After managerial review and to help address span of control issues, SPD is reclassifying a Manager 1 to a Parking Enforcement Supervisor. SPD has altered the duties of this position. The managerial work that had been performed by this position will be redistributed to the section and bureau command staff.

SPD is reclassifying the Grants Manager from a Manager 3 to a Manager 1. Some Grants unit staff have over the last few years been transferred to other sections. This reclassification better aligns the Grants Manager position with its current body of work.

Utility Efficiency Savings:

The Department of Finance and Administrative Services (FAS) will be funding energy efficient retrofits at various City facilities. These retrofits will be performed at an SPD facility which will lead to a decrease in utility usage. These projects were identified through energy audits conducted in 2010 funded by the City's Energy Efficiency and Conservation Block Grant. The cost of these retrofits is offset by decreased utility costs. To capture these savings, SPD's utility budget is reduced in 2012.

Labor Agreement Changes:

The latest agreement between the Department and Seattle Police Officers' Guild (SPOG) dictated that the SPOG president would be paid by the City. This is a change to previous agreements which stated the SPOG president's salary would be paid by the union. This budget adds funding to facilitate that change in practice.

Revenue Increases:

The 2011 Adopted and 2012 Endorsed Budget also assumes an increase in the fee charged to alarm companies who request a police response based on a false alarm. The purpose of this fee increase is twofold. First, SPD is attempting to reduce the number of false alarms as these responses constitute a large drain on available officers to respond to true emergencies. Given that the current percentage of alarms that are false is 97%, there is much room for improvement. Second, SPD is attempting to recoup a greater percentage of its costs related to responding to false alarms.

City Council Provisos

In the 2012 Endorsed Budget, the Chief of Police, Deputy Chief of Staff, Criminal Investigations Administration, and Field Support Administration Budget Control Levels will be reduced by a combined $700,000 to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers, or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. The Seattle Police Department will identify specific steps toward meeting this reduction as part of the 2012 budget process.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Chief of Police Budget Control Level	P1000	9,965,513	4,394,876	4,638,669	4,753,414
Criminal Investigations Administration Budget Control Level	P7000	7,190,942	6,999,891	7,240,106	7,400,051
Deputy Chief of Staff Budget Control Level	P1600	31,884,563	25,270,512	24,698,933	24,926,316
Deputy Chief Operations Budget Control Level	P1800	8,042,421	435,005	702,553	717,595
East Precinct Budget Control Level	P6600	20,353,164	21,895,517	22,585,390	23,238,762
Field Support Administration Budget Control Level	P8000	27,470,370	32,308,996	34,101,697	35,179,910
Narcotics Investigations Budget Control Level	P7700	4,610,577	4,675,360	4,259,307	4,341,745
North Precinct Patrol Budget Control Level	P6200	27,191,998	29,193,957	30,933,920	31,757,272
Office of Professional Accountability Budget Control Level	P1300	1,733,018	1,838,297	1,712,655	1,750,347
Patrol Operations Administration Budget Control Level	P6000	1,335,475	1,124,013	1,277,964	1,300,839
South Precinct Patrol Budget Control Level	P6500	15,249,008	16,454,757	16,788,701	17,231,576
Southwest Precinct Patrol Budget Control Level	P6700	13,569,081	14,803,482	14,819,422	15,257,899
Special Investigations Budget Control Level	P7800	4,779,614	4,071,223	4,085,635	4,160,616
Special Operations Budget Control Level	P3400	30,468,798	39,162,103	40,007,549	40,404,799
Special Victims Budget Control Level	P7900	5,470,039	5,736,729	5,798,157	5,962,150
Violent Crimes Investigations Budget Control Level	P7100	6,382,259	6,676,514	6,684,775	6,854,867
West Precinct Patrol Budget Control Level	P6100	25,835,705	27,772,643	28,959,409	29,672,700
Department Total		241,532,545	242,813,874	249,294,843	254,910,857
Department Full-time Equivalents Total*		1,922.25	1,922.25	1,934.85	1,925.85

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

	2009	2010	2011	2012

Resources	Actual	Adopted	Adopted	Endorsed
General Subfund	241,532,545	242,813,874	249,294,843	254,910,857
Department Total	**241,532,545**	**242,813,874**	**249,294,843**	**254,910,857**

Chief of Police Budget Control Level

Purpose Statement

The purpose of the Chief of Police Program is to lead and direct department employees and to provide policy guidance and oversee relationships with the community, so the department can provide the City with professional, dependable, and respectful public safety services.

Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $24,000 is saved in the Chief of Police BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget by $30,000 in 2012. These savings will be achieved by identifying management-related efficiencies.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Chief of Police BCL will achieve $6,000 in savings.

FTE values reflect a reduction of 2.5 FTE outside the budget process where grant funding has ended.

Citywide adjustments to labor and other operating costs increase the budget by $274,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $244,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Chief of Police	9,965,513	4,394,876	4,638,669	4,753,414
Full-time Equivalents Total*	46.50	46.50	39.50	39.50

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

Criminal Investigations Administration Budget Control Level

Purpose Statement

The purpose of the Criminal Investigations Administration Budget Control Level is to direct and support the work of employees in the Criminal Investigations Bureau by providing oversight and policy guidance, and technical support so these employees can execute their job duties effectively and efficiently. The program includes the Internet Crimes against Children and Human Trafficking section and the Crime Gun Initiative analyst.

Summary

Reduce budget by $122,000 and 1.0 FTE Strategic Advisor 2. This is a position created in 2006 to help track the use of crime guns. A portion of this work will now be undertaken by sworn personnel who perform some of this work as part of their investigative duties currently.

Reduce budget by $70,000 in 2012. These savings will be achieved by identifying management-related efficiencies.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Criminal Investigations BCL will achieve $57,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $419,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $240,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Criminal Investigations Administration	7,190,942	6,999,891	7,240,106	7,400,051
Full-time Equivalents Total*	76.50	76.50	75.50	75.50

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

Deputy Chief of Staff Budget Control Level

Purpose Statement

The purpose of the Deputy Chief of Staff Budget Control Level is to oversee the organizational support and legal functions of the Department to help achieve its mission. The Deputy Chief of Staff Budget Control Level includes the Chief of Administration who oversees the Records and Files, Data Center, and Public Request Programs, which had been their own Budget Control Levels in prior budgets. The Deputy Chief of Staff Budget Control Level was known as the Deputy Chief of Administration in previous budgets.

Summary

Remove budget authority for $118,000 and vacate 1.0 FTE Detective position. The incumbent and budget authority will be transferred to a newly-created and funded Patrol officer position in the West Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Reduce budget by $617,000. This reduction represents the savings the City is expected to realize by the Law Department performing in-house some Police Action Cases previously performed by outside counsel. This will generate a net savings to the City of $248,000.

Reduce budget by $30,000 and reduce two Admin Staff Assistant positions by .20 FTE each as part of the reduction of the Snohomish County Jail Coordination Team. As a result of the decreasing number of Seattle misdemeanant bookings into King County jail since 2005, there are fewer prisoners who travel between Seattle and Snohomish County. Maintaining two employees allows SPD to provide adequate coverage throughout the week.

Reclassify a Manager 3 to a Manager 1 to better reflect the body of work performed and the number of positions supervised. Reduce budget by $7,000 to adjust for the reclassification.

Reduce budget by $10,000 beginning in 2012. Due to energy efficiency retrofits, annual energy savings of $10,000 are expected to be realized beginning in 2012.

Reduce budget by $250,000 in 2012. These savings will be achieved by identifying management-related efficiencies.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $25,000 is saved in the Deputy Chief of Staff BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Deputy Chief of Staff BCL will achieve $81,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $307,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $572,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Deputy Chief of Staff	31,884,563	25,270,512	24,698,933	24,926,316
Full-time Equivalents Total*	115.00	115.00	114.60	114.60

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

Deputy Chief Operations Budget Control Level

Purpose Statement

The purpose of the Deputy Chief Operations Budget Control Level is to oversee the operational functions of the Department so the public receives public safety services that are dependable, professional, and respectful. The Deputy Chief Operations Budget Control Level oversees the five Precincts and associated personnel.

Summary

Add $142,000 to provide funding for the president of the Seattle Police Officer's Guild (SPOG). As a result of the latest contract between the City and SPOG, the City will fund the union president's salary beginning in 2011.

Citywide adjustments to labor and other operating costs increase the budget by $126,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $268,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Deputy Chief Operations	8,042,421	435,005	702,553	717,595
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

East Precinct Budget Control Level

Purpose Statement

The purpose of the East Precinct Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the East Precinct, so they can be safe in their homes, schools, businesses, and the community at large.

Summary

Add 1.0 FTE Police Officer. This position will be filled by a Detective from Burglary/Theft already budgeted in the East Precinct BCL as part of the Department's efforts to increase the number of officers in Patrol. The Detective position will be vacated.

Transfer in $115,000 and 1.0 FTE Police Officer position. This position will be filled by existing personnel transferring from Special Investigations as part of the Department's efforts to increase the number of officers in Patrol. The position in Special Investigations will be vacated.

Transfer in $133,000 and 1.0 FTE Sgt. - Mounted from Special Operations as part of the Department's efforts to increase the number of officers in Patrol. The Sergeant formerly assigned to the Mounted Unit will be reassigned to Patrol.

Citywide adjustments to labor and other operating costs increase the budget by $441,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $689,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
East Precinct	20,353,164	21,895,517	22,585,390	23,238,762
Full-time Equivalents Total*	185.00	185.00	188.00	188.00

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

Field Support Administration Budget Control Level

Purpose Statement

The purpose of the Field Support Administration Budget Control Level is to provide policy direction and guidance to the employees and programs in the Department, so they can execute their responsibilities effectively and efficiently. The Field Support Administration Budget Control Level now includes the Communications, Information Technology, and Human Resources Programs; which were separate Budget Control Levels in prior budgets.

Summary

Remove budget authority for $224,000 and vacate 2.0 FTE Detective positions. The incumbents and budget authority will be transferred to newly-created and funded Patrol officer positions in the South and West Precincts as part of the Department's efforts to increase the number of officers in Patrol.

Reduce budget by $1.9 million. These savings come from not hiring 20 officers originally planned to be hired as part of the 2010 Neighborhood Policing Plan addition. These 20 officers were intended to be the third group hired between 2008 and 2012 in order to boost Patrol numbers by 105. Given the financial constraints on the City, and in keeping with the Neighborhood Policing Plan, the Department is extending the timeline for implementing the hiring targets.

Reduce budget by $350,000 in 2012. These savings will be achieved by identifying management-related efficiencies.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $48,000 is saved in the Field Support Administration BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Field Support Administration BCL will achieve $133,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $4.1 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.8 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Support Administration	27,470,370	32,308,996	34,101,697	35,179,910
Full-time Equivalents Total*	280.25	280.25	280.25	280.25

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

Narcotics Investigations Budget Control Level

Purpose Statement

The purpose of the Narcotics Investigations Budget Control Level is to apply a broad range of professional investigative skills to interdict narcotics activities affecting the community and region to hold offenders involved in these activities accountable and to promote public safety.

Summary

Remove budget authority for $230,000 and vacate 2.0 FTE Detective positions. The incumbents and budget authority will be transferred to newly-created and funded Patrol officer positions in the North Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Citywide adjustments to labor and other operating costs decrease the budget by $186,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $416,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Narcotics Investigations	4,610,577	4,675,360	4,259,307	4,341,745
Full-time Equivalents Total*	32.00	32.00	32.00	32.00

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

North Precinct Patrol Budget Control Level

Purpose Statement

The purpose of the North Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the North Precinct, so that they can be safe in their homes, schools, businesses, and the community at large.

Summary

Add $230,000 and 2.0 FTE Patrol Officer positions to the budget as part of the Department's efforts to increase the number of officers in Patrol. These positions will be filled by existing personnel transferring from vacated positions in Narcotics Investigations.

Add $227,000 and 2.0 FTE Patrol Officer positions to the budget as part of the Department's efforts to increase the number of officers in Patrol. These positions will be filled by existing personnel transferring from vacated positions in the Traffic Enforcement unit in the Special Operations BCL.

Add $118,000 and 1.0 FTE Patrol officer positions to the budget as part of the Department's efforts to increase the number of officers in Patrol. This position will be filled by existing personnel transferring from a vacated position in the Homeland Security unit in the Special Operations BCL.

Add 1.0 FTE Police Officer as part of the Department's efforts to increase the number of officers in Patrol. This position will be filled by a Detective from Burglary/Theft already budgeted in the North Precinct BCL. The Detective position will be vacated.

Reduce budget by $65,000 and abrogate 1.0 FTE Crime Prevention Coordinator position. This adjustment recognizes there is grant funding for this position through the first quarter of 2011. The position is unfunded in May and abrogated in 2012. The remaining Crime Prevention Coordinators will be centralized.

Citywide adjustments to labor and other operating costs increase the budget by $1.2 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.7 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
North Precinct Patrol	27,191,998	29,193,957	30,933,920	31,757,272
Full-time Equivalents Total*	249.00	249.00	255.00	254.00

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

Office of Professional Accountability Budget Control Level

Purpose Statement

The purpose of the Office of Professional Accountability Budget Control Level is to help to provide oversight so that complaints involving department employees are handled in a thorough, professional, and expeditious manner, to retain the trust and confidence of employees and the public.

Summary

Transfer out $184,000 and 1.0 FTE Police Captain position to Patrol Operations Administration. The position is being repurposed to be a Night Duty Captain to improve communication when no other Commander is on duty.

Citywide adjustments to labor and other operating costs increase the budget by $58,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $126,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Professional Accountability	1,733,018	1,838,297	1,712,655	1,750,347
Full-time Equivalents Total*	13.00	13.00	12.00	12.00

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

Patrol Operations Administration Budget Control Level

Purpose Statement

The purpose of the Patrol Operations Administration Budget Control Level is to provide oversight and direction to Patrol Operations, including the Department's five precincts, with the goal of ensuring that personnel are properly trained, supervised, and equipped to perform their jobs effectively.

Summary

Transfer in $184,000 and 1.0 FTE Police Captain position from Office of Professional Accountability. The position is being repurposed to be a Night Duty Captain to improve communication when no other Commander is on duty.

Reduce budget by $98,000 and abrogate 1.0 FTE IT Programmer Analyst-Specialist position. The responsibilities of this position will be absorbed by remaining Information Technology personnel.

Citywide adjustments to labor and other operating costs increase the budget by $68,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $154,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Patrol Operations Administration	1,335,475	1,124,013	1,277,964	1,300,839
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

South Precinct Patrol Budget Control Level

Purpose Statement

The purpose of the South Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services with the goal of keeping residents of, and visitors to, the South Precinct, safe in their homes, schools, businesses, and the community at large.

Summary

Add $229,000 and 2.0 FTE Police Officer positions as part of the Department's efforts to increase the number of officers in Patrol. These positions will be filled by existing personnel transferring from a vacated position in Field Support Administration and the Mounted Unit in Special Operations.

Reduce budget by $65,000 and abrogate 1.0 FTE Crime Prevention Coordinator position. This adjustment recognizes there is grant funding for this position through the first quarter of 2011. The position is unfunded in May and abrogated in 2012. The remaining Crime Prevention Coordinators will be centralized.

Citywide adjustments to labor and other operating costs increase the budget by $170,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $334,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
South Precinct Patrol	15,249,008	16,454,757	16,788,701	17,231,576
Full-time Equivalents Total*	135.00	135.00	137.00	136.00

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

Southwest Precinct Patrol Budget Control Level

Purpose Statement

The purpose of the Southwest Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the Southwest Precinct, so they can be safe in their homes, schools, businesses, and the community at large.

Summary

Add $237,000 and 2.0 FTE Patrol Officer positions as part of the Department's efforts to increase the number of officers in Patrol. These positions will be filled by existing personnel transferring from the Mounted Unit in Special Operations.

Add $108,000 and 1.0 FTE Patrol Officer position as part of the Department's efforts to increase the number of officers in Patrol. This position will be filled by existing personnel transferring from a vacated position in the Homeland Security unit in the Special Operations BCL.

Reduce budget by $64,000 and abrogate 1.0 FTE Crime Prevention Coordinator position. This adjustment recognizes there is grant funding for this position through the first quarter of 2011. The position is unfunded in May and abrogated in 2012. The remaining Crime Prevention Coordinators will be centralized.

Citywide adjustments to labor and other operating costs decrease the budget by $265,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $16,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Southwest Precinct Patrol	13,569,081	14,803,482	14,819,422	15,257,899
Full-time Equivalents Total*	121.00	121.00	124.00	123.00

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

Special Investigations Budget Control Level

Purpose Statement

The purpose of the Special Investigations Budget Control Level is to apply a broad range of professional investigative and analytical skills toward investigating and interdicting vehicle theft, fraud, forgery, and financial exploitation cases; vice crimes and organized crime activities in the community; and toward identifying and describing crime patterns and trends with the goals of holding offenders involved in these activities accountable and to provide public safety.

Summary

Remove budget authority for $115,000 and vacate 1.0 FTE Detective position. The incumbent and budget authority will be transferred to a newly-created and funded Patrol Officer position in the East Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Citywide adjustments to labor and other operating costs increase the budget by $129,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $14,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Special Investigations	4,779,614	4,071,223	4,085,635	4,160,616
Full-time Equivalents Total*	31.00	31.00	31.00	31.00

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

Special Operations Budget Control Level

Purpose Statement

The purpose of the Special Operations Budget Control Level is to deploy specialized response units in emergencies and disasters. The Bureau provides crowd control, special event, search, hostage, crisis, and water-related support to monitor and protect critical infrastructure to protect lives and property, aid the work of uniformed officers and detectives, and ensure the safety of the public.

Summary

Remove budget authority for $227,000 and vacate 2.0 FTE Traffic Officer positions. The incumbents and budget authority will be transferred to newly-created and funded Officer-Patrol positions in the North Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Remove budget authority for $116,000 and vacate 1.0 FTE Police Officer position. The incumbent and budget authority will be transferred to a newly-created and funded Officer-Patrol position in the West Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Remove budget authority for $226,000 and vacate 2.0 FTE Police Officer positions in the Homeland Security Unit. The incumbents and budget authority will be transferred to newly-created and funded Officer-Patrol positions in the North and Southwest Precincts.

Reduce budget by $237,000 and abrogate 2.0 FTE Police Officer-Mounted positions. The Mounted Unit is eliminated and the officers assigned to it are transferred to patrol duties in the Southwest Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Reduce budget by $119,000 and abrogate 1.0 FTE Police Officer-Mounted position. The Mounted Unit is eliminated and the officers assigned to it are transferred to patrol duties in the South Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Transfer out $133,000 and 1.0 FTE Police Sergeant - Mounted position to East Precinct. The Mounted Unit is eliminated and the Sergeant formerly assigned to it is transferred to patrol duties as part of the Department's efforts to increase the number of officers in Patrol.

Reduce budget by $210,000. This savings is to be achieved by policy changes associated with the deployment of police personnel to special events.

Reduce budget by $30,000. This savings is to be achieved by reducing the amount of overtime and travel expenses used by the Mayor's protection detail. This is in line with the current administration's travel schedule.

Reduce budget by $97,000. This savings captures the savings associated with not having a Mounted Unit. These costs represent equipment and services, such as veterinarian costs, as well as costs associated with housing and transferring the horses.

Reduce budget by $67,000 and abrogate 1.0 FTE Maintenance Laborer position. This position was tasked with maintaining the site used to store the horses. With the elimination of the Mounted Unit, this position is no longer required.

Add $380,000 and 6.0 FTE Parking Enforcement Officer positions. This addition is to help Parking Enforcement meet the demands necessitated by the addition of paid parking Monday through Saturday (6:00 PM - 8:00 PM) and the implementation of a booting program for scofflaw parking.

Add $435,000 to purchase equipment to be utilized by the Parking Enforcement Officers and Parking Enforcement Officer Supervisors in their duties. The equipment to be purchased includes parking enforcement scooters and radios.

Add $255,000 and 3.0 FTE Parking Enforcement Supervisor positions to the budget. This addition will help Parking Enforcement meet the demands of additional hours of paid parking Monday through Saturday and the implementation of a booting program for scofflaw parking.

Add $243,000 to the budget for overtime to help Parking Enforcement meet the demands necessitated by the addition of additional hours of paid parking Monday through Saturday and the implementation of a booting program for scofflaw parking.

Add $192,000 to purchase equipment specific to the implementation of the booting program. The equipment to be purchased includes two vehicles equipped with mobile license plate recognition cameras and associated hardware and software.

Add $95,000 and 1.0 FTE Senior Management Systems Analyst to the budget. This addition will provide needed analytical support to the Parking Enforcement section. The addition of this position will allow Parking Enforcement Supervisors to spend a greater amount of time in the field.

Add $67,000 and 1.0 FTE Administrative Specialist II to the budget. This addition will provide needed administrative support to the Parking Enforcement section. The addition of this position will allow Parking Enforcement Supervisors to spend a greater amount of time in the field.

Reclassify a Manager 1 position to a Parking Enforcement Supervisor position to better reflect the body of work performed. The managerial duties previously performed by this position will be transferred to the section and bureau command staff. Reduce budget by $13,000 to adjust for the reclassification.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Special Operations BCL will achieve $91,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $745,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $846,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Special Operations	30,468,798	39,162,103	40,007,549	40,404,799
Full-time Equivalents Total*	289.00	289.00	295.00	295.00

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

Special Victims Budget Control Level

Purpose Statement

The purpose of the Special Victims Budget Control Level is to apply a broad range of professional investigative skills to cases involving family violence, sexual assault, child, and elder abuse, and custodial interference with the goals of holding offenders accountable, preventing additional harm to victims, and providing public safety.

Summary

Reduce budget by $176,000 and abrogate 3.0 FTE (3 of 7) Victim Advocate positions. This adjustment recognizes there is grant funding for these positions through the March of 2011 and unfunds these positions in May 2011. The positions will be abrogated in 2012. These positions will be retained on the 2010 JAG award. The remaining four Victim Advocates will be retained on the General Fund.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Special Victims BCL will achieve $10,000 in savings.

FTE values reflect a reduction of 1.0 FTE outside the budget process where grant funding has ended.

Citywide adjustments to labor and other operating costs increase the budget by $247,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $61,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Special Victims	5,470,039	5,736,729	5,798,157	5,962,150
Full-time Equivalents Total*	52.00	52.00	50.00	47.00

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

Violent Crimes Investigations Budget Control Level

Purpose Statement

The purpose of the Violent Crimes Investigations Budget Control Level is to apply a broad range of professional investigative skills and crime scene investigation techniques to homicide, assault, robbery, bias crimes, missing persons, extortion, threat and harassment, and gang-related cases, in order to hold offenders accountable, prevent further harm to victims, and promote public safety.

Summary

Remove budget authority for $117,000 and vacate 1.0 FTE Homicide Detective position. The incumbent and budget authority will be transferred to newly-created and funded Officer-Patrol position in the West Precinct as part of the Department's efforts to increase the number of officers in Patrol.

Citywide adjustments to labor and other operating costs increase the budget by $125,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $8,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Violent Crimes Investigations	6,382,259	6,676,514	6,684,775	6,854,867
Full-time Equivalents Total*	52.00	52.00	52.00	52.00

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

West Precinct Patrol Budget Control Level

Purpose Statement

The purpose of the West Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the West Precinct, so that they can be safe in their homes, schools, businesses, and the community at large.

Summary

Add $464,000 and 4.0 FTE Patrol Officer positions to the budget as part of the Department's efforts to increase the number of officers in Patrol. These positions will be filled by existing personnel transferring in from vacated positions in the Deputy Chief of Staff, Field Support Administration, Special Operations, and Violent Crimes Investigations BCLs.

Reduce budget by $193,000 and abrogate 3.0 FTE Crime Prevention Coordinator positions. This adjustment recognizes there is grant funding for this position through the first quarter of 2011. The positions are unfunded in May and abrogated in 2012. The remaining Crime Prevention Coordinators will be centralized.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the West Precinct BCL will achieve $6,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by $921,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.2 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
West Precinct Patrol	25,835,705	27,772,643	28,959,409	29,672,700
Full-time Equivalents Total*	233.00	233.00	237.00	234.00

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

Police Relief and Pension

Michael Germann, Executive Secretary

Contact Information

Department Information Line: (206) 386-1286
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/policepension/

Department Description

On March 1, 1970, the State of Washington took over the provision of certain police pensions through Revised Code of Washington (RCW) Section 41.26, the Law Enforcement Officers and Fire Fighters (LEOFF) Act Plan I. The City of Seattle Police Relief and Pension Fund is responsible for all pre-LEOFF pension benefits and that portion of the previous municipal police pension benefits that exceed LEOFF Plan I entitlements, including the pension benefits of their lawful beneficiaries, as well as for all medical benefits provided to qualifying active and retired Seattle Police Officers.

Both the Seattle Police Relief and Pension and LEOFF Plan I are closed systems and have not accepted new enrollments since October 1, 1977. Seattle police officers hired after this date are automatically enrolled in the State's LEOFF Plan II, for which the Seattle Police Pension Fund has no pension or medical benefit obligation.

The Seattle Police Pension Board, a seven member quasi-judicial body chaired by the Mayor of Seattle or his/her designee, formulates policy, rules upon disability applications, and provides oversight of the Police Pension Fund. Three staff employees of the Board handle all of its operational functions. Staff positions associated with Police Relief and Pension are not reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise 98% of the total annual budget, are done by an independent actuary. Although the Police Pension Fund has statutory funding sources, the City's General Subfund provides funding for nearly all of the Pension Fund's annual budget. Proceeds from the Police Auction contribute a small amount toward the annual budget.

Policy and Program Changes

The 2011 Adopted Budget is $666,000 greater than the 2010 Adopted Budget. This increase reflects the actuary's projection of a $1.1 million increase in medical expenses, which is offset, in part, by the actuary's $532,000 projected decrease in pension costs. The Proposed Budget uses $633,000 of the projected 2010 year-end fund balance to offset expenditures in 2011. This projected fund balance is in excess of the $500,000 in the Contingency Reserve and is available because projected 2010 pension and medical costs are less than anticipated in the 2010 Adopted Budget.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Police Relief and Pension Budget Control Level					
Administration		491,789	373,903	425,000	433,500
Death Benefits		15,021	15,000	15,000	15,000
Medical Benefits		11,891,608	12,345,000	13,492,000	13,248,000
Pension Benefits		8,088,220	9,628,000	9,096,000	8,634,000
Police Relief and Pension Budget Control Level	**RP604**	**20,486,638**	**22,361,903**	**23,028,000**	**22,330,500**
Department Total		**20,486,638**	**22,361,903**	**23,028,000**	**22,330,500**
Department Full-time Equivalents Total*		**3.00**	**3.00**	**3.00**	**3.00**

** FTE totals are provided for informational purposes only.*

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	20,230,783	22,302,034	22,255,382	22,190,500
Other	255,855	59,869	772,618	140,000
Department Total	**20,486,638**	**22,361,903**	**23,028,000**	**22,330,500**

Police Relief and Pension Budget Control Level

Purpose Statement

The purpose of the Police Relief and Pension Budget Control Level is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	491,789	373,903	425,000	433,500
Death Benefits	15,021	15,000	15,000	15,000
Medical Benefits	11,891,608	12,345,000	13,492,000	13,248,000
Pension Benefits	8,088,220	9,628,000	9,096,000	8,634,000
Total	**20,486,638**	**22,361,903**	**23,028,000**	**22,330,500**
Full-time Equivalents Total *	3.00	3.00	3.00	3.00

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

Police Relief and Pension: Administration

Purpose Statement

The purpose of the Administration Program is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

Program Summary

Increase the Administration Program by $51,000 to reflect the actual cost of personnel services.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	491,789	373,903	425,000	433,500
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

Police Relief and Pension: Death Benefits

Purpose Statement

The purpose of the Death Benefits Program is to provide statutory death benefit payments to lawful beneficiaries of eligible former members of the Seattle Police Department.

Program Summary

There are no substantive changes from the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Death Benefits	15,021	15,000	15,000	15,000

Police Relief and Pension: Medical Benefits

Purpose Statement

The purpose of the Medical Benefits Program is to provide medical benefits for eligible active-duty and retired members of the Seattle Police Department.

Program Summary

Increase the Medical Benefits Program by $1,147,000 based on the actuary's projected increase in medical costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Medical Benefits	11,891,608	12,345,000	13,492,000	13,248,000

Police Relief and Pension: Pension Benefits

Purpose Statement

The purpose of the Pension Benefits Program is to provide pension benefits for eligible retired members of the Seattle Police Department.

Program Summary

Decrease the Pensions Program by $532,000 to reflect the actuary's projection of reduced pension costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pension Benefits	8,088,220	9,628,000	9,096,000	8,634,000

2011 - 2012 Estimated Revenues for the Police Relief and Pension Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587001	General Subfund	20,230,783	22,302,034	22,302,034	22,255,382	22,190,500
	Total General Subfund	**20,230,783**	**22,302,034**	**22,302,034**	**22,255,382**	**22,190,500**
469200	Police Auction Proceeds	134,254	140,000	140,000	140,000	140,000
	Total Police Auction Proceeds	**134,254**	**140,000**	**140,000**	**140,000**	**140,000**
Total Revenues		**20,365,037**	**22,442,034**	**22,442,034**	**22,395,382**	**22,330,500**
379100	Use of Fund Balance	121,601	(80,131)	(853,034)	632,618	0
	Total Use of Fund Balance	**121,601**	**(80,131)**	**(853,034)**	**632,618**	**0**
Total Resources		**20,486,638**	**22,361,903**	**21,589,000**	**23,028,000**	**22,330,500**

Police Relief and Pension Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**422,738**	**419,869**	**279,584**	**1,132,618**	**500,000**
Accounting and Technical Adjustments	(21,553)	0	0	0	0
Plus: Actual and Estimated Revenue	20,365,037	22,442,034	22,442,034	22,395,382	22,330,500
Less: Actual and Budgeted Expenditures	20,486,638	22,361,903	21,589,000	23,028,000	22,330,500
Ending Fund Balance	**279,584**	**500,000**	**1,132,618**	**500,000**	**500,000**
Contingency Reserve	279,584	500,000	500,000	500,000	500,000
Total Reserves	**279,584**	**500,000**	**500,000**	**500,000**	**500,000**
Ending Unreserved Fund Balance	**0**	**0**	**632,618**	**0**	**0**

Public Safety Civil Service Commission

Terry Carroll, Chair of the Commission

Contact Information

Department Information Line: (206) 684-0334
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476

Department Description

The mission and purpose of the Public Safety Civil Service Commission is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The Commission provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.

Policy and Program Changes

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Public Safety Civil Service Commission Budget Control Level	**V1S00**	**135,326**	**141,914**	**148,986**	**152,340**
Department Total		**135,326**	**141,914**	**148,986**	**152,340**
Department Full-time Equivalents Total*		**1.00**	**1.00**	**1.00**	**1.00**

** FTE totals are provided for informational purposes only.*

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	135,326	141,914	148,986	152,340
Department Total	**135,326**	**141,914**	**148,986**	**152,340**

Public Safety Civil Service Commission Budget Control Level

Purpose Statement

The mission and purpose of the Public Safety Civil Service Commission is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Fire and Police Departments.

Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Citywide adjustments to labor and other operating costs increase the budget by $7,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $7,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Public Safety Civil Service Commission	135,326	141,914	148,986	152,340
Full-time Equivalents Total*	1.00	1.00	1.00	1.00

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

UTILITIES & TRANSPORTATION

Seattle City Light

Jorge Carrasco, Superintendent

Contact Information

Department Information Line: (206) 684-3000
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/light/

Department Description

Seattle City Light (City Light) was created by the residents of Seattle in 1902 to provide affordable, reliable, and environmentally sound electric power to the city of Seattle and neighboring suburbs. Owned by the community it serves, City Light is a nationally recognized leader in energy efficiency, renewable resource development, and environmental stewardship.

City Light provides electric power to approximately 395,000 residential, business, and industrial customers within a 130 square-mile service area. City Light provides power to the city of Seattle and surrounding jurisdictions, including parts of Shoreline, Burien, Tukwila, SeaTac, Lake Forest Park, Renton, Normandy Park, and areas of unincorporated King County.

City Light owns about 2,000 megawatts of very low-cost, environmentally-responsible, hydroelectric generation capacity. In an average year, City Light meets about 50% of its load with owned hydroelectric generation and obtains the remainder primarily through the Bonneville Power Administration (BPA). City Light is the nation's ninth largest publicly-owned electric utility in terms of customers served.

Policy and Program Changes

In 2009 and 2010, unexpectedly depressed energy prices and unusually low precipitation levels placed significant financial strain on the utility, forcing City Light to cut costs and reduce spending on operations and capital improvements. In a typical year, City Light sells surplus power generated in the winter and spring, and purchases additional power to supplement lower generation in the summer and fall. This "power shaping" allows City Light to respond to seasonal swings in supply and demand and provides net wholesale revenue to help offset costs that would otherwise need to be paid by retail rate payers. Over the last two years, City Light received significantly less net wholesale revenue than was anticipated when rates were set. The 2011 Adopted and 2012 Endorsed Budget restores core maintenance activities that were deferred as a response to the revenue downturn and addresses significant regulatory changes affecting the utility industry, while holding down rate increases during the recession. Legislation accompanying the Adopted Budget approved an across-the-board rate increase of 4.3% in 2011 and 3.2% in 2012.

The Adopted Budget reflects the creation of the Rate Stabilization Account (RSA) in 2010 to help mitigate future risks to wholesale revenue. As established in SMC 21.49.086, City Light may draw on the RSA to make up the difference between forecast and actual net wholesale revenue on a quarterly basis. The RSA forecast of net wholesale revenue is the simple average of net wholesale revenues realized since 2002, subject to City Council adjustments. For purposes of triggering the use of the RSA, the 2011 Adopted and 2012 Endorsed Budget established a net wholesale revenue forecast of $96.8 million in 2011 and $102.1 million in 2012.

When the balance in the RSA falls below $90 million, a 1.5% surcharge is applied to base rates and used to replenish the account. This surcharge increases to 3.0% if the RSA falls below $80 million, and increases to 4.5% if the RSA falls below $70 million. As the RSA is replenished, the surcharge is reduced accordingly and is eliminated when the RSA reaches $100 million. As of January 1, 2011, the Rate Stabilization Account is funded at over $100 million.

The 2011 Adopted and 2012 Endorsed Budget restores funding for core maintenance at City Light's power generating facilities that had been deferred in recent years. This includes replacing or refurbishing turbine runners, generators, and transformers; dredging and clearing of dams, reservoirs, and waterways; and restoring regular maintenance programs. City Light is also in the process of relicensing Boundary Dam with the Federal Energy Regulatory Commission (FERC) to continue power operations. Boundary Dam is City Light's largest generating facility and generates between 20% and 40% of City Light's annual power needs, depending on water availability. The budget includes resources to develop the environmental, cultural, and recreational mitigation measures anticipated as a part of FERC relicensing. While significant relicensing costs are expected in future years, these costs will be allocated over the life of the license and are not expected to have a material impact on future City Light rates.

The Adopted Budget also provides for maintenance and upkeep of City Light's power distribution facilities. In 2011, City Light will continue to implement the Work and Asset Management System (WAMS) to track and manage the utility's assets, schedule maintenance crews, and help identify efficiencies in business practices and capital decision making. The first phase of WAMS will become operational in the second quarter of 2011, with full implementation in 2012, and the utility is already taking steps to address its aging assets. On the basis of condition assessments performed under the asset management program, City Light is proposing a proactive rehabilitation and replacement program for deteriorating wood poles, accelerating the replacement schedule for aging substation transformers, and continuing the neighborhood cable injection program to extend the useful life of direct-buried cables without having to dig them out of the ground. In addition, the budget provides additional resources for vegetation management to lessen the potential risk of power outages due to storms and tree-fall. These programs are designed to maintain and enhance the reliability of the electric service that City Light's customers expect, and achieve lower life-cycle costs of assets through planned maintenance.

The 2011 Adopted and 2012 Endorsed Budget provides funding for necessary maintenance and upgrades of critical utility information technology systems. This includes on-going maintenance and future replacement planning for the Energy Management System, the Transformer/Network Load Management System, the Consolidated Customer Service System, and other utility-specific systems. These systems manage the flow of power from City Light's dams through the distribution system, support utility design and engineering, and provide for customer billing and meter reading. The budget also provides for the replacement of aging desktops, servers, and basic software that will no longer be serviced by the manufacturer or supported by Microsoft or other venders.

In addition to basic maintenance, City Light must respond to the changing regulatory environment of the power utility industry. Although City Light continues to maintain dams and facilities that have been in operation for decades, the 2000-2001 West Coast energy crisis and the 2003 East Coast blackouts that affected the nation's transmission grid have led to increased scrutiny and regulation of utility companies by FERC and the North American Electric Reliability Corporation (NERC). The increased federal scrutiny on power marketing activities, as well as the need to maximize revenue generation opportunities for the utility, requires new procedures and systems for energy trading and interactions with the regional power grid.

The 2011 Adopted and 2012 Endorsed Budget includes new systems to record real-time power sales, power grid control systems required as part of the new BPA Slice contract, and additional power marketing support to protect against risk and liability in energy trading transactions. NERC has established new security and operational procedures that carry significant penalties for non-compliance. The budget includes resources to ensure compliance with evolving NERC requirements.

In Washington State, Initiative 937 requires City Light to pursue additional renewable resources and conservation. These new requirements align with City Light's Five Year Conservation Plan and the utility's resource planning goals. The 2011 Adopted and 2012 Endorsed Budget includes funding for purchasing renewable resources or renewable energy credits. City Light is committed to maintaining its status as a net-zero emitter of greenhouse gases.

The 2011 Adopted and 2012 Endorsed Budget also responds to the needs of local jurisdictions. The budget includes capital projects to support conversion of overhead power lines to underground facilities at the request of suburban cities, and funding to support utility relocation for the Alaskan Way Viaduct replacement, Mercer Corridor construction, Sound Transit, and other transportation driven needs.

The Adopted Budget captures savings in the financial management and operations of City Light. In connection with the utility's 2010 bond issue, City Light maintained favorable bond ratings of Aa2 from Moody's and AA- from Standard & Poor's despite the emerging financial challenges of 2009 and 2010. These ratings allowed City Light to borrow money at favorable interest rates and to take advantage of refinancing opportunities. The refinancing of existing debt resulted in debt service savings of $32 million in 2010 and $22 million in 2011, which are being used to fund the Rate Stabilization Account. Between the refinancing savings and the issuance of new 2010 debt, City Light's debt service payments in 2011 are reduced by $8 million from the 2010 Adopted Budget. Debt service is anticipated to increase in 2012 when the refinancing savings cease. The 2011 Adopted and 2012 Endorsed Budget anticipates a 2011 bond issue to generate approximately $210 million for the capital improvement program, and potentially to refinance certain existing debt to generate additional savings.

City Light recognizes the need to continually improve efficiencies and cut controllable costs during the recession, and participated in the Citywide effort to identify cost savings through changes in management structure and administrative efficiencies. The 2011 Adopted and 2012 Endorsed Budget maintains some of the cost reductions made during the past two years, including scaled back public tours of City Light's Skagit facilities, reduced consulting support for policy analysis and strategic planning, reduced travel and training budgets, and other reductions. The Adopted Budget includes labor cost savings resulting from negotiations with the Coalition of City Labor Unions, freezes cost-of-living salary adjustments for management-level positions and other employees in discretionary pay bands, cuts 30.6 FTE positions (including 7.0 FTE management-level positions), and downgrades an additional 5.0 FTE management-level positions to control costs, address span-of-control issues, and provide salary savings. The 2012 Endorsed Budget also includes $500,000 in unidentified savings to encourage the utility to find workplace efficiencies without reducing service levels.

In the Budget Control Level (BCL) summaries that follow, budget adjustments for Operating BCLs describe changes from the 2010 Adopted Budget. For Capital BCLs, budget adjustments describe changes from the anticipated 2011 spending in the 2010-2015 Adopted Capital Improvement Program (CIP).

City Council Provisos

The City Council adopted the following budget provisos:

Of the appropriation in the 2011 budget for Seattle City Light's Distribution BCL, $80,000 is appropriated solely for participation in a new city-wide 2011 program for public outreach and education activities related to trees and may be spent for no other purpose.

$80,000 of the money appropriated in the 2011 budget for Seattle City Light's Distribution BCL may not be spent for participation in a new city-wide 2011 program for public outreach and education activities related to trees until authorized by future ordinance.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Conservation Resources and Environmental Affairs O&M Budget Control Level	SCL220	50,900,808	46,167,558	48,129,846	50,070,070
Customer Services and Energy Delivery - CIP Budget Control Level	SCL350	130,535,356	110,902,133	133,139,515	153,217,344
Customer Services Budget Control Level	SCL320	27,023,647	26,880,122	27,733,445	28,402,473
Debt Service Budget Control Level	SCL810	216,839,238	150,692,659	142,658,754	173,113,109
Distribution Services Budget Control Level	SCL310	65,285,644	61,625,166	68,103,313	71,568,827
Financial Services - CIP Budget Control Level	SCL550	6,963,996	6,391,563	6,461,855	7,973,849
Financial Services - O&M Budget Control Level	SCL500	26,295,956	28,928,871	34,981,446	29,155,810
General Expenses Budget Control Level	SCL800	67,184,966	65,765,573	68,064,440	71,300,685
Human Resources Budget Control Level	SCL400	5,624,506	6,544,319	6,837,070	6,764,195
Office of Superintendent Budget Control Level	SCL100	3,152,586	3,123,480	2,876,578	2,916,667
Power Supply & Environmental Affairs - CIP Budget Control Level	SCL250	47,224,920	46,263,834	57,845,507	43,973,100
Power Supply O&M Budget Control Level	SCL210	59,548,553	60,738,167	63,200,413	66,225,632
Purchased Power Budget Control Level	SCL700	297,442,362	405,347,045	338,995,283	358,635,217
Taxes Budget Control Level	SCL820	62,574,559	70,245,290	74,139,040	77,559,239
Department Total		1,066,597,095	1,089,615,780	1,073,166,505	1,140,876,217
Department Full-time Equivalents Total*		1,881.83	1,839.10	1,810.50	1,810.50

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	1,066,597,095	1,089,615,780	1,073,166,505	1,140,876,217
Department Total	1,066,597,095	1,089,615,780	1,073,166,505	1,140,876,217

Conservation Resources and Environmental Affairs O&M Budget Control Level

Purpose Statement

The purpose of the Conservation Resources and Environmental Affairs O&M Budget Control Level is to design and implement demand-side conservation measures that offset the need for additional generation resources to meet the utility's load; meet federal, state, and local regulatory requirements for conservation and renewable resources; and to see that the utility generates and delivers energy in an environmentally responsible manner.

Summary

Add $1.23 million to meet the conservation targets of City Light's Five Year Conservation Plan, the Regional Sixth Power Plan, and Initiative-937. This funding allows City Light to fill positions that had been left vacant due to financial constraints, continue to participate in the regional utility-funded Northwest Energy Efficiency Alliance, and expand the OPower program (previously named Positive Energy) which encourages residents to conserve energy by providing comparable electricity use of similarly situated customers.

Add $800,000 for development of small-scale renewable resources. These appropriations are funded by voluntary customer contributions to "green" programs at City Light.

Convert 1.0 FTE Planning & Development Specialist II into 1.0 FTE Environmental Analyst, Senior to support environmental, cultural resource, and recreation mitigation measures required by FERC relicensing of Boundary Dam.

Convert 1.0 FTE Energy Planning Analyst, 1.0 FTE Marketing Development Coordinator, and 1.0 FTE Planning & Development Specialist II into 3.0 FTE Capital Projects Coordinator, Senior and transfer out positions and $224,000 to Power Supply O&M BCL to support FERC relicensing of Boundary Dam.

Convert 1.0 FTE Marketing Development Coordinator into 1.0 FTE Hydro Maintenance Machinist and transfer out the position and $79,000 to Power Supply O&M BCL to support maintenance of power generation projects.

Transfer out $80,000 to the Office of Superintendent BCL to support public outreach for conservation initiatives.

Reduce $66,000 in travel, training, and consulting services.

Abrogate 1.0 FTE Manager 3, Utilities, 1.0 FTE Energy Management Analyst Assistant, 1.0 FTE Energy Research and Evaluation Analyst, 1.0 FTE Energy Planning Analyst, and 1.0 FTE Economist for a total reduction of 5.0 FTE to align staffing levels with budget and address span-of-control issues.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Conservation Resources and Environmental Affairs BCL will achieve $94,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $40,000 is saved in the Conservation Resources and Environmental Affairs BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $516,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.0 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Conservation Resources and Environmental Affairs O&M	50,900,808	46,167,558	48,129,846	50,070,070
Full-time Equivalents Total*	110.50	117.00	108.00	108.00

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

Customer Services and Energy Delivery - CIP Budget Control Level

Purpose Statement

The purpose of the Customer Services and Energy Delivery - CIP Budget Control Level is to provide for the capital costs of installation, maintenance, rehabilitation, and replacement of transmission lines, substations, distribution feeders, transformers, services connections, and meters to meet customer demand. This Budget Control Level's capital program also coordinates the utility's plant improvements with the efforts of other agencies involved in the implementation of large projects such as the Alaskan Way Viaduct and Seawall Replacement, North Downtown redevelopment, and Sound Transit light rail.

Summary

Add $4 million to support the Wood Pole Replacement Program and proactively replace wood poles before failure. City Light's Asset Management Program estimates that over 51,000 wood poles (approximately 47% of the system) are nearing the end of their useful life.

Add $5.61 million to accelerate the Neighborhood Cable Injection Program. Cable injection has proven to be a reliable, cost-effective, and least-disruptive method of rehabilitating direct buried cable.

Add $1 million to purchase software and implement changes and upgrades to the Transformer Load Management/Network Load Management program.

Add $1 million to purchase utility-specific design and drafting software to streamline distribution engineering design and facilitate data sharing with other City Light systems, including the Work and Asset Management System and the Outage Management System.

Add $300,000 to replace meter reading software that will become unsupported by the vendor in 2012.

Add $33.3 million for relocation of transmission and distribution power systems in support of the Alaskan Way Viaduct replacement project.

Add $112,000 for design of distribution and transmission facility relocations in support of the Mercer West Corridor project.

Add $1 million for design and relocation of distribution systems in support of Seattle Department of Transportation street, sidewalk, and bike path improvements. Funding in 2011 includes in-kind relocation of overhead power lines for the Linden Avenue North project.

Add $1 million to support increased power requirements for Sound Transit's Capitol Hill station site. This project is fully reimbursable by Sound Transit.

Add $4.7 million to support City Light's overhead to underground power facility conversions under the terms of the franchise agreement with the City of Burien. Per the terms of the agreement, this project is fully reimbursable through a new underground rate payment on Burien ratepayers' monthly bills.

Add $1 million to support City Light's overhead to underground power facility conversions under the terms of the franchise agreement with the City of SeaTac. Per the terms of the agreement, this project is fully reimbursable through direct billings to the City of SeaTac.

Add $1 million for make ready work required to meet all applicable codes for customers approved to attach communication cables to City Light facilities and for other work related to cell site construction. This work is reimbursable.

Abrogate 1.0 FTE Lineworker and 1.0 FTE Cable Splicer-Network Area, and reduce $156,000 to align staffing levels with budget and provide salary savings.

Reduce $21.2 million due to project-level budget adjustments, as compared to anticipated 2011 spending in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Services and Energy Delivery - CIP	130,535,356	110,902,133	133,139,515	153,217,344
Full-time Equivalents Total*	290.38	290.38	288.38	288.38

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

Customer Services Budget Control Level

Purpose Statement

The purpose of the Customer Services Budget Control Level is to provide outstanding customer care and service through efficient, accurate metering and billing, and effective customer account management.

Summary

Convert 1.0 FTE Strategic Advisor 3, Utilities into 1.0 FTE Management Systems Analyst, Senior to implement NERC compliance activities within the Customer Service and Energy Delivery Business Unit.

Transfer in $662,000 from the Distribution Services BCL to reflect reorganization of the Technical Metering and Meter Reading divisions.

Convert 1.0 FTE Meter Electrician into 1.0 FTE Electrical Engineering Specialist, Associate and transfer out position and $80,000 to Distribution Services BCL to support distribution system planning.

Reduce $25,000 for incident response training exercises.

Reduce $94,000 in travel and training.

Abrogate 1.0 FTE Accounting Technician III-BU and 1.0 FTE Electrical Service Engineer, and reduce $86,000 to align staffing levels with budget and provide salary savings.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Customer Services BCL will achieve $160,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $55,000 is saved in the Customer Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $687,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $939,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Services	27,023,647	26,880,122	27,733,445	28,402,473
Full-time Equivalents Total*	215.75	213.75	210.75	210.75

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

Debt Service Budget Control Level

Purpose Statement

The purpose of the Debt Service Budget Control Level is to meet principal repayment and interest obligations on funds borrowed to meet City Light's capital expenditure requirements.

Summary

Reduce $8 million in debt service to reflect refunding savings from City Light's 2010 debt refinancing. Debt service is anticipated to increase in 2012 when refunding savings cease.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service - BCL	216,839,238	150,692,659	142,658,754	173,113,109

Distribution Services Budget Control Level

Purpose Statement

The purpose of the Distribution Services Budget Control Level is to provide reliable electricity to customers through cost-effective operation and maintenance of City Light's overhead and underground distribution systems, substations, and transmission systems.

Summary

Convert 1.0 FTE Power Dispatcher, Assistant into 1.0 FTE Electrical Power Systems Engineer and add $200,000 to accelerate the Neighborhood Cable Injection Program. Cable injection has proven to be a reliable, cost-effective, and least-disruptive method of rehabilitating direct buried cable.

Convert 2.0 FTE Electrician-Constructor and 2.0 FTE Lineworker into 4.0 FTE Electrical Power Systems Engineer to support the Wood Pole Replacement Program. City Light's Asset Management Program estimates that over 51,000 wood poles (approximately 47% of the system) are nearing the end of their useful life.

Convert 1.0 FTE Electrical Engineer, Associate into 1.0 FTE Electrical Power Systems Engineer and add $180,000 to double support for the Substation Transformer Replacement Program. This funding allows City Light to begin replacement of the most degraded transformers at a rate of two per year.

Add $100,000 for improvements to the Backup Control Center at the North Service Center to improve startup time for incident response.

Add $1 million in the vegetation management contract budget. This funding will improve the maintenance cycle for vegetation management on transmission and distribution lines.

Transfer in $80,000 and 1.0 FTE Electrical Engineering Specialist, Associate from the Customer Services BCL; convert 1.0 FTE Electrical Power Systems Engineer into 1.0 FTE Electrical Power Systems Engineer, Principal; convert 1.0 FTE Cable Splicer-Network Area into 1.0 FTE Electrical Power Systems Engineer; convert 1.0 FTE Lineworker into 1.0 FTE Electrical Engineer, Associate; and add $430,000 for distribution system planning. Funding supports staffing for detailed load modeling, analyzing transmission and distribution system needs, and vetting future capital projects.

Add $400,000 to conduct two system planning engineering studies. This funding will allow City Light to evaluate the need for a North Downtown Substation and evaluate Columbia Grid's Puget Sound Transmission Congestion Relief study.

Add $2.46 million for planned increased spending to implement the Asset Management Program. The new Oracle Work and Asset Management System will be fully implemented in 2012.

Add $100,000 to implement changes and upgrades to the Transformer Load Management/Network Load Management program.

Add $147,000 to implement NERC compliance activities within the Customer Service and Energy Delivery Business Unit.

Add $1.32 million for make ready work required to meet all applicable codes for customers approved to attach communication cables to City Light facilities and for other work related to cell site construction. This work is reimbursable.

Transfer out $662,000 to the Customer Services BCL to reflect reorganization of the Technical Metering and Meter Reading divisions.

Reduce $127,000 in support for one-stop permitting, reflecting reduced permit activity during the recession.

Reduce $100,000 and defer the Skagit Wood Pole Inspection Program for two years.

Reduce $25,000 for travel and training.

Convert 2.0 FTE Strategic Advisor 3, Utilities into 2.0 FTE Management Systems Analyst, Senior, to align staffing levels with budget and address span-of-control issues.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Distribution Services BCL will achieve $172,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $77,000 is saved in the Distribution Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $1.24 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $7.5 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Distribution Services	65,285,644	61,625,166	68,103,313	71,568,827
Full-time Equivalents Total*	625.00	597.27	599.27	599.27

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

Financial Services - CIP Budget Control Level

Purpose Statement

The purpose of the Financial Services - CIP Budget Control Level is to provide for the capital costs of rehabilitation and replacement of the utility's information technology infrastructure and to fund the development of large software applications.

Summary

Add $145,000 to update network firewall and IT security systems in compliance with NERC standards.

Add $540,000 to maintain the existing Consolidated Customer Service System and begin planning for replacement of the system. Seattle Public Utilities is contributing an equal share towards the project costs.

Add $524,000 to begin replacement of desktop PCs and upgrade desktop software. City Light's desktops are no longer being supported by the manufacturer and Microsoft will end support for Windows XP and Office 2003 in 2014.

Add $84,000 due to project-level budget adjustments, as compared to anticipated 2011 spending in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Financial Services - CIP	6,963,996	6,391,563	6,461,855	7,973,849
Full-time Equivalents Total*	6.71	6.71	6.71	6.71

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

Financial Services - O&M Budget Control Level

Purpose Statement

The purpose of the Financial Services - O&M Budget Control Level is to foster City Light's financial health through prudent planning, risk mitigation, and provision of information to drive financial discipline. Information Technology services are provided through this Budget Control Level to support systems and applications used throughout the utility. This Budget Control Level also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center for the development of small, economically-disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

Summary

Add $2.18 million for IT software and hardware maintenance for City Light's Energy Management System, Business Production Systems, desktops, network infrastructure, and servers. This funding will cover two years support for these systems and shifts anticipated maintenance costs from 2012 to 2011. A corresponding reduction will be taken in the 2012 Endorsed Budget.

Add $112,000 for on-going license and maintenance fees for power marketing and control center IT applications, including the Accounting, Contracts and Energy Scheduling software and Stancil voice recording software required for recording energy trades.

Add $275,000 to maintain the existing Consolidated Customer Service System and begin planning for replacement of the system. Seattle Public Utilities is contributing an equal share towards the project costs.

Add $2.94 million for license and maintenance fees for the Consolidated Customer Service System, Outage Management System, Work and Asset Management System, and associated Oracle and Microsoft products. This funding will cover two years' support for these systems.

Add $640,000 to align budget with the costs for support services from the Department of Information Technology and Seattle Public Utilities-GIS.

Add $207,000 for improved cyber security of the Energy Management System to comply with NERC security standards.

Add $85,000 to restore contract funding for comprehensive risk policy compliance assessment and review.

Convert 1.0 FTE Material Controller Supervisor into 1.0 FTE Power Marketer, and transfer out position and $79,000 to Power Supply O&M BCL to support power marketing.

Reduce $215,000 for reduced maintenance of information technology infrastructure.

Reduce $65,000 for policy analysis. This reduction defers the hiring of a National Urban Fellow.

Reduce $364,000 in consulting services for strategic planning, benchmarking and other Financial Services projects.

Reduce $86,000 in staff training and certifications.

Reduce $88,000 in staff overtime for IT application support.

Abrogate 1.0 FTE Executive 2, 1.0 FTE Strategic Advisor 2, Information Technology, 1.0 FTE Strategic Advisor 1, CSPI&P, 1.0 FTE Information Technology Professional B-BU, 1.0 FTE Management Systems Analyst, Senior, 1.0 FTE Mechanical Engineer Senior, 1.0 FTE Economist, Senior, 0.6 FTE Administrative Specialist III, 1.0 FTE Information Technology Professional A, Exempt, and 2.0 FTE Information Technology Professional B-BU, for a total reduction of 10.6 FTE; convert 1.0 FTE Manager 2, Information Technology into 1.0 FTE Information Technology Professional A, Exempt; and reduce $510,000 to align staffing levels with budget, address span-of-control issues, and provide salary savings.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Financial Services - O&M BCL will achieve $72,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $111,000 is saved in the Financial Services - O&M BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $729,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $6.4 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Financial Services - O&M	26,295,956	28,928,871	34,981,446	29,155,810
Full-time Equivalents Total*	202.50	197.50	186.90	186.90

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

General Expenses Budget Control Level

Purpose Statement

The purpose of the General Expenses Budget Control Level is to budget, track, and monitor the expenses of the utility that, for the most part, are not directly attributable to a specific organizational unit. These expenditures include insurance, bond issue costs, bond maintenance fees, audit costs, Law Department legal fees, external legal fees, employee benefits (medical and retirement costs), industrial insurance costs, general claims costs, and services provided by the City's internal services departments through the central cost allocation mechanism.

Summary

Add $127,000 to cover the associated benefit costs of NERC compliance positions in the Power Supply O&M BCL, Distribution Services BCL, and Human Resources BCL.

Add $11,000 to cover the associated benefit costs of the 1.0 FTE Equipment Servicer in the Power Supply O&M BCL.

Reduce $1 million in deferred environmental clean-up for Cedar Falls.

Reduce $600,000 in budgeted bond maintenance costs resulting from eliminating variable rate debt in the 2010 City Light bond issue.

Reduce $60,000 for lower anticipated audit fees.

Reduce $107,000 for position classification support by City Personnel due to reduced workload.

Add $1.13 million for increased labor costs of medical and dental benefits.

Add $1.65 million for increased labor costs of workers compensation and unemployment benefits.

Add $1.27 million for increased labor costs of pensions.

Reduce $377,000 in associated benefit costs for abrogated positions in the Power Supply O&M BCL, Customer Services BCL, Customer Services and Energy Delivery - CIP BCL, Human Resources BCL, and Financial Services - O&M BCL.

Other Citywide adjustments to labor and other operating costs increase the budget by $255,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.7 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Expenses	67,184,966	65,765,573	68,064,440	71,300,685

Human Resources Budget Control Level

Purpose Statement

The purpose of the Human Resources Budget Control Level is to help City Light be a safe, high performance organization through excellence in safety, organizational development and training, employee and management services, and labor relations.

Summary

Add $40,000 to provide background checks of City Light employees with access to secure assets in compliance with NERC security standards.

Add $147,000 to implement NERC compliance activities within the Human Resources Business Unit.

Transfer in $93,000 from the Power Supply O&M BCL for the Arc Flash Clothing program.

Reduce $10,000 in travel and training.

Abrogate 1.0 FTE Strategic Advisor 1, General Government and 1.0 FTE Administrative Specialist II-BU, reduce $46,000, and convert 1.0 FTE Manager 2 into 1.0 FTE Strategic Advisor 2, Exempt to align staffing levels with budget, address span-of-control issues, and provide salary savings.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Human Resources BCL will achieve $41,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $27,000 is saved in the Human Resources BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $137,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $339,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	5,624,506	6,544,319	6,837,070	6,764,195
Full-time Equivalents Total*	39.52	37.52	35.52	35.52

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

Office of Superintendent Budget Control Level

Purpose Statement

The purpose of the Office of the Superintendent Budget Control Level is to assemble high-level staff to assure the effective delivery of reliable electric power in an environmentally sound manner, and enable the Superintendent to focus on the utility's broad departmental policy direction and leadership, its financial health, and stakeholder relations. The utility's communications and governmental affairs functions are included in this Budget Control Level.

Summary

Transfer in $80,000 from the Conservation Resources and Environmental Affairs BCL to support public outreach for conservation initiatives.

Reduce $187,000 to scale back public tours of City Light's Skagit facilities.

Reduce $137,000 in professional services for communications, advertising, and web development.

Reduce $50,000 in travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Office of Superintendent BCL will achieve $8,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $29,000 is saved in the Office of Superintendent BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $91,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $247,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Superintendent	3,152,586	3,123,480	2,876,578	2,916,667
Full-time Equivalents Total*	21.25	18.75	18.75	18.75

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

Power Supply & Environmental Affairs - CIP Budget Control Level

Purpose Statement

The purpose of the Power Supply & Environmental Affairs - CIP Budget Control Level is to provide for the capital costs of maintaining the physical generating plant to meet the electrical needs of City Light's customers. This Budget Control Level's capital program provides for the utility's physical plant and associated power license and regulatory requirements.

Summary

Add $2.6 million for the permanent re-establishment of boat and barge access to the Ross Powerhouse and National Parks Facilities which was disrupted by a significant rock slide in 2010.

Add $500,000 to begin implementing mitigation measures for FERC relicensing of Boundary Dam.

Add $432,000 to establish a dedicated Backup Control Center for power system operations at the North Service Center.

Reduce $10.8 million due to project-level budget adjustments, as compared to anticipated 2011 spending in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Power Supply & Environmental Affairs - CIP	47,224,920	46,263,834	57,845,507	43,973,100
Full-time Equivalents Total*	73.26	73.26	73.26	73.26

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

Power Supply O&M Budget Control Level

Purpose Statement

The purpose of the Power Supply O&M Budget Control Level is to provide clean, safe, economic, efficient, reliable sources of electric power for City Light customers, and to provide support for the safe and efficient operation of the Utility.

Summary

Transfer in $79,000 and 1.0 FTE Hydroelectric Maintenance Machinist from the Conservation Resources and Environmental Affairs O&M BCL, convert 1.0 FTE Hydroelectric Maintenance Machinist into 1.0 FTE Hydro Maintenance Worker I-Generation, and add $2.65 million to restore essential maintenance and operations for power generation projects which cannot be deferred any longer.

Add $136,000 to restore support for transformer maintenance at Boundary Power House.

Convert 1.0 FTE HVAC Technician into 1.0 FTE Hydroelectric Maintenance Machinist and add $78,000 to restore one journey-level position and support power generation projects.

Add $508,000 for increased license fees imposed by the Federal Energy Regulatory Commission. The increase covers federal land use charges for City Light dams on the Pend Oreille, Skagit, and Tolt rivers.

Transfer in $224,000 and 3.0 FTE Capital Projects Coordinator, Senior from the Conservation Resources and Environmental Affairs O&M BCL, convert 1.0 FTE Mechanical Engineer, Associate into 1.0 FTE Capital Projects Coordinator, Senior, and add $90,000 to begin implementing mitigation measures for FERC relicensing of Boundary Dam.

Convert 1.0 FTE Manager 2, Utilities into 1.0 FTE Strategic Advisor 2, Utilities, and add $147,000 to implement NERC compliance activities within the Power Supply and Environmental Affairs Business Unit.

Transfer in $79,000 and 1.0 FTE Power Marketer from Financial Services O&M, and add $122,000 to address BPA curtailments and market available transmission and Renewable Energy Credits to generate additional wholesale revenue.

Add $140,000 for Phase II development of the Slice Customer Interface software application. This software is a contractual obligation of City Light's Slice contract with the Bonneville Power Administration.

Convert 1.0 FTE Truck Driver into 1.0 FTE Equipment Servicer and add $49,000 to increase staffing and management of City Light's motor pool.

Add $250,000 for rental of yard space during renovation of City Light's South Service Center.

Transfer out $93,000 to the Human Resources BCL for the Arc Flash Clothing program.

Reduce $900,000 for professional services to support mitigation efforts for FERC relicensing of Boundary Dam. Mitigation costs will increase in future years.

Reduce $408,000 in travel, training, and consulting services for resource planning.

Reduce $1.7 million in lower anticipated power costs to comply with Initiative-937.

Abrogate 1.0 FTE Strategic Advisor 2, Utilities, 1.0 FTE Civil Engineer, Assistant III, 1.0 FTE Store Clerk, 1.0 FTE Protection & Control Electrician II, 1.0 FTE Civil Engineer, Associate, 1.0 FTE Civil Engineer, Senior, 1.0 FTE Electrician Contractor, 1.0 FTE Truck Driver, Heavy, and 1.0 FTE Carpenter Crew Chief, and reduce $494,000 to align staffing levels with budget, address span-of-control issues, and provide salary savings.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, the Power Supply O&M BCL will achieve $187,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $54,000 is saved in the Power Supply O&M BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $186,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $6.0 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Power Supply O&M	59,548,553	60,738,167	63,200,413	66,225,632
Full-time Equivalents Total*	296.96	286.96	282.96	282.96

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

Purchased Power Budget Control Level

Purpose Statement

The purpose of the Purchased Power Budget Control Level is to acquire power, transmission, and other services associated with wholesale power purchases in a cost-effective manner to meet the day-to-day electricity needs of City Light's retail customers.

Summary

Reduce $58.2 million for lower anticipated acquisition costs for long-term power and transmission purchase contracts, short-term wholesale marketing purchase activities, and new renewable resources.

Reduce $8.2 million in avoided purchased power costs resulting from City Light's decision not to exercise its right to take power from the Priest Rapids project in 2011.

These changes result in a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $66.4 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Purchased Power	297,442,362	405,347,045	338,995,283	358,635,217

Taxes Budget Control Level

Purpose Statement

The purpose of the Taxes Budget Control Level is to pay City Light's legally required tax payments for state, city, and local jurisdictions. This Budget Control Level includes funding for franchise contract payments negotiated with local jurisdictions in City Light's service territory.

Summary

Add $144,000 for settlement costs related to the franchise agreement with Pend Oreille County for continued operation of Boundary Dam.

Add $4.45 million to align budget with estimated tax payments.

Reduce $702,000 for lower tax payments on retail revenue resulting from lifting the Rate Stabilization Account surcharge on January 1, 2011.

These changes result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $3.9 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Taxes	62,574,559	70,245,290	74,139,040	77,559,239

2011 - 2012 Estimated Revenues for the City Light Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Operating Grants	1,695,506	710,000	1,813,009	300,000	115,000
431200	BPA Conservation & Renewables Credit	2,497,809	2,986,316	2,486,316	1,864,737	0
431200	BPA Payments for Conservation Deferred	217,857	2,300,000	2,300,000	4,732,690	0
443250	Other O&M Revenue	9,351,595	6,619,630	7,166,223	5,374,846	5,501,958
443250	Revenue From Damage	1,853,912	1,533,540	1,510,656	1,564,569	1,596,840
443345	BPA Credit for South Fork Tolt	3,429,444	3,521,368	3,435,756	3,462,462	3,382,347
443380	Account Change Fees	1,187,742	1,448,010	1,285,162	1,455,656	1,492,047
443380	Construction & Miscellaneous Charges	447,810	(888,969)	(369,601)	1,135,719	1,161,396
443380	Late Payment Fees	3,822,947	3,622,266	4,024,072	3,706,548	3,794,205
443380	Pole Attachments	1,172,294	1,366,381	1,925,621	2,024,393	2,073,390
443380	Property Rentals	2,835,314	1,260,631	2,142,529	1,289,963	1,320,470
443380	Reconnect Charges	311,160	242,747	248,343	248,395	254,269
443380	Transmission Attach. & Cell Sites	1,439,934	2,865,433	2,043,649	2,719,612	2,749,843
443380	Water Heater & Miscellaneous Rentals	161,978	183,412	170,381	187,680	192,119
461100	Interest	4,345,301	4,208,965	3,216,112	4,427,862	10,372,915
461100	Sale of Property, Material & Equip.	0	1,725,097	1,725,097	2,546,256	2,250,000
462900	North Mountain Substation (Snohomish PUD)	223,114	329,765	274,562	369,978	377,974
462900	Transmission Sales	1,550,030	6,249,646	2,827,620	1,819,226	1,853,497
469990	Conservation - Customer Payments	0	0	0	0	0
473010	Capital Fees and Grants	4,919,992	120,717	575,401	96,000	101,000
482000	Contributions in Aid of Construction	17,613,182	27,307,357	25,792,757	26,779,093	19,351,023
482000	Suburban Undergrounding	409,213	621,676	578,526	691,417	924,094
541830	Reimbursement for CCSS - CIP	0	0	0	0	0
541830	Reimbursement for CCSS - O&M	716,061	2,297,581	2,297,581	2,297,581	2,297,581
	Total Other	**60,202,196**	**70,631,569**	**67,469,771**	**69,094,683**	**61,161,967**
443310	Energy Sales to Customers	543,740,989	611,146,593	619,412,276	648,272,869	688,927,974
443310	Out of System Sales	0	0	0	0	0
443310	Retail Energy Revenue from Current Diversion, Un-Permitted House Rewires and No Longer Allowing Flat-Rate Billings	0	2,106,000	877,500	2,106,000	2,106,000
443310	Seattle Green Power/Greenup	1,369,861	1,082,095	170,231	330,000	385,000
	Total Retail Revenue	**545,110,850**	**614,334,688**	**620,460,007**	**650,708,869**	**691,418,974**
443310	Sales from Priest Rapids	5,355,327	8,590,472	6,398,276	0	9,500,000
443345	Article 49 Sale to Pend Oreille Country	1,721,879	1,763,888	1,612,308	1,696,984	1,738,071
443345	Basis Sales	6,697,701	10,841,813	1,875,660	5,712,483	7,289,147
443345	Other Power Related Services	12,718,222	9,308,205	11,040,677	14,683,607	7,667,701
443345	Surplus Energy Sales	100,533,812	154,431,174	107,538,426	137,526,911	151,190,693

2011 - 2012 Estimated Revenues for the City Light Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
	Total Wholesale Sales	**127,026,941**	**184,935,552**	**128,465,347**	**159,619,985**	**177,385,612**
Total Revenues		**732,339,986**	**869,901,809**	**816,395,125**	**879,423,537**	**929,966,553**
379100	Use of (Contribution to) Fund Balance due to GSF St Lighting Payments	0	0	0	0	0
	Total Other	**0**	**0**	**0**	**0**	**0**
379100	Transfers from Construction Fund	334,257,109	219,713,971	273,220,652	193,742,968	210,909,664
	Total Transfers	**334,257,109**	**219,713,971**	**273,220,652**	**193,742,968**	**210,909,664**
Total Resources		**1,066,597,095**	**1,089,615,780**	**1,089,615,777**	**1,073,166,505**	**1,140,876,217**

City Light Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**330,140,287**	**53,056,432**	**64,334,520**	**183,548,957**	**226,025,673**
Accounting and Technical Adjustments	68,451,342	241,738,978	392,435,090	236,219,684	202,376,980
Plus: Actual and Estimated Revenue	732,339,989	869,901,809	816,395,127	879,423,537	929,966,553
Less: Actual and Budgeted Expenditures	1,066,597,095	1,089,615,780	1,089,615,780	1,073,166,505	1,140,876,217
Ending Fund Balance	**64,334,520**	**75,081,439**	**183,548,957**	**226,025,673**	**217,492,989**
Less: Reserves against Cash Balances					
Restricted Accounts *	6,639,850	10,000,000	3,966,061	13,966,061	21,443,089
Contingency Reserve/RSA	25,000,000	25,000,000	79,069,684	101,102,938	104,036,063
Total Reserves	**31,639,850**	**35,000,000**	**83,035,745**	**115,068,999**	**125,479,152**
Ending Unreserved Fund Balance **	**32,694,670**	**40,081,439**	**100,513,212**	**110,956,674**	**92,013,837**

** Includes Special Deposits, Debt Service Account, and Bond Reserves. Does not include the Construction Account.*
*** Includes the Construction Account.*

Seattle Department of Transportation

Peter Hahn, Director

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Department Description

The Seattle Department of Transportation (SDOT) develops, maintains, and operates a transportation system that promotes the safe and efficient mobility of people and goods, and enhances the quality of life, environment, and economy of Seattle and the surrounding region. The major assets of the City's transportation system are 1,531 lane-miles of arterial streets, 2,412 lane-miles of non-arterial streets, 147 bridges, 582 retaining walls, 22 miles of seawalls, 1,045 signalized intersections, 45 miles of bike trails and 223 miles of on-street bicycle facilities, 35,000 street trees, 2,200 pay stations, 300 parking meters, 26,000 curb ramps, and 1.6 million lane markers. The transportation infrastructure is valued at over $13 billion.

The SDOT budget comprises 11 different Budget Control Levels (BCLs) grouped into three Lines of Business (LOB):

- The Transportation Capital Improvement Program LOB is responsible for the major maintenance and replacement of SDOT's capital assets, as well as the development and construction of additions to the City's transportation infrastructure. This LOB contains the Major Maintenance/Replacement, Major Projects, and Mobility-Capital BCLs.

- The Operations and Maintenance LOB handles the day-to-day operations and routine maintenance to keep people and goods moving throughout the City. This LOB includes operation of the City's movable bridges, traffic signals, street cleaning, pothole repairs, permit issuance, tree maintenance, and engineering and transportation planning. The six BCLs in this area are Bridges and Structures, Engineering Services, Mobility-Operations, Right-of-Way Management, Street Maintenance, and Urban Forestry.

- The Business Management and Support LOB provides policy direction and business support for SDOT. These services are contained in two BCLs. Departmental support is in the Department Management BCL. The General Expense BCL includes debt service, judgment and claims payments, and the allocated City central costs the department pays for overall support services it receives from other departments.

The Capital Improvement Program (CIP) comprises two-thirds of SDOT's budget with the remaining attributable to operations and maintenance and self-supporting enterprise activities such as permits, utility cut restorations, and reimbursable contract work performed at the request of developers and the city's utilities.

Funding for programs and capital assets comes from a variety of sources including bonds, federal, state and local grants, state and regional partnership agreements, Bridging-the-Gap property tax levy, commercial parking tax, and the employee hours tax (this tax was repealed at the end of 2009 but some unprogrammed funds remain), fees for service, real estate excise taxes, street vacations, gas tax, and an annual allocation from the city's General Fund.

Policy and Program Changes

In the past few years, with City and gas tax revenues down from previous years, support for transportation has been limited. Excluding Bridging the Gap, SDOT's base funding in 2010 was 6% below 2000 budgeted levels,

after adjusting for inflation. More recently, the decline has been steeper. Relative to inflation-adjusted 2008 levels, budgeted support from gas tax revenues was down 7% in 2010, the City's General Subfund contribution had declined 25%, and support from Real Estate Excise Tax revenues had decreased 62%. In addition to these challenges, in 2010 the department faced a $7.8 million shortfall in its General Subfund and gas tax funding. This was partially due to a Citywide need for mid-year reductions, which resulted in $1.2 million in General Subfund cuts to some of the most basic programs and services provided by SDOT. In addition, the department had an internal imbalance due to the depletion of gas tax reserves in 2009, earlier than planned. The early depletion was caused, in part, by requirements for emergency services activities, which have historically been underfunded, and the unbudgeted cleanup of homeless encampments. While 2010 mid-year reductions addressed the 2010 shortfall, the City faced additional financial challenges in 2011 that would have served to reduce SDOT's funding for basic maintenance even further.

To help address these revenue challenges, the 2011-2012 Proposed Budget for SDOT assumed a 5% increase in the commercial parking tax (CPT). This increase was not enacted in the Adopted Budget, resulting in $9.9 million in less revenue for SDOT in 2011 and $10.2 million less in 2012 than was originally planned. The loss of this revenue is partially mitigated in the 2011 Adopted Budget by $1.1 million in additional one-time revenues generated by imposing the $20 vehicle license fee (VLF) effective May 1, 2011, earlier than had been anticipated, and by an additional $2.2 million per year in General Fund support in both 2011 and 2012. Because of time pressures associated with finalizing the details of these changes in the 2011 Adopted Budget, SDOT's 2011 Adopted Budget does not fully correspond with SDOT's recommended project-level spending plan. The Executive expects to address this by transmitting proposed legislation to the Council in early 2011 to formalize changes to the Adopted Budget to correspond with SDOT's recommended project-level spending plan. Long-term funding challenges for SDOT remain. Future transportation funding will be examined in the context of the Citizens Transportation Advisory Committee (CTAC III), which is charged with a full review of the City's transportation funding system and advising the City and the Seattle Transportation Benefit District (STBD) on prioritizing and funding for transportation projects.

Reductions:

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In addition, SDOT is also experiencing funding constraints from its other funding sources, resulting in reductions in real estate excise tax and Gas tax-funded programs. The reductions to the SDOT budget are summarized as follows:

- Management and Supervisory Position Changes

The 2011 Adopted and 2012 Endorsed Budget includes reductions in the number of manager and strategic advisor positions. As part of the citywide effort to preserve direct services, all departments developed options for achieving cost savings through changes in management structure and administrative efficiencies. The Adopted Budget for SDOT includes a reduction of seven manager positions and eight strategic advisor positions. Some of the positions are supervisory in nature. Many are related to design, project management, and construction management of capital projects. Others have specific supporting roles, such as the SDOT Chief of Staff position, a policy and planning advisor, and a public information officer. In general, work previously performed by these positions will be assumed by other staff, managers, and supervisors in the department.

- Internal Efficiencies

The 2011 Adopted and 2012 Endorsed Budget includes significant internal efficiencies and savings achieved to avoid reductions in direct core services. These include reductions in administrative budgets for activities such as travel, training, temporary staffing, contingency funds, and use of professional services. These reductions will

require the department to operate more efficiently in order to achieve the same level of service. Reductions in staff positions will require workloads to be transferred and assumed by other staff, when possible. Some redundant and non-core administrative and planning functions have been eliminated. Savings are also achieved through the continuation of a cost-of-living freeze for management-level positions and lower inflation factors.

- Deferred Maintenance

The 2011 Adopted and 2012 Endorsed Budget includes reductions in routine maintenance for certain activities. Destination signs that have been maintained annually will no longer receive scheduled maintenance. The frequency of traffic signal routine cleaning, inspection, and testing will be reduced from twice to once per year, and preventative maintenance on warning beacons will no longer be scheduled. SDOT's routine maintenance and trouble shooting of red light photo enforcement equipment connections is discontinued. Deferred maintenance of these assets is not expected to have an immediate impact on service levels because of low failure rates, but the reductions will require SDOT to respond to and repair damaged and failed units instead of performing scheduled preventive maintenance.

- Service and Deliverable Impacts

Although significant effort is made to capture efficiencies and administrative savings, the 2011 Adopted and 2012 Endorsed Budget includes reductions that will result in direct service impacts in certain areas. These cuts may lead to less capability for routine activities, resulting in visible changes in the level of vegetation control, landscape maintenance, and street cleaning. Additionally, SDOT will not accomplish as many signal maintenance projects, curb and pavement markings, and traffic spot improvements in the timeframe originally planned. Street maintenance operations, which includes emergency laborers and dispatchers supporting off hours operations, will be reduced and have less response capability. Remaining resources will be prioritized to address the most critical needs and areas of highest concern. Reductions will result in fewer sign corridor and rechannelization projects, less resources for the neighborhood traffic calming program, and less resources for transportation demand management programs. These reductions will be taken in such a way that they will not impact safety or critical transportation operations. Most of the reductions were initiated mid-year 2010 and continue into the 2011-2012 biennium.

New Revenue:

For many years prior to passage of the Bridging the Gap transportation funding package in 2006, Seattle underfunded maintenance of its transportation infrastructure, creating a deferred maintenance backlog. Even with passage of Bridging the Gap, available funding did not cover all maintenance needs. In order to avoid deepening service cuts and further increases in the maintenance backlog, as well as maintain a sufficient level of service, new revenue sources are recommended. The 2011 Adopted and 2012 Endorsed Budget includes revenue from the Seattle Transportation Benefit District through a $20 fee on vehicle licenses, providing approximately $4.5 million in 2011. These revenues can only be used for transportation purposes, according to state law, and are appropriate sources to respond to the identified transportation needs. In the Adopted Budget, the new revenue sources are allocated to the following purposes:

- Maintaining Core-Services

New revenue will prevent some reductions to SDOT budget, which would represent deep and unsustainable cuts in core services. Some of the services preserved include proactive landscape maintenance work in the right-of-way, street surface repairs, a portion of the neighborhood traffic calming program, and a portion of the transportation demand management program. Some of the high-impact reductions that were implemented mid-year 2010 are also restored. These include nighttime scheduled alley flushing and cleaning, street maintenance emergency response activities, a large portion of the crash cushion and guardrail installation

program, and $868,000 for street surface repair. Many of these actions will help prevent the deferred maintenance backlog from growing at a faster rate.

- Programmatic Increases

The 2011 Adopted and 2012 Endorsed Budget includes programmatic increase for some required and discretionary activities. Funding is required for SDOT to maintain the elevator on the new SR-519 structure next to Safeco Field, continue to provide cleanup of homeless encampments on city right-of-way, and provide staff support for the South Park Bridge construction. Increased funding will also provide additional support for SDOT's Emergency Services program, which has been incurring expenditures above the budgeted amounts for mandatory emergency response needs, especially those due to severe winter weather.

- Walk Bike Ride: Pedestrian, Bicycle, and Transit Infrastructure

A portion of the dedicated transportation revenue will fund bicycle, pedestrian and transit improvements and programs with the goal of making walking, biking, and riding transit the easiest ways to get around in Seattle. The 2011 Adopted and 2012 Endorsed Budget includes funding to update and complete the Transit Master Plan, accelerate implementation of the Pedestrian Master Plan and the Bike Master Plan, and fully fund key projects such as Linden Avenue North Complete Streets. Some of these funds are allocated to the Neighborhood Streets Funds large projects, so that more high-scoring community-identified projects can be completed in the current program cycle. The new funding will help SDOT respond to the growing backlog of demand for sidewalks, curb ramps, and pedestrian lighting projects and will allow for implementation of new and upgraded bicycle facilities. Funds will also go to maintenance activities like sidewalk repair, stairway rehabilitation, and crosswalk remarking, helping make certain SDOT can maintain bicycle, pedestrian, and transit facilities.

Parking Management Policy Implementation:

The 2011 Adopted and 2012 Endorsed Budget includes costs to implement several changes in the management and regulation of on-street parking and related fees. These include increasing the hourly rate by $1.50 downtown and $.50 in other parts of the city and extending the paid parking hours by two hours until 8:00 PM in some neighborhoods. These changes move on-street parking fees closer to market rates and will also reduce congestion and carbon emissions caused by vehicles searching for parking spots. The budget includes funding for annual city-wide parking studies that will inform future rates and funding to support paid parking planning, technical support and business development. Additionally, the two-year Restricted Parking Zone (RPZ) permits are increasing from $45 to $65 in order to fully recover the costs of implementing the RPZ program.

The Adopted Budget also includes outreach costs for a new scofflaw booting program. In 2011, the City will implement a new parking scofflaw program that will attempt to collect outstanding traffic payments from people who have four or more outstanding parking violations. There are currently over 27,000 vehicles with four or more outstanding parking violations totaling over $15 million not including interest due to the City. The new program will help the City collect outstanding violations from existing scofflaws as well as increase compliance of parking regulations and payment of parking violations by providing a more compelling deterrence. The Seattle Police Department will utilize two vehicles equipped with mobile license late recognition cameras. The vehicles will look for cars with four or more defaulted parking tickets. When a scofflaw vehicle is located, an immobilizing boot will be affixed to the tire which will not be removed until all outstanding citations are paid. This change is more effective at getting parking violators to pay outstanding tickets by allowing for more vehicles to be immobilized than under the current policy. It is also less cumbersome for violators who will no longer have to visit the tow lot to retrieve their vehicles.

Technical Adjustments:

Technical adjustments in the 2011 Adopted and 2012 Endorsed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in SDOT's service delivery. Departmental operating technical adjustments are due to internal department reallocations and financing shifts. Most of the capital adjustments are related to schedule shifts in the large capital projects. Citywide technical adjustments reflect changes in central cost allocations, retirement, health care, workers compensation, and unemployment costs.

City Council Provisos

The City Council adopted the following budget provisos:

None of the money appropriated in the 2011 budget may be spent for Phase Two of the Transit Master Plan until authorized by future ordinance.

Of the appropriations in the 2011 budget for the Seattle Department of Transportation, $50,000 is appropriated solely for a consultant contract to provide advice to the City Council related to the SR 520 Project and may be spent for no other purpose.

None of the money appropriated in the 2011 budget for the Seattle Department of Transportation may be spent for a consultant contract to provide advice to the City Council related to the SR 520 Project until the SDOT Director receives a letter from the City Council President authorizing such spending.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridges & Structures Budget Control Level					
Bridge Operations		2,463,012	2,511,306	2,661,292	2,769,466
Structures Engineering		761,574	835,384	882,557	915,957
Structures Maintenance		3,957,862	3,898,291	3,981,827	4,122,425
Bridges & Structures Budget Control Level	**17001**	**7,182,448**	**7,244,982**	**7,525,676**	**7,807,848**
Department Management Budget Control Level					
Director's Office		1,693,955	2,861,436	2,957,933	3,039,851
Division Management		10,953,509	12,391,517	11,723,939	12,048,515
Human Resources		871,322	1,383,879	1,151,829	1,192,612
Indirect Cost Recovery - Department Management		(26,335,410)	(27,166,431)	(27,356,862)	(28,232,282)
Public Information		628,342	1,034,924	909,994	940,060
Resource Management		15,299,763	12,289,811	10,667,458	10,994,505
Revenue Development		487,863	701,475	657,894	682,798
Department Management Budget Control Level	**18001**	**3,599,343**	**3,496,610**	**712,185**	**666,060**
Engineering Services Budget Control Level	**17002**	**1,899,902**	**2,279,746**	**1,891,726**	**1,967,719**
General Expense Budget Control Level					
City Central Costs		9,490,637	8,846,481	11,361,817	11,657,439
Debt Service		12,545,753	17,829,663	19,279,045	28,470,943
Indirect Cost Recovery - General Expense		(8,080,777)	(8,846,481)	(11,361,315)	(11,682,778)
Judgment & Claims		2,952,611	2,952,611	3,507,637	3,507,637
General Expense Budget Control Level	**18002**	**16,908,224**	**20,782,274**	**22,787,184**	**31,953,240**
Major Maintenance/Replacement Budget Control Level					
Bridges & Structures		13,404,716	54,650,000	22,992,000	20,058,000
Landslide Mitigation		841,050	400,000	350,000	454,000
Roads		31,820,872	23,549,000	22,831,000	17,333,000
Sidewalk Maintenance		1,645,558	2,074,000	1,748,000	1,814,000
Trails and Bike Paths		3,887,291	4,174,000	4,651,001	4,788,000
Major Maintenance/Replacement Budget Control Level	**19001**	**51,599,488**	**84,847,001**	**52,572,001**	**44,447,000**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Major Projects Budget Control Level					
Alaskan Way Viaduct and Seawall Replacement		5,505,448	14,398,908	21,765,701	29,707,684
First Hill Streetcar		440,147	3,080,000	27,249,545	49,370,825
Magnolia Bridge Replacement		40,430	0	0	0
Mercer Corridor		58,155,557	22,564,000	2,252,000	10,854,000
Mercer West		0	9,290,000	9,037,437	15,055,207
Spokane Street Viaduct		20,474,882	25,769,222	44,526,228	11,815,435
SR-520		263,962	75,000	303,068	301,684
Major Projects Budget Control Level	**19002**	**84,880,426**	**75,177,130**	**105,133,979**	**117,104,835**
Mobility-Capital Budget Control Level					
Corridor & Intersection Improvements		9,719,732	5,769,000	8,405,000	5,023,000
Freight Mobility		681,855	724,000	645,000	1,111,000
Intelligent Transportation System		8,320,870	910,000	7,869	0
Neighborhood Enhancements		7,401,047	5,576,000	7,046,000	7,606,000
New Trails and Bike Paths		3,288,082	6,875,000	4,070,000	20,000
Sidewalks & Pedestrian Facilities		6,374,302	4,948,000	5,917,547	7,117,000
Transit & HOV		8,974,380	12,533,000	6,543,000	230,000
Mobility-Capital Budget Control Level	**19003**	**44,760,269**	**37,335,000**	**32,634,416**	**21,107,001**
Mobility-Operations Budget Control Level					
Commuter Mobility		11,035,986	10,911,353	13,795,646	13,695,642
Neighborhoods		4,628,168	4,071,690	1,930,568	2,069,760
Parking		7,380,357	6,826,431	8,616,255	7,947,103
Signs & Markings		5,205,025	4,573,668	3,979,837	4,135,893
Traffic Signals		8,047,230	8,730,233	8,520,592	8,820,105
Mobility-Operations Budget Control Level	**17003**	**36,296,766**	**35,113,375**	**36,842,898**	**36,668,502**
ROW Management Budget Control Level	**17004**	**10,475,932**	**11,304,009**	**12,134,526**	**12,536,800**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Street Maintenance Budget Control Level					
Emergency Response		2,963,085	654,040	1,621,270	1,647,021
Operations Support		3,874,513	4,452,176	5,152,457	5,340,228
Pavement Management		235,119	247,191	258,971	266,599
Street Cleaning		4,075,638	4,029,354	3,661,962	3,963,100
Street Repair		13,936,922	18,863,588	19,365,302	19,914,924
Street Maintenance Budget Control Level	**17005**	**25,085,278**	**28,246,349**	**30,059,962**	**31,131,873**
Urban Forestry Budget Control Level					
Arborist Services		1,010,959	822,574	971,598	1,006,039
Tree & Landscape Maintenance		3,139,305	3,548,914	3,131,657	3,238,578
Urban Forestry Budget Control Level	**17006**	**4,150,263**	**4,371,488**	**4,103,255**	**4,244,617**
Department Total		**286,838,340**	**310,197,963**	**306,397,810**	**309,635,494**
Department Full-time Equivalents Total*		**792.00**	**792.00**	**768.50**	**768.50**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	39,966,839	38,641,232	38,913,576	40,022,537
Other	246,871,501	271,556,731	267,484,234	269,612,957
Department Total	**286,838,340**	**310,197,963**	**306,397,810**	**309,635,494**

Bridges & Structures Budget Control Level

Purpose Statement

The purpose of the Bridges and Structures Budget Control Level is to maintain the City's bridges and structures which helps provide for the safe and efficient movement of people, goods, and services throughout the city.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridge Operations	2,463,012	2,511,306	2,661,292	2,769,466
Structures Engineering	761,574	835,384	882,557	915,957
Structures Maintenance	3,957,862	3,898,291	3,981,827	4,122,425
Total	**7,182,448**	**7,244,982**	**7,525,676**	**7,807,848**
Full-time Equivalents Total *	59.50	59.50	59.50	59.50

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

Bridges & Structures: Bridge Operations

Purpose Statement

The purpose of the Bridge Operations Program is to ensure the safe and efficient operation and preventive maintenance for over 180 bridges throughout the city.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Bridge Operations Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $54,000 in savings.

Departmental technical adjustments reduce the budget by $53,000. Citywide adjustments to labor and other operating costs increase the budget by $258,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $150,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridge Operations	2,463,012	2,511,306	2,661,292	2,769,466
Full-time Equivalents Total*	28.00	28.00	28.00	28.00

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

Bridges & Structures: Structures Engineering

Purpose Statement

The purpose of the Structures Engineering Program is to provide engineering services on all the bridges and structures within the City of Seattle to ensure the safety of transportation users as they use or move in proximity to these transportation facilities.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Structures Engineering Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $15,000 in savings.

Departmental technical adjustments reduce the budget by $16,000. Citywide adjustments to labor and other operating costs increase the budget by $79,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $47,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Structures Engineering	761,574	835,384	882,557	915,957
Full-time Equivalents Total*	6.75	6.75	6.75	6.75

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Bridges & Structures: Structures Maintenance

Purpose Statement

The purpose of the Structures Maintenance Program is to provide for the maintenance of all of the City of Seattle's bridges, roadside structures, and stairways.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Structures Maintenance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $39,000 in savings.

Departmental technical adjustments reduce the budget by $165,000. Citywide adjustments to labor and other operating costs increase the budget by $288,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $84,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Structures Maintenance	3,957,862	3,898,291	3,981,827	4,122,425
Full-time Equivalents Total*	24.75	24.75	24.75	24.75

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

Department Management Budget Control Level

Purpose Statement

The purpose of the Department Management Budget Control Level is to provide leadership and operations support services to accomplish the mission and goals of the department. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically-disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Director's Office	1,693,955	2,861,436	2,957,933	3,039,851
Division Management	10,953,509	12,391,517	11,723,939	12,048,515
Human Resources	871,322	1,383,879	1,151,829	1,192,612
Indirect Cost Recovery - Department Management	-26,335,410	-27,166,431	-27,356,862	-28,232,282
Public Information	628,342	1,034,924	909,994	940,060
Resource Management	15,299,763	12,289,811	10,667,458	10,994,505
Revenue Development	487,863	701,475	657,894	682,798
Total	**3,599,343**	**3,496,610**	**712,185**	**666,060**
Full-time Equivalents Total *	144.50	144.50	130.50	130.50

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

Department Management: Director's Office

Purpose Statement

The purpose of the Director's Office Program is to provide overall direction and guidance to accomplish the mission and goals of the department.

Program Summary

Abrogate 1.0 FTE Manager III position, Chief of Staff, and reduce the budget by $105,000. Duties will be reassigned to other staff. This reduction was initiated mid-year 2010.

Reduce the Director's Office consultant services budget by $38,000, resulting in less use of outside expertise on major projects.

Reduce budget authority by approximately $17,000 to reflect reductions in expenditures for administrative efficiencies including temporary help. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $6,000 is saved in the Director's Office Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $4,000 in savings.

Departmental technical adjustments increase the budget by $128,000. Citywide adjustments to labor and other operating costs increase the budget by $139,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $96,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Director's Office	1,693,955	2,861,436	2,957,933	3,039,851
Full-time Equivalents Total*	7.00	7.00	6.00	6.00

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

Department Management: Division Management

Purpose Statement

The purpose of the Division Management Program is to provide division leadership and unique transportation technical expertise to accomplish the division's goals and objectives in support of the department's mission.

Program Summary

Reduce budget authority by approximately $32,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

Reduce budget authority by $104,000, the amount of the transit pass subsidy to SDOT employees, which is now being allocated centrally citywide. This reduction was initiated mid-year 2010.

Abrogate 2.5 FTE Strategic Advisor II positions, 1.0 FTE Manager I position, and 4.0 Manager II positions, and reduce the Capital Projects support budget by $136,000. This reduction was initiated mid-year 2010 and is part of the department's effort to reduce manager and strategic advisor positions.

Abrogate 1.0 FTE Strategic Advisor III position and reduce support for Policy and Planning by $122,000. This reduction was initiated mid-year 2010.

Abrogate 1.0 FTE Strategic Advisor II position supporting a Construction Coordinator, and reduce support for Major Projects by $133,000. Certain duties will be absorbed by existing staff. This reduction is part of the department's effort to reduce manager and strategic advisor positions.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $11,000 is saved in the Division Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $37,000 in savings.

Departmental technical adjustments reduce the budget by $672,000. Citywide adjustments to labor and other operating costs increase the budget by $579,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $668,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Division Management	10,953,509	12,391,517	11,723,939	12,048,515
Full-time Equivalents Total*	42.00	42.00	32.50	32.50

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

Department Management: Human Resources

Purpose Statement

The purpose of the Human Resources Program is to provide employee support services, safety management, and other personnel expertise to the department and its employees.

Program Summary

Reduce budget authority by approximately $44,000 to reflect reductions in expenditures for administrative efficiencies including training and professional services. This reduction was partially initiated mid-year 2010.

Abrogate 1.5 FTE Personnel Specialist and 0.5 FTE Administrative Specialist II positions, and reduce the budget by $177,000. Staff will be reallocated and redeployed to address the recruiting, outreach, training coordination and administrative support lost through this reduction.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Human Resources Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $8,000 in savings.

Departmental technical adjustments reduce the budget by $77,000. Citywide adjustments to labor and other operating costs increase the budget by $75,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $232,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Human Resources	871,322	1,383,879	1,151,829	1,192,612
Full-time Equivalents Total*	11.75	11.75	9.75	9.75

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

Department Management: Indirect Cost Recovery - Department Management

Purpose Statement

The purpose of the Indirect Cost Recovery - Department Management Program is to allocate departmental indirect costs to all transportation activities and capital projects and equitably recover funding from them to support departmental management and support services essential to the delivery of transportation services to the public.

Program Summary

Departmental technical adjustments increase the budget by $625,000. Citywide adjustments to labor and other operating costs decrease the budget by $815,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $190,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Indirect Cost Recovery - Department Management	-26,335,410	-27,166,431	-27,356,862	-28,232,282

Department Management: Public Information

Purpose Statement

The purpose of the Public Information Program is to manage all community and media relations and outreach for the department, including all public information requests and inquiries from the City Council and other government agencies. Public Information also maintains the ROADS hotline and the SDOT web site for both citizens and department staff.

Program Summary

Abrogate 0.5 FTE Strategic Advisor II position, and reduce the public information budget by $32,000. Duties will accrue to remaining staff. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Public Information Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $4,000 in savings.

Departmental technical adjustments reduce the budget by $137,000. Citywide adjustments to labor and other operating costs increase the budget by $51,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $125,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Public Information	628,342	1,034,924	909,994	940,060
Full-time Equivalents Total*	8.00	8.00	7.50	7.50

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

Department Management: Resource Management

Purpose Statement

The purpose of the Resource Management Program is to provide the internal financial, accounting, information technology, and office space management support for all SDOT business activities.

Program Summary

Abrogate 1.0 FTE Information Technology Professional Business Analyst position, and reduce the Resource Management budget by $150,000. This reduction eliminates SDOT's Lean Analysis program, which focused on analysis of long-term big picture efficiencies and improvements within the department.

Abrogate 1.0 FTE Senior Finance Analyst position, and reduce the Risk Management and Facilities budget by $113,000. The reduction will increase workloads for remaining staff. This reduction was initiated mid-year 2010.

Reduce budget authority by approximately $45,000 to reflect reductions in expenditures for administrative efficiencies including temporary work assignments and professional services.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $34,000 is saved in the Resource Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $55,000 in savings.

Reduce budget authority by $51,000 to reflect reductions in Risk Management contingency funds set aside to address unforseen and unbudgeted demands.

Reduce budget authority by $159,000 and reduce support for Traffic Operations management staff. This reduction will result in reduced capacity for administrative support and work plan coordination.

FTE values include an increase of 1.0 FTE Office/Maintenance Aide added outside of the budget process.

Departmental technical adjustments reduce the budget by $1.57 million. Citywide adjustments to labor and other operating costs increase the budget by $557,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.62 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Resource Management	15,299,763	12,289,811	10,667,458	10,994,505
Full-time Equivalents Total*	70.00	70.00	69.00	69.00

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

Department Management: Revenue Development

Purpose Statement

The purpose of the Revenue Development Program is to identify funding, grant and partnership opportunities for transportation projects and provide lead coordination for grant applications and reporting requirements.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Revenue Development Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $7,000 in savings.

Departmental technical adjustments reduce the budget by $92,000. Citywide adjustments to labor and other operating costs increase the budget by $57,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $44,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Revenue Development	487,863	701,475	657,894	682,798
Full-time Equivalents Total*	5.75	5.75	5.75	5.75

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

Engineering Services Budget Control Level

Purpose Statement

The purpose of the Engineering Services Budget Control Level is to provide construction management for capital projects, engineering support for street vacations, the scoping of neighborhood projects, and other transportation activities requiring transportation engineering and project management expertise.

Summary

Eliminate the Environmental Management System program and reduce funding by $205,000. Financial support for the sustainability and climate change agenda within SDOT will be reduced. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $6,000 is saved in the Engineering Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $4,000 in savings.

Departmental technical adjustments reduce the budget by $338,000. Citywide adjustments to labor and other operating costs increase the budget by $165,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $388,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Engineering & Operations Support	1,899,902	2,279,746	1,891,726	1,967,719
Full-time Equivalents Total*	17.75	17.75	17.75	17.75

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

General Expense Budget Control Level

Purpose Statement

The purpose of the General Expense Budget Control Level is to account for certain City business expenses necessary to the overall effective and efficient delivery of transportation services. It equitably recovers funding from all transportation funding sources to pay for these indirect cost services. It also includes SDOT Judgment and Claims contributions and debt service payments made by SDOT.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Central Costs	9,490,637	8,846,481	11,361,817	11,657,439
Debt Service	12,545,753	17,829,663	19,279,045	28,470,943
Indirect Cost Recovery - General Expense	-8,080,777	-8,846,481	-11,361,315	-11,682,778
Judgment & Claims	2,952,611	2,952,611	3,507,637	3,507,637
Total	**16,908,224**	**20,782,274**	**22,787,184**	**31,953,240**

General Expense: City Central Costs

Purpose Statement

The purpose of the City Central Costs Program is to allocate the City's general services costs to SDOT in a way that benefits the delivery of transportation services to the public.

Program Summary

Departmental technical adjustments increase the budget by $934,000. Citywide adjustments to labor and other operating costs increase the budget by $1.58 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.52 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Central Costs	9,490,637	8,846,481	11,361,817	11,657,439

General Expense: Debt Service

Purpose Statement

The purpose of the Debt Service Program is to meet principal repayment and interest obligations on debt proceeds that are appropriated in SDOT's budget.

Program Summary

Increase budget authority based on payment schedules and the issue of debt planned to support the Transportation 2011-2016 Adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.45 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	12,545,753	17,829,663	19,279,045	28,470,943

General Expense: Indirect Cost Recovery - General Expense

Purpose Statement

The purpose of the Indirect Cost Recovery - General Expense Program is to equitably recover funding from all transportation activities and capital projects to pay for allocated indirect costs for city services that are essential to the delivery of transportation services to the public.

Program Summary

Departmental technical adjustments reduce the budget by $933,000. Citywide adjustments to labor and other operating costs decrease the budget by $1.58 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.51 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Indirect Cost Recovery - General Expense	-8,080,777	-8,846,481	-11,361,315	-11,682,778

General Expense: Judgment & Claims

Purpose Statement

The purpose of the Judgment & Claims Program is to represent SDOT's annual contribution to the City's centralized self-insurance pool from which court judgments and claims against the City are paid.

Program Summary

Citywide adjustments to labor and other operating costs increase the budget by $555,000 from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment & Claims	2,952,611	2,952,611	3,507,637	3,507,637

Major Maintenance/Replacement Budget Control Level

Purpose Statement

The purpose of the Major Maintenance/Replacement Budget Control Level is to provide maintenance and replacement of roads, trails, bike paths, bridges, and structures.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridges & Structures	13,404,716	54,650,000	22,992,000	20,058,000
Landslide Mitigation	841,050	400,000	350,000	454,000
Roads	31,820,872	23,549,000	22,831,000	17,333,000
Sidewalk Maintenance	1,645,558	2,074,000	1,748,000	1,814,000
Trails and Bike Paths	3,887,291	4,174,000	4,651,001	4,788,000
Total	**51,599,488**	**84,847,001**	**52,572,001**	**44,447,000**
Full-time Equivalents Total *	59.00	59.00	59.00	59.00

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

Major Maintenance/Replacement: Bridges & Structures

Purpose Statement

The purpose of the Bridges & Structures Program is to provide for safe and efficient use of the City's bridges and structures to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

Program Summary

Increase support by $178,000 for continued coordination with King County during construction of the South Park Bridge.

Reduce support to the Bridge Painting Program by $412,000. This reduction is partially offset by contract savings. The reduction may result in an increase in future maintenance costs.

Reduce support for the Retaining Wall Repair and Restoration Program by $13,000. This reduction may affect the quality of materials used in structure repairs.

Funding is reduced by a total of $26.44 million due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridges & Structures	13,404,716	54,650,000	22,992,000	20,058,000
Full-time Equivalents Total*	21.50	21.50	21.50	21.50

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

Major Maintenance/Replacement: Landslide Mitigation

Purpose Statement

The purpose of the Landslide Mitigation Program is to proactively identify and address potential areas of landslide concerns that affect the right-of-way.

Program Summary

Funding is reduced by $50,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Landslide Mitigation	841,050	400,000	350,000	454,000
Full-time Equivalents Total*	2.00	2.00	2.00	2.00

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

Major Maintenance/Replacement: Roads

Purpose Statement

The purpose of the Roads Program is to provide for the safe and efficient use of the city's roadways to all residents of Seattle and adjacent regions to ensure movement of people, goods, and services throughout the City.

Program Summary

Increase support for Arterial Major Maintenance by $400,000. The additional support will allow an increase in lane-miles paved by City crews.

Funding is reduced by a total of $572,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Roads	31,820,872	23,549,000	22,831,000	17,333,000
Full-time Equivalents Total*	18.50	18.50	18.50	18.50

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

Major Maintenance/Replacement: Sidewalk Maintenance

Purpose Statement

The purpose of the Sidewalk Maintenance Program is to maintain and provide safe and efficient use of the city's sidewalks to all residents of Seattle and adjacent regions to ensure movement of people, goods, and services throughout the city.

Program Summary

Funding is increased by $20,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Sidewalk Maintenance	1,645,558	2,074,000	1,748,000	1,814,000
Full-time Equivalents Total*	6.50	6.50	6.50	6.50

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

Major Maintenance/Replacement: Trails and Bike Paths

Purpose Statement

The purpose of the Trails and Bike Paths Program is to maintain and provide safe and efficient use of the City's trails and bike paths to all residents of Seattle and adjacent regions to ensure movement of people, goods, and services throughout the city.

Program Summary

Increase support for the Bike Master Plan Implementation program by $264,000. This increase in support is consistent with the Walk Bike Ride initiative.

Funding is increased by a total of $219,000 as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Trails and Bike Paths	3,887,291	4,174,000	4,651,001	4,788,000
Full-time Equivalents Total*	10.50	10.50	10.50	10.50

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

Major Projects Budget Control Level

Purpose Statement

The purpose of the Major Projects Budget Control Level is to design, manage and construct improvements to the transportation infrastructure for the benefit of the traveling public including freight, transit, other public agencies, pedestrians, bicyclists, and motorists.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Alaskan Way Viaduct and Seawall Replacement	5,505,448	14,398,908	21,765,701	29,707,684
First Hill Streetcar	440,147	3,080,000	27,249,545	49,370,825
Magnolia Bridge Replacement	40,430	0	0	0
Mercer Corridor	58,155,557	22,564,000	2,252,000	10,854,000
Mercer West	0	9,290,000	9,037,437	15,055,207
Spokane Street Viaduct	20,474,882	25,769,222	44,526,228	11,815,435
SR-520	263,962	75,000	303,068	301,684
Total	**84,880,426**	**75,177,130**	**105,133,979**	**117,104,835**
Full-time Equivalents Total *	34.75	34.75	32.75	32.75

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

Major Projects: Alaskan Way Viaduct and Seawall Replacement

Purpose Statement

The purpose of the Alaskan Way Viaduct and Seawall Replacement Program is to fund the City's involvement in the replacement of the seismically-vulnerable viaduct and seawall. The Alaskan Way Viaduct is part of State Route 99, which carries one-quarter of the north-south traffic through downtown Seattle and is a major truck route serving the City's industrial areas.

Program Summary

The budget for the Alaskan Way Viaduct and Seawall Replacement Program reflects adjustments in the project schedule, including, acceleration of the Seawall Replacement component.

Abrogate 1.0 Strategic Advisor II position. This reduction is part of the Department's effort to reduce manager and strategic advisor positions and does not impact revenue or service.

Funding is increased by a total of $3.43 million as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Alaskan Way Viaduct and Seawall Replacement	5,505,448	14,398,908	21,765,701	29,707,684
Full-time Equivalents Total*	19.50	19.50	18.50	18.50

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

Major Projects: First Hill Streetcar

Purpose Statement

This program supports the First Hill Streetcar project, which connects First Hill employment centers to the regional Link light rail system, including but not limited to the International District/Chinatown Station and Capitol Hill Station at Broadway and John Street.

Program Summary

Funding is reduced by $952,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
First Hill Streetcar	440,147	3,080,000	27,249,545	49,370,825

Major Projects: Magnolia Bridge Replacement

Purpose Statement

The purpose of the Magnolia Bridge Replacement Program is to evaluate possible locations and bridge types for the replacement of the Magnolia Bridge, and to ultimately replace the bridge, which was damaged by a landslide in 1997 and the Nisqually earthquake in 2001.

Program Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Magnolia Bridge Replacement	40,430	0	0	0

Major Projects: Mercer Corridor

Purpose Statement

The purpose of the Mercer Corridor Program is to use existing street capacity along the Mercer Corridor and South Lake Union more efficiently and enhance all modes of travel, including pedestrian mobility.

Program Summary

Abrogate 1.0 FTE Manager II position and reduce support to the Capital Projects and Roadway Structures Division by $17,000. Duties will be transferred to other managers in the division. This reduction was initiated mid-year 2010 and is part of the Department's effort to reduce manager and strategic advisor positions.

Funding is reduced by a total of $31.2 million as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Mercer Corridor	58,155,557	22,564,000	2,252,000	10,854,000
Full-time Equivalents Total*	8.25	8.25	7.25	7.25

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

Major Projects: Mercer West

Purpose Statement

The purpose of the Mercer West Program is to use existing street capacity along the west portion of Mercer Street more efficiently and enhance all modes of travel, including pedestrian mobility, and provide an east/west connection between I-5, SR99, and Elliott Ave W.

Program Summary

Funding is reduced by $4.96 million due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Mercer West	0	9,290,000	9,037,437	15,055,207

Major Projects: Spokane Street Viaduct

Purpose Statement

The purpose of the Spokane Street Viaduct Program is to improve the safety of the Spokane Street Viaduct by building a new structure parallel and connected to the existing one and widening the existing viaduct.

Program Summary

Funding is reduced by $17.03 million due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Spokane Street Viaduct	20,474,882	25,769,222	44,526,228	11,815,435
Full-time Equivalents Total*	6.50	6.50	6.50	6.50

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

Major Projects: SR-520

Purpose Statement

The purpose of the SR-520 Program is to provide policy, planning and technical analysis support and to act as the City's representative in a multi-agency group working on the replacement of the SR-520 bridge.

Program Summary

Increase support by $195,000 for the City's participation in design development, outreach efforts, and early mitigation for the SR-520 Bridge Replacement Project.

For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
SR-520	263,962	75,000	303,068	301,684
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

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

Mobility-Capital Budget Control Level

Purpose Statement

The purpose of the Mobility-Capital Budget Control Level is to help maximize the movement of traffic throughout the City by enhancing all modes of transportation including corridor and intersection improvements, transit and HOV improvements and sidewalk and pedestrian facilities.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Corridor & Intersection Improvements	9,719,732	5,769,000	8,405,000	5,023,000
Freight Mobility	681,855	724,000	645,000	1,111,000
Intelligent Transportation System	8,320,870	910,000	7,869	0
Neighborhood Enhancements	7,401,047	5,576,000	7,046,000	7,606,000
New Trails and Bike Paths	3,288,082	6,875,000	4,070,000	20,000
Sidewalks & Pedestrian Facilities	6,374,302	4,948,000	5,917,547	7,117,000
Transit & HOV	8,974,380	12,533,000	6,543,000	230,000
Total	**44,760,269**	**37,335,000**	**32,634,416**	**21,107,001**
Full-time Equivalents Total *	58.00	58.00	63.00	63.00

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

Mobility-Capital: Corridor & Intersection Improvements

Purpose Statement

The purpose of the Corridor & Intersection Improvements Program is to analyze and make improvements to corridors and intersections to move traffic more efficiently. Examples of projects include signal timing, left turn signals, and street improvements.

Program Summary

Increase support by $900,000 for sidewalk and street improvements adjacent to the Seattle Streetcar on Terry Avenue North. The increase is supported by funding from private contributions and street vacation funds previously paid by adjacent property owners.

Funding is reduced by a total of $1.66 million as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Corridor & Intersection Improvements	9,719,732	5,769,000	8,405,000	5,023,000
Full-time Equivalents Total*	11.75	11.75	11.75	11.75

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

Mobility-Capital: Freight Mobility

Purpose Statement

The purpose of the Freight Mobility Program is to help move freight throughout the city in a safe and efficient manner.

Program Summary

Reduce support by $160,000 for freight mobility projects. This reduction will result in fewer small-scale freight mobility improvements to the City's street system that can be made to improve connections between the port, railroad intermodal yards, industrial businesses, the regional highway system, and the first and last mile in the supply chain.

Funding is reduced by a total of $978,000 as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Freight Mobility	681,855	724,000	645,000	1,111,000
Full-time Equivalents Total*	1.75	1.75	1.75	1.75

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

Mobility-Capital: Intelligent Transportation System

Purpose Statement

The purpose of the Intelligent Transportation System (ITS) Program is to fund projects identified in the City's ITS Strategic Plan and ITS Master Plan. Examples of projects include implementation of transit signal priority strategies; installation of closed-circuit television (CCTV) cameras to monitor traffic in key corridors; and development of parking guidance, traveler information, and real-time traffic control systems.

Program Summary

Funding is reduced by $254,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Intelligent Transportation System	8,320,870	910,000	7,869	0
Full-time Equivalents Total*	12.50	12.50	12.50	12.50

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

Mobility-Capital: Neighborhood Enhancements

Purpose Statement

The purpose of the Neighborhood Enhancements Program is to make safe and convenient neighborhoods by improving sidewalks, traffic circles, streetscape designs, and the installation of pay stations.

Program Summary

Increase support by $970,000 for SDOT's CRS allocation to the Neighborhood Projects Funds Small Projects workplan for 2011.

Provide $432,000 for increased support to the Neighborhood Projects Funds Large Projects workplan, allowing additional projects to be completed. This increase in support is consistent with the Walk Bike Ride initiative.

Funding is increased by a total of $649,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhood Enhancements	7,401,047	5,576,000	7,046,000	7,606,000
Full-time Equivalents Total*	11.00	11.00	11.00	11.00

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

Mobility-Capital: New Trails and Bike Paths

Purpose Statement

The purpose of the New Trails and Bike Paths Program is to construct new trails and bike paths that connect with existing facilities to let users transverse the city on a dedicated network of trails and paths.

Program Summary

Funding is increased by $27,000 due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
New Trails and Bike Paths	3,288,082	6,875,000	4,070,000	20,000
Full-time Equivalents Total*	8.25	8.25	8.25	8.25

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

Mobility-Capital: Sidewalks & Pedestrian Facilities

Purpose Statement

The purpose of the Sidewalk & Pedestrian Facilities Program is to install new facilities that help pedestrians move safely along the City's sidewalks by installing or replacing sidewalks, modifying existing sidewalks for elderly and handicapped accessibility, and increasing pedestrian lighting.

Program Summary

Increase support by $712,000 for additional support to the Pedestrian Master Plan Implementation program. This increase in support is consistent with the Walk Bike Ride initiative.

Funding is increased by a total of $3.10 million due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Sidewalks & Pedestrian Facilities	6,374,302	4,948,000	5,917,547	7,117,000
Full-time Equivalents Total*	6.75	6.75	11.75	11.75

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

Mobility-Capital: Transit & HOV

Purpose Statement

The purpose of the Transit & HOV Program is to move more people in less time throughout the city.

Program Summary

Funding is reduced by $24.34 million due to project level budget adjustments, as compared to anticipated 2011 allocations in the 2010-2015 Adopted CIP. For more detail on project-level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Transit & HOV	8,974,380	12,533,000	6,543,000	230,000
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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

Mobility-Operations Budget Control Level

Purpose Statement

The purpose of the Mobility-Operations Budget Control level is to promote the safe and efficient operation of all transportation modes in the City of Seattle. This includes managing the parking, pedestrian, and bicycle infrastructure; implementing neighborhood plans; encouraging alternative modes of transportation; and maintaining and improving signals and the non-electrical transportation management infrastructure.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Commuter Mobility	11,035,986	10,911,353	13,795,646	13,695,642
Neighborhoods	4,628,168	4,071,690	1,930,568	2,069,760
Parking	7,380,357	6,826,431	8,616,255	7,947,103
Signs & Markings	5,205,025	4,573,668	3,979,837	4,135,893
Traffic Signals	8,047,230	8,730,233	8,520,592	8,820,105
Total	**36,296,766**	**35,113,375**	**36,842,898**	**36,668,502**
Full-time Equivalents Total *	169.75	169.75	160.25	160.25

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

Mobility-Operations: Commuter Mobility

Purpose Statement

The purpose of the Commuter Mobility Program is to provide a variety of services, including enforcement of City commercial vehicle limits, transit coordination, and planning, to increase mobility and transportation options to the citizens of Seattle.

Program Summary

Increase budget authority by $750,000 for planned spending related to the City's Transit Service Partnership with King County Metro. The budget increase in 2011 is due to underspending in previous years.

Increase budget authority by $397,000 and add 1.0 FTE Senior Transportation Planner and 0.5 FTE Associate Transportation Planner positions to support paid parking planning, technical support, and business plan development.

Abrogate 1.0 FTE Administrative Staff Assistant position, and reduce Collision Recovery Services by $90,000. SDOT will direct remaining Collision Recovery Services towards seeking reimbursement for damages to SDOT property for cases in which it is cost effective. This reduction was initiated mid-year 2010.

Increase budget authority by $200,000 for expenditures related to homeless encampment cleanup in the right-of-way. These required activities were previously unbudgeted.

Increase budget authority by $65,000 for outreach and public education for a proposed parking scofflaw booting program.

Abrogate 1.0 FTE Strategic Advisor I position, Traffic Data and Records Supervisor, and reduce the budget by $113,000. Duties will accrue to the Deputy Director.

Reduce budget authority for safety-related traffic spot improvements by $21,000. This reduction was initiated mid-year 2010.

Reduce support for special events by $192,000. This reduction will eliminate the City's support for barricades and sign placement at special events. Event sponsors will be required to work with private vendors for placement of temporary no-parking easels.

Increase budget authority by $950,000 for support to the Transit Master Plan development, wayfinding and street furniture maintenance, and transportation demand management programs. This increase in support is consistent with the Walk Bike Ride initiative.

Reduce budget authority for sign corridor and rechannelization programs by $300,000. The reduction will eliminate rechannelization of corridors in 2011 and fewer new signs would be installed.

Reduce budget authority and resources available for Transportation Demand Management programs by $65,000.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in the Commuter Mobility Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $43,000 in savings.

Departmental technical adjustments increase the budget by $100,000. Citywide adjustments to labor and other operating costs increase the budget by $1.25 million for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.88 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Commuter Mobility	11,035,986	10,911,353	13,795,646	13,695,642
Full-time Equivalents Total*	48.00	48.00	46.00	46.00

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

Mobility-Operations: Neighborhoods

Purpose Statement

The purpose of the Neighborhoods Program is to plan and forecast the needs of specific neighborhoods including neighborhood and corridor planning, development of the coordinated transportation plans, traffic control spot improvements, and travel forecasting. The program also constructs minor improvements in neighborhoods based on these assessments.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $5,000 is saved in the Neighborhoods Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget authority by $59,000 in the Neighborhood and Corridor Planning program and $24,000 in the Transportation Systems Design and Planning program. These reductions will prolong the timeframe for implementation of the Pedestrian Master Plan and completion of both the Transportation Strategic Plan and Bicycle Master Plan updates.

Reduce budget authority by $148,000 in the Neighborhood Traffic Services program. This reduction will result in fewer traffic calming improvements designed and constructed each year and an increase in the backlog for neighborhood traffic calming requests.

Reduce budget authority by $38,000 in the Complete Streets program. The reduction will impact the ability to proactively and strategically develop design direction and implement programs to support place-making.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Departmental technical adjustments reduce the budget by $2.10 million. Citywide adjustments to labor and other operating costs increase the budget by $245,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.14 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Neighborhoods	4,628,168	4,071,690	1,930,568	2,069,760
Full-time Equivalents Total*	14.50	14.50	14.50	14.50

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

Mobility-Operations: Parking

Purpose Statement

The purpose of the Parking Program is to manage the City's parking resources, maintain and operate pay stations and parking meters for on-street parking, and develop and manage the City's carpool program and Residential Parking Zones for neighborhoods.

Program Summary

Increase budget authority by $1.65 million and add 3.0 FTE Parking Pay Station Technician positions for implementation of pay station parking management program adjustments. The proposed changes include extension of paid parking hours for two hours until 8:00 pm, and an increase in the hourly rates.

Abrogate 1.0 FTE Senior Capital Project Coordinator position, and reduce the Pay Station Installation project management budget by $134,000. Duties will be transferred to other staff.

Abrogate 1.0 FTE Associate Transportation Planner position, and reduce the Pay Station GIS Services program by $97,000. Creation and analysis of GIS maps will be assumed by others in the Department. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $2,000 is saved in the Parking Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget authority by $150,000 for annual city-wide parking occupancy studies.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $52,000 in savings.

Departmental technical adjustments increase the budget by $320,000. Citywide adjustments to labor and other operating costs decrease the budget by $45,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.79 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Parking	7,380,357	6,826,431	8,616,255	7,947,103
Full-time Equivalents Total*	31.75	31.75	34.25	34.25

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

Mobility-Operations: Signs & Markings

Purpose Statement

The purpose of the Signs & Markings Program is to design, fabricate, and install signage, as well as provide pavement, curb, and crosswalk markings to facilitate the safe movement of vehicles, pedestrians, and bicyclists throughout the city.

Program Summary

Abrogate 1.0 FTE Cement Finisher position, and reduce the Traffic Sign Shop budget by $85,000. Peak staffing needs will be met through temporary work assignments of other Traffic programs.

Abrogate 1.0 FTE Material Controller position, and reduce the Sign Maintenance budget by $132,000. Destination signs will not be maintained annually and special street cleanup activities for special events will be eliminated. This reduction was initiated mid-year 2010.

Reduce budget authority for curb and pavement marking by $265,000. Remarking of barrier areas, stop bars, load zones, and restricted parking will be prioritized and reduced. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Signs & Markings Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $32,000 in savings.

Departmental technical adjustments reduce the budget by $295,000. Citywide adjustments to labor and other operating costs increase the budget by $217,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $594,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Signs & Markings	5,205,025	4,573,668	3,979,837	4,135,893
Full-time Equivalents Total*	28.75	28.75	26.75	26.75

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

Mobility-Operations: Traffic Signals

Purpose Statement

The purpose of the Traffic Signals Program is to operate the Traffic Management Center that monitors traffic movement within the City and to maintain and improve signals and other electrical transportation management infrastructure.

Program Summary

Abrogate 1.0 FTE Senior Civil Engineering Specialist position, and reduce the budget for signal support and investigation by $79,000. Some customer services and engineering support for signal detection will transferred to other staff and could result in longer plan review times. This reduction was initiated mid-year 2010.

Abrogate 0.5 FTE Signal Electrician and 0.5 FTE Associate Civil Engineering Specialist positions, and reduce the budget for signal maintenance supervision by $85,000. Responsibilities will be transferred to other staff. This reduction was initiated mid-year 2010.

Abrogate 2.0 FTE Signal Electrical V positions and reduce the budget for traffic signal preventative maintenance by $233,000. This reduction will result lower frequency of traffic signal maintenance, routine cleaning, and testing. Remaining resources will focus on responding to failed signals. This reduction was initiated mid-year 2010.

Abrogate 1.0 FTE Signal Electrician V position, and eliminate the budget for warning beacon maintenance by $234,000. Remaining resources will focus on responding to failed beacons. This reduction was initiated mid-year 2010.

Abrogate 1.0 FTE Signal Electrical V position, and reduce the budget for signal major maintenance by $217,000, reducing the number of signal intersections that are rehabilitated each year. This reduction was initiated mid-year 2010.

Abrogate 1.0 FTE Associate Civil Engineering position, to align available staffing with available funding. Responsibilities for the guardrail and crash cushion program will be shared among remaining staff.

Reduce budget authority by $28,000 and eliminate support for routine maintenance of red light photo enforcement equipment connections.

Abrogate 1.0 FTE Research and Evaluation Aide position to align available staffing with available funding. Responsibilities for the street name sign replacement program will be shared among other staff.

Departmental technical adjustments increase the budget by $229,000. Citywide adjustments to labor and other operating costs increase the budget by $437,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $210,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Traffic Signals	8,047,230	8,730,233	8,520,592	8,820,105
Full-time Equivalents Total*	46.75	46.75	38.75	38.75

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

ROW Management Budget Control Level

Purpose Statement

The purpose of the Right-of-Way (ROW) Management Budget Control Level is to ensure that projects throughout the city meet code specifications for uses of the right-of-way and to provide plan review, utility permit and street use permit issuance, and utility inspection and mapping services.

Summary

Abrogate 1.0 FTE Administrative Specialist III position to align available staffing with available funding. The position provides staffing at the Traffic Permits Counter. Remaining staff will assume the responsibilities. Wait times for customers on the phone and in person may increase. The delays may be partly mitigated by the New RPZ ("Restricted" or "Residential" Parking Zones) online permit process.

Abrogate 1.0 FTE Strategic Advisor I position to be sunset in 2011.

Departmental technical adjustments increase the budget by $220,000. Citywide adjustments to labor and other operating costs increase the budget by $611,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $831,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Street Use Permitting & Enforcement	10,475,932	11,304,009	12,134,526	12,536,800
Full-time Equivalents Total*	68.50	68.50	66.50	66.50

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

Street Maintenance Budget Control Level

Purpose Statement

The purpose of the Street Maintenance Budget Control Level is to maintain Seattle's roadways and sidewalks. Repair and maintenance of the right-of-way promotes safety, enhances mobility, and protects the environment. Through planned maintenance, cleaning, and spot repairs of streets, alleys, pathways, and stairways, Street Maintenance improves the quality of life and business climate in the city.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Emergency Response	2,963,085	654,040	1,621,270	1,647,021
Operations Support	3,874,513	4,452,176	5,152,457	5,340,228
Pavement Management	235,119	247,191	258,971	266,599
Street Cleaning	4,075,638	4,029,354	3,661,962	3,963,100
Street Repair	13,936,922	18,863,588	19,365,302	19,914,924
Total	**25,085,278**	**28,246,349**	**30,059,962**	**31,131,873**
Full-time Equivalents Total *	149.00	149.00	148.00	148.00

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

Street Maintenance: Emergency Response

Purpose Statement

The purpose of the Emergency Response Program is to respond to safety and mobility issues such as pavement collapses, severe weather such as ice and snow storms, landslides, and other emergencies to make the right-of-way safe for moving people and goods. This program proactively addresses landslide hazards to keep the right-of-way open and safe.

Program Summary

Increase budget authority by $927,000 to fund the Emergency Services at historical levels of expenditure. The increase will provide funding for mandatory emergency response needs, especially those due to severe winter weather.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $11,000 in savings.

Departmental technical adjustments reduce the budget by $7,000. Citywide adjustments to labor and other operating costs increase the budget by $58,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $967,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Emergency Response	2,963,085	654,040	1,621,270	1,647,021
Full-time Equivalents Total*	2.25	2.25	2.25	2.25

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

Street Maintenance: Operations Support

Purpose Statement

The purpose of the Operations Support Program is to provide essential operating support services necessary for the daily operation of SDOT's equipment and field workers dispatched from three field locations in support of street maintenance activities. These functions include warehousing, bulk material supply and management, tool cleaning and repair, equipment maintenance and repair, project accounting and technical support, and crew supervision.

Program Summary

Abrogate 1.0 FTE Administrative Specialist II position, and reduce the budget for Street Maintenance Operations by $271,000. The reduction will result in lower 24-hour street maintenance operational response capabilities. Remaining off-hours operations will emphasize safety and spill related cleanup.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Operations Support Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $47,000 in savings.

Departmental technical adjustments increase the budget by $666,000. Citywide adjustments to labor and other operating costs increase the budget by $352,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $700,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Operations Support	3,874,513	4,452,176	5,152,457	5,340,228
Full-time Equivalents Total*	35.25	35.25	34.25	34.25

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

Street Maintenance: Pavement Management

Purpose Statement

The purpose of the Pavement Management Program is to assess the condition of asphalt and concrete pavements and establish citywide paving priorities for annual resurfacing and repair programs.

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $1,000 in savings.

Departmental technical adjustments reduce the budget by $2,000. Citywide adjustments to labor and other operating costs increase the budget by $15,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $12,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pavement Management	235,119	247,191	258,971	266,599
Full-time Equivalents Total*	1.25	1.25	1.25	1.25

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

Street Maintenance: Street Cleaning

Purpose Statement

The purpose of the Street Cleaning Program is to keep Seattle's streets, improved alleys, stairways, and pathways clean, safe, and environmentally friendly by conducting sweeping, hand-cleaning, flushing, and mowing on a regular schedule.

Program Summary

Reduce budget authority for walkway maintenance by $48,000. Work will be completed through increased efficiency and prioritization so that the reduction will not result in a service impact. This reduction was initiated mid-year 2010.

Reduce budget authority for landscape services by $71,000, resulting in less mowing and vegetation control along the right-of-way. This reduction was initiated mid-year 2010.

Reduce budget authority for Street Maintenance cleaning services by $261,000. This reduction will result reduced cleaning frequency and an increase in road debris. This reduction was initiated mid-year 2010.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $52,000 in savings.

Departmental technical adjustments reduce the budget by $205,000. Citywide adjustments to labor and other operating costs increase the budget by $270,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $367,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Street Cleaning	4,075,638	4,029,354	3,661,962	3,963,100
Full-time Equivalents Total*	22.25	22.25	22.25	22.25

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

Street Maintenance: Street Repair

Purpose Statement

The purpose of the Street Repair Program is to preserve and maintain all streets and adjacent areas such as sidewalks and road shoulders by making spot repairs and conducting annual major maintenance paving and rehabilitation programs.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Street Repair Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $31,000 in savings.

Departmental technical adjustments decrease the budget by $364,000. Citywide adjustments to labor and other operating costs increase the budget by $898,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $502,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Street Repair	13,936,922	18,863,588	19,365,302	19,914,924
Full-time Equivalents Total*	88.00	88.00	88.00	88.00

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

Urban Forestry Budget Control Level

Purpose Statement

The purpose of the Urban Forestry Budget Control Level is to administer, maintain, protect, and expand the City's urban landscape in the street right-of-way through the maintenance and planting of new trees and landscaping to enhance the environment and aesthetics of the city. The Urban Forestry BCL maintains city-owned trees to improve the safety of the right-of-way for Seattle's residents and visitors.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Arborist Services	1,010,959	822,574	971,598	1,006,039
Tree & Landscape Maintenance	3,139,305	3,548,914	3,131,657	3,238,578
Total	**4,150,263**	**4,371,488**	**4,103,255**	**4,244,617**
Full-time Equivalents Total *	31.25	31.25	31.25	31.25

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

Urban Forestry: Arborist Services

Purpose Statement

The purpose of the Arborist Services Program is to maintain, protect, and preserve city street trees and to regulate privately-owned trees in the right-of-way by developing plans, policies, and procedures to govern and improve the care and quality of street trees.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Arborist Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $10,000 in savings.

Departmental technical adjustments increase the budget by $94,000. Citywide adjustments to labor and other operating costs increase the budget by $66,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $149,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Arborist Services	1,010,959	822,574	971,598	1,006,039
Full-time Equivalents Total*	8.75	8.75	8.75	8.75

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

Urban Forestry: Tree & Landscape Maintenance

Purpose Statement

The purpose of the Tree & Landscape Maintenance Program is to provide planning, design, construction, and construction inspection services for the landscape elements of transportation capital projects, as well as guidance to developers on the preservation of city street trees and landscaped sites during construction of their projects.

Program Summary

Reduce budget authority for landscaping maintenance by $67,000. This reduction will result in a decrease in the amount landscaping that is maintained in good or fair condition. This reduction was initiated mid-year 2010.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $1,000 is saved in the Tree & Landscape Maintenance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $25,000 in savings.

Departmental technical adjustments reduce the budget by $537,000. Citywide adjustments to labor and other operating costs increase the budget by $212,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $417,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Tree & Landscape Maintenance	3,139,305	3,548,914	3,131,657	3,238,578
Full-time Equivalents Total*	22.50	22.50	22.50	22.50

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

2011 - 2012 Estimated Revenues for the Transportation Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	BTG-Property Tax Levy	38,696,603	39,149,000	39,416,000	40,141,000	40,836,000
416310	BTG-Commercial Parking Tax	18,734,495	21,840,010	21,840,010	22,387,240	23,199,897
418800	BTG-Employee Hours Tax	5,646,090	0	700,000	0	0
419997	Commercial Parking Tax - AWV	0	0	0	4,941,424	5,120,797
419999	Transportation Benefit District - VLF	0	0	0	4,506,994	6,800,000
422490	Other Street Use & Curb Permits	8,014,723	7,095,637	7,095,637	6,938,241	7,228,421
422990	Other Non-Business Licenses / PE	702,944	574,591	574,591	805,506	631,830
436088	Motor Vehicle Fuel Tax - City Street	12,863,641	13,422,635	13,422,635	13,691,088	13,964,909
439090	Other Private Contributions and Donation	23,586,656	0	0	0	0
441900	Other Charges - General Government	0	0	0	0	0
441930	Private Reimbursements	0	1,705,000	1,705,000	650,000	5,750,000
442490	Other Protective Inspection Fees	1,285,090	968,716	968,716	900,234	947,153
444100	Street Maintenance & Repair Ch	723,632	934,079	934,079	934,231	305,298
444900	Other Charges - Transportation	24,647,992	24,588,602	24,588,602	42,912,915	64,090,369
461110	Investment Earnings on Residual Cash Balances	327,102	105,000	333,000	0	0
462500	LT Space/Facilities Leases	79,759	0	0	0	0
469990	Other Miscellaneous Revenues	187,100	0	0	0	0
471010	Federal Grants	14,539,608	22,803,000	22,803,000	14,148,801	8,970,059
474010	State Grants	5,757,361	5,533,400	5,533,400	24,435,797	12,013,519
477010	Interlocal Grants	491,561	810,000	810,000	0	1,425,046
481100	G.O. Bond Proceeds	0	0	0	61,686,000	53,554,000
481800	LongTerm Intergovermental Loan Proc	1,250,000	0	0	4,200,000	1,800,000
516800	IF Employee Hrs Tax Ord 122191	243,870	0	0	0	0
543210	IF Architect/ Engineering Services	0	346,000	346,000	0	354,000
544900	IF Other Charges - Transportation	10,999,748	12,176,407	12,176,407	13,411,892	15,273,620
577010	IF Capital Contributions and Grants	0	2,036,913	2,036,913	1,364,550	0
587001	OPER TR IN-FR General Fund	39,966,839	38,641,232	37,481,232	38,913,576	40,022,537
587116	OPER TR IN-FR Cumulative Reserve Subfund	9,138,823	7,656,000	7,656,000	4,532,950	4,624,156
587118	OPER TR IN-FR Emergency Subfund	456,104	0	0	0	0
587310	OPER TR IN-2005 Multipurpose Bonds	22,386	0	0	0	0
587316	OPER TR IN-FR Trans. Bond Fund	1,267	0	0	0	0
587331	OPER TR IN-FR Park Renov/Improv.	307,076	0	0	0	0
587338	OP TSF IN 2000 Park Levy Fund	529,081	3,549,000	3,549,000	0	0
587339	OPER TR IN-FR Denny Triangle	18,533	0	0	0	0
587348	OPER TR IN-FR 2003 LTGO Alaskan	18,874	0	0	0	0
587351	OPER TR IN-2007 Multipurpose Bonds	14,601,000	0	0	0	0
587352	OPER TR IN-2008 Multipurpose Bonds	31,024,140	0	0	0	0
587353	OPER TR IN-2009 Multipurpose Bonds	23,922,160	22,545,000	22,545,000	0	0
587354	OPER TR IN-2010 Multipurpose Bonds	0	74,637,000	74,637,000	0	0
587410	Oper TR IN-FR Seattle City Light Fund	0	330,000	330,000	800,000	3,400,000

2011 - 2012 Estimated Revenues for the Transportation Operating Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587503	OPER TR IN-FR ESD Operating Fund	322,000	0	0	0	0
587624	OPER TR IN-FR Gen. Trust Fund	52,009	0	0	0	0
Total Revenues		**289,158,266**	**301,447,222**	**301,482,222**	**302,302,439**	**310,311,611**
379100	Use of (Contribution to) Cash	(2,319,926)	8,750,741	0	4,095,371	(676,117)
Total Resources		**286,838,340**	**310,197,963**	**301,482,222**	**306,397,810**	**309,635,494**

Transportation Operating Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**32,604,485**	**24,520,423**	**34,155,514**	**29,620,644**	**25,525,272**
Accounting and Technical Adjustments	(768,898)	0	0	0	0
Plus: Actual and Estimated Revenue	289,158,266	301,447,222	301,482,222	302,302,439	310,311,611
Less: Actual and Budgeted Expenditures	286,838,340	310,197,963	306,017,092	306,397,810	309,635,494
Ending Fund Balance	**34,155,514**	**15,769,682**	**29,620,644**	**25,525,272**	**26,201,389**
Continuing Appropriations	30,217,371	30,000,000	29,582,412	30,000,000	30,000,000
Total Reserves	**30,217,371**	**30,000,000**	**29,582,412**	**30,000,000**	**30,000,000**
Ending Unreserved Fund Balance	**3,938,143**	**(14,230,318)**	**38,232**	**(4,474,728)**	**(3,798,611)**

Note: Through interfund loans from the City's Cash Pool, the Transportation Operating Fund is authorized by Ordinances 122641 and 122603 to carry a negative balance of approximately $17.5 million.

Capital Improvement Program Highlights

The Seattle Department of Transportation (SDOT) is responsible for maintaining, upgrading, and monitoring the use of the City's system of streets, bridges, retaining walls, seawalls, bicycle and pedestrian facilities, and traffic control devices. SDOT's Capital Improvement Program (CIP) outlines the Department's plan for repairing, improving, and adding to this extensive infrastructure. The CIP is financed from a variety of revenue sources that include the City's General Fund and Cumulative Reserve Subfund, state Gas Tax revenues, state and federal grants, Public Works Trust Fund loans, partnerships with private organizations and other public agencies, and bond proceeds.

The 2011-2016 Adopted CIP includes key infrastructure work such as support for the Alaskan Way Viaduct and Seawall Replacement Program, construction on the Mercer Corridor Project – East Phase and the Spokane Street Viaduct, continued work on the major bridge rehabilitation and retrofit projects, continued major maintenance and paving of the City's arterial and non-arterial streets, and accelerated implementation of the Pedestrian and Bike Master Plans.

Most capital appropriations for SDOT are included within the Budget Control Level (BCL) appropriations displayed at the start of this chapter. These appropriations are funded by a variety of revenue sources, most of which do not require separate authority to be transferred to the Transportation Operating Fund (TOF). Revenue sources which do require separate authority to transfer to the TOF include the Cumulative Reserve Subfund (CRS) and Limited Tax General Obligation Bond (LTGO) proceeds.

Table 1 provides an informational display of transfers of LTGO bond proceeds to the TOF and the projects to which these proceeds will be allocated. Authority to transfer these funds to the TOF is provided by the various LTGO bond ordinances or other legislation.

CRS appropriations authorized for specific programs are listed in the CRS section of the Adopted Budget. (See the informational Table 2, "2011Adopted and 2012 Endorsed SDOT Cumulative Reserve Subfund Program Detail" for a list of the specific CRS-funded projects by program). The CRS Debt Service Program requires a separate appropriation outside of SDOT BCLs. Funding for REET Debt is not included within the SDOT BCLs, and is appropriated in the CRS section of the Budget. CRS-Unrestricted funds, backed by a transfer for the King County Proposition 2 Trail and Open Space Levy, are included in SDOT's budget and are also appropriated in the CRS section of the Adopted Budget.

Table 3, entitled "Capital Improvement Budget Control Level Outlay," shows that portion of the various SDOT appropriations that represent the Department's CIP outlays. Consistent with RCW 35.32A.080, if any portion of these outlays remains unexpended or unencumbered at the close of the fiscal year, that portion shall be held available for the following year, except if abandoned by the City Council by ordinance. A detailed list of all programs and projects in SDOT's CIP can be found in the 2011-2016 Adopted Capital Improvement Program document.

Table 1: Bond Transfers to the Transportation Operating Fund – Information Only

	2011 Adopted	2012 Endorsed
Alaskan Way Viaduct & Seawall Replacement: TC366050		
2011 Multipurpose LTGO Bond	14,900,000	22,100,000
2012 Multipurpose LTGO Bond	0	0
Subtotal	**14,900,000**	**22,100,000**
Bridge Rehabilitation and Replacement: TC366850		
2011 Multipurpose LTGO Bond	10,192,000	0
2012 Multipurpose LTGO Bond	0	8,709,000
Subtotal	**10,192,000**	**8,709,000**
Bridge Seismic Retrofit Phase II: TC365810		
2011 Multipurpose LTGO Bond	1,937,000	0
2012 Multipurpose LTGO Bond	0	1,690,000
Subtotal	**1,937,000**	**1,690,000**
Linden Avenue N Complete Streets: TC366930		
2012 Multipurpose LTGO Bond	0	4,500,000
Subtotal	**0**	**4,500,000**
King Street Station Multimodal Terminal: TC366810		
2011 Multipurpose LTGO Bond	4,011,000	0
Subtotal	**4,011,000**	**0**
Mercer Corridor Project: TC365500		
2011 Multipurpose LTGO Bond	0	0
2012 Multipurpose LTGO Bond	0	5,000,000
Subtotal	**0**	**5,000,000**
Mercer Corridor Project West Phase: TC367110		
2011 Multipurpose LTGO Bond	8,137,000	0
2012 Multipurpose LTGO Bond	0	11,555,000
Subtotal	**8,137,000**	**11,555,000**
Spokane Street Viaduct: TC364800		
2011 Multipurpose LTGO Bond	22,509,000	0
2012 Multipurpose LTGO Bond	0	0
Subtotal	**22,509,000**	**0**
Total Bond Proceeds	**61,686,000**	**53,554,000**

Table 2: 2011 Adopted and 2012 Endorsed SDOT Cumulative Reserve Subfund Program Detail

Information Only ($1,000s)

Program/Project	Project ID	Sub-Account	2011 Adopted	2012 Endorsed
Bridges & Structures (19001A)			**1,775**	**3,225**
Bridge Painting Program	TC324900	REET II	1,275	2,725
Hazard Mitigation Program - Areaways	TC365480	REET II	288	288
Retaining Wall Repair and Restoration	TC365890	REET II	212	212
Corridor & Intersection Improvements (19003A)			**300**	**0**
Terry Avenue North Street Improvements	TC367030	Street Vac.	300	0
Debt Service (18002D) – CRS-U			**1,113**	**1,074**
Trails – debt svc	TG356590	CRS-U	1,113	1,074
Debt Service (18002D) – REET II			**2,699**	**1,833**
Alaskan Way Viaduct & Seawall Replacement - debt svc	TC320060	REET II	1,263	1,257
Bridge Way North and Fremont Circulation - debt svc	TC320060	REET II	278	0
Fremont Bridge Approaches - debt svc	TC320060	REET II	45	110
Mercer Corridor - debt svc	TC320060	REET II	466	466
SR-519 - debt svc	TC320060	REET II	646	0
Landslide Mitigation (19001B)			**150**	**250**
Hazard Mitigation Program - Landslide Mitigation Proj.	TC365510	REET II	150	250
Neighborhood Enhancements (19003D)			**970**	**0**
NSF/CRS Neighborhood Program	TC365770	REET II	970	0
Roads (19001C)			**0**	**75**
Arterial Major Maintenance	TC365940	REET II	0	75
Sidewalks and Pedestrian Facilities (19003F)			**225**	**0**
Pedestrian Master Plan Implementation	TC367150	REET II	225	0
Total CRS funding to Transportation			**7,232**	**6,457**

Transportation Operating Fund

Table 3: Capital Improvement Budget Control Level Outlay

Budget Control Level	2011 Adopted	2012 Endorsed
Major Maintenance/Replacement	52,572,001	44,447,000
Major Projects	105,133,979	117,104,835
Mobility-Capital	32,634,416	21,107,001
Total Capital Improvement Program Outlay	**190,340,396**	**182,658,835**

Seattle Streetcar

Peter Hahn, Director

Contact Information

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Department Description

The Seattle Streetcar is part of the Seattle Department of Transportation, with the specific purpose of operating and maintaining the South Lake Union line of the Seattle Streetcar. The South Lake Union line began operation in late 2007. Three modern streetcars serve 11 stops along the 2.6 mile line and connect thousands of people to new homes, jobs, and other public transit systems including Metro buses, Sound Transit buses, light rail, and the Monorail.

Policy and Program Changes

Ridership on the South Lake Union line of the Seattle Streetcar continues to exceed initial projections. Average daily ridership is currently projected to be 3,800 in 2011, accounting for increases due to occupation of several large development projects in the area. The streetcar is a vital part of many riders' daily commutes, and is being used because it is comfortable, quick, and reliable. The line is most popular during the morning and evening commutes, and during the lunch hour.

King County Metro Transit contributes 75% of the operating costs, net of farebox revenue. The City pays the remaining 25% to Metro for the operation of the Streetcar. For 2011-2012, a small budget adjustment is made based on the escalation of Metro's 2010 operating budget and the forecast farebox revenues.

Farebox return is expected to increase to 55% of operating costs. The City's direct costs and payments to Metro are offset by sponsorship funds and Federal Transit Administration grants. The initial start-up period was supported by an interfund loan authorized until December 2018 by Ordinance 122424 and amended by Ordinance 123102.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Streetcar Operations Budget Control Level	**STCAR-OPER**	**1,992,969**	**651,372**	**611,716**	**628,723**
Department Total		**1,992,969**	**651,372**	**611,716**	**628,723**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	1,992,969	651,372	611,716	628,723
Department Total	**1,992,969**	**651,372**	**611,716**	**628,723**

Streetcar Operations Budget Control Level

Purpose Statement

The purpose of the Streetcar Operations Budget Control Level is to operate and maintain the South Lake Union line of the Seattle Streetcar.

Summary

Reduce budget authority by $40,000 to match projected operating expenditures, for a net reduction from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $40,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Streetcar Operations	1,992,969	651,372	611,716	628,723

2011 - 2012 Estimated Revenues for the Streetcar Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431110	FTA ARRA Funds	314,011	0	0	0	0
439090	Sponsorship Revenues	386,644	350,000	325,000	450,000	450,000
444900	Farebox Recovery	75,284	0	0	0	0
471010	FTA 5307/5309 Funds	63,000	141,733	278,015	190,000	190,000
Total Revenues		**838,939**	**491,733**	**603,015**	**640,000**	**640,000**
379100	Use of (Contribution to) Cash	1,154,030	159,639	(71,726)	(28,284)	(11,277)
Total Resources		**1,992,969**	**651,372**	**531,289**	**611,716**	**628,723**

Streetcar Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**(1,930,306)**	**(2,964,337)**	**(3,095,693)**	**(3,023,967)**	**(2,995,683)**
Accounting and Technical Adjustments	(11,357)	0	0	0	0
Plus: Actual and Estimated Revenue	838,939	491,733	603,015	640,000	640,000
Less: Actual and Budgeted Expenditures	1,992,969	651,372	531,289	611,716	628,723
Ending Fund Balance	**(3,095,693)**	**(3,123,976)**	**(3,023,967)**	**(2,995,683)**	**(2,984,406)**

Through an interfund loan from the City's Cash Pool, the Streetcar Fund is authorized to carry a negative balance of approximately $3.7 million by Ordinance 123102.

Seattle Public Utilities

Ray Hoffman, Director

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Department Description

The Seattle Public Utility's (SPU's) mission is to provide reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities SPU serves.

SPU is composed of three major direct-service providing utilities: the Water Utility, the Drainage & Wastewater Utility, and the Solid Waste Utility. All three utilities strive to operate in a cost-effective, innovative, and environmentally responsible manner.

The Water Utility provides more than 1.3 million people with a reliable supply of clean and safe water for drinking and other uses. The system extends from Edmonds to Des Moines and from Puget Sound to Lake Joy near Duvall. SPU retails water in Seattle and adjacent areas, and sells water wholesale to 21 suburban water utilities and two interlocal associations for distribution of water to their customers. The Water Utility includes 1,800 miles of pipeline, 30 pump stations, 15 treated water reservoirs, three wells, and 104,000 acres in two watersheds.

The Drainage and Wastewater Utility collects and conveys sewage and stormwater. The drainage and wastewater system includes approximately 448 miles of sanitary sewers, 968 miles of combined sewers, 460 miles of storm drains, 68 pump stations, 90 permitted combined sewer overflow outfalls, 342 storm drain outfalls, 130 stormwater quality treatment facilities, 145 flow control facilities, and 38 combined sewer overflow control detention tanks/pipes. In addition to structural infrastructure, SPU regulates, plans, builds and maintains green stormwater infrastructure, an increasingly important option for managing stormwater. Appropriate approaches to managing sewage and stormwater that can carry pollutants into the region's lakes, rivers and Puget Sound are vital to preserve public health and environmental quality.

The Solid Waste Utility collects and processes recycling, compostables, and residential and commercial garbage. To fulfill this responsibility the City owns two recycling and disposal stations, two household hazardous waste facilities, and a fleet of trucks and heavy equipment. In addition, SPU administers contracts with private contractors who collect household refuse, compostables, and recyclables and deliver the materials to the recycling and composting facilities, and disposal stations for its ultimate processing or disposal. The Solid Waste Capital Improvement Plan (CIP) supports post-closure projects on two landfills previously used by the City.

SPU operations and capital programs are funded almost entirely by fees and charges paid by ratepayers who use SPU's solid waste, drainage, wastewater, and drinking water systems. SPU also actively seeks grants to support system maintenance and improvements, and receives reimbursements from other City departments and funds for services provided to those agencies. Water rates are adopted for the period 2009-2011 and inform the 2011 budget included in this document. Rates for solid waste, drainage, and wastewater had been established through the period 2009-2010. New rates have now been adopted for 2011-2012 to support the operating and capital service levels included in the 2011 Adopted and 2012 Endorsed Budget.

Policy and Program Changes

Like other departments in the City of Seattle, and like governmental agencies throughout the nation, SPU is facing financial challenges. Revenues in all three lines of business have been impacted by the economic slowdown, which has led residents and businesses to create fewer tons of garbage and use less water than assumed in previous forecasts. The recession has heightened existing trends toward lower consumption and more efficient use of utility resources in Seattle. Total water demand has decreased by roughly 25% since tpeaking in he 1980s, for example, and is projected to continue decreasing by roughly 1% a year over the next few years. The trends support the City's conservation goals; however, they have reduced the revenue SPU is expected to receive to cover the fixed portion of the costs of delivering these services.

The financial position of SPU's funds has been further stretched to meet federal and state regulatory requirements, including requirements associated with the City's two National Pollutant Discharge Elimination System (NPDES) permits, one for stormwater and one for combined sewer system. The City is required, for example, to invest hundreds of millions of dollars in the combined sewer/stormwater system over the next several years to control the number of combined sewer overflows (CSOs) into receiving bodies of water, including Lake Washington and Puget Sound. The City also must meet many permit requirements designed to improve stormwater quality, reduce the impacts of excessive runoff on nearby waters, and reduce sewage backups and flooding. One such example is a new requirement to regularly inspect most or all food service establishments to reduce the fats, oils, and greases that enter and possibly clog the sewer system. All of these requirements put upward pressure on SPU rates.

Compounding the financial challenges is the age of the system. The majority of the utility infrastructure was built between 1900 and 1940, with additional growth during the period 1945 to 1970. SPU invests millions of dollars annually in assessing, rehabilitating, and reconstructing crucial pipes, pumps, and facilities. These investments are essential to ensure a continued supply of safe drinking water, reliable sewage and drainage services for residential and business properties, and sufficient disposal options at transfer stations for city business owners' and residents' garbage, recycling, and compostable waste.

BUDGETARY ADJUSTMENTS TO RESPOND TO FINANCIAL CHALLENGES

In the face of these pressures, SPU has taken several steps in recent years and in the current budget to ensure financial stability, contain rates, and meet financial targets. Financial targets are used by bond holders to assess SPU's creditworthiness, and favorable ratings help SPU sell revenue bonds to fund infrastructure investments at the lowest costs possible. This benefits the utilities and the rate payers they serve.

In the 2010 Adopted Budget, reductions in SPU's operations and maintenance functions and the Capital Improvement Program removed $52.6 million and 37 positions. These reductions were a necessary response to the revenue reductions caused by the economic downturn. They also allowed SPU's drainage and wastewater rates to grow several percentage points more slowly than initially forecast in the 2010 Endorsed Budget. As a result, however, more than 30 capital projects were eliminated or deferred that would have supported drainage and wastewater improvements, and significant reductions were made in operating programs supporting customer education, the development of markets for hard to recycle materials such as carpeting, and technical assistance to the business community for recycling and composting.

During 2010, as part of the City's mid-year budget review, SPU reduced an additional 10 positions, including three managers and three strategic advisors.

In the 2011 Adopted and 2012 Endorsed Budget, the Mayor and Council have approved a package that includes significant operations and maintenance (O&M) expenditure reductions, a limited number of new projects and programs, and moderate rate increases to fund core services and respond to regulatory requirements. In 2011-2012, SPU will continue to:

- Build, operate and maintain the City's utility infrastructure for drinking water, wastewater, and stormwater to ensure system reliability and public health and safety for the region's residents and businesses.

- Collect and dispose of solid waste from residents and businesses in Seattle to support public health and safety, and continue policies that promote recycling, composting, and other waste diversion, to help the City of Seattle meet its goal of diverting 60% of all waste from landfills by 2012.

- Protect the environment in the Tolt and Cedar Watersheds, as well as the Duwamish, Elliot Bay, Puget Sound and the greater Seattle area, by collecting, treating, and managing wastewater and stormwater run-off, restoring habitat, and providing remediation at historic landfill sites.

- Pursue leadership in cost-effective conservation and sustainable community living, through infrastructure projects, education, innovation, financial incentives, and rebate programs.

More detail about 2011-2012 budget actions is provided after a discussion of budget and rate highlights in each SPU fund.

BUDGET AND RATE HIGHLIGHTS BY FUND

Water Fund. The Water Fund is transitioning from a period of major infrastructure investments in reservoirs, treatment plants, a water quality lab, and hatchery improvements, to a period focused on the maintenance of physical infrastructure. Large investments are coming to a close in the 2011 Adopted and 2012 Endorsed Budget and 2011-2016 Adopted CIP. These investments helped secure the supply of safe drinking water and Provide appropriate stewardship of the watersheds consistent with federal and state requirements. Moving forward, in contrast, the Water Utility's investments will be somewhat smaller and will emphasize infrastructure renewal and replacement, guided by asset management business practices.

The 2011 Adopted and 2012 Endorsed Budget includes continued funding for the Water Utility's reservoir undergrounding program, specifically for the completion of the West Seattle and Maple Leaf Reservoir projects that began construction in 2008 and 2009, respectively. The Morse Lake Pump Plant project is funded through 2011, and is expected to be fully funded in future budgets after crucial design decisions have been made. This project will ensure that water stored in Chester Morse Lake can be reliably released into the Cedar River to maintain the supply of fresh drinking water in the region and sustain fish habitats. Funding is also approved for construction of the Cedar Sockeye Hatchery, along with investments in water system improvements related to the Bridging the Gap program, the Alaskan Way Viaduct/Seawall project, and the Mercer Corridor project.

The budget for the installation of new water taps has been reduced to reflect the slowdown in building construction. Other significant reductions include the Integrated Control Monitoring Program, Heavy Equipment Purchases, Cedar River Non-HCP Road Improvements, and Cedar Bridges. Overall, SPU has reduced the 2011 Water Fund CIP by approximately $8.4 million from the spending planned for 2011 in the 2010-2016 CIP.

The 2011 Adopted and 2012 Endorsed Budget assumes the effect, as of December 31, 2010, of eliminating the temporary tax rate increase and water rate surcharge enacted in February 2009 to respond to the court decision in Lane v. City of Seattle. This change has reduced the net increase in water rates between 2010 and 2011 to approximately 3.5%. The budget and CIP are supported by the adopted 2009-2011 water rates, with further rate increases assumed for 2012.

Drainage and Wastewater Fund. While the Water Fund is entering a period of lower investment levels focused on system maintenance, the Drainage and Wastewater Fund is experiencing growth driven by regulatory pressures. The 2011 Adopted and 2012 Endorsed Budget restores some of the reductions made in 2010 and adds a small number of new programs directly related to compliance with the City's NPDES stormwater and CSO permits.

The City of Seattle's most recent NPDES permit for stormwater, granted by the State government in 2007, introduced more prescriptive requirements to help to protect local waterways and Puget Sound from damaging pollutants and excessive runoff. Some of these include business inspections, private stormwater detention facility inspections, detection of illicit connections, and inspections and cleaning of catch basins. These heightened NPDES requirements affect many City departments, and SPU is leading the coordination effort. In addition, SPU must comply with findings from a 2008 US Environmental Protection Agency (EAP) audit of SPU's wastewater and combined sewer system.

SPU's 2011 Adopted and 2012 Endorsed Budget includes new funding for inspection and outreach to businesses that discharge pollutants and fats, oils, and greases. Other measures include more condition assessment of the wastewater system to document the appropriate level of system improvement, maintenance, and rehabilitation. To comply with the City's CSO permit, the 2011-2016 Adopted CIP continues investments in the combined sewer overflow program, including the Long Term Control Plan (LTCP) and the Windermere, Henderson, and Genesee control projects. The CSO investments total more than $43 million over the 2011-2012 biennium alone.

SPU's Adopted Budget and CIP also address major drainage issues throughout the city, including localized flooding problems in Madison Valley, and South Park storm drainage and water quality issues. The CIP provides funding for utility work related to the City's voter-approved Bridging the Gap transportation investments, the Alaskan Way Viaduct/Seawall project, and the Mercer Corridor project.

Several of SPU's approaches to stormwater management have received national attention. Seattle is pioneering green stormwater infrastructure projects, including swales, and relying on this cost-effective approach to reduce overflows from the combined sewer system and to improve the water quality of stormwater runoff. The Adopted Budget and CIP also fund an innovative street sweeping for water quality program, based on analysis that shows street sweeping is one of the most cost-effective means to keep pollutants from entering receiving waters (compared, for example, with building and maintaining detention and treatment facilities).

Despite operating efficiencies that generated savings of roughly $1.9 million and 8.5 FTE in the 2011 Adopted and 2012 Endorsed Budget, the Drainage and Wastewater Fund's budget is approximately 8.4% higher than the 2010 Adopted Budget. The growth is driven by regulatory requirements, and because the Drainage and Wastewater Fund is now absorbing a higher share of overall SPU overhead costs, given the offsetting decline in the size of the Water Utility's CIP. The budget and CIP are supported by rates that assume increases for the average residential customer in 2011 of 13.1% or $2.25 a month in Drainage and 4.1% or $1.92 a month in Wastewater rates, before the effect of King County treatment rate increases that are passed through to Seattle customers. With the effect of King County rate increases, average residential Drainage rates increased by 14.0% or $2.40 a month, while Wastewater rates increased by 14.5% or $6.76 a month.

Solid Waste Fund. The Solid Waste Utility's 2011 Adopted and 2012 Endorsed Budget and 2011-2016 Adopted CIP provide funding to rebuild the south and north transfer stations which were built in the 1960s and are now nearing the end of their useful lives. Both of the existing stations will be replaced with new recycling and disposal stations that will modernize solid waste operations, enhance worker safety, and allow for greater recycling opportunities and more reuse of construction materials.

The 2011 Adopted and 2012 Endorsed Budget includes funding for collection, processing and disposal of the region's waste including recyclables and compostables. By 2009, Seattle's recycling rate had reached an all-time high of 51.1% due largely to the success of the City's program to collect compostable waste and food scraps from all single-family homes. Continued policy innovation will be required to meet the City's goal of recycling 60% of the solid waste it generates by 2012. SPU will work with the Mayor and Council in the coming biennium to meet these goals.

The Solid Waste Fund has been under financial stress as a result of the economic downturn, which curbed the volume of waste and recyclables, and caused prices for recyclable materials to dip considerably for several months. To respond to the downturn, several reductions were implemented in the 2010 budget, impacting customer education, community waste prevention grants, and enforcement for recycling requirements. The 2011 O&M budget contains significant savings strategies, based on an identification of operating efficiencies, as described below. The 2011 capital allocations are $10.1 million lower than amounts planned for 2011 in the 2010-2015 CIP, due largely to schedule changes that have pushed construction expenses for the transfer stations into future years.

The budget and CIP assume solid waste rate increases for the average residential customer of 6.3% or $2.05 per month in 2011. Rate increases are required to respond to declining volumes and to build replacements for the City's two transfer stations, both of which are nearing the end of their useful lives.

SUMMARY OF 2011-2012 BUDGET CHANGES

The specific strategies used in SPU's 2011 Adopted and 2012 Endorsed Budget to ensure financial stability, contain rates, and meet financial targets are described on the following pages.

Operational Efficiencies. In response to Executive and Council priorities to keep rate increases low and ensure appropriate spans of control, SPU engaged in a thorough review of its operations to find efficiencies. The Utility identified several reductions and developed plans to mitigate service level impacts by reallocating work across remaining employees and in some cases, through restructuring. As a result, without eliminating any programs and with modest impact on customers, SPU's budget provides roughly $4 million in O&M savings and abrogates more than 35 FTE, including 15.5 managers and strategic advisors, with the following strategies across all SPU funds:

- Reductions in support services including human resources staffing, information technology staffing, administrative support staffing, and light and heavy vehicles. Impacts on SPU's internal and external customers will be mitigated by careful redeployment of remaining resources.

- Reduced staffing in the Joint Utility Call Center, consistent with the Council's 2010 Budget Guidance Statement 10-1-A-1. This action is expected to have minimal impact on services levels for customers because of efficiencies and performance improvements that are under way as part of the Customer Response Revitalization Project.

- Rollback of salary increases for senior employees, consistent with Executive Order 2010-01, which directed executives, managers, and strategic advisors to forgo cost of living increases in 2010. This rollback will be continued in 2011, generating additional savings.

- Reductions in several lines of business, including project delivery, watershed management, drainage and wastewater quality, water system planning, and solid waste field inspections. Most service level impacts will be mitigated by redeploying work across remaining staff. However, a reduction in staffing at the Cedar River Watershed may impact public services at the Education Center.

- Annualization of the 10 vacant position reductions from the 2010 MidYear Review, including three managers and three strategic advisors, and four water pipe worker positions that will be unfunded until construction activity in the region recovers enough to generate further workload for the installation of new taps. Because these positions are vacant, work has already been absorbed by other staff and no erosion to the 2010 level of service is anticipated in 2011-2012 as a result of this action.

General Fund Reductions. SPU receives about $1.5 million a year in General Fund resources to support programs and services that benefit the city overall. These services include staffing a hotline and resolving abandoned vehicle complaints; education and outreach dedicated to keeping local water bodies free of pollutants (Restore our Waters); managing and maintaining the City's geographic database (Geographic Information Systems or GIS) resources; and providing a variety of engineering services including maintaining survey records, replacing survey monuments and markers in roadways, and keeping the City's standard plans for construction work in the right-of-way up to date. In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General fund-dependent functions. SPU's 2011 Adopted and 2012 Endorsed Budget reflects reductions in order to close the General Fund gap, including:

- Decreased funding for replacement of missing survey monuments and benchmarks in city streets. Monuments are used by City and private sector surveyors as they survey property lines, and the reduction will result in an increased backlog of missing survey monuments and benchmarks. This impact will be mitigated but not eliminated by continuing to work with public and private contractors, ensuring that they correctly replace monuments that they impact in their construction projects.

- Elimination of resources that would have provided additional staffing in the Engineering Records Center. Customers will continue to experience wait times when viewing the official Public Works records of their property or the adjacent rights of way.

- Decreased funding for training, updates, and enhancements to the City's GIS database that will impact City employees' ability to efficiently deliver City services.

Restoration of Previous Reductions and New Programs Related to Regulatory Requirements. SPU's 2011 Adopted and 2012 Endorsed Budget restores a handful of investments in the Drainage and Wastewater Fund that were removed in previous years. These investments primarily respond to regulatory requirements, and include:

- Resuming payment of annual dues during 2011-2012 to the Water Resource Inventory Area (WRIA) 9 Management Committee as part of an Interlocal Agreement to implement the Chinook Salmon Habitat Plan for the WRIA 9 Green/Duwamish and Central Puget Sound Watershed for 2007-2015. Due to 2010 budget constraints, SPU did not pay the 2010 dues and instead negotiated a temporary agreement to provide equivalent in-kind staffing that will not be renewed.

- Restoring funding for two Source Control inspector positions that were created in the 2009-2010 Adopted Budget and unfunded in the 2010 Adopted Budget. These positions are needed to comply with the NPDES stormwater permit, which requires the City to inspect approximately 3,400 industrial businesses that discharge into the separated drainage system and to inspect and gather data from 1,480 privately-owned stormwater facilities.

- Creating two new positions to provide education, outreach, and inspection of the 4,600 food service establishments in Seattle, consistent with the anticipated Compliance Order by Consent that is currently under negotiation between SPU and the federal Environmental Protection Agency. The positions will focus on preventing the discharge of fats, oils, and greases into sewage systems, to reduce sewer backups and overflows in compliance with the Clean Water Act.

In addition, the 2011 Adopted and 2012 Endorsed Budget in the Drainage and Wastewater Fund proposes a street sweeping for water quality program intended to help meet Seattle's NPDES permit requirements. Street sweeping is more cost-effective at removing the stormwater pollutant load than either typical roadway or regional scale structural treatment facilities. By using newer "regenerative air" street sweeping vehicles to sweep about 9,500 miles of curbed arterials per year, City crews will remove approximately 80,000 kilograms of total suspended solids from roadways that drain through the stormwater system directly to receiving waters. Seattle Department of Transportation (SDOT) crews will perform the street sweeping with reimbursement from SPU.

Enhanced Funding Related to Grants and Policy Priorities. The 2011 Adopted and 2012 Endorsed Budget recognizes grant funding in the Drainage and Wastewater Fund to establish a flow control plan for Piper's Creek watershed stormwater using hydrologic modeling and green stormwater infrastructure (GSI) techniques.

The budget also proposes a small amount of funding from the Water and Drainage and Wastewater Funds to include data about utility infrastructure capacity in City planning initiatives led by the Department of Planning and Development. A focus will be the City's neighborhood planning process. Cost-effective, well-coordinated capital planning is an integral part of a sustainable Seattle - a walkable, bikable, livable urban environment that is home to diverse communities and businesses. Utility infrastructure will be impacted by increasing growth and density so adequate, cost-effective planning is a benefit to the utility as well.

Two engineering positions are approved in the Drainage and Wastewater Fund to prioritize and implement projects that will reduce the impacts of urban flooding and sanitary sewer overflows on public safety, private property, and public infrastructure. Project locations will be prioritized by taking into account economic, social, and environmental metrics. The vulnerability of particular neighborhoods to major flooding and sanitary sewer overflow impacts will be assessed based on such factors as income, age, race, ethnicity, and unemployment.

SPU will direct $80,000 of existing Drainage and Wastewater Fund resources toward a new still-to-be-defined citywide program for public outreach and education activities related to tree planting. In 2011, the Office of Sustainability and the Environment will work with other City departments to bring recommendations creating the new program to the City Council for consideration. The program is intended to help the City reach its goal of increasing tree canopy to 30% citywide and to 33% in single family areas by offering support to City residents. Single family residential properties make up two-thirds of Seattle's land area and represent the majority of tree retention and planting potential.

The budget includes additional resources in the Solid Waste Fund to implement a pilot program to assess whether every-other-week garbage collection may help advance City recycling goals, save money, and maintain customer satisfaction levels. With less frequent garbage pick-up, customers may be motivated to divert more organic waste (which has weekly pick-up) and recyclables from their garbage. The pilot program will be conducted in a sample of neighborhoods that reflect the diversity of Seattle and will provide data to help the City evaluate this type of garbage collection for contract periods beginning in 2013.

To advance the City's zero-waste goals, the budget provides additional funding in the Solid Waste Fund to create a single City-sponsored opt-out registry that would allow residents to opt out of receiving yellow pages phone books. An estimated 1.4 million yellow pages telephone books are delivered each year in Seattle comprising 2,300 tons of paper that must be recycled through the City's solid waste system. Many people now find

businesses through the internet and no longer want paper phone books, and the City has received feedback from residents that their efforts to contact phone book publishers and opt-out of receiving the phone books have not, in the past, been successful. The budget also establishes a recovery fee to pay City costs for the opt-out registry and recycling of yellow pages books.

This budget introduces universal food and yard waste collection subscription for multi-family dwellings starting in the fall of 2011, to help the City meet its solid waste diversion goals. Similar to the organics service for single-family customers, owners of multi-family buildings would be required to purchase some level of organics service but disposal of organic waste in the garbage would not be prohibited.

Consistent with the 2010 City Auditor's Report on graffiti control in the city, resources are added to provide enhanced graffiti control and outreach, funded by a 19 cent per ton increase in tonnage taxes, from $8.50 per ton to $8.69 per ton.

Finally, the budget restores modest funding for matching grants provided by SPU to community organizations and schools for waste reduction and recycling activities.

Miscellaneous Investments. All SPU funds are contributing to the costs of upgrading SPU computers to the Windows 7 Operating System.

The Water Fund and the Drainage and Wastewater Fund are contributing a one-time sum to address a backlog of repaving work on road surfaces that have a temporary patch. The temporary patches were applied after the road pavement was cut to allow SPU to install or maintain underground pipes and infrastructure. SDOT crews are responsible for repaving the streets and receive reimbursement for this service from SPU. With this funding an additional 946 street openings will be repaved in 2010 and 2011.

Baseline Adjustments. The 2011 Adopted and 2012 Endorsed Budget includes a variety of technical changes to ensure appropriations are sufficient to cover the costs of delivering current services. These baseline changes are not the result of new policy choices, but instead represent the funding necessary to continue policies and programs that are already in place. Included are adjustments to the City's existing contracts with King County for sewage treatment and with private providers who provide regular garbage and recycling collection services for City residents. Other baseline changes include modifications to the distribution of SPU's overhead costs across capital and O&M budgets, and between funds, based on technical analysis of labor distribution across lines of business.

As with prior budgets, program description statements for operating programs compare adopted 2011 amounts to the 2010 Adopted Budget, while statements for capital budget control levels compare the 2011 allocations in the 2011-2016 Adopted CIP with the same-year allocations in the prior CIP.

City Council Provisos

None of the money appropriated in the 2011 budget for Seattle Public Utilities' Customer Service BCL may be spent for expanded graffiti database services until authorized by future ordinance. Council anticipates that such authority will not be granted until Seattle Public Utilities and the Seattle Police Department evaluate graffiti database needs and submit a joint recommendation for the scope of expanded database efforts, the responsibilities of each department, and the department assignment of new part-time staff for expanded graffiti database work.

Of the appropriation in the 2011 budget for Seattle Public Utilities Drainage and Wastewater Fund Other Operating BCL, $80,000 is appropriated solely for participation in a new citywide 2011 program for public outreach and education activities related to trees and may be spent for no other purpose.

$80,000 of the money appropriated in the 2011 budget for Seattle Public Utilities Drainage and Wastewater Fund Other Operating BCL may not be spent for participation in a new citywide 2011 program for public outreach and education activities related to trees until authorized by future ordinance.

In the 2012 Endorsed Budget, the Administration Budget Control Levels in the Solid Waste, Drainage and Wastewater, and Water Funds are reduced by a total of $500,000 to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers, or strategic advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. SPU will identify specific steps toward meeting this reduction as part of the 2012 budget process.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Drainage & Wastewater Utility					
Administration Budget Control Level					
Administration		12,179,907	12,393,279	13,918,854	13,706,807
General and Administrative Credit		(8,686,881)	(10,451,203)	(10,816,551)	(10,922,149)
Administration Budget Control Level	**N100B-DW**	**3,493,026**	**1,942,076**	**3,102,303**	**2,784,658**
Combined Sewer Overflows Budget Control Level	**C360**	**0**	**24,171,960**	**17,806,875**	**25,769,534**
Control Structures Budget Control Level	**C310B**	**17,123,450**	**0**	**0**	**0**
Customer Service Budget Control Level	**N300B-DW**	**6,334,297**	**7,174,417**	**7,089,545**	**7,026,865**
Flooding, Sewer Back-up, and Landslides Budget Control Level	**C380**	**0**	**25,053,790**	**35,069,776**	**23,240,984**
General Expense Budget Control Level					
Debt Service		29,806,595	34,920,603	37,274,252	39,863,112
Other General Expenses		126,304,879	124,983,729	141,157,439	141,232,653
Taxes		32,067,961	31,978,028	36,979,272	38,640,160
General Expense Budget Control Level	**N000B-DW**	**188,179,436**	**191,882,360**	**215,410,962**	**219,735,925**
Landslide Mitigation & Special Programs Budget Control Level	**C335B**	**714,362**	**0**	**0**	**0**
Low Impact Development Budget Control Level	**C334B**	**945,732**	**0**	**0**	**0**
Other Operating Budget Control Level					
Field Operations		18,898,959	19,835,354	19,895,761	19,854,568
Pre-Capital Planning & Development		510,226	1,615,167	1,989,291	2,069,669
Project Delivery		7,786,480	9,522,624	9,348,989	9,407,616
Utility Systems Management		12,915,297	15,306,562	17,879,199	18,442,069
Other Operating Budget Control Level	**N400B-DW**	**40,110,961**	**46,279,706**	**49,113,240**	**49,773,922**
Protection of Beneficial Uses Budget Control Level	**C333B**	**930,984**	**4,757,062**	**2,283,081**	**6,040,474**
Rehabilitation Budget Control Level	**C370**	**0**	**6,484,079**	**6,471,519**	**10,526,291**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Sediments Budget Control Level	**C350B**	**3,343,681**	**2,732,244**	**6,350,146**	**5,385,277**
Shared Cost Projects Budget Control Level	**C410B-DW**	**7,983,492**	**16,205,574**	**11,804,290**	**16,660,024**
Stormwater & Flood Control Budget Control Level	**C332B**	**10,014,977**	**0**	**0**	**0**
Technology Budget Control Level	**C510B-DW**	**2,302,840**	**4,044,631**	**4,062,403**	**5,001,418**
Wastewater Conveyance Budget Control Level	**C320B**	**7,543,170**	**0**	**0**	**0**
Total Drainage & Wastewater Utility		**289,020,409**	**330,727,900**	**358,564,141**	**371,945,372**
Solid Waste Utility					
Administration Budget Control Level					
Administration		5,530,872	6,001,815	6,694,970	6,577,534
General and Administrative Credit		(1,311,053)	(1,578,756)	(1,531,564)	(1,637,756)
Administration Budget Control Level	**N100B-SW**	**4,219,819**	**4,423,058**	**5,163,406**	**4,939,778**
Customer Service Budget Control Level	**N300B-SW**	**13,850,598**	**13,724,136**	**12,871,098**	**12,911,309**
General Expense Budget Control Level					
Debt Service		10,743,269	5,923,850	7,338,581	10,593,193
Other General Expenses		83,359,705	102,797,491	100,478,376	103,346,324
Taxes		20,320,538	18,970,770	18,123,440	18,692,662
General Expense Budget Control Level	**N000B-SW**	**114,423,512**	**127,692,111**	**125,940,398**	**132,632,180**
New Facilities Budget Control Level	**C230B**	**3,612,157**	**24,886,900**	**25,710,121**	**35,411,056**
Other Operating Budget Control Level					
Field Operations		10,353,768	11,641,715	11,711,008	12,011,224
Pre-Capital Planning & Development		68,578	426,601	463,700	472,758
Project Delivery		488,287	386,157	463,424	445,168
Utility Systems Management		1,541,267	1,496,584	3,170,183	2,715,226
Other Operating Budget Control Level	**N400B-SW**	**12,451,900**	**13,951,057**	**15,808,315**	**15,644,376**
Rehabilitation and Heavy Equipment Budget Control Level	**C240B**	**9,809,787**	**5,358,950**	**262,140**	**270,504**
Shared Cost Projects Budget Control Level	**C410B-SW**	**2,135,326**	**1,875,959**	**1,860,260**	**2,295,274**
Technology Budget Control Level	**C510B-SW**	**1,742,897**	**1,745,411**	**1,415,282**	**2,138,175**
Total Solid Waste Utility		**162,245,997**	**193,657,583**	**189,031,020**	**206,242,652**
Water Utility					

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration Budget Control Level					
Administration		14,286,477	14,108,697	14,043,468	13,981,359
General and Administrative Credit		(9,479,308)	(11,299,777)	(9,906,163)	(9,912,397)
Administration Budget Control Level	**N100B-WU**	**4,807,169**	**2,808,920**	**4,137,305**	**4,068,962**
Customer Service Budget Control Level	**N300B-WU**	**9,625,465**	**10,307,603**	**10,221,542**	**10,158,605**
Distribution Budget Control Level	**C110B**	**19,760,493**	**22,380,000**	**20,491,716**	**20,819,443**
General Expense Budget Control Level					
Debt Service		164,293,371	71,616,012	80,319,400	86,113,751
Other General Expenses		35,565,181	23,869,268	22,141,567	23,292,383
Taxes		34,326,595	38,202,875	32,310,846	36,531,293
General Expense Budget Control Level	**N000B-WU**	**234,185,147**	**133,688,155**	**134,771,812**	**145,937,427**
Habitat Conservation Program Budget Control Level	**C160B**	**5,027,829**	**9,626,951**	**11,122,687**	**4,236,695**
Other Operating Budget Control Level					
Field Operations		21,683,133	22,806,690	23,038,803	22,686,543
Pre-Capital Planning & Development		1,233,643	2,563,064	2,276,203	2,160,390
Project Delivery		4,355,383	5,346,835	5,522,707	5,514,851
Utility Systems Management		15,512,308	16,745,203	16,230,741	16,332,095
Other Operating Budget Control Level	**N400B-WU**	**42,784,467**	**47,461,792**	**47,068,454**	**46,693,879**
Shared Cost Projects Budget Control Level	**C410B-WU**	**16,357,280**	**19,648,846**	**15,047,995**	**18,481,989**
Technology Budget Control Level	**C510B-WU**	**3,039,586**	**4,633,861**	**4,770,105**	**6,067,119**
Transmission Budget Control Level	**C120B**	**2,505,124**	**3,173,000**	**1,688,100**	**3,024,443**
Water Quality & Treatment Budget Control Level	**C140B**	**26,045,436**	**21,657,059**	**18,329,399**	**8,115,120**
Water Resources Budget Control Level	**C150B**	**7,853,605**	**15,793,000**	**6,516,169**	**4,769,325**
Watershed Stewardship Budget Control Level	**C130B**	**3,798,705**	**1,634,978**	**1,141,554**	**896,831**
Total Water Utility		**375,790,306**	**292,814,166**	**275,306,838**	**273,269,838**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Department Total		**827,056,712**	**817,199,649**	**822,901,999**	**851,457,862**
Department Full-time Equivalents Total*		**1,449.25**	**1,449.25**	**1,420.75**	**1,414.75**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	11,163,546	1,351,415	1,224,022	1,254,236
Other	815,893,166	815,848,234	821,677,977	850,203,626
Department Total	**827,056,712**	**817,199,649**	**822,901,999**	**851,457,862**

Drainage & Wastewater Utility

Administration Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women- and minority-owned firms, as authorized by Ordinance 120888.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	12,179,907	12,393,279	13,918,854	13,706,807
General and Administrative Credit	-8,686,881	-10,451,203	-10,816,551	-10,922,149
Total	**3,493,026**	**1,942,076**	**3,102,303**	**2,784,658**
Full-time Equivalents Total *	62.50	62.50	59.75	59.75

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

Administration: Administration

Purpose Statement

The purpose of the Drainage and Wastewater Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Reduce funding for citywide Geographic Information System (GIS) services by $211,000 including a reduction of $112,000 in SPU's General Fund allocation for this program. SPU manages the City's Geographic Databases on behalf of other City departments, using a combination of revenues from utility rates, General Fund support, and reimbursements from other departments. In keeping with reductions in General Fund throughout the City, this program's General Fund allocation is being reduced. As a result of these reductions, training for citywide users and maintenance of various applications and data layers will be reduced, with some impacts to data quality and to efficiency.

Reduce budget authority by $92,000 and abrogate 1.0 FTE Personnel Specialist, Senior position as part of a Citywide effort to streamline the delivery of human resources services. This position had supported hiring and recruiting services, and the reduction is consistent with the retrenchment in hiring at SPU.

Reduce budget authority by $63,000 and convert one Information Technology Professional - B-BU position from full-time to part-time, as part of a Citywide effort to streamline the delivery of information technology services. This position supported a variety of technology projects in SPU through work on data architecture and standards. Priority workload will be reassigned but some technology projects may experience delays.

Reduce budget authority by $210,000 and make a variety of position changes as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. The position changes in this program include: abrogate 1.0 FTE Manager 2, Finance, Budget and Accounting position ;convert one part-time Strategic Advisor 1, General Government, position to full-time; and increase a part-time Research and Evaluation Assistant position from 0.5 FTE to 0.75 FTE. Portions of the positions displayed in this program were budgeted in other programs, and the associated financial impacts are displayed in the budget pages for those programs.

Abrogate 1.0 FTE Manager 1, Finance, Budget and Accounting position. This position was identified for reduction as part of the City's 2010 MidYear Review. There are no appropriation changes necessary, as the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

Increase budget authority by $55,000 in 2012 to fund costs of upgrading all SPU desktop and laptop computers to the Windows 7 operation system. The upgrade is necessary because extended support for the current WindowsXP operating system will end in 2014.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $101,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $61,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce 2012 budget authority by $200,000, consistent with the City Council's fall 2010 guidance to several departments to identify further reductions in management-related costs. SPU will bring forward specific strategies to generate these savings in the 2012 budget process.

Increase budget by $2.26 million to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.53 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	12,179,907	12,393,279	13,918,854	13,706,807
Full-time Equivalents Total*	62.50	62.50	59.75	59.75

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

Administration: General and Administrative Credit

Purpose Statement

The purpose of the Drainage and Wastewater Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Program Summary

Decrease general and administrative credit amounts by $365,000 reflecting the application of current inflators to SPU's general and administrative costs, and the appropriate distribution of these costs between the O&M and capital budgets based on the 2011-2012 rates and CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General and Administrative Credit	-8,686,881	-10,451,203	-10,816,551	-10,922,149

Combined Sewer Overflows Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Combined Sewer Overflow (CSO) Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan and construct large infrastructure systems, smaller retrofits, and green infrastructure for CSO control.

Summary

Decrease funding by $10.2 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Combined Sewer Overflows	0	24,171,960	17,806,875	25,769,534
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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

Control Structures Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Control Structures Budget Control Level, a Capital Improvement Program funded by wastewater revenues, is to design and construct facilities to control overflows from the combined sewer system.

Summary

This BCL was discontinued as part of a reorganization of the fund's capital expenditures approved in the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Control Structures	17,123,450	0	0	0

Customer Service Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

Summary

Reduce budget authority by $66,000, abrogate 1.0 FTE Utility Account Representative I position in the Joint Utility Call Center, and convert a 0.5 FTE part-time Utility Account Representative I position to full-time. The call center receives over 800,000 customer calls annually from Seattle City Light (SCL) and SPU customers. SPU budgets for the total costs of the call center and is reimbursed by SCL for its share. The approved reductions are anticipated to have few impacts on customer service, and are made possible by performance improvements resulting from the Customer Response Revitalization Project. The reductions respond to the City Council's Budget Guidance Statement 10-1-A-1 from fall 2009, which required SPU to reduce the call center O&M budget. A further 1.0 FTE Utility Account Representative I position is abrogated in 2012 from this program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $88,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $15,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $84,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $85,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Service	6,334,297	7,174,417	7,089,545	7,026,865
Full-time Equivalents Total*	59.00	59.00	58.50	57.50

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

Flooding, Sewer Back-up, and Landslides Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Flooding, Sewer Back-up, and Landslides Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan, design, and construct systems aimed at preventing or alleviating flooding and sewer backups in the city of Seattle, protecting public health, safety, and property. This program also protects SPU drainage and wastewater infrastructure from landslides, and makes drainage improvements where surface water generated from the City right-of-way contributes to landslides.

Summary

Increase funding by $16.6 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Flooding, Sewer Back-up, and Landslides	0	25,053,790	35,069,776	23,240,984
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

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

General Expense Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility General Expense Budget Control Level is to appropriate funds to pay the Drainage and Wastewater Utility's general expenses.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	29,806,595	34,920,603	37,274,252	39,863,112
Other General Expenses	126,304,879	124,983,729	141,157,439	141,232,653
Taxes	32,067,961	31,978,028	36,979,272	38,640,160
Total	**188,179,436**	**191,882,360**	**215,410,962**	**219,735,925**
Full-time Equivalents Total *	0.50	0.50	0.50	0.50

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

General Expense: Debt Service

Purpose Statement

The purpose of the Drainage and Wastewater Utility Debt Service Program is to provide appropriation for debt service on Drainage and Wastewater Utility bonds.

Program Summary

Increase budget authority by $2.35 million to reflect current estimates for 2011 debt service costs, based on payment schedules and the issue of debt planned to support the Drainage and Wastewater 2011-2016 Adopted CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	29,806,595	34,920,603	37,274,252	39,863,112

General Expense: Other General Expenses

Purpose Statement

The purpose of the Drainage and Wastewater Utility Other General Expenses Program is to appropriate funds for payment to King County Metro for sewage treatment, and the Drainage and Wastewater Fund's share of City central costs, claims, and other general expenses.

Program Summary

Increase budget authority by $11.9 million reflecting current estimates for the costs of the City's contract with King County for the treatment of sewage and wastewater. SPU administers the contract under which Seattle residents' and businesses' sewage and wastewater are piped to King County's regional treatment facilities, primarily at the West Point Wastewater Treatment Plant in Discovery Park. The contract amounts in the City's 2011 Adopted and 2012 Endorsed Budget include increases to King County rates that are passed through to Seattle customers. Legislation related to King County cost increases was acted upon by the City Council as part of the budget process in the fall of 2010.

Increase budget authority by $275,000 to cover the non-labor costs of an $851,000 grant awarded to SPU by the Puget Sound Watershed Management Assistance Program within the US. Environmental Protection Agency. The grant-supported project will establish a flow control plan for Piper's Creek watershed stormwater using hydrologic modeling and green stormwater infrastructure (GSI) techniques. A required City match of $450,000 is budgeted in the Venema Natural Drainage System project in the Drainage and Wastewater CIP.

Increase budget authority by $99,000 to restore funding to pay annual dues for 2011-2012 to Water Resource Inventory Area (WRIA) 9 Management Committee as part of an Interlocal Agreement (ILA) to implement the Chinook Salmon Habitat Plan for the WRIA 9 Green/Duwamish and Central Puget Sound Watershed for 2007-2015. Due to 2010 budget constraints, SPU did not pay the 2010 dues and instead negotiated a temporary agreement to provide equivalent in-kind staffing.

Increase budget by $3.85 million to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $16.17 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other General Expenses	126,304,879	124,983,729	141,157,439	141,232,653
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

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General Expense: Taxes

Purpose Statement

The purpose of the Drainage and Wastewater Utility Taxes Program is to provide appropriation for payment of city and state taxes.

Program Summary

Increase budget authority by $5.0 million to provide sufficient appropriation for payment of taxes, including City Drainage and City Wastewater Public Utility Business Taxes.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Taxes	32,067,961	31,978,028	36,979,272	38,640,160

Landslide Mitigation & Special Programs Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Landslide Mitigation & Special Programs Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenue, is to protect SPU drainage and wastewater infrastructure from landslides, provide drainage improvements where surface water generated from the city right-of-way is contributing to landslides, and manage stormwater policy and grants, interdepartmental coordination and programs, and citizen response activities..

Summary

This BCL was discontinued as part of a reorganization of the fund's capital expenditures approved in the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Landslide Mitigation & Special Programs	714,362	0	0	0

Low Impact Development Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Low Impact Development Budget Control Level, a Capital Improvement Program funded by drainage revenues, is to develop multiple functionality stormwater facilities for achieving the primary goals of flood protection, surface water quality improvement, and/or habitat enhancement.

Summary

This BCL was discontinued as part of a reorganization of the fund's capital expenditures approved in the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Low Impact Development	945,732	0	0	0

Other Operating Budget Control Level

Purpose Statement

The purpose of the Other Operating Budget Control Level is to fund the Drainage and Wastewater Utility's operating expenses for Engineering Services, Field Operations, Pre-Capital Planning & Development, and Utility Systems Management programs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	18,898,959	19,835,354	19,895,761	19,854,568
Pre-Capital Planning & Development	510,226	1,615,167	1,989,291	2,069,669
Project Delivery	7,786,480	9,522,624	9,348,989	9,407,616
Utility Systems Management	12,915,297	15,306,562	17,879,199	18,442,069
Total	**40,110,961**	**46,279,706**	**49,113,240**	**49,773,922**
Full-time Equivalents Total *	262.00	262.00	261.75	261.75

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

Other Operating: Field Operations

Purpose Statement

The purpose of the Drainage and Wastewater Utility Field Operations Program is to operate and maintain drainage and wastewater infrastructure that protects the public's health, and protects and improves the environment.

Program Summary

Reduce budget authority by $17,000 as a result of an SPU-wide vehicle review intended to make the department's fleet smaller, greener, and more efficient.

Increase budget authority by a one-time amount of $11,000 in 2011 to provide partial funding for SDOT to address a backlog of repaving work resulting from SPU street openings. During some maintenance and construction projects, SPU cuts into roadways to access underground infrastructure. SPU provides a temporary patch to the pavement upon project completion. SDOT performs the permanent repaving.

Reduce budget authority by $170,000 and reduce position authority by 0.75 FTE as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. The position changes in this program include: abrogate 1.0 FTE Manager 1, Utilities position; and, increase part-time Office/Maintenance Aide position from 0.5 FTE to 0.75 FTE. Portions of the positions displayed in this program were allocated to other programs, and the associated financial impacts are displayed in the budget pages for those programs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $139,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $23,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget authority by $150,000, reflecting savings to be identified from additional workplace efficiencies. In 2012, the reduction is $300,000.

Increase budget by $549,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $61,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	18,898,959	19,835,354	19,895,761	19,854,568
Full-time Equivalents Total*	106.00	106.00	105.25	105.25

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Other Operating: Pre-Capital Planning & Development

Purpose Statement

The purpose of the Drainage and Wastewater Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the drainage and wastewater system. This program will capture all costs associated with a project that need to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Program Summary

Increase budget by $374,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pre-Capital Planning & Development	510,226	1,615,167	1,989,291	2,069,669

Other Operating: Project Delivery

Purpose Statement

The purpose of the Drainage and Wastewater Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Drainage and Wastewater Utility's capital improvement projects and to the managers of drainage and wastewater facilities.

Program Summary

Reduce $143,000 in General Fund funding for engineering services in order to meet the reduction target for General Fund support provided to SPU. Fewer staff hours will be available to perform electronic archiving for newly completed engineering plans; to staff the counter at the Electronic Records Center, where residents and developers can review the official Public Works records for information about their property or the adjacent right-of-way; and to replace damaged and missing monuments and benchmarks in city streets that are used by surveyors. There are no FTE reductions associated with this action. Existing staff will be redeployed to address work funded by non-General Fund resources, to reduce impact on the General Fund.

Reduce budget authority by $215,000 and abrogate 1.0 FTE Strategic Advisor 2, Utilities position, and 1.0 FTE Civil Engineering Specialist, Supervisor position. These changes are the result an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. To minimize l service level impacts on customers and performance metrics, priority work will be redistributed to remaining employees.

Unfund 1.0 FTE Strategic Advisor 2, Utilities position dedicated to the Combined Sewer Overflow (CSO) program that is expected to grow in the future in response to regulatory changes. This position was identified for reduction as part of the City's 2010 MidYear Review. There are no appropriation changes necessary, as the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $44,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $17,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $246,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $173,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Project Delivery	7,786,480	9,522,624	9,348,989	9,407,616
Full-time Equivalents Total*	69.00	69.00	67.00	67.00

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

Other Operating: Utility Systems Management

Purpose Statement

The purpose of the Drainage and Wastewater Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

Program Summary

Reduce budget authority by $293,000 and abrogate a net 2.5 FTE as a result of an SPU-wide review of operations intended to deliver core services as efficiently as possible. The position changes include: abrogate 1.0 FTE Strategic Advisor 2, Utilities position, 1.0 FTE Environmental Analyst, Senior position, and 1.0 FTE Civil Engineering Specialist, Associate position; convert one part-time Administrative Specialist II-BU position to full-time; and reclassify a full-time Manager 2, General Government position to a Strategic Advisor 2, Utilities position. The staffing reductions will result in less analytical, planning and administrative support for the drainage and wastewater lines of business, and will require SPU to focus resources on highest priority core services.

Increase budget authority by $286,000 and create 2.0 FTE Civil Engineering Specialist, Associate positions to address fats, oils and greases in the wastewater system. The approved positions will provide education, outreach, and inspection of the 4,600 food service establishments in Seattle, consistent with the anticipated Compliance Order by Consent that is currently under negotiation between SPU and the federal Environmental Protection Agency. When discharged into sewage, fats, oils and greases can collect in pipes and cause sewer Backups. The anticipated outcome of this investment is to significantly reduce sewer backups and overflows in compliance with the Clean Water Act.

Increase budget authority by $228,000 to restore funding for two Source Control Inspector positions that were created in the 2009-2010 Adopted Budget and unfunded in the 2010 Adopted Budget. These positions are needed to comply with the NPDES stormwater permit. No new position authority is required.

Increase budget authority by $479,000, create 2.0 FTE Civil Engineer, Senior positions, and provide funding for program costs, to identify and implement projects that will reduce the impacts of urban flooding and sanitary sewer overflows on public safety, private property, and public infrastructure.

Increase budget authority by $710,000 in the operating budget and create 1.0 FTE Civil Engineer, Senior position to establish a street sweeping for water quality program. This program will address NPDES requirements by removing pollutants from curbed arterials that drain directly through the stormwater system to receiving bodies of water.

Increase budget authority by $75,000 to incorporate information about utility infrastructure capacity in City planning initiatives led by the Department of Planning and Development. SPU's infrastructure will be impacted by increasing population growth and housing density so adequate, cost-effective planning is a benefit to the utility as well.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $63,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $42,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $1.16 million to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.57 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Utility Systems Management	12,915,297	15,306,562	17,879,199	18,442,069
Full-time Equivalents Total*	87.00	87.00	89.50	89.50

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

Protection of Beneficial Uses Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Protection of Beneficial Uses Budget Control Level, a Capital Improvement Program funded by drainage revenues, is to make improvements to the city's drainage system to reduce the harmful effects of stormwater runoff on creeks and receiving waters by improving water quality and protecting or enhancing habitat.

Summary

Increase funding by $499,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Protection of Beneficial Uses	930,984	4,757,062	2,283,081	6,040,474
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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

Rehabilitation Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Rehabilitation Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to rehabilitate or replace existing drainage and wastewater assets in kind, to maintain the current functionality of the system.

Summary

Increase funding by $127,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Rehabilitation	0	6,484,079	6,471,519	10,526,291
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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

Sediments Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Sediments Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to restore and rehabilitate natural resources in or along Seattle's waterways.

Summary

Increase funding by $421,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Sediments	3,343,681	2,732,244	6,350,146	5,385,277
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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

Shared Cost Projects Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Shared Cost Projects Budget Control Level, a Drainage and Wastewater Capital Improvement Program, is to implement the Drainage and Wastewater Utility's share of capital improvement projects that receive funding from multiple SPU funds benefiting the Utility.

Summary

Decrease funding by $3.1 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Shared Cost Projects	7,983,492	16,205,574	11,804,290	16,660,024
Full-time Equivalents Total*	39.00	39.00	39.00	39.00

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

Stormwater & Flood Control Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Stormwater & Flood Control Budget Control Level, a Capital Improvement Program funded by drainage revenues, is to make improvements to the city's drainage system to alleviate and prevent flooding in Seattle, with a primary focus on the protection of public health, safety and property.

Summary

This BCL was discontinued as part of a reorganization of the fund's capital expenditures approved in the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Stormwater & Flood Control	10,014,977	0	0	0

Technology Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of recent technology advances to increase the Drainage and Wastewater Utility's efficiency and productivity.

Summary

Increase funding by $167,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technology	2,302,840	4,044,631	4,062,403	5,001,418
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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

Wastewater Conveyance Budget Control Level

Purpose Statement

The purpose of the Drainage and Wastewater Utility Wastewater Conveyance Budget Control Level, a Capital Improvement Program funded by wastewater revenues, is to improve the effectiveness of the City's wastewater system.

Summary

This BCL was discontinued as part of a reorganization of the fund's capital expenditures approved in the 2010 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Wastewater Conveyance	7,543,170	0	0	0

Solid Waste Utility

Administration Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women- and minority-owned firms, as authorized by Ordinance 120888.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	5,530,872	6,001,815	6,694,970	6,577,534
General and Administrative Credit	-1,311,053	-1,578,756	-1,531,564	-1,637,756
Total	**4,219,819**	**4,423,058**	**5,163,406**	**4,939,778**
Full-time Equivalents Total *	35.00	35.00	31.50	30.50

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

Administration: Administration

Purpose Statement

The purpose of the Solid Waste Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Reduce funding for citywide Geographic Information System (GIS) by $8,000. SPU manages the City's GIS on behalf of all City departments, using a combination of revenues from utility rates, General Fund support, and reimbursements from other departments. As a result of reductions in SPU's General Fund allocation for GIS displayed in other programs in the SPU budget, proportional reductions to non-General Fund sources of funding are also approved, including the reduction in this program. Training for citywide users and maintenance of various applications and data layers will be reduced, with some impacts to data quality and to efficiency.

Reduce budget authority by $50,000 and abrogate 1.0 FTE Personnel Specialist position as part of a Citywide initiative to generate efficiencies by streamlining the delivery of human resources services. This position had supported hiring and recruitment services, and the reduction is consistent with the retrenchment in hiring at SPU.

Reduce budget authority by $20,000 and convert one Research and Evaluation Assistant position from full-time to part-time, as part of a Citywide initiative to generate efficiencies by streamlining the delivery of information technology services.

Reduce budget authority by $79,000 and make a variety of position changes as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. The position changes in this program include: abrogate 1.0 FTE Strategic Advisor 2, Finance, Budget and Accounting position, and reclassify 1.0 FTE Manager 2, Utilities position to 1.0 FTE Economist, Principal, position. In addition, this item abrogates a 1.0 FTE Strategic Advisor 2, CSPI&P position, effective January 1, 2012.

Increase budget authority by $30,000 in 2012 to fund costs of upgrading all SPU desktop and laptop computers to the Windows 7 operation system. The upgrade is necessary because extended support for the current WindowsXP operating system will end in 2014.

Abrogate 1.0 FTE Strategic Advisor 2, Information Technology position. This position was identified for reduction as part of the City's 2010 MidYear Review. There are no appropriation changes necessary, as the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $44,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $26,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce 2012 budget authority by $150,000, consistent with the City Council's fall 2010 guidance to several departments to identify further reductions in management-related costs. SPU will bring forward specific strategies to generate these savings in the 2012 budget process.

Increase budget by $920,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $693,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	5,530,872	6,001,815	6,694,970	6,577,534
Full-time Equivalents Total*	35.00	35.00	31.50	30.50

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

Administration: General and Administrative Credit

Purpose Statement

The purpose of the Solid Waste Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Program Summary

Increase general and administrative credit amounts by $47,000 reflecting the application of current inflators to SPU's general and administrative costs, and the appropriate distribution of these costs between the O&M and capital budgets based on the adopted 2011-2012 rates and CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General and Administrative Credit	-1,311,053	-1,578,756	-1,531,564	-1,637,756

Customer Service Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

Summary

Reduce budget authority by $66,000 and abrogate 1.0 FTE Administrative Specialist I-BU position in the Joint Utility Call Center. The approved reductions are anticipated to have few impacts on customer service, and are made possible by performance improvements resulting from the Customer Response Revitalization Project. The reductions respond to the City Council's Budget Guidance Statement 10-1-A-1 from fall 2009, which required SPU to reduce the call center O&M budget. This item also abrogates a 1.0 FTE Utility Account Representative I position from this program, effective January 1, 2012.

Reduce budget authority by $4,000 as a result of an SPU-wide vehicle review intended to make the department's fleet smaller, greener, and more efficient.

Reduce budget authority by $267,000 and make a variety of position changes as a result of an SPU-wide review of operations intended to deliver core services as efficiently as possible. The position changes in this program include: abrogate 1.0 FTE Solid Waste Field Representative, Lead position, 1.0 FTE Solid Waste Field Representative I position, and 1.0 FTE Planning and Development Specialist II position, and convert a part-time Environmental Analyst, Senior, position to full-time to reflect actual workload. This item reduces the number of staff available to respond to customer complaints about the collection of the garbage, recycling, and compost. In order to minimize service level impacts, SPU will review work sector designations and assignments to help resolve workload issues.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $38,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $7,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $92,000, funded by an increase in solid waste tonnage taxes from $8.50 per ton to $8.69 per ton, to implement the following SPU-related recommendations from the 2010 City Auditor's report on City graffiti control:

- Create an 0.5 FTE Public Education Program Specialist position for community coalition building and outreach planning ($41,000);

- Fund Keep America Beautiful membership and provide ongoing information campaigns ($8,000);

- Add funding for expanded graffiti database efforts, with the intent that a part-time position (0.5 FTE) would be added in either SPU or the Seattle Police Department in 2011 to help build and maintain an expanded graffiti database ($43,000); and,

- Evaluate transfer of an SPU graffiti control position to the Seattle Department of Transportation (SDOT) for pay station graffiti control as directed in the City Council's Statement of Legislative Intent 8-2-A-1.

Decrease budget by $563,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $853,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Service	13,850,598	13,724,136	12,871,098	12,911,309
Full-time Equivalents Total*	91.00	91.00	88.00	87.00

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

General Expense Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility General Expense Budget Control Level is to provide appropriation to pay the Solid Waste Utility's general expenses.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	10,743,269	5,923,850	7,338,581	10,593,193
Other General Expenses	83,359,705	102,797,491	100,478,376	103,346,324
Taxes	20,320,538	18,970,770	18,123,440	18,692,662
Total	**114,423,512**	**127,692,111**	**125,940,398**	**132,632,180**

General Expense: Debt Service

Purpose Statement

The purpose of the Solid Waste Utility Debt Service Program is to appropriate funds for debt service on Solid Waste Utility bonds.

Program Summary

Increase budget authority by $1.41 million to reflect current estimates for 2011 debt service costs, based on payment schedules and the issue of debt planned to support the Solid Waste 2011-2016 Adopted CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	10,743,269	5,923,850	7,338,581	10,593,193

General Expense: Other General Expenses

Purpose Statement

The purpose of the Solid Waste Utility Other General Expenses Program is to provide appropriation for payments to contractors who collect the city's solid waste, the Solid Waste Fund's share of City central costs, claims, and other general expenses.

Program Summary

Reduce budget authority by $6.43 million to align costs for the City's solid waste contracts with current estimates. SPU manages the City's contracts with private providers who offer weekly collection of garbage, compost and organics, and recycling. The baseline budget overstated the contract costs, because the baseline assumed higher volumes of solid waste than are now forecast given the economic downturn.

Increase budget authority by $2.46 million in a technical correction reflecting revisions to the City's solid waste contracts that allow the City, rather than the contractors providing garbage and recycling collection, to own the recycling, garbage, and compost containers used by residents and businesses to collect their waste. The shift in ownership has financial advantages to rate payers, and has been factored into contract costs elsewhere in this document.

In 2012, increase budget authority by $75,000 for the City's payments to the Local Hazardous Waste Management Program (LHWMP). The LHWMP program is administered by King County in partnership with Seattle and 37 suburban cities. The program seeks to reduce production and limit residents' exposure to hazardous materials, and to provide safe management for hazardous waste including solvents, lead, and mercury. The program includes outreach and education for vulnerable and traditionally underserved communities.

Increase budget authority by $80,000 to restore funding for matching grants provided by SPU to community organizations and schools for waste reduction and recycling activities.

Increase budget by $1.58 million to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.32 million.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other General Expenses	83,359,705	102,797,491	100,478,376	103,346,324

General Expense: Taxes

Purpose Statement

The purpose of the Solid Waste Utility Taxes Program is to appropriate funds for payment of city and state taxes.

Program Summary

Reduce budget authority by $847,000 to correspond to latest projections for payment of taxes, including City Solid Waste Utility Business Taxes.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Taxes	20,320,538	18,970,770	18,123,440	18,692,662

New Facilities Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility New Facilities Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to design and construct new facilities to enhance solid waste operations.

Summary

Decrease funding by $9.86 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
New Facilities	3,612,157	24,886,900	25,710,121	35,411,056
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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

Other Operating Budget Control Level

Purpose Statement

The purpose of the Other Operating Budget Control Level is to fund the Solid Waste Utility's operating expenses for Engineering Services, Field Operations, Pre-Capital Planning & Development, and Utility Systems Management programs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	10,353,768	11,641,715	11,711,008	12,011,224
Pre-Capital Planning & Development	68,578	426,601	463,700	472,758
Project Delivery	488,287	386,157	463,424	445,168
Utility Systems Management	1,541,267	1,496,584	3,170,183	2,715,226
Total	**12,451,900**	**13,951,057**	**15,808,315**	**15,644,376**
Full-time Equivalents Total *	76.06	76.06	75.56	75.56

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

Other Operating: Field Operations

Purpose Statement

The purpose of the Solid Waste Utility Field Operations Program is to operate and maintain the City's solid waste transfer stations and hazardous materials disposal facilities, and to monitor and maintain the City's closed landfills so the public's health is protected and opportunities are provided for reuse and recycling.

Program Summary

Increase budget authority by $255,000 to provide additional funding for overtime at the north and south transfer stations to reflect actual overtime costs. SPU has implemented policies that have successfully reduced overtime at the transfer stations since 2008, including better management of sick leave and use of temporary labor during seasonal spikes in workload. However, overtime costs are still exceeding budgeted amounts. Once the South Transfer Station opens in 2012, SPU will re-evaluate staffing needs and determine the correct mix of overtime and additional hiring.

Reduce budget by $50,000 reflecting savings in overall overtime expenditures in this program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $60,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $10,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Decrease budget by $66,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $69,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	10,353,768	11,641,715	11,711,008	12,011,224
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

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

Other Operating: Pre-Capital Planning & Development

Purpose Statement

The purpose of the Solid Waste Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the solid waste system. This program will capture all costs associated with a project that needs to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Program Summary

Increase budget by $37,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on the adopted rates and CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pre-Capital Planning & Development	68,578	426,601	463,700	472,758

Other Operating: Project Delivery

Purpose Statement

The purpose of the Solid Waste Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Solid Waste Fund capital improvement projects, and to solid waste facility managers.

Program Summary

Reduce budget authority by $18,000 and abrogate 1.0 FTE Manager 3, Engineering and Plans Review position as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. While the FTE change from abrogating the Manager position is displayed fully in this program, portions of the position were allocated to other programs, and the associated financial impacts are displayed in the budgets for those programs. This action reduces resources to lead continuous improvements to SPU's CIP program management and project delivery. Because work will be redistributed across remaining employees, minimal service level impacts are anticipated.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $19,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $7,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $121,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on adopted rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $77,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Project Delivery	488,287	386,157	463,424	445,168
Full-time Equivalents Total*	1.00	1.00	0.00	0.00

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

Other Operating: Utility Systems Management

Purpose Statement

The purpose of the Solid Waste Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

Program Summary

Reduce budget authority by $18,000 and convert a part-time Planning and Development Specialist II to full-time as a result of an SPU-wide review of operations intended to deliver core services as efficiently as possible. The appropriation changes in this program also include the effects of position reductions displayed in other programs that in fact include a small amount of budget in this program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $27,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $18,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $295,000 in 2011 to implement a pilot program to assess whether every-other-week garbage collection may help advance City recycling goals, save money, and maintain customer satisfaction levels. With less frequent garbage pick-up, customers may be motivated to divert more organic waste (which has weekly pick-up) and recyclables from their garbage. The pilot program would be conducted in a few neighborhoods that reflect Seattle's diversity to provide data to help the City determine whether to move in this direction in 2013. The 2011 budget amount includes the pilot program's start up costs; the funding allocation to continue the pilot program in 2012 is $55,000.

Increase budget by $425,000 to create a single City-sponsored yellow pages opt-out registry that would allow residents to opt-out of receiving yellow pages phone books and help reduce the tons of paper that enter the City's solid waste stream. Many people now find businesses through the Internet and no longer want paper phone books, and the City has received feedback from residents that their efforts to contact phone book publishers and opt out of receiving the phone books have not, in the past, been successful. The budget also establishes a recovery fee to pay City costs for the opt-out registry and recycling of yellow pages books. The ongoing cost is $225,000.

Increase budget by $250,000 in 2011 and 2012 to cover start up costs associated with introducing universal food and yard waste collection subscription for multi-family dwellings starting in the fall of 2011, to help the City meet its solid waste diversion goals.

Increase budget by $767,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.67 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Utility Systems Management	1,541,267	1,496,584	3,170,183	2,715,226
Full-time Equivalents Total*	19.06	19.06	19.56	19.56

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

Rehabilitation and Heavy Equipment Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility Rehabilitation and Heavy Equipment Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to implement projects to repair and rehabilitate the City's solid waste transfer stations and improve management of the City's closed landfills and household hazardous waste sites.

Summary

Increase funding by $116,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Rehabilitation and Heavy Equipment	9,809,787	5,358,950	262,140	270,504

Shared Cost Projects Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility Shared Cost Projects Budget Control Level, a Solid Waste Capital Improvement Program, is to implement the Solid Waste Utility's share of capital improvement projects that receive funding from multiple SPU funds and will benefit the Solid Waste Fund.

Summary

Decrease funding by $93,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Shared Cost Projects	2,135,326	1,875,959	1,860,260	2,295,274

Technology Budget Control Level

Purpose Statement

The purpose of the Solid Waste Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Solid Waste Utility's efficiency and productivity.

Summary

Decrease funding by $258,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technology	1,742,897	1,745,411	1,415,282	2,138,175
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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

Water Utility

Administration Budget Control Level

Purpose Statement

The purpose of the Water Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women- and minority-owned firms, as authorized by Ordinance 120888.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	14,286,477	14,108,697	14,043,468	13,981,359
General and Administrative Credit	-9,479,308	-11,299,777	-9,906,163	-9,912,397
Total	**4,807,169**	**2,808,920**	**4,137,305**	**4,068,962**
Full-time Equivalents Total *	99.60	99.60	95.60	95.60

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

Administration: Administration

Purpose Statement

The purpose of the Water Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Reduce budget authority by $1,000 as a result of an SPU-wide vehicle review intended to make the department's fleet smaller, greener, and more efficient.

Reduce funding for citywide Geographic Information System (GIS) by $33,000. SPU manages the City's GIS on behalf of all City departments, using a combination of revenues from utility rates, General Fund support, and reimbursements from other departments. As a result of reductions in SPU's General Fund allocation for GIS displayed in other programs in the SPU budget, proportional reductions to non-General Fund sources of funding are also approved, including the reduction in this program. Training for citywide users and maintenance of various applications and data layers will be reduced, with some impacts to data quality and to efficiency.

Reduce budget authority by $148,000 and abrogate 1.0 FTE Management Systems Analyst, Senior position as part of a Citywide effort to generate efficiencies by streamlining the delivery of human resources services. This position had supported training and education, and the workload will be prioritized and reassigned to other staff.

Reduce budget authority by $71,000, and convert one Civil Engineering Specialist, Assistant I position and one Information Technology Systems Analyst position from full-time to part-time, as part of a Citywide initiative to generate efficiencies by streamlining the delivery of information technology services. Work will be prioritized among remaining employees to minimize impacts.

Reduce budget authority by $245,000, abrogate a 1.0 FTE Information Technology Professional A, Exempt position, and reclassify a 1.0 FTE Strategic Advisor 2, Finance, Budget, and Accounting position to an Economist, Senior position, as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. The appropriation changes in this program also include the effects of position reductions displayed in other programs that in fact include a small amount of budget in this program.

Abrogate 1.0 FTE Strategic Advisor 2, Finance, Budget and Accounting, reducing staffing for financial analysis and financial process improvements. The position was identified for reduction as part of the City's 2010 MidYear Review, and workload has been prioritized and assigned to remaining staff. There are no appropriation Changes necessary, as the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

Increase budget authority by $95,000 in 2012 to fund costs of upgrading all SPU desktop and laptop computers to the Windows 7 operation system. The upgrade is necessary because extended support for the current WindowsXP operating system will end in 2014.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $116,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $70,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce 2012 budget authority by $150,000, consistent with the City Council's fall 2010 guidance to several departments to identify further reductions in management-related costs. SPU will bring forward specific strategies to generate these savings in the 2012 budget process.

Increase budget by $618,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $65,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	14,286,477	14,108,697	14,043,468	13,981,359
Full-time Equivalents Total*	99.60	99.60	95.60	95.60

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

Administration: General and Administrative Credit

Purpose Statement

The purpose of the Water Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Program Summary

Increase general and administrative credit amounts by $1.39 million reflecting the application of current inflators to SPU's general and administrative costs, and the appropriate distribution of these costs between the O&M and capital budgets.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General and Administrative Credit	-9,479,308	-11,299,777	-9,906,163	-9,912,397

Customer Service Budget Control Level

Purpose Statement

The purpose of the Water Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

Summary

Reduce budget authority by $69,000 and abrogate 1.0 FTE Utility Account Representative I position in the Joint Utility Call Center. The approved reductions are anticipated to have few impacts on customer service, and are made possible by performance improvements resulting from the Customer Response Revitalization Project. The reductions respond to the City Council's Budget Guidance Statement 10-1-A-1 from fall 2009, which required SPU to reduce the call center O&M budget. A further 1.0 FTE Utility Account Representative I position is abrogated in 2012 from this program.

Reduce budget authority by $150,000, abrogate 1.0 FTE Utility Service Inspector position and 1.0 FTE Manager 2, Utilities position, and reclassify a 1.0 FTE Manager 2, General Government position to a Strategic Advisor 2, General Government position. These changes are the result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. Priority work in the Utility Services team will be reassigned. Portions of the positions displayed in this program were allocated to other programs, and the associated financial impacts are displayed in the budget pages for those programs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $102,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $18,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $252,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $86,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Customer Service	9,625,465	10,307,603	10,221,542	10,158,605
Full-time Equivalents Total*	88.00	88.00	85.00	84.00

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

Distribution Budget Control Level

Purpose Statement

The purpose of the Water Utility Distribution Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's water lines, pump stations, and other facilities.

Summary

Decrease funding by $785,000 compared to the 2011 budget in the 2010-2015 CIP. FTE values include position changes made outside of the budget process. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Distribution	19,760,493	22,380,000	20,491,716	20,819,443
Full-time Equivalents Total*	78.00	78.00	79.00	79.00

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

General Expense Budget Control Level

Purpose Statement

The purpose of the Water Utility General Expense Budget Control Level is to appropriate funds to pay the Water Utility's general expenses.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	164,293,371	71,616,012	80,319,400	86,113,751
Other General Expenses	35,565,181	23,869,268	22,141,567	23,292,383
Taxes	34,326,595	38,202,875	32,310,846	36,531,293
Total	**234,185,147**	**133,688,155**	**134,771,812**	**145,937,427**

General Expense: Debt Service

Purpose Statement

The purpose of the Water Utility Debt Service Program is to appropriate funds for debt service on Water Utility bonds.

Program Summary

Increase budget authority by $8.7 million to reflect current estimates for 2011 debt service costs, based on payment schedules and the issue of debt planned to support the Water 2011-2016 Adopted CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Service	164,293,371	71,616,012	80,319,400	86,113,751

General Expense: Other General Expenses

Purpose Statement

The purpose of the Water Utility Other General Expenses Program is to appropriate funds for the Water Fund's share of City central costs, claims, and other general expenses.

Program Summary

Decrease budget by $1.73 million to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other General Expenses	35,565,181	23,869,268	22,141,567	23,292,383

General Expense: Taxes

Purpose Statement

The purpose of the Water Utility Taxes Program is to appropriate funds for payment of City and state taxes.

Program Summary

Reduce budget authority by $5.89 million to align with current estimates of tax expenses in 2011. The reduction includes the effect, as of December 31, 2010, of eliminating the temporary tax rate increase and water rate surcharge enacted in February 2009 to respond to Lane vs. City of Seattle.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Taxes	34,326,595	38,202,875	32,310,846	36,531,293

Habitat Conservation Program Budget Control Level

Purpose Statement

The purpose of the Water Utility Habitat Conservation Budget Control Level, a Capital Improvement Program funded by water revenues, is to manage projects directly related to the Cedar River Watershed Habitat Conservation Plan.

Summary

Increase funding by $2.53 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on Project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Habitat Conservation Program	5,027,829	9,626,951	11,122,687	4,236,695
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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

Other Operating Budget Control Level

Purpose Statement

The purpose of the Other Operating Budget Control Level is to fund the Water Utility's operating expenses for Engineering Services, Field Operations, Pre-Capital Planning & Development, and Utility Systems Management programs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	21,683,133	22,806,690	23,038,803	22,686,543
Pre-Capital Planning & Development	1,233,643	2,563,064	2,276,203	2,160,390
Project Delivery	4,355,383	5,346,835	5,522,707	5,514,851
Utility Systems Management	15,512,308	16,745,203	16,230,741	16,332,095
Total	**42,784,467**	**47,461,792**	**47,068,454**	**46,693,879**
Full-time Equivalents Total *	291.59	291.59	279.59	277.59

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

Other Operating: Field Operations

Purpose Statement

The purpose of the Water Utility Field Operations Program is to operate and maintain the infrastructure that provides the public with an adequate, reliable, and safe supply of high-quality drinking water.

Program Summary

Reduce budget authority by $38,000 as a result of an SPU-wide vehicle review intended to make the department's fleet smaller, greener, and more efficient.

Increase budget authority by a one-time amount of $426,000 in 2011 to provide partial funding for SDOT to address a backlog of repaving work resulting from SPU street openings. During some maintenance and construction projects, SPU cuts into roadways to access underground infrastructure. SPU provides a temporary patch to the pavement upon project completion. SDOT performs the permanent repaving.

Reduce budget authority by $144,000 and abrogate 2.0 FTE as a result of an SPU-wide review of operations intended to deliver core services as efficiently as possible. The abrogations include 1.0 FTE Strategic Advisor 1, Utilities position and 1.0 FTE Capital Projects Coordinator position. Portions of the positions displayed in this program were allocated to other programs, and the associated financial impacts are displayed in the budget pages for those programs. This action also unfunds 1.0 FTE Heavy Truck Driver position in response to the decline in new taps work and transportation-related capital projects associated with the continued economic downturn. A proposal to restore the position's funding is expected after the economy has recovered and workload again justifies the headcount. Finally, this action abrogates a 1.0 FTE Water Pipe CC-WDM II position effective January 1, 2012.

Continue the unfunding of 3.0 FTE Water Pipe Worker positions and 1.0 FTE Water Pipe Worker, Senior position reflecting the current slowdown in the construction markets, including the installation of new water taps. These positions were identified for unfunding as part of the City's 2010 MidYear Review. The positions are not approved for abrogation, because they will be needed when construction activity returns to more normal levels. There are no appropriation changes necessary since the positions were already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $161,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $27,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Reduce budget by $75,000 in 2011 and $150,000 in 2012 reflecting savings from workforce efficiencies.

Increase budget by $251,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $232,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Field Operations	21,683,133	22,806,690	23,038,803	22,686,543
Full-time Equivalents Total*	131.00	131.00	129.00	127.00

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

Other Operating: Pre-Capital Planning & Development

Purpose Statement

The purpose of the Water Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the water system. This program will capture all costs associated with a project that need to be expensed during the life-cycle of the project, including any post-construction monitoring and landscape maintenance.

Program Summary

Reduce budget by $287,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP .

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pre-Capital Planning & Development	1,233,643	2,563,064	2,276,203	2,160,390

Other Operating: Project Delivery

Purpose Statement

The purpose of the Water Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Water Utility's capital improvement projects and to the managers of water facilities.

Program Summary

Reduce budget authority by $140,000 and abrogate 1.0 FTE Manager 3, Exempt position as a result of an SPU-wide review of operations intended to reduce spans of control and deliver core services as efficiently as possible. This position led environmental permitting and SEPA policy work, which will be reallocated to existing staff.

Abrogate 1.0 FTE Manager 3, Engineering and Plans Review position, reducing staffing for the oversight and implementation of capital projects in the Project Delivery Branch. The position was identified for reduction as part of the City's 2010 MidYear Review, and workload has been prioritized and assigned to remaining staff. There are no appropriation changes necessary, as the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $51,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $20,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $386,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP , for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $175,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Project Delivery	4,355,383	5,346,835	5,522,707	5,514,851
Full-time Equivalents Total*	26.50	26.50	24.50	24.50

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

Other Operating: Utility Systems Management

Purpose Statement

The purpose of the Water Utility's Utility Systems Management Program is to assure that each SPU utility system and associated assets are properly planned, developed, operated and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

Program Summary

Reduce budget authority by $27,000 as a result of an SPU-wide vehicle review intended to make the department's fleet smaller, greener, and more efficient.

Increase budget authority by $25,000 to provide data about utility infrastructure capacity to City planning efforts as part of a sustainable approach to capital planning and community development.

Reduce budget authority by $650,000 and abrogate 8.0 FTE as the result of an SPU-wide review of operations intended to deliver core services as efficiently as possible. Several of these positions supported work on the Habitat Conservation Plan (HCP). The abrogations include: 1.0 FTE Administrative Specialist III-BU position; 1.0 FTE Watershed Inspector position; 1.0 FTE Construction and Maintenance Equipment Operator, Senior position; 1.0 FTE Water Quality Engineer, Senior position; 1.0 FTE Civil Engineer, Assistant II, position; 2.0 FTE Environmental Analyst, Senior positions; and 1.0 FTE Civil Engineer, Associate position. SPU will carefully prioritize habitat conservation plan activities to ensure compliance with regulatory agreements. Over the longer-term, HCP activity is expected to decline as more of the work plan reaches completion. However, a reduction in staffing at the Cedar River Watershed may impact public services at the Education Center. In addition, this adjustment reduces analytical, planning, and administrative support for the Water line of business.

Abrogate 1.0 FTE Manager 3, Utilities position. The position was identified for reduction as part of the City's 2010 MidYear Review, and workload has been prioritized and assigned to remaining staff. There are no appropriation changes necessary since the position was already unfunded in vacancy assumptions included in the 2010 Adopted Budget and 2011-2012 baseline.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $72,000 in savings.

In keeping with the Mayor's policy to achieve salary savings during the recession, $48,000 is saved in this program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget by $258,000 to reflect citywide adjustments to labor and other operating costs, and to update the distribution of allocated costs across programs and funds based on current law rates and the adopted CIP, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $514,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Utility Systems Management	15,512,308	16,745,203	16,230,741	16,332,095
Full-time Equivalents Total*	134.09	134.09	126.09	126.09

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

Shared Cost Projects Budget Control Level

Purpose Statement

The purpose of the Water Utility Shared Cost Projects Budget Control Level, which is a Water Capital Improvement Program, is to implement the Water Utility's share of capital improvement projects that receive funding from multiple SPU funds.

Summary

Decrease funding by $5.7 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Shared Cost Projects	16,357,280	19,648,846	15,047,995	18,481,989
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

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

Technology Budget Control Level

Purpose Statement

The purpose of the Water Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Water Utility's efficiency and productivity.

Summary

Increase funding by $91,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technology	3,039,586	4,633,861	4,770,105	6,067,119
Full-time Equivalents Total*	22.00	22.00	22.00	22.00

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

Transmission Budget Control Level

Purpose Statement

The purpose of the Water Utility Transmission Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's large transmission pipelines that bring untreated water to the treatment facilities, and convey water from the treatment facilities to Seattle and its suburban wholesale customers' distribution systems.

Summary

Decrease funding by $1.57 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Transmission	2,505,124	3,173,000	1,688,100	3,024,443
Full-time Equivalents Total*	5.00	5.00	5.00	5.00

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

Water Quality & Treatment Budget Control Level

Purpose Statement

The purpose of the Water Utility Water Quality & Treatment Budget Control Level, a Capital Improvement Program funded by water revenues, is to design, construct, and repair water treatment facilities and remaining open-water reservoirs.

Summary

Decrease funding by $2.57 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Water Quality & Treatment	26,045,436	21,657,059	18,329,399	8,115,120
Full-time Equivalents Total*	14.00	14.00	14.00	14.00

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

Water Resources Budget Control Level

Purpose Statement

The purpose of the Water Utility Water Resources Budget Control Level, a Capital Improvement Program funded by water revenues, is to manage untreated water to meet anticipated demands at our supply-reliability standard and instream flow requirement, and promote residential and commercial water conservation.

Summary

Increase funding by $585,000 compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Water Resources	7,853,605	15,793,000	6,516,169	4,769,325
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

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

Watershed Stewardship Budget Control Level

Purpose Statement

The purpose of the Water Utility Watershed Stewardship Budget Control Level, a Capital Improvement Program funded by water revenues, is to implement projects associated with the natural land, forestry, and fishery resources within the Tolt, Cedar, and Lake Youngs watersheds.

Summary

Decrease funding by $1.07 million compared to the 2011 budget in the 2010-2015 CIP. For more detail on project level changes, see the 2011-2016 Adopted CIP document.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Watershed Stewardship	3,798,705	1,634,978	1,141,554	896,831
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

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

2011 - 2012 Estimated Revenues for the Drainage and Wastewater Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
408000	Capital Grants and Contributions (excluding donated assets)	4,775,179	5,579,898	3,173,250	4,923,250	3,073,250
437010	Call Center Reimbursement from SCL	1,605,083	1,771,877	1,771,877	1,676,405	1,688,806
443210	GIS CGDB Corporate Support (N2408 and N2418)	788,093	788,093	788,093	1,148,267	1,171,233
443510	Wastewater Utility Services	185,549,160	184,057,294	184,952,480	210,512,050	215,608,814
443610	Drainage Utility Services	58,135,990	59,228,823	59,027,560	67,129,364	74,763,545
443691	Side Sewer Permit Fees	862,089	1,160,425	862,089	862,089	862,089
443694	Drainage Permit Fees	196,505	414,521	196,505	196,505	196,505
469990	Other Operating Revenues	151,896	97,325	156,453	159,582	162,774
469990	Transfer from Construction Fund	38,177,017	59,092,577	55,846,983	57,418,859	63,425,475
479010	Operating Grants	300,076	309,611	300,076	300,076	300,076
485400	Other Non Operating Revenue	242,217	0	0	0	0
543210	GF - Various GIS & Eng Svcs (N4303 & N2418)	661,521	1,088,947	1,088,947	881,305	904,665
543210	GIS Maps & Publications (N2409 and 2419)	157,619	157,619	157,619	157,619	157,619
543210	Parks & Other City Depts. (N4405)	1,126,276	1,126,276	1,126,276	502,112	511,053
543210	SCL Fund (N4403)	235,403	235,404	235,403	337,525	339,176
543210	SDOT Fund (N4404)	3,692,608	3,692,608	3,692,608	1,630,363	1,670,771
705000	General Subfund -- Transfer In -- Restore Our Waters	103,481	106,761	106,761	183,896	187,574
705000	GF Reimbursement of Abandoned Vehicles	51,769	51,383	51,383	52,411	53,459
705000	Technical Adjustments	0	0	0	960,000	991,400
Total Revenues		**296,811,982**	**318,959,442**	**313,534,364**	**349,031,678**	**366,068,285**
379100	Decrease (Increase) in Working Capital	(7,791,573)	11,768,458	18,738,247	9,532,463	5,877,087
Total Resources		**289,020,409**	**330,727,900**	**332,272,611**	**358,564,141**	**371,945,372**

2011 - 2012 Estimated Revenues for the Solid Waste Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
408000	Other Nonoperating Revenue	1,294,888	0	0	0	0
416457	Transfer Fee	0	1,806,842	0	0	0
416458	Transfer Fee - Out City	77,520	0	0	0	0
437010	Operating Fees, Contributions and grants	981,660	400,000	500,000	382,573	0
443710	Commercial Services	43,876,849	53,391,629	46,599,265	48,848,341	48,610,322
443710	Residential Services	71,638,048	85,375,465	86,850,195	92,365,820	98,242,623
443741	Recycling and Disposal Station Charges	11,554,963	11,989,267	12,662,528	12,752,087	12,827,084
443745	Comm'l Disposal (Longhaul) Charges	388,000	628,511	443,126	476,360	476,360
466990	Recovery Fees/Yellow Pages	0	0	0	765,000	574,000
469990	Other Operating Revenue	155,229	301,488	0	0	0
481200	Transfers from Construction Fund	14,600,168	32,400,000	18,208,140	23,505,342	32,384,827
485400	Gain (Loss) on sale of capital assets	(392,905)	0	0	0	0
516456	Landfill Closure Fee	4,133,286	0	0	0	0
516457	Transfer Fee - In City	3,817,263	3,425,448	3,979,236	4,042,780	4,017,254
705000	Call Center Reimbursement from SCL	1,159,702	1,771,877	1,159,702	1,676,405	1,688,806
705000	GSF - Transfer In - Aband'd Vehicle Calls	51,769	51,383	51,383	52,411	53,459
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	2,418,262	2,418,261	2,418,262	2,418,262	2,418,262
Total Revenues		**155,754,702**	**193,960,171**	**172,871,836**	**187,285,382**	**201,292,997**
379100	Decrease (Increase) in Working Capital	6,491,295	(302,588)	20,816,102	1,745,638	4,949,655
Total Resources		**162,245,997**	**193,657,583**	**193,687,938**	**189,031,020**	**206,242,652**

2011 - 2012 Estimated Revenues for the Water Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
408000	GF Lane Related Payments	10,246,113	0	0	0	0
408000	Other Non-Operating Revenue	3,719,589	0	240,297	243,300	246,342
408000	Reimbursement for NS activities	734,409	0	177,880	180,104	182,355
437010	Operating Grants	2,001,339	0	0	0	0
443410	Retail Water Sales	130,272,378	139,498,906	141,399,625	141,204,240	157,282,204
443420	Water Service for Fire Protection	5,670,083	5,895,700	5,895,700	6,658,755	7,390,816
443420	Wholesale Water Sales	48,280,764	47,500,000	47,124,914	47,200,000	47,672,000
443450	Facilities Charges	173,259	200,000	173,259	173,259	346,518
443450	Tap Fees	5,263,816	7,000,000	4,000,000	4,000,000	4,050,000
461110	Build America Bond Interest Income	0	0	1,126,982	2,135,334	2,135,334
462500	Rentals--Non-City	429,576	381,913	381,913	391,461	401,247
469990	Other Operating Revenues	1,709,287	2,652,706	1,850,913	1,897,186	1,944,615
479010	Capital Grants and Contributions	3,154,167	3,349,911	3,124,813	3,142,832	3,143,548
481200	Public Works Loan Proceeds	3,000,000	9,000,000	9,000,000	0	0
481200	Transfers from Construction Fund	67,705,678	87,381,012	62,344,318	57,759,482	45,612,930
481200	Withdrawal from Redemption Fund	93,000,000	0	0	0	0
485400	Proceeds on sale of capital assets	4,726,259	0	0	0	0
543970	Inventory Purchased by SDOT	732,191	393,984	720,740	740,540	755,351
587000	Op Transfer In - Rev Stab Subfnd - BPA Acct	1,099,162	800,000	680,000	80,761	0
587000	Op Transfer In - Rev Stab Subfund	0	1,500,000	3,000,000	1,433,700	0
705000	Call Center Reimbursement from SCL	1,726,044	1,825,570	1,825,570	1,727,205	1,739,981
705000	GF Reimb Abandoned Vehicles	48,893	52,940	52,940	53,999	55,079
Total Revenues		**383,693,006**	**307,432,642**	**283,119,863**	**269,022,157**	**272,958,321**
379100	Decrease (Increase) in Working Capital	(7,902,700)	(14,618,476)	14,130,655	6,284,681	311,517
Total Resources		**375,790,306**	**292,814,166**	**297,250,518**	**275,306,838**	**273,269,838**

Drainage and Wastewater Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Operating Cash at End of Previous Year	**20,760,152**	**9,300,000**	**23,524,844**	**12,600,733**	**10,420,796**
Plus: Actual and Estimated Revenue	296,811,982	318,959,442	313,534,364	349,031,678	366,068,285
Less: Actual and Budgeted Expenditures	289,020,409	330,727,900	332,272,112	358,564,141	371,945,372
Less: CIP Accomp. Assumptions	0	0	(8,472,271)	(8,384,809)	(9,262,400)
Plus: Accounting and Technical Adjustments	(5,026,881)	12,347,984	(658,634)	(1,032,283)	(3,501,609)
Ending Operating Cash Balance	**23,524,844**	**9,879,526**	**12,600,733**	**10,420,796**	**10,304,500**

Solid Waste Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Operating Cash at End of Previous Year	**14,033,102**	**7,438,133**	**3,872,212**	**6,954,984**	**11,261,906**
Plus: Actual and Estimated Revenue	155,754,702	193,960,171	172,871,836	187,285,382	201,292,997
Less: Actual and Budgeted Expenditures	162,245,997	193,657,583	193,687,940	189,031,020	206,242,652
Less: CIP Accomp. Assumptions	0	0	(12,808,621)	(2,924,780)	(4,011,501)
Plus: Accounting and Technical Adjustments	(3,669,595)	(1,014,409)	11,090,255	3,127,780	3,439,676
Ending Operating Cash Balance	**3,872,212**	**6,726,312**	**6,954,984**	**11,261,906**	**13,763,428**

Water Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Operating Cash at End of Previous Year	**7,211,244**	**15,000,000**	**8,193,588**	**7,080,178**	**7,036,100**
Plus: Actual and Estimated Revenue	383,693,006	307,432,642	283,097,327	269,022,157	272,958,321
Less: Actual and Budgeted Expenditures	375,790,306	292,814,166	297,250,519	275,306,838	273,269,838
Less: CIP Accomp. Assumptions	0	0	(17,144,471)	(7,910,772)	(6,641,097)
Plus: Accounting and Technical Adjustments	(6,920,356)	(24,299,704)	(4,104,689)	(1,670,170)	(5,988,528)
Ending Operating Cash Balance	**8,193,588**	**5,318,772**	**7,080,178**	**7,036,100**	**7,377,152**

ADMINISTRATION

Cable Television Franchise Subfund

Department Description

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a new franchise fee as compensation for cable television providers locating in the public right-of-way. A new franchise with Comcast was approved in 2006, and a renewed franchise for Broadstripe (formerly Millennium Digital Media) was approved in 2007. The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements; support of the Seattle Channel, including both operations and capital equipment; programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation; and use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

Policy and Program Changes

DoIT examined ways in which to relieve the financial stress on the General Fund by identifying opportunities for Cable Television Franchise Subfund dollars to be used to support technology access programs currently funded by the General Fund. As a result, the City will transfer $538,000 of Cable Franchise dollars to fund a portion of the General Fund costs for email, which is a key avenue for citizens to access City government. More than three quarters of all Citywide email usage is attributable to external/public communication.

Funding in the amount of $41,875 in 2011 and $42,806 in 2012 from fund balance in the Cable Television Franchise Subfund (Cable Subfund) will be used to restore a 0.5 FTE Volunteer Programs Coordinator in the Human Services Department to coordinate a senior peer computer training project.

Additionally, the cable franchise fee rate has been increased from 4.2% to 4.4%, adding $320,000 per year to cable revenues.

For further details regarding the use of Cable Television Franchise Subfund, please refer to the Department of Information Technology budget.

City Council Provisos

The City Council has adopted the following budget proviso: Of the appropriation in the 2011 budget for the Department of Information Technology's Office of Electronic Communications BCL, $41,875 is appropriated (and of the amount endorsed for 2012, $42,806 is expected to be appropriated) solely for a Volunteer Programs Coordinator in the Human Services Department to coordinate a senior peer computer training project and may be spent for no other purpose.

Although not a proviso, Council has also requested that DoIT consult with CTTAB about how best to spend the remaining revenue from the increased cable franchise fee. Candidates for this funding, which totals $182,000, include the Technology Matching Fund grant program, and services to be provided by the public access television operator. The Council requests that in the first quarter of 2011, DoIT report back and submit proposed legislation that would appropriate the $182,000.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cable Fee Support to Information Technology Fund Budget Control Level					
Cable Communications		1,346,745	1,170,894	629,221	654,262
Community Technology		1,139,160	1,402,183	1,200,253	1,234,204
Finance and Administration		139,311	285,642	290,198	310,173
Seattle Channel/Democracy Portal		3,361,371	2,899,033	2,755,454	2,738,135
Technology Infrastructure		423,323	956,073	1,426,432	1,446,555
Technology Leadership		150,689	306,262	276,054	294,145
Web Site Support		954,759	775,228	783,615	802,773
Cable Fee Support to Information Technology Fund Budget Control Level	**D160B**	**7,515,358**	**7,795,316**	**7,361,228**	**7,480,248**
Cable Fee Support to Library Fund Budget Control Level	**D160C**	**150,000**	**190,000**	**190,000**	**190,000**
Department Total		**7,665,358**	**7,985,316**	**7,551,228**	**7,670,248**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	7,665,358	7,985,316	7,551,228	7,670,248
Department Total	**7,665,358**	**7,985,316**	**7,551,228**	**7,670,248**

Cable Fee Support to Information Technology Fund Budget Control Level

Purpose Statement

The purpose of the Cable Fee Support to Information Technology Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Department of Information Technology's Information Technology Fund. These resources are used by the Department for a variety of programs consistent with Resolution 30379.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cable Communications	1,346,745	1,170,894	629,221	654,262
Community Technology	1,139,160	1,402,183	1,200,253	1,234,204
Finance and Administration	139,311	285,642	290,198	310,173
Seattle Channel/Democracy Portal	3,361,371	2,899,033	2,755,454	2,738,135
Technology Infrastructure	423,323	956,073	1,426,432	1,446,555
Technology Leadership	150,689	306,262	276,054	294,145
Web Site Support	954,759	775,228	783,615	802,773
Total	**7,515,358**	**7,795,316**	**7,361,228**	**7,480,248**

Cable Fee Support to Library Fund Budget Control Level

Purpose Statement

The purpose of the Cable Fee Support to Library Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Seattle Public Library's Operating Fund. The Library uses these resources to pay for and maintain computers available to the public.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citizen Literacy/Access	150,000	190,000	190,000	190,000

2011 - 2012 Estimated Revenues for the Cable Television Franchise Subfund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
421911	Franchise Fee Revenues	6,600,891	7,054,951	6,600,891	6,986,901	7,053,570
461110	Arts Programming Account Investment Earnings	44,487	43,027	29,861	29,002	22,072
461110	Investment Earnings	36,394	68,166	32,244	31,656	29,153
Total Revenues		**6,681,772**	**7,166,144**	**6,662,996**	**7,047,559**	**7,104,795**
379100	Use of (Contribution to) Fund Balance	983,585	819,171	1,280,636	503,670	565,453
Total Resources		**7,665,357**	**7,985,315**	**7,943,632**	**7,551,229**	**7,670,248**

Cable Television Franchise Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**7,020,472**	**6,187,153**	**6,060,190**	**4,779,553**	**4,275,883**
Accounting and Technical Adjustments	23,305	0	0	0	0
Plus: Actual and Estimated Revenue	6,681,772	7,166,144	6,662,996	7,047,559	7,104,795
Less: Actual and Budgeted Expenditures	7,665,358	7,985,316	7,943,633	7,551,228	7,670,248
Ending Fund Balance	**6,060,190**	**5,367,981**	**4,779,553**	**4,275,883**	**3,710,430**
Designation for Cable Programs	3,680,068	3,019,392	2,987,489	2,318,401	1,621,623
Reserves Against Fund Balance	1,969,804	2,301,335	1,791,545	1,732,684	1,750,537
Total Reserves	**5,649,872**	**5,320,727**	**4,779,034**	**4,051,085**	**3,372,160**
Ending Unreserved Fund Balance	**410,318**	**47,254**	**519**	**224,798**	**338,270**

Office of City Auditor

David G. Jones, City Auditor

Contact Information

Department Information Line: (206) 233-3801
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/audit/

Department Description

The City Auditor is Seattle's independent auditor established by the City Charter. The City Auditor is appointed by a majority of the City Council to a four-year term of office.

The Office of City Auditor assists the City in achieving honest, efficient management, and full accountability throughout City government. It serves the public interest by providing the Mayor, the City Council, and City managers with accurate information, unbiased analyses, and objective recommendations on how best to use public resources in support of Seattle's citizens.

The Office of City Auditor conducts audits of City programs, agencies, grantees, and contracts. Most of the Office's audits are performed in response to specific concerns or requests from City Councilmembers or the Mayor. If resources are available, the City Auditor responds to specific requests from City department directors. The City Auditor also independently initiates audits to fulfill the Office's mission.

Through its work, the Office of City Auditor answers the following types of questions:

- Are City programs being carried out in compliance with applicable laws and regulations, and is accurate data furnished to the City Council and Mayor on these programs?
- Do opportunities exist to eliminate inefficient use of public funds and waste?
- Are funds being spent legally and is accounting for them accurate?
- Are programs achieving desired results?
- Are there better ways to achieve program objectives at lower costs?
- Are there ways to improve the quality of service without increasing costs?
- What emerging or key issues should the City Council and Mayor consider?

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. As a result of the budget shortfall, the Department focused its reductions around administrative cuts.

The Office of the City Auditor will reduce its consulting/professional services budget to achieve budget savings. Additionally, the personnel services budget will be reduced creating sustainable salary savings.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of City Auditor Budget Control Level	**VG000**	**1,002,645**	**1,167,987**	**1,071,896**	**1,098,022**
Department Total		**1,002,645**	**1,167,987**	**1,071,896**	**1,098,022**
Department Full-time Equivalents Total*		**8.00**	**8.00**	**8.00**	**8.00**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	1,002,645	1,167,987	1,071,896	1,098,022
Department Total	**1,002,645**	**1,167,987**	**1,071,896**	**1,098,022**

Office of City Auditor Budget Control Level

Purpose Statement

The purpose of the Office of City Auditor is to provide unbiased analyses, accurate information, and objective recommendations to assist the City in using public resources equitably, efficiently, and effectively in delivering services to Seattle residents.

Summary

Reduce budget by $60,000 for personnel services expenditures. This reduction is intended for 2011 and 2012 only.

Reduce budget by $40,000 for consultant services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Increase budget by $18,000 for departmental technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $96,000

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of City Auditor	1,002,645	1,167,987	1,071,896	1,098,022
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

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

City Budget Office

Beth Goldberg, Director

Contact Information

Department Information Line: (206) 615-1962
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/budgetoffice/

Department Description

The City Budget Office (CBO) is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. CBO provides strategic analysis relating to the use of revenues, debt, long-term issues, and special events. The department also provides technical assistance, training, and support to City departments in performing financial functions.

CBO was created as a department in July 2010, as part of the Mayor's re-structuring of several departments, including the former Department of Finance (DOF). This reorganization, which also created the Department of Finance and Administrative Services, was done to enhance the centralized oversight and monitoring of City finances. Data shown for 2009 Actuals and 2010 Adopted reflect values for DOF. The 2011-2012 values represent the new CBO.

Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In identifying reductions, CBO focused on savings that would have the least impact on the Office's ability to fulfill its core functions.

The majority of the reductions in CBO relate to salary and position changes. First, the 2011 Adopted Budget and 2012 Endorsed Budget abrogates a vacant Strategic Advisor 2 position and eliminates the corresponding funding. The workload of this position is redistributed and absorbed by other CBO staff. Other position-related reductions include projected one-time salary savings, a seven-day furlough, and removal of market rate salary adjustments for most CBO employees.

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for administrative expenses. As a result of this evaluation, CBO is reducing these costs by $30,000. This reduction reflects decreases in professional services and miscellaneous office expenses.

Finally, the 2011 Adopted Budget and 2012 Endorsed Budget incorporates changes related to the 2010 reorganization of Executive Office budget and finance functions, as approved by the City Council in Ordinance 123361. This restructuring, which has a net-zero cost impact to the City, includes a budget reduction of nearly $1 million in CBO and the transfer of 6.5 FTE positions to the Department of Finance and Administrative Services.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Budget Office Budget Control Level	**CZ000**	**4,867,045**	**5,109,720**	**4,011,539**	**4,131,913**
Department Total		**4,867,045**	**5,109,720**	**4,011,539**	**4,131,913**
Department Full-time Equivalents Total*		**36.00**	**36.00**	**28.50**	**28.50**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	4,867,045	5,109,720	4,011,539	4,131,913
Department Total	**4,867,045**	**5,109,720**	**4,011,539**	**4,131,913**

City Budget Office Budget Control Level

Purpose Statement

The purpose of the City Budget Office Budget Control Level is to develop and monitor the budget, carry out budget-related functions, and oversee fiscal policy and financial planning activities.

Summary

Decrease budget by $973,000 and transfer out 6.5 FTE to the new Department of Finance and Administrative Services (FAS) as part of the Mayor's restructuring of the City's finance and budget functions. The 6.5 positions are: 4.0 FTE Strategic Advisor 2, Exempt; 1.0 FTE Executive 2; 1.0 FTE Investments/Debt Director; and 0.5 FTE Strategic Advisor 2, Customer Service, Public Information & Promotion. This restructure was approved by the City Council in Ordinance 123361 and has a net-zero cost impact to the City.

Decrease budget by $144,000 in one-time projected salary savings for 2011.

Decrease budget by $126,000 to reflect the seven-day furlough and removal of a market adjustment for most employees of CBO.

Decrease budget by $117,000 and abrogate 1.0 FTE Strategic Advisor 2 position. The elimination of this position diminishes the Office's capacity to provide financial analysis and management of capital projects. This cut will be partially mitigated by a position working on capital issues in the Department of Planning and Development.

Reduce budget by approximately $30,000 to reflect reductions in expenditures for administrative efficiencies including professional services and miscellaneous office expenses.

Citywide adjustments to labor and other operating costs increase the budget by $293,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.1 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Budget Office	4,867,045	5,109,720	4,011,539	4,131,913
Full-time Equivalents Total*	36.00	36.00	28.50	28.50

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

Seattle Office for Civil Rights

Julie Nelson, Director

Contact Information

Department Information Line: (206) 684-4500
City of Seattle General Information: (206) 684-2489 TTY: (206) 684-4503
On the Web at: http://www.seattle.gov/civilrights/

Department Description

The Seattle Office for Civil Rights (SOCR) works to ensure that everyone in Seattle has equal access to housing, employment, public accommodations, contracting, and lending. SOCR investigates and enforces City, state, and federal anti-discrimination laws, and provides public policy recommendations to the Mayor, the City Council, and other City departments. The Office develops and implements policies and programs promoting justice, fairness, and equity. It also administers the Title VI program of the 1964 Civil Rights Act and Title II of the Americans with Disabilities Act, which relates to physical access to governmental facilities, projects, and programs.

Since 2004, the Office has led the City's Race and Social Justice Initiative (RSJI). The Initiative envisions a city where racial disparities have been eliminated and racial equity achieved. RSJI's mission is to end institutionalized racism in City government and to promote multiculturalism and full participation by all city residents. The goals are to 1) end racial disparities internal to the City; 2) strengthen the way the City engages the community and provides services; and 3) eliminate race-based disparities in our communities.

SOCR also develops anti-discrimination programs and policies, and enhances awareness through free education and outreach to businesses, community groups, and the general public.

The Office works closely with immigrants, people of color, women, sexual minorities, and people with disabilities and their advocates, to inform them of their rights under the law. The Office publishes a wide array of printed materials, many of which are translated into other languages.

SOCR keeps civil rights issues before the public through articles in the local media, and sponsorship of events such as Seattle Human Rights Day. As part of a broad race and social justice movement, SOCR challenges Seattle to eliminate discrimination in all its forms.

SOCR staffs four volunteer commissions - the Human Rights, Women's, the Lesbian, Gay, Bisexual, and Transgender and People with Disabilities Commissions - which advise the Mayor and the City Council on relevant issues.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. Reductions in the Seattle Office of Civil Rights include programmatic and administrative cuts.

The 2011 Adopted Budget eliminates a paralegal position, which provides support to the case work of civil rights investigators. This position is responsible for drafting performance reports for the Mayor's Office and federal grantor agencies such as the US Department of Housing and Urban Development and the US Equal Employment Opportunity Commission. Functions previously performed by this position will be reassigned to other staff in the Enforcement Division and may result in less timely and responsive investigations.

Additionally, the department is reducing its support staffing by 1.5 FTE. Staff support for the American Disabilities Act (ADA) work will be reduced and distributed among the existing Enforcement Division staff.

The administrative reductions eliminate funding for overtime, travel, and training. The 2011 Adopted Budget also eliminates funding for temporary employees and interns. These changes will limit the department's ability to use low-cost staffing and reduces entry level work opportunities in the civil rights field at the City for college students and graduates. SOCR will prioritize the department's work with the existing resources and take into account work plan commitments and high case processing periods.

Partially offsetting these reductions is an increase in the professional services budget for work on the Race and Social Justice Community Roundtable. In addition, the budget and staff is increased with the transfer in of the Immigrant and Refugee Initiative and the translation and interpretation funds for small departments from the Department of Neighborhoods. Transferring in the program functions and creating a half-time position in SOCR will more directly align the Immigrant and Refugee (I&R) Action Plan with the Race and Social Justice Initiative and ensure continued support for the I&R Action Plan and the Advisory Board, as well as implementation of the Interpretation and Translation policy, at a lower cost.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Civil Rights Budget Control Level	**X1R00**	**2,369,532**	**2,253,988**	**2,226,035**	**2,248,477**
Department Total		**2,369,532**	**2,253,988**	**2,226,035**	**2,248,477**
Department Full-time Equivalents Total*		**22.50**	**22.50**	**21.50**	**21.50**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	2,369,532	2,253,988	2,226,035	2,248,477
Department Total	**2,369,532**	**2,253,988**	**2,226,035**	**2,248,477**

Civil Rights Budget Control Level

Purpose Statement

The purpose of the Civil Rights Budget Control Level is to work toward eliminating discrimination in employment, housing, public accommodations, contracting, and lending in Seattle through enforcement, and policy and outreach activities. The Office seeks to encourage and promote equal access and opportunity, diverse participation, and social and economic equity. In addition, the Office is responsible for directing the Race and Social Justice Initiative, leading other City departments to design and implement programs which eliminate institutionalized racism.

Summary

Reduce budget by $4,000, eliminating expenses for Temporary Employment, Interns, and Work Study.

Reduce budget by $7,000, eliminating overtime labor expenses.

Reduce budget by $16,000, eliminating travel and training expenses.

Reduce budget by $10,000, eliminating the cost of living increase for Executive, Management and Strategic Advisor positions. This action will result in rolling back salaries to 2009 levels.

Reduce budget by $52,000 and abrogate 0.5 FTE Planning and Development Specialist II.

Reduce budget by $82,000 and abrogate 1.0 FTE Paralegal.

Reduce budget by $46,000, decreasing the salary associated with a Senior Civil Rights Analyst position who works on the investigation of complaint cases. This action will result in the position being filled part-time rather than full-time for 2011.

Reduce budget by $27,000, representing savings from a seven day furlough for non-represented staff.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Increase budget by $17,000, for professional services contracting expenses.

Increase budget by $3,000 to reclassify a Manager 2 position to a Planning and Development Supervisor position. This action is taken to better align the position title with its workload.

Increase budget by $68,000 and add 0.5 FTE Planning and Development Specialist I associated with the transfer of the Immigrant and Refugee Initiative Program from the Department of Neighborhoods to the Seattle Office of Civil Rights. This action is taken to better align the program and its work with a Department whose mission more closely aligns with the program goals.

Increase budget by $143,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $27,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Civil Rights	2,369,532	2,253,988	2,226,035	2,248,477
Full-time Equivalents Total*	22.50	22.50	21.50	21.50

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

Civil Service Commission

Ellis H. Casson, Commission Chair

Contact Information

Glenda J. Graham-Walton, Executive Director
Department Information Line: (206) 386-1301
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/csc

Department Description

The Civil Service Commission serves as a quasi-judicial body providing fair and impartial hearings of alleged violations of the City's personnel system. Employees may file appeals with the Commission regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The Commission may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system.

In addition, the Commission investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The Commission conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Seattle Civil Service Commission's 2011 Adopted Budget reflects reductions in order to help close the General Fund gap. This includes administrative savings such as freezing salary levels for City employees in certain classifications.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Civil Service Commission Budget Control Level	**V1C00**	**223,401**	**221,282**	**233,080**	**238,421**
Department Total		**223,401**	**221,282**	**233,080**	**238,421**
Department Full-time Equivalents Total*		**1.80**	**1.80**	**1.80**	**1.80**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	223,401	221,282	233,080	238,421
Department Total	**223,401**	**221,282**	**233,080**	**238,421**

Civil Service Commission Budget Control Level

Purpose Statement

The purpose of the Civil Service Commission Budget Control Level is threefold: 1) to provide employees and departments with a quasi-judicial process wherein they can appeal disciplinary actions and alleged violations of the City Charter, personnel code, or other personnel rules; 2) to submit legislation and recommendations to the Mayor and City Council intended to improve the City's personnel system; and 3) to investigate allegations of political patronage so the City's hiring process conforms to the merit system set forth in the City Charter.

Summary

Reduce budget by $2,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $1,000 in savings.

Increase budget by $15,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $12,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Civil Service Commission	223,401	221,282	233,080	238,421
Full-time Equivalents Total*	1.80	1.80	1.80	1.80

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

Employees' Retirement System

Cecelia M. Carter, Executive Director

Contact Information

Department Information Line: (206) 386-1293
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/retirement/

Department Description

The Employees' Retirement System has two major functions: administration of retirement benefits and management of the assets of the Retirement Fund. Employee and employer contributions, as well as investment earnings, provide funding for the System. Approximately 10,400 active employee members and 5,000 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options from which to collect their retirement benefit. The Retirement System is led by a seven-member Board of Administration and an Executive Director appointed by the Board.

Policy and Program Changes

The January 1, 2010 actuarial valuation of the Seattle City Employees' Retirement System showed an unfunded actuarial accrued liability of over $1 billion, which is primarily due to investment losses in 2008 and the maturity of the plan's demographics. In response to the valuation, the 2011 Adopted Budget includes legislation that would increase both the City and employee contribution rates from 8.03% to 9.03%, effective January 5, 2011, and to 10.03%, effective January 4, 2012.

In 2011, the Board of Administration will complete its effort to develop a long-term investment strategy. The purpose of this effort is to ensure that the Retirement System's assets are allocated in a manner that maximizes investment returns given the likely future conditions of the economy and the Board's tolerance for investment losses. In addition, the Board will conduct a study to compare the Retirement System's current investment decision-making procedures and oversight practices regarding alternative investments with investment industry norms. Together, these assessments will provide the Board with information that will allow the Board to best address the System's significant challenges.

The 2011 Adopted Budget is $151,000 less than the 2010 Adopted Budget. The Retirement System has adopted a more passive investment policy for certain asset classes within the fund's portfolio, which reduces the budget for professional services by $476,000. This cost saving, in addition to savings in rent and other minor expenses, offset a $184,000 increase in personnel services due to filled positions, a $150,000 increase in outside attorney fees, and other minor expenses.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Employees' Retirement Budget Control Level	**R1E10**	**5,788,338**	**11,910,581**	**11,759,692**	**11,893,813**
Department Total		**5,788,338**	**11,910,581**	**11,759,692**	**11,893,813**
Department Full-time Equivalents Total*		**15.50**	**15.50**	**15.50**	**15.50**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	5,788,338	11,910,581	11,759,692	11,893,813
Department Total	**5,788,338**	**11,910,581**	**11,759,692**	**11,893,813**

Employees' Retirement Budget Control Level

Purpose Statement

The purpose of the Employees' Retirement Budget Control Level is to manage and administer retirement assets and benefits.

Summary

The Employees' Retirement budget is decreased by $150,889 from the 2010 Adopted Budget to the 2011 Proposed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Employees' Retirement	5,788,338	11,910,581	11,759,692	11,893,813
Full-time Equivalents Total*	15.50	15.50	15.50	15.50

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

2011 - 2012 Estimated Revenues for the Employees' Retirement System Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
469610	Employee Contribution	0	0	0	5,879,846	5,946,907
569510	Employer Contribution	0	0	0	5,879,846	5,946,907
Total Revenues		**0**	**0**	**0**	**11,759,692**	**11,893,814**

Ethics and Elections Commission

Wayne Barnett, Executive Director

Contact Information

Department Information Line: (206) 684-8500
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/ethics/

Department Description

The Seattle Ethics and Elections Commission (SEEC) helps foster public confidence in the integrity of Seattle City government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The SEEC also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code.

The SEEC conducts ethics training for all City employees on request, and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site.

The SEEC issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on SEEC's website.

Through the Whistleblower Code, the SEEC helps to protect an employee's right to report improper governmental action and to be free from possible retaliation as a result of such reporting. The SEEC either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

The SEEC fulfills the public's mandate of full campaign disclosure by training every organization required to report contributions and expenditures in proper reporting procedures, auditing every organization that reports, working with those organizations to correct errors, and making all campaign finance information available to the public. Since 1993, the SEEC has made summary reports of campaign financing information available to the public. And, since 1995, SEEC has published campaign financing information on its web site.

In 2008, the SEEC was charged with administering the City's new lobbying regulations. The SEEC collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The SEEC also enforces compliance with the lobbying regulations.

The SEEC produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County in odd-numbered years. The video voters' guide is funded with cable franchise fee revenue.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The Seattle Ethics and Elections Commission's 2011 Adopted Budget reflects reductions in order to close the General Fund gap.

The 2011 Adopted Budget identifies administrative savings and operational efficiencies to discretionary spending. This includes freezing salary levels for City employees in certain classifications, and reducing expenditures for travel and training.

Those reductions are offset by an increase in the budget for voters' pamphlet expenses. Voters' pamphlet expenditures are expected to be higher in 2011, when the Families and Education Levy will be up for renewal and there will be five City Council races, than they were in 2010, when only two Municipal Court positions were contested. The 2012 Endorsed Budget anticipates lower voter pamphlet expenses since no City positions are expected to be on the ballot.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Ethics and Elections Budget Control Level	**V1T00**	**665,387**	**611,220**	**686,573**	**654,946**
Department Total		**665,387**	**611,220**	**686,573**	**654,946**
Department Full-time Equivalents Total*		**5.20**	**5.20**	**5.20**	**5.20**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	665,387	611,220	686,573	654,946
Department Total	**665,387**	**611,220**	**686,573**	**654,946**

Ethics and Elections Budget Control Level

Purpose Statement

The purpose of the Ethics and Elections Budget Control Level is threefold: 1) to audit, investigate, and conduct hearings regarding non-compliance with, or violations of, Commission-administered ordinances; 2) to advise all City officials and employees of their obligations under Commission-administered ordinances; and 3) to publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements.

Summary

Reduce budget by $3,000 by eliminating the budget for travel and training.

Reduce budget by $8,000 in accordance with Executive Order 2010-01, which directed departments to withhold base salary increases for City officers and employees in certain classifications.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $1,000 in savings.

Increase budget by $38,000 for voters' pamphlet production and printing costs in 2011.

Increase budget by $49,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $75,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Ethics and Elections	665,387	611,220	686,573	654,946
Full-time Equivalents Total*	5.20	5.20	5.20	5.20

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

Department of Executive Administration

Department Description

The Department of Executive Administration (DEA) provides a variety of services to City departments and the public, including Citywide operational responsibilities for accounting, payroll, licensing, revenue collection and processing, animal services, weights and measures, treasury activities, purchasing, construction and consultant contracting, risk management, and the City's financial management and personnel data systems.

Policy and Program Changes

As part of a reorganization of City government, the Department of Finance and Administrative Services (FAS) was created on August 30, 2010. The new department includes the entirety of the Department of Executive Administration (DEA). This section shows DEA budget information for 2009 and 2010 as reference; budget information for 2011 and 2012 is included in the FAS budget chapter.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Technology Budget Control Level	**C8400**	**9,907,698**	**9,998,664**	**0**	**0**
Contracting and Purchasing Services Budget Control Level	**C8700**	**3,426,667**	**3,377,226**	**0**	**0**
Executive Management Budget Control Level	**C8100**	**2,437,844**	**2,576,293**	**0**	**0**
Financial Services Budget Control Level	**C8200**	**8,152,292**	**8,434,576**	**0**	**0**
Revenue and Consumer Affairs Budget Control Level	**C8500**	**5,394,219**	**5,281,344**	**0**	**0**
Seattle Animal Shelter Budget Control Level	**C8600**	**3,321,333**	**3,423,443**	**0**	**0**
Department Total		**32,640,052**	**33,091,545**	**0**	**0**
Department Full-time Equivalents Total*		**247.50**	**247.50**	**0.00**	**0.00**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	32,640,052	33,091,545	0	0
Department Total	**32,640,052**	**33,091,545**	**0**	**0**

Business Technology Budget Control Level

Purpose Statement

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.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Technology	9,907,698	9,998,664	0	0
Full-time Equivalents Total*	45.50	45.50	0.00	0.00

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

Contracting and Purchasing Services Budget Control Level

Purpose Statement

The purpose of the Contracting and Purchasing Services Budget Control Level (BCL) is to anticipate and meet customer contracting and purchasing needs; provide education throughout the contracting process; administer policy and law; implement the City's various social objectives in contracting; and provide fair, thorough, and responsive service to customers so they can meet their business needs in an affordable and timely manner. This BCL also supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically-disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Contracting and Purchasing	3,426,667	3,377,226	0	0
Full-time Equivalents Total*	28.00	28.00	0.00	0.00

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

Executive Management Budget Control Level

Purpose Statement

The purpose of the Executive Management Budget Control Level is to provide executive direction and leadership; strategic, financial and operational planning; risk management and human resource services; and administrative support so that Department managers, staff, and other decision-makers can make informed decisions on how to best serve City customers.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Executive Management	2,437,844	2,576,293	0	0
Full-time Equivalents Total*	19.00	19.00	0.00	0.00

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

Financial Services Budget Control Level

Purpose Statement

The purpose of the Financial Services Budget Control Level 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 management, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies including policies for City revenues, accounting procedures, and risk mitigation. Finally, the CBL provides oversight and guidance to financial reporting, City retirement programs, and public corporation established by the City.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Financial Services	8,152,292	8,434,576	0	0
Full-time Equivalents Total*	67.50	67.50	0.00	0.00

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

Revenue and Consumer Affairs Budget Control Level

Purpose Statement

The purpose of the Revenue and Consumer Affairs Budget Control Level is to administer and enforce the City's license and tax codes for Seattle residents with the goal that budget expectations are met and consumer protection standards are upheld.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Revenue and Consumer Affairs	5,394,219	5,281,344	0	0
Full-time Equivalents Total*	50.50	50.50	0.00	0.00

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

Seattle Animal Shelter Budget Control Level

Purpose Statement

The purpose of the Seattle Animal Shelter Budget Control Level is to provide enforcement, animal care, and spay and neuter services in Seattle to control pet overpopulation and foster public safety.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Seattle Animal Shelter	3,321,333	3,423,443	0	0
Full-time Equivalents Total*	37.00	37.00	0.00	0.00

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

Finance and Administrative Services

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Department Description

The Department of Finance and Administrative Services (FAS) was created on August 30, 2010, as part of the Mayor's reorganization of City government. FAS combines the functions from the former Fleets and Facilities Department; the former Department of Executive Administration; and the revenue forecasting, debt management, and tax policy functions that were previously performed by the former Department of Finance. It also transfers the Department of Neighborhood's Customer Service Bureau to the newly created "Office of Constituent Services," which is housed within FAS. Among other things, the creation of FAS will allow for greater utilization of resources; better integration of the City's financial and accounting policies, management, procedures, and systems; and improved efficiencies in the provision of customer service.

The newly created FAS is one of the most functionally diverse departments within City government. Examples of the Department's responsibilities include: maintaining the database of employee information; building or renovating fire stations; negotiating contracts for items City departments need to purchase; making sure everyone has a chance to compete for City-funded construction projects; operating more than one-hundred City facilities; helping sell property the City no longer needs; managing the City's investments; overseeing the central accounting system; maintaining police patrol cars and fire engines; making sure gas pumps accurately measure out a gallon of gas; regulating the taxicab industry; issuing business licenses, collecting taxes; advocating for animal welfare; finding adoptive homes for animals; and assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get help solving problems, obtaining information, and resolving complaints).

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

Business Technology, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.

Capital Development and Construction Management, which manages the design and construction of City facilities (including upgrading, renovating, or replacing 32 of the City's 33 neighborhood fire stations), as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.

Purchasing and Contracting, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.

Facility Operations, which manages more than one-hundred facilities, or 2.5 million square feet of public buildings and facilities, 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, central accounting (includes producing the Comprehensive Annual Financial Report), City investments and payroll (includes producing paychecks for more than 10,000 current and retired employees), 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 fleets goals and practices.

Revenue and Consumer Protection, which administers City taxes, provides a variety of regulatory services (such as overseeing Seattle's taxicab industry), business licensing and tax collection, and consumer protection services (such as FAS' Weights and Measures Unit, which tests gas pumps, or supermarket checkout scanners to ensure consumers get what they pay for).

Seattle Animal Shelter, which promotes public safety, 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 is a newly created office within FAS that advocates for service excellence throughout City government, answering more than 50,000 requests from constituents each year.

Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, animal licensing, the Weights and Measures program, and for-hire driver licenses. Finally, FAS receives General Fund support from the City to pay for several financial services as well as administration of the City's taxes and business licensing services. This transfer funds the following:

- The smaller General Fund departments' portion of the rate charges (which are paid directly out of Finance General rather than loaded into the small departments budgets).

- Specific functions that are not part of the rate pool, like parking meter collection, economics and forecasting, nightlife coordination, and Mutually Offsetting Benefit property maintenance.

- The portion of non-rate pool functions - like the Seattle Animal Shelter, for-hire driver licenses, or the Weights and Measures program - where revenues fall short of covering operating costs.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. FAS receives a General Fund transfer for portions of its operations, primarily the functions of the former Department of Executive Administration (DEA). The Adopted Budget for FAS includes operating changes that decrease their General Fund impact in order to close the gap.

In approaching reductions to the essential services that FAS provides to City departments, an analysis of all department operations was undertaken. The following categories of actions, which are expanded upon in the paragraphs below, describe the Department's methodology toward approaching reductions. They are: find internal and organizational efficiencies that preserve direct services; review and renegotiate contracts; adjust the management and administrative structure; review staffing and salary levels; evaluate service delivery change possibilities; and execute technical adjustments.

The Department reviewed each program to find internal and organizational efficiencies with the goal of preserving direct services. This analysis lead to significant cost savings through changes including expanding the heating and cooling temperature settings in downtown buildings to lower utility costs, extending the lifecycles of vehicles, scaling back non-essential building maintenance, and capturing utility savings brought about by more energy-efficient lighting in newer buildings. Non-essential travel and training expenditures are also reduced by $85,000, which includes a $10,000 reduction to the tuition assistance program.

FAS will also capture savings through the review and renegotiation of contracts. Janitorial contracts for services outside the downtown core will be rebid and services will be streamlined. Security service contracts will also be reduced, with management hours being trimmed by approximately 50%. Revenue will also be generated through the expansion of negotiated purchasing rebates. Due to current market conditions, the City has successfully negotiated with vendors to introduce rebates into existing contracts, thereby receiving more competitive net pricing.

Options for achieving cost savings through changes in management structure and administrative efficiencies were also developed. Analysis of management-to-staff ratios and the reorganization of work units lead to proposed reductions of management positions in several functional areas. Both the Audit and Enforcement units and the Warehouse and Mail functions are reorganized, which brought about reductions of one part-time and one full-time Manager when work units were combined. Four Strategic Advisors are abrogated from the Capital Development and Construction Management Division, the Office of Constituent Services, and Budget, and Central Services. The responsibilities of those positions included public disclosure, performance measures, human resources, and purchasing coordination. Remaining staff will take on the primary responsibilities from these positions.

An analysis of staffing levels resulted in streamlining operations in almost all department programs. A total of 32.5 positions are reduced in the 2011 Adopted and 2012 Endorsed Budget. The majority of these reductions involved eliminating one or two positions from various programs and redistributing the workload to the remaining staff. The degree of impact will vary for each program, but all programs will remain intact. Examples of affected programs include: accounts payable, purchasing, carpentry, accounting, events management, janitorial services, and liquor licensing. More significant reductions were taken in three areas. Due to reductions in the size of the City's fleet and the extension of vehicle lifecycles, FAS is able to reduce six of their seventy-four mechanic and mechanic apprentice positions. The Animal Shelter will reduce 4.5 staff, and will therefore be closed one additional day per week. Lastly, the paint shop will reduce four of seven painters, which will lead to delays for cosmetic work. Safety related paint jobs such as signage will remain a high priority.

In addition to these reductions, three staff members were added to the Department. In the Finance and Administrative Division, two Tax Auditors were added to a staff of eight. This addition will better allow the City to enforce their business tax laws and expand coverage to other tax enforcement areas like utility and admission taxes. The revenue generated by increased compliance prevents the need for further reductions and helps to preserve direct services. Lastly, an Audit Coordinator was added to the department to oversee the anticipated implementation of the Department of Justice's Americans with Disabilities Act (ADA) audit settlement that directs the City to review all facilities and properties for ADA compliance.

In addition to the staffing changes, two programmatic changes were implemented in the 2011 Adopted and 2012 Endorsed Budget. Funding for the operation and maintenance of the elevator for the SR519 bridge, built by the Washington State Department of Transportation, has been added. The elevator was incorporated into the Project to meet ADA requirements. Maintenance of the bridge will remain in the SDOT budget; however, FAS is responsible for maintaining elevators throughout the City, and therefore these costs will be transferred from the SDOT budget. The second programmatic change is that the tuition assistance program has been removed from the Budget and Central Services program for department employees.

In response to the fiscal crisis facing Seattle, FAS also explored revenue increases. Noteworthy adjustments include an increase to the cat license fee, which has not changed since 2003. The license fee for altered cats will increase from $15 to $20; the fee for unaltered cats will increase from $20 to $30. The City's driver-for-hire license fee is also being restructured and a $50 fee will now be levied on taxi drivers who have dual King County/City of Seattle licenses. No fee was previously paid to the City for dual license holders. Drivers Licensed only in Seattle, who make up less than 1% of all licensed drivers, will see their fee reduced from $75 to $50. In all, the 2011 Adopted and 2012 Endorsed Budget for FAS includes new revenues of approximately $1.2 million, $720,000 of which will go directly into the General Fund.

A series of technical adjustments including the annual truing up of fleet vehicle expenditures, adjustments for inflation, post-merger adjustments to charges between the former DEA and FFD, COLA reductions, a reduction in debt service fees, and a reduction in fuel costs based on a revised forecast have all been captured and can be found in the following pages.

City Council Provisos

The City Council has adopted the following budget proviso: In the 2012 Endorsed Budget, the Fleet Services and Facility Services Budget Control levels are reduced by $250,000 each to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. FAS will identify specific steps toward meeting this reduction as part of the 2012 budget process.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Budget and Central Services Budget Control Level	**A1000**	**0**	**0**	**5,571,564**	**5,727,137**
Business Technology Budget Control Level	**A4520**	**0**	**0**	**8,106,289**	**8,262,971**
City Purchasing and Contracting Services Budget Control Level					
Contracting Services		0	0	1,501,304	1,537,379
Purchasing Services		0	0	1,516,622	1,554,318
City Purchasing and Contracting Services Budget Control Level	**A4540**	**0**	**0**	**3,017,925**	**3,091,697**
Facility Services Budget Control Level	**A3000**	**0**	**0**	**65,355,413**	**65,696,767**
Financial Services Budget Control Level					
Accounting		0	0	3,900,673	3,993,209
City Economics and Financial Management		0	0	1,214,568	1,228,057
Risk Management		0	0	1,207,270	1,240,689
Treasury		0	0	3,535,974	3,613,447
Financial Services Budget Control Level	**A4510**	**0**	**0**	**9,858,485**	**10,075,403**
Fleet Services Budget Control Level					
Vehicle Fueling		0	0	8,222,523	8,388,436
Vehicle Leasing		0	0	12,817,874	17,991,601
Vehicle Maintenance		0	0	18,682,788	18,855,496
Fleet Services Budget Control Level	**A2000**	**0**	**0**	**39,723,184**	**45,235,533**
Judgment and Claims Budget Control Level	**A4000**	**0**	**0**	**361,975**	**361,975**
Office of Constituent Services Budget Control Level	**A6510**	**0**	**0**	**1,149,727**	**1,177,339**
Revenue and Consumer Protection Budget Control Level					
Consumer Protection		0	0	781,819	801,987
Revenue and Licensing		0	0	4,216,499	4,317,622
Revenue and Consumer Protection Budget Control Level	**A4530**	**0**	**0**	**4,998,318**	**5,119,609**
Seattle Animal Shelter Budget Control Level	**A5510**	**0**	**0**	**3,004,881**	**3,068,445**

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technical Services Budget Control Level					
Capital Development and Construction Management		0	0	2,854,957	2,922,193
Technical Services Budget Control Level	**A3100**	**0**	**0**	**2,854,957**	**2,922,193**
Department Total		**0**	**0**	**144,002,719**	**150,739,071**
Department Full-time Equivalents Total*		**0.00**	**0.00**	**523.75**	**523.75**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	0	0	20,865,694	21,112,332
Other	0	0	123,137,026	129,626,739
Department Total	**0**	**0**	**144,002,719**	**150,739,071**

Budget and Central Services Budget Control Level

Purpose Statement

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.

Summary

Reduce budget authority by $23,000 to reflect reductions in expenditures for travel and training (including the tuition reimbursement program).

Reduce the budget by $103,000 and abrogate 1.0 FTE Strategic Advisor 1 whose duties included training, organizational development, and strategic planning. This reduction will lead to a reallocation of training work and a reduced scope of work in organizational development and strategic planning for the Department.

Increase the budget by $135,000 and add 1.0 FTE Strategic Advisor 2 to coordinate the anticipated implementation of the Department of Justice's Americans with Disabilities Act (ADA) audit settlement that directs the City to review all facilities and properties for ADA compliance.

Reduce the budget by $90,000 and abrogate 1.0 FTE Senior Finance Analyst, 1.0 FTE Accountant, and add 1.0 FTE Senior Accountant. This net reduction of staff will lead to a reallocation of resources to address critical work related to the Capital Improvement Program, capital assets, and other accounting functions, and may lead to the discontinuation of lower priority tasks.

Reduce the budget by $75,000 and abrogate 1.0 FTE Personnel Specialist, Assistant in the Human Resources unit. This position is responsible for updating personnel information, supporting hiring and on-boarding processes for new employees and providing clerical support to professional staff. Critical duties will be reassigned to existing staff.

Abrogate 0.5 FTE Strategic Advisor 1 whose duties include contract review and project management for various technology projects.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $35,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $62,000 is saved in the Budget and Central Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $1.03 million, which when added to the changes listed above and the baseline budget of $4.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $5.6 million. The largest of these technical adjustments is an increase of $1.3 million as part of a department-wide net-zero alignment of DoIT charges.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Budget and Central Services	0	0	5,571,564	5,727,137
Full-time Equivalents Total*	0.00	0.00	35.50	35.50

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

Business Technology Budget Control Level

Purpose Statement

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

Summary

Reduce budget authority by approximately $245,000 to reflect reductions in expenditures for administrative efficiencies including professional services, overtime, software, data processing equipment, and travel and training.

Abrogate 1.0 FTE Information Technology Professional C position and reassign quality assurance duties, and department-wide infrastructure support, to existing staff.

Transfer 1.0 FTE Strategic Advisor 2 position from the City Budget Office to FAS. This action transfers and consolidates application support for CBO in FAS' Business Technology Division. The position will support the City's Central Budgeting Repository (REM), Ordinance Tracking System, Public Disclosure Tracking System, and Seattle Animal Shelter CATS system. This action, taken with the abrogation of the 1.0 FTE Information Technology Professional C position above, is budget-neutral.

Reduce budget by $236,000 and abrogate 2.0 FTE Information Technology Professional B positions and reclassify an existing Executive 2 position to a Manager 3, Information Technology. These staff reductions impact the HRIS team and the Applications team. Duties include work on retirement and payroll, workers compensation, employee self service, and developing business-specific applications or enhancements to existing systems. Duties will be redistributed to remaining staff; however, the reduction will limit the capacity to take on new application projects. The Department's review of their management structure lead to a reclassification of the Executive 2 position to a Manager 3.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $54,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $31,000 is saved in the Business Technology BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $1.8 million, which when added to the changes listed above and the baseline budget of $10.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $8.1 million. The largest adjustment is a transfer of $881,000 in DoIT charges to the Budget and Central Services BCL.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Business Technology	0	0	8,106,289	8,262,971
Full-time Equivalents Total*	0.00	0.00	42.50	42.50

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City Purchasing and Contracting Services Budget Control Level

Purpose Statement

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. These work groups conduct the bid process, execute and manage resultant contracts, develop and administer City policy and guidelines, and implement State law and City code. Consultant contract rules, policies and guidelines are also centrally established by these work groups. These work groups develop and implement the City social responsibility policies and requirements, including women and minority business, environmental purchasing, and prevailing wages. The work groups provide fair, thorough, and responsive service to customers to ensure acquisitions are competitively acquired, timely and compliant to all law. In addition, this program supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Contracting Services	0	0	1,501,304	1,537,379
Purchasing Services	0	0	1,516,622	1,554,318
Total	**0**	**0**	**3,017,925**	**3,091,697**
Full-time Equivalents Total *	0.00	0.00	28.00	28.00

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

City Purchasing and Contracting Services: Contracting Services

Purpose Statement

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. In addition, this program supports the efforts and services provided by the Urban League's Contractor Development and Competitiveness Center (CDCC) for the development of small, economically disadvantaged businesses, including women and minority firms, as authorized by Ordinance 120888.

Program Summary

Reduce budget authority by $9,000 to reflect reductions in travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $12,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $12,000 is saved in the Contracting Services Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $192,000, which when added to the changes listed above and the baseline budget of $1.7 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.5 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Contracting Services	0	0	1,501,304	1,537,379
Full-time Equivalents Total*	0.00	0.00	13.00	13.00

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

City Purchasing and Contracting Services: Purchasing Services

Purpose Statement

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 $44,000 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, policies for purchases.

Program Summary

Reduce budget authority by $3,000 to reflect reductions in travel and training.

Reduce budget authority by $98,000 and abrogate 1.0 FTE Buyer that was part of a team of nine responsible for conducting the bid and contract process for each City acquisition above the $44,000 threshold set by City code. If necessary, the department may request an ordinance change in future years to increase sealed bid limits as a way of reducing the unit's workload.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $12,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $16,000 is saved in the Purchasing Services Program by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $177,000, which when added to the changes listed above and the baseline budget of $1.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.5 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Purchasing Services	0	0	1,516,622	1,554,318
Full-time Equivalents Total*	0.00	0.00	15.00	15.00

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

Facility Services Budget Control Level

Purpose Statement

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.

Summary

Reduce budget authority by approximately $1.2 million to reflect reductions in expenditures for administrative efficiencies including maintenance, security, utilities, and travel and training. Savings will be achieved through expanding the heating and cooling temperature settings in downtown buildings, scaling back non-essential building maintenance, and capturing utility savings brought about by more energy-efficient lighting in newer buildings.

Reduce the budget by $165,000 to reflect the savings achieved by renegotiating janitorial and security contracts at slightly reduced service levels.

Reduce the budget by $179,000 and abrogate 1.0 FTE Manager 1, Property and Facility Management and 1.0 FTE Delivery Worker. The Department performed a review of the management structure and streamlined the reporting in the Warehouse and Mail functions so that the supervisors of each unit will report directly to the Facilities Director, rather than the Manager 1. The reduction of a Deliver Worker leaves four remaining staff to handle interoffice and U.S. mail delivery to departments.

Reduce the budget by $166,000 and abrogate 2.0 FTE Carpenter positions. This reduction leaves 4.0 Carpenters and 1.0 Crew Chief to carry out planned work orders which consist primarily of items like inspections of life-safety systems. These work orders make up one fourth of the shops duties. The majority of the work is reactive and this work will now be prioritized such that cosmetic and minor maintenance work will be delayed.

Reduce the budget by $69,000 and abrogate 1.0 FTE Administrative Specialist II position that supports the facility scheduling and event management as well as providing back-up administrative support throughout the Department. This work will be absorbed by remaining staff.

Reduce the budget by $116,000 and abrogate 2.0 FTE Janitor staff assigned to the night shift at City Hall. This reduces night shift staffing to four and will lead to a slightly reduced level of service.

Reduce the budget by $334,000 and abrogate 4.0 FTE Painter positions. This reduction leaves three staff members, including a Crew Chief, to both manage vendors hired for paint-related work orders and to carry out duties including graffiti removal, safety related signage work, and cosmetic work. This reduction will cause the staff to prioritize safety related work and will likely lead to delays for lower priority paint requests.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $70,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $53,000 is saved in the Facility Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $761,000 which when added to the changes listed above and the baseline budget of $68.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $65.4 million. The largest of these reductions it an adjustment of $697,000 to match actual debt service collection to the previous rate assumption.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Facility Services	0	0	65,355,413	65,696,767
Full-time Equivalents Total*	0.00	0.00	92.50	92.50

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

Financial Services Budget Control Level

Purpose Statement

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 management, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies including policies for City revenues, accounting procedures, and risk mitigation. Finally, the BCL provides oversight and guidance to financial reporting, City retirement programs, and public corporation established by the City.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Accounting	0	0	3,900,673	3,993,209
City Economics and Financial Management	0	0	1,214,568	1,228,057
Risk Management	0	0	1,207,270	1,240,689
Treasury	0	0	3,535,974	3,613,447
Total	**0**	**0**	**9,858,485**	**10,075,403**
Full-time Equivalents Total *	0.00	0.00	79.50	79.50

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

Financial Services: Accounting

Purpose Statement

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.

Program Summary

Reduce the budget by $69,000 and abrogate 1.0 FTE Accounting Technician II. This position processes vendor payments in the accounts payable unit. The reduction will spread existing accounts payable processing responsibilities to the remaining staff.

Reduce the budget by $96,000 and abrogate 1.0 FTE Senior Accountant. This position oversees three accounting technicians. Supervisorial duties will shift to other supervisors and other accounting staff will assume additional responsibilities for balancing and reconciliation work. The reduction gives payroll less flexibility to accommodate fluctuations in workload.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $29,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $26,000 is saved in the Accounting Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $383,000 which when added to the changes listed above and the baseline budget of $4.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $3.9 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Accounting	0	0	3,900,673	3,993,209
Full-time Equivalents Total*	0.00	0.00	33.50	33.50

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

Financial Services: City Economics and Financial Management

Purpose Statement

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.

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $12,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $29,000 is saved in the City Financial Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $12,000 which when added to the changes listed above and the baseline budget of $1.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.2 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Economics and Financial Management	0	0	1,214,568	1,228,057
Full-time Equivalents Total*	0.00	0.00	8.00	8.00

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

Financial Services: Risk Management

Purpose Statement

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.

Program Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $9,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Risk Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $12,000 which when added to changes listed above and the baseline budget of $1.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.2 million. This change includes a transfer of $1.2 million and 9.0 FTEs from Treasury to establish Risk Management as a stand-alone program.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Risk Management	0	0	1,207,270	1,240,689
Full-time Equivalents Total*	0.00	0.00	9.00	9.00

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

Financial Services: Treasury

Purpose Statement

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.

Program Summary

Reduce budget authority by approximately $53,000. This will be achieved through a variety of reductions such as reducing armored car pickups from two times to one time per day, and eliminating certain reports. Additionally, one of four City-owned parking meter collection vans will be turned in and the frequency of cash deposits will be reduced. Because the bulk of the revenues are collected on the first shift of the day, and pay stations have reduced the portion of payments received in cash, revenues will still be collected in a timely manner.

Reduce budget by $65,000 and abrogate 1.0 FTE Remittance Processing Technician position responsible for opening and sorting bills and preparing payments for processing. Processing staff will be reduced from eight to seven positions and the work will be absorbed by the remaining staff. This change includes a transfer of $1.2 million and 9.0 FTE from Treasury to establish Risk Management as a stand-alone program.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $22,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $13,000 is saved in the Treasury Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $1.7 million which when added to changes listed above and the baseline budget of $5.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $3.5 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Treasury	0	0	3,535,974	3,613,447
Full-time Equivalents Total*	0.00	0.00	29.00	29.00

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

Fleet Services Budget Control Level

Purpose Statement

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	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Fueling	0	0	8,222,523	8,388,436
Vehicle Leasing	0	0	12,817,874	17,991,601
Vehicle Maintenance	0	0	18,682,788	18,855,496
Total	**0**	**0**	**39,723,184**	**45,235,533**
Full-time Equivalents Total *	0.00	0.00	131.00	131.00

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

Fleet Services: Vehicle Fueling

Purpose Statement

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

Program Summary

Reduce budget authority by approximately $13,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, and overtime.

Citywide adjustments to labor and other operating costs decrease the budget by $587,000 which when added to changes listed above and the baseline budget of $8.8 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $8.2 million. A decrease of $586,000 is captured to reflect a revised fuel cost forecast.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Fueling	0	0	8,222,523	8,388,436
Full-time Equivalents Total*	0.00	0.00	1.00	1.00

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

Fleet Services: Vehicle Leasing

Purpose Statement

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 and Seattle and King County Public Health. The program also provides motor pool services, and houses fleet administration and environmental stewardship functions.

Program Summary

Reduce budget authority by approximately $51,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, and overtime.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $11,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $15,000 is saved in the Vehicle Leasing Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $2,615,000 which when added to changes listed above and the baseline budget of $15.5 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $12.8 million. These adjustments include a decrease of $2.6 million which reflects cyclical fluctuations in vehicle replacement costs.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Leasing	0	0	12,817,874	17,991,601
Full-time Equivalents Total*	0.00	0.00	11.00	11.00

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

Fleet Services: Vehicle Maintenance

Purpose Statement

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.

Program Summary

Reduce budget authority by approximately $190,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, and overtime.

Reduce budget by $524,000 and abrogate 4.0 FTE Auto Mechanic Apprentice positions and 2.0 FTE Auto Mechanic positions. Following this reduction, Vehicle Maintenance will maintain a staff of sixty-eight Auto Mechanics. This change corresponds with a reduction in the size of the fleet and extensions of vehicle lifecycles as the Fleet Services Division continues efforts to maximize efficiencies.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $10,000 is saved in the Vehicle Maintenance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $67,000 which when added to changes listed above and the baseline budget of $19.3 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $18.7 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Maintenance	0	0	18,682,788	18,855,496
Full-time Equivalents Total*	0.00	0.00	119.00	119.00

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

Judgment and Claims Budget Control Level

Purpose Statement

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

Summary

The Department's portion of the City's Judgment and Claims contribution was reduced by $130,000 for the 2011 Adopted and 2012 Endorsed Budget. This reduction, when added to the baseline budget of $492,000 will result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $362,000.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment and Claims	0	0	361,975	361,975

Office of Constituent Services Budget Control Level

Purpose Statement

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to consistently provide services that are easily accessible, responsive, and fair. This includes assistance with a broad range of City services, such as transactions, information requests, and complaint investigations. This BCL includes the City's Customer Service Bureau, Citywide public disclosure responsibilities, and service-delivery analysts.

Summary

Reduce budget by $100,000 and abrogate 1.0 FTE Strategic Advisor 2. This position is responsible for collecting and compiling Citywide department performance measure information, which will now be submitted directly to the Mayor's Office. Remaining staff will continue to assist with analyzing data.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $11,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $15,000 is saved in the Office of Constituent Services BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $109,000 which when added to changes listed above and the baseline budget of $1.4 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.2 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Constituent Services	0	0	1,149,727	1,177,339
Full-time Equivalents Total*	0.00	0.00	11.25	11.25

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

Revenue and Consumer Protection Budget Control Level

Purpose Statement

The purpose of the Revenue and Consumer Protection Budget Control Level is to provide regulatory and consumer protection services, license businesses and collect business-related taxes.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Consumer Protection	0	0	781,819	801,987
Revenue and Licensing	0	0	4,216,499	4,317,622
Total	**0**	**0**	**4,998,318**	**5,119,609**
Full-time Equivalents Total *	0.00	0.00	50.00	50.00

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

Revenue and Consumer Protection: Consumer Protection

Purpose Statement

The purpose of the Consumer Protection Program is 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.

Program Summary

Reduce budget by $92,000 and abrogate 1.0 FTE License and Standards Inspector. This position is one of three staff members comprising the Weights and Measures program. The program will continue its core consumer protection services for scanning, weighing, and measuring devices, however the frequency of inspections on gas pumps and weighing devices will be reduced from annual inspections to approximately two year intervals and responses to consumer complaints may be delayed beyond the current "next day" standard.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $14,000 is saved in the Consumer Protection Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $62,000 which when added to changes listed above and the baseline budget of $955,000 result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $782,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Consumer Protection	0	0	781,819	801,987
Full-time Equivalents Total*	0.00	0.00	8.50	8.50

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

Revenue and Consumer Protection: Revenue and Licensing

Purpose Statement

The purpose of the Revenue and Licensing Program is to license and regulate businesses in compliance with applicable law, and administer the Business and Occupation (B&O) Tax, utility taxes, admissions tax, and other taxes levied by the City.

Program Summary

Reduce budget authority by $13,000 to reflect reductions in travel and training.

Reduce budget by $60,000 and reduce 1.0 FTE Manager 1 to 0.5 FTE. This reduction is part of the Department's review of the management structure. The Manager 1 position is responsible for the eleven person Enforcement Program.

Increase budget by $196,000 and add 2.0 FTE Tax Auditor positions. These positions are added to a staff of eight. This addition will better allow the City to enforce its business tax laws and expand coverage to other tax enforcement areas like utility and admission taxes. The revenue generated by increased compliance prevents the need for further reductions and helps to preserve direct services.

Reduce the budget by $65,000 and abrogate 1.0 FTE Administrative Specialist I. This position coordinates the review of liquor license renewals and applications. These responsibilities will be absorbed by other Department staff.

Increase the budget by $40,000 for overtime costs for selected members of the Code Compliance Team (CCT) to enforce regulations related to nighttime mobile food vending, nightlife, and amplified sound. The CCT will determine when enforcement outings will occur. Departments that will use the overtime resources are Seattle Department of Transportation, Seattle Fire Department, Seattle Police Department, and the Department of Finance and Administrative Services.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $35,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $15,000 is saved in the Revenue and Licensing Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $440,000 which when added to changes listed above and the baseline budget of $4.6 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $4.2 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Revenue and Licensing	0	0	4,216,499	4,317,622
Full-time Equivalents Total*	0.00	0.00	41.50	41.50

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

Seattle Animal Shelter Budget Control Level

Purpose Statement

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.

Summary

Reduce budget by $362,000 and abrogate 3.0 FTE Animal Control Officer II positions, 1.0 FTE Administrative Specialist I, and reduce 1.0 FTE Animal Care Officer I to 0.5 FTE. All core functions of the Shelter will continue; however, these staff reductions will necessitate the closure of the animal care center and pet license office from six to five days per week. The Animal Control Officer II positions are field officers and the reduction of three officers (from a total of fifteen) returns staffing levels to that of 2005. Hours of park patrol time and community outreach efforts will be scaled back to provide for public safety and ensure adequate response to issues such as dangerous animal and cruelty investigations, transportation of stray and injured animals, nuisance animal complaints, and removal of deceased animals from public areas.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $23,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $19,000 is saved in the Animal Shelter BCL by assuming no market adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $270,000 which when added to changes listed above and the baseline budget of $3.7 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $3 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Seattle Animal Shelter	0	0	3,004,881	3,068,445
Full-time Equivalents Total*	0.00	0.00	32.50	32.50

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

Technical Services Budget Control Level

Purpose Statement

The purpose of the Technical Services Budget Control Level is to plan and administer FFD's Capital Improvement Program. This division attempts to ensure that the City develops high-quality and environmentally sustainable capital facilities for City staff and functions.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Capital Development and Construction Management	0	0	2,854,957	2,922,193
Total	**0**	**0**	**2,854,957**	**2,922,193**
Full-time Equivalents Total *	0.00	0.00	21.00	21.00

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

Technical Services: Capital Development and Construction Management

Purpose Statement

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.

Program Summary

Reduce budget by $106,000 and abrogate 1.0 FTE Strategic Advisor 1. This position was responsible for Fire Levy media support, public disclosure requests, public outreach, community relations, and neighborhood events. The public disclosure and media relations duties previously performed by this position will be shifted to other staff in FAS, while the remaining functions are expected to be curtailed.

Reduce budget authority by approximately $159,000 to reflect reductions in expenditures for administrative efficiencies including travel and training, professional services, software purchases, data processing equipment, supplies, and maintenance.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $24,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $50,000 is saved in the Capital Development and Construction Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $28,000 which when added to changes listed above and the baseline budget of $3.2 million result in a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.9 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Capital Development and Construction Management	0	0	2,854,957	2,922,193
Full-time Equivalents Total*	0.00	0.00	21.00	21.00

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

2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
421600	Professional and Occupational Licenses	0	0	0	1,065,800	1,065,800
441960	Weights and Measures Fees	0	0	0	212,978	212,978
442300	Animal Licenses	0	0	0	950,000	950,000
442490	Other Protective Inspection Fees	0	0	0	36,626	36,626
443930	Animal Control Fees and Forfeits	0	0	0	129,000	129,000
443936	Spay and Neuter Fees	0	0	0	200,000	200,000
444300	Vehicle and Equipment Repair Charges	0	0	0	93,040	95,831
444500	Fuel Sales	0	0	0	53,624	54,696
447800	Training	0	0	0	41,000	41,000
461110	Interest Earnings - Residual Cash	0	0	0	280,000	280,000
462190	Motor Pool	0	0	0	1,296	1,335
462250	Vehicle and Equipment Leases	0	0	0	812,510	834,569
462300	Parking Fees - Private at SeaPark Garage	0	0	0	980,257	982,607
462300	Parking Fees - Private at SMT Garage	0	0	0	1,106,066	1,108,716
462500	Bldg/Other Space Rent Charge - Private at AWC	0	0	0	884,007	879,872
462500	Bldg/Other Space Rent Charge - Private at City Hall	0	0	0	90,727	92,541
462500	Bldg/Other Space Rent Charge - Private at SMT	0	0	0	1,050,000	1,050,000
462500	Bldg/Other Space Rent Charge - Private Misc	0	0	0	166,049	169,370
462600	Other Rents and Use Charges	0	0	0	0	0
469990	Other Miscellaneous Revenues	0	0	0	230,191	221,191
473010	Interlocal Grants	0	0	0	0	0
541490	IF Administrative Fees and Charges - Animal Enforcement	0	0	0	2,020,217	2,098,352
541490	IF Administrative Fees and Charges - Central Accounting	0	0	0	4,459,554	4,588,205
541490	IF Administrative Fees and Charges - Consumer Protection	0	0	0	647,408	676,345
541490	IF Administrative Fees and Charges - Contracting	0	0	0	1,392,124	1,434,290
541490	IF Administrative Fees and Charges - Econ and Fiscal Mngt	0	0	0	1,377,152	1,415,499
541490	IF Administrative Fees and Charges - Investments	0	0	0	432,371	444,291
541490	IF Administrative Fees and Charges - Misc. Facility	0	0	0	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	0	0	0	1,422,666	1,472,153
541490	IF Administrative Fees and Charges - Parking Meter Collections	0	0	0	527,889	545,397
541490	IF Administrative Fees and Charges - Purchasing Services	0	0	0	1,628,362	1,678,605

2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
541490	IF Administrative Fees and Charges - Remittance Processing	0	0	0	902,583	927,132
541490	IF Administrative Fees and Charges - Revenue and Licensing	0	0	0	3,760,858	3,904,181
541490	IF Administrative Fees and Charges - Risk Management	0	0	0	1,353,232	1,392,210
541490	IF Administrative Fees and Charges - Spay and Neuter	0	0	0	107,144	124,617
541490	IF Administrative Fees and Charges - Treasury	0	0	0	2,146,608	2,204,648
541830	IF DP - Applications Development - Applications	0	0	0	1,642,833	1,704,240
541830	IF DP - Applications Development - HRIS	0	0	0	2,099,937	2,151,674
541830	IF DP - Applications Development - SUMMIT	0	0	0	5,263,450	5,384,094
541830	IF DP - Applications Development - Technology Capital	0	0	0	155,601	158,246
541921	IF Property Management Service Charges	0	0	0	100,504	100,504
541930	IF Custodial/Janitorial/Security	0	0	0	46,608	47,684
542830	IF Mail Messenger Charges	0	0	0	134,700	137,000
542831	IF ALLOC Mail Messenger - Departments	0	0	0	244,609	251,547
542831	IF ALLOC Mail Messenger - GF	0	0	0	329,510	338,819
543210	IF Architect/Engineering Services - Capital Programs	0	0	0	3,311,579	3,414,994
543210	IF Architect/Engineering Services - CRTI	0	0	0	3,500,000	3,500,000
544300	IF Vehicle and Equipment Repair	0	0	0	10,858,317	11,184,067
544500	IF Fuel Sales	0	0	0	7,909,352	8,067,538
544590	IF Other Misc Revenue - Animal Shelter	0	0	0	0	0
548921	IF ALLOC Warehousing Charges - Departments	0	0	0	1,307,496	1,320,535
548921	IF ALLOC Warehousing Charges - GF	0	0	0	23,782	24,072
548922	IF ALLOC Real Estate Svc Chrgs - Departments	0	0	0	430,377	441,285
548922	IF ALLOC Real Estate Svc Chrgs - GF	0	0	0	413,499	423,980
561400	IF Interest	0	0	0	0	0
562150	IF Motor Pool Rental Charges	0	0	0	503,092	512,429
562250	IF Vehicle and Equipment Leases	0	0	0	23,056,362	23,617,788
562300	IF Parking Fees - SeaPark Garage	0	0	0	425,000	425,000
562300	IF Parking Fees - SMT Garage	0	0	0	272,620	272,620
562500	IF Building/Other Space Rental	0	0	0	5,551,561	5,674,329
562510	IF ALLOC Rent - Bldg/Other Space	0	0	0	47,063,054	47,580,571
562510	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	0	0	0	1,402,630	1,414,469

2011 - 2012 Estimated Revenues for the Finance and Administrative Services Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
569990	IF Other Misc Revenue - Accounting	0	0	0	50,169	51,796
569990	IF Other Misc Revenue - Benaroya Passthrough	0	0	0	493,435	493,435
569990	IF Other Misc Revenue - Facilities	0	0	0	380,000	380,000
569990	IF Other Misc Revenue - Fleets	0	0	0	0	0
569990	IF Other Misc Revenue - GF	0	0	0	765,593	500,492
569990	IF Other Misc Revenue - HCF	0	0	0	138,000	142,000
569990	Interfund Transfers - Departments	0	0	0	0	0
569990	Interfund Transfers - GF	0	0	0	0	0
Total Revenues		**0**	**0**	**0**	**148,695,009**	**151,287,266**
379100	Use of (Contribution To) Fund Balance	0	0	0	(1,192,289)	2,951,805
Total Resources		**0**	**0**	**0**	**147,502,720**	**154,239,071**

Finance and Administrative Services Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**0**	**0**	**0**	**20,162,145**	**21,354,434**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	148,695,009	151,287,266
Less: Actual and Budgeted Expenditures	0	0	0	144,002,719	150,739,071
Less: Capital Improvements	0	0	0	3,500,000	3,500,000
Ending Fund Balance	**0**	**0**	**0**	**21,354,434**	**18,402,629**

Capital Improvement Program Highlights

Overview of Facilities and Programs:

The Department of Finance and Administrative Services (FAS) is responsible for building, operating, and maintaining general government facilities. Examples include the City's core public safety facilities (including 33 fire stations and waterfront marine operations, 5 police precincts, the police mounted patrol facility, the Harbor Patrol, 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. In addition, FAS maintains some of the community-based facilities owned by the City, such as senior centers and community service centers.

The 2011-2016 Adopted Capital Improvement Program (CIP) is the Department's plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings. The Department's CIP is financed by a variety of revenue sources, including the City's General Subfund, the Cumulative Reserve Subfund (including the Unrestricted, REET I, and FAS Asset Preservation subaccounts), voter-approved levy proceeds, general obligation bonds, proceeds from property sales, and grants.

The 2003 Fire Facilities and Emergency Response Levy Program is a 9-year $167 million property tax levy that voters approved in November 2003. The Levy, together with approximately $132 million from other sources, funds more than 40 projects to improve the City's fire fighting and emergency response capabilities, including carrying out various emergency preparedness initiatives (for example, upgrading the City's water supply system for firefighting purposes), constructing new support facilities for the Fire Department (including a new joint training facility), constructing a new Emergency Operations Center and Fire Alarm Center, procuring two new fireboats and rehabilitating the Chief Seattle fireboat, and upgrading, renovating, or replacing most of the City's neighborhood fire stations.

Highlights:

2003 Fire Facilities and Emergency Response Levy Program: FAS reopened nine neighborhood fire stations in 2010 - Fire Stations 33/Rainier Beach, 28/Rainier Valley, 41/Magnolia, and 39/Lake City, 2/Belltown, 17/University, 35/Crown Hill, 37/West Seattle/High Point, and 38/Hawthorne Hills. All of the projects enter one year warranty phases. In 2010, due to the economic downturn, the 2010-2015 Adopted CIP restructured the Levy Program financing plan, resulting in a two-year extension to the program. The program is now expected to be complete in the fourth quarter of 2015.

In 2011, FAS will continue to execute the Levy Program with construction of six neighborhood fire stations (Fire Stations 30/Mt. Baker, 21/Greenwood, 13/Beacon Hill, 16/Green Lake, 6/Central District, 9/Fremont), and begin or continue design on twelve stations (Fire Stations 20/West Queen Anne, 14/SODO, 32/West Seattle Junction, 8/Queen Anne, 27/Georgetown, 34/Madison Park, 36/Delridge/Harbor Island/, 40/Wedgwood, 25/Capitol Hill, 24/Bitter Lake and 26/South Park), plus the Chief Seattle fireboat. A temporary fire station program which sites, designs and constructs temporary fire stations for those projects in which station construction displaces firefighters is also part of this work so emergency services can continue uninterrupted and within appropriate response times. In 2011, six active fire stations will be housed in temporary facilities consisting of tents for apparatus and trailers for living quarters and support functions so firefighters can continue to provide the full complement of emergency services to their neighborhoods.

Asset Preservation Program: The Asset Preservation Program preserves and extends the useful life and operational capacity of existing FAS-managed facilities, and is funded by facility space rent paid by City departments. Typical major maintenance work includes, but is not limited to, the repair and replacement of building envelope components, such as roofs, windows and exterior doors; the repair and replacement of core building systems such as HVAC equipment, water distribution systems, and electrical power distribution systems; and the repair and replacement of other equipment in the building due to age or prolonged substandard performance. Examples of 2011-2016 projects planned include replacing aged and leaking roofs, upgrading security systems, and replacing failing and substandard electrical and mechanical equipment in FAS shops, yards, and at public safety facilities. The City's downtown campus buildings projects will include weatherization/exterior sealant work and exterior granite paver replacement on the Municipal Tower, replacement of fire pump controls and chillers at the Municipal Tower, and replacement of thermal wall mechanical shading devices and entry modifications at the Justice Center.

Americans with Disabilities Act Improvement Program: New to the City's Capital Improvement Program is a citywide effort to lead the coordination of the funding and approval for necessary improvements related to a 2010 Department of Justice (DOJ) report and on-going discussions between DOJ and the City. Typical improvements may include, but are not limited to, public restroom reconfigurations, slope modifications to ramps, access to public spaces such as parks, and accessibility improvements to pathways that allow access to, through, and from facilities.

Municipal Energy Efficiency Projects: This project provides for investment in more energy efficient building systems and other facility efficiency improvements. By making these investments, the City expects future savings in utility and labor costs, and significant progress toward carbon neutrality. This program is intended to fund facility retrofit projects identified by energy audits conducted in 2010 (funded by the City's Energy Efficiency and Conservation Block Grant), and similar projects identified by the department. Depending on project demand and available funding, additional resources may be added in the future. Projects include, but are not limited to, review of the energy efficiency of a building and upgrades and/or replacement of mechanical equipment and distribution systems, electrical equipment and distribution systems, building envelopes (e.g., walls, windows, and roofs), lighting systems, plumbing equipment and distribution systems, and building controls systems.

Project Selection Process:

The following process is used to identify and prioritize potential CIP projects:

Project Identification: For asset preservation and major maintenance projects, FAS maintains and annually updates a plan based on its maintenance and facility assessment efforts, balanced with input from various sources including community groups, customer departments, and elected officials. Crew chiefs, property agents, architects, engineers, and project managers provide technical guidance on major maintenance and building system replacement. Other projects, including new facilities, are typically identified through special analyses or major citywide initiatives.

Project Selection: Regardless of category, federal- and state-mandated projects are automatically placed in the plan. Asset preservation projects are selected based on urgency and available funds. The Executive prioritizes new development and planning projects based on demand and responsiveness to the public's well-being.

Project Funding and Schedule: Each project listed in the plan is reviewed to determine viable funding sources, including Asset Preservation Subaccount, Community Development Block Grant, other grants, bond funds, or other Cumulative Reserve Subfund funds. FAS establishes the timeframe and estimates the cost of each planned project prior to review and approval by the City Budget Office, Mayor, and City Council.

Anticipated Operating Expenses Associated with Capital Facilities Projects:

Operating and maintenance costs for expanded and new facilities coming on-line in 2011 are expected to increase existing budget levels due to increases in square footage maintained by FAS and inflationary increases in the cost of utilities, labor, and security. For facilities that entail a substantial increase in occupied space, operating and maintenance costs are expected to increase consistent with average current costs for similar space, plus inflation. New and substantially renovated facilities (such as fire stations) are expected to be more efficient per square foot to operate and maintain than similar older facilities, which mitigates the increased operations costs of new facilities. Asset preservation projects are generally anticipated to have minimal impact on operating and maintenance costs, although in some instances they may lower or increase operating costs. In the case of fire station projects, projected changes in operating costs capture the impacts on both FAS and the Fire Department's operating budgets.

Capital Improvement Program Appropriation

Budget Control Level	2011 Adopted	2012 Endorsed
Asset Preservation - Civic Core: A1AP1		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,400,000	370,000
Subtotal	**1,400,000**	**370,000**
Asset Preservation - Public Safety Facilities: A1AP6		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,100,000	550,000
Subtotal	**1,100,000**	**550,000**
Asset Preservation - Seattle Municipal Tower: A1AP2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,120,000	2,150,000
Subtotal	**1,120,000**	**2,150,000**
Asset Preservation - Shops and Yards: A1AP4		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	100,000	650,000
Subtotal	**100,000**	**650,000**
Environmental Stewardship: A1GM3		
Cumulative Reserve Subfund - REET I Subaccount (00163)	150,000	100,000
Subtotal	**150,000**	**100,000**
Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	23,000	24,000
Subtotal	**23,000**	**24,000**
General Government Facilities - General: A1GM1		
2011 Multipurpose LTGO Bond Fund	692,000	0
2012 Multipurpose LTGO Bond Fund	0	4,200,000

Budget Control Level	2011 Adopted	2012 Endorsed
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	1,000,000
Finance and Administrative Services Fund	3,500,000	3,500,000
Subtotal	**4,392,000**	**8,700,000**
Neighborhood Fire Stations: A1FL1		
2003 Fire Facilities Subfund	5,874,000	9,232,000
2013 Multipurpose LTGO Bond Fund	10,251,000	4,054,000
2014 Multipurpose LTGO Bond Fund	0	10,161,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	5,586,000	8,302,000
Subtotal	**21,711,000**	**31,749,000**
Public Safety Facilities - Police: A1PS1		
Cumulative Reserve Subfund - REET I Subaccount (00163)	500,000	0
Subtotal	**500,000**	**0**
Total Capital Improvement Program Appropriation	**30,496,000**	**44,293,000**

Finance General

Beth Goldberg, Director

Department Description

The mission of Finance General is to allocate General Subfund resources in the form of appropriations to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for Council, Mayor, or City Budget Office oversight.

Policy and Program Changes

The 2011 Adopted and 2012 Endorsed Budget modifies existing programs to reflect new organizational structures or funding policies, eliminates one-time programs, and adjusts recurring appropriations with updated cost information. Notable changes by program are described below:

Appropriations to General Fund Subfunds and Special Funds Budget Control Level:

Arts Account - Admission Tax for Arts Programs: Under the policy established in 2010, this appropriation provides funding to the Arts Account equal to 75% of actual admission tax receipts from two-years prior. Therefore, 2011 appropriations reflect 2009 actual receipts, and 2012 appropriations reflect estimated 2010 receipts. However, it should be noted that the actual 2009 appropriation reflects a different funding policy and the 2010 adopted appropriation was reduced to reflect one-time removals to the tax base. The 14% growth of 2012 over 2011 is due mostly to audit findings resulting in a one-time revenue increase in 2010.

Finance and Administrative Services Fund and Fleets and Facilities Fund: A new program is established and one eliminated to carry out the funding changes associated with the reorganization of several City functions. The Fleets and Facilities Fund program is eliminated to denote redirection of the General Fund transfer for activities performed by the former Fleets and Facilities Department. Under the reorganization, these activities are part of the operating transfer to the newly created Finance and Administrative Services Fund program. Additionally, the General Subfund transfer to the Finance and Administrative Services Fund provides for the consolidated functions previously performed in the former Department of Executive Administration, some functions of the former Department of Finance, and for the newly created Office of Constituent Services, which was previously part of the Department of Neighborhoods. For more information on the reorganization, refer to the Finance and Administrative Services section in this document.

General Bond Interest/Redemption Fund: The shifting of debt costs associated with Alaskan Way Tunnel and parking pay stations to the Seattle Department of Transportation (SDOT) budget reduces the level of funding from the General Bond Interest Redemption fund by approximately $2.6 million over two years; however, this does not reduce General Fund obligation to these activities as the budget shift to SDOT is backed by General Fund dollars.

Information Technology Fund: In addition to ongoing General Fund support, included in the operating transfer to the Information Technology Fund is the General Subfund's portion for Microsoft Office/Exchange Enterprise licensing expenses and debt service associated with implementing upgrades for the archiving and email system.

Reserves Budget Control Level:

Personnel Services Study: The City's classification system for discretionary pay bands (APEX, Strategic Advisor, Manager, and IT Professional) are due for an evaluation. This system was implemented over ten years ago and has not been evaluated to determine whether they still meet the City's classification and compensation needs. As the City's workforce needs evolve under more constrained revenues, it is time to examine whether the current

classification system best meets with workforce needs of the City. The 2011 Adopted and 2012 Endorsed Budget also assumes that a review of the classification system will begin in 2011.

Refugee and Immigrant Youth Program: Funding has been provided in 2012 for a program to serve the needs of refugee and immigrant youth. Planning and evaluation for this new program in the Human Services Department will occur in 2011 with implementation in 2012.

Retirement Benefit Study: $250,000 is appropriated in 2011 for a study to evaluate the future costs of the employee retirement benefit and to design alternative plans for new hires that may be more affordable to employees and the taxpayers. This appropriation is for staff and consulting costs related to the work plan, including benefit research and actuarial scoring of alternative plan designs.

Recurring Reserve Employee Hour Tax: The Employee Hour Tax reserve has been eliminated for 2011 and 2012, due to the abolishment of the Employee Hour Tax by the City Council effective December 31, 2009. This appropriation was originally established to pay, in the following year, the obligation for General Subfund-supported City employees.

Seattle Arts and Culture Capital Award: $300,000 is appropriated to award one-time capital project funding in 2011 to Seattle arts and cultural organizations. This capital program will be established by the Office of Arts and Cultural Affairs, in consultation with the Seattle Arts Commission.

Recurring Reserve-Election Expense: This ongoing expense, which pays for City sponsored ballot measures, accounts for primary and general elections in 2011 and a general election in 2012. No costs for special elections are assumed in 2011 or 2012.

Recurring Reserve-Fire Hydrants: This ongoing expense pays for the operation and maintenance of fire hydrants by Seattle Public Utilities. Higher expenses are driven by the number of hydrants in the city as well as increases in water utility rates.

Recurring Reserve-Legal Advertisements: This ongoing program has been closed due to the budget transfer to the Legislative Department.

Recurring Reserve-Street Lighting: This ongoing expense pays for the operation and maintenance of the street light system by Seattle City Light and reflects the anticipated City Light rate increase of 4.3% in 2011 and 3.2% in 2012.

Recurring Reserve-Transit Pass Subsidy: This appropriation was established in 2010 to provide transit passes for City employees. Higher ongoing support for this program is proposed for 2011 and 2012 based on updated participation rates.

City Council Provisos

The City Council adopted the following budget provisos:

Of the appropriation in the 2011 budget for the Finance General Reserves BCL, $143,000 is appropriated (and of the amount endorsed for 2012, $145,800 is expected to be appropriated) solely for a professional services contract for an Office of Professional Accountability Auditor and may be spent for no other purpose.

None of the money appropriated in the 2011 budget to Finance General for the Office of Arts and Cultural Affairs for arts and cultural facility capital projects may be expended until the Executive has executed contracts that include public benefits to be provided by the arts and cultural facility capital projects to be funded.

Appropriation to General Fund Subfunds and Special Funds Budget Control Level

Purpose Statement

The purpose of the Appropriation to General Fund Subfunds and Special Funds Budget Control Level is to appropriate General Subfund resources, several of which are based upon the performance of certain City revenues, to bond redemption or special purpose funds. These appropriations are implemented as operating transfers to the funds, subfunds, or accounts they support.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Arts Account - Admission Tax for Art Programs	1,180,530	3,761,449	4,176,143	4,769,464
Cumulative Reserve Subfund - Capital Projects Account	0	0	0	500,000
Cumulative Reserve Subfund - Revenue Stabilization Account	0	0	750,000	100,000
Emergency Subfund	5,858,818	0	0	0
Finance and Administrative Services Fund	0	0	20,865,694	21,112,332
Fleets and Facilities Fund	3,324,736	2,909,223	0	0
General Bond Interest/Redemption Fund	12,588,593	10,075,813	11,151,647	13,677,210
Housing Operating Fund	1,823,437	671,577	520,490	629,422
Information Technology Fund	4,036,965	2,663,509	4,273,882	4,337,911
Insurance	4,100,467	4,688,142	4,725,000	4,961,250
Judgment/Claims Subfund	1,318,643	1,318,643	1,191,062	1,191,062
Transportation Fund - Parks Charter Revenue Transfer	516,957	0	0	0
Total	**34,749,145**	**26,088,356**	**47,653,918**	**51,278,651**

Reserves Budget Control Level

Purpose Statement

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Census Awareness and Participation Reserve	0	60,000	0	0
Food Policy Work Coordination	0	0	65,000	68,000
Get Engaged: City Boards and Commissions	31,780	30,720	31,334	31,961
Personnel Services Study	0	100,000	200,000	0
Recurring Reserve Employee Hour Tax	159,790	200,000	0	0
Recurring Reserve for Portable Art Rental and Maintenance	201,577	202,752	256,743	263,582
Recurring Reserve-Dues/Memberships	13,000	13,824	14,100	14,382
Recurring Reserve-Election Expense	830,044	1,200,000	1,000,000	1,000,000
Recurring Reserve-Fire Hydrants	5,490,556	5,847,005	6,605,784	7,329,089
Recurring Reserve-Health Care Reserve	121,600	1,500,000	0	1,000,000
Recurring Reserve-Industrial Insurance Pensions Payout	2,051,653	2,050,000	2,500,000	2,500,000
Recurring Reserve-Legal Advertisements	174,422	275,000	0	0
Recurring Reserve-Office of Professional Accountability Auditor	60,066	143,000	143,000	145,800
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	381,116	400,000	400,000	400,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	659,620	679,518	693,109	706,971
Recurring Reserve-Street Lighting	11,805,130	9,104,568	11,796,471	12,250,273
Recurring Reserve-Transit Pass Subsidy	0	2,735,000	3,135,000	3,135,000
Recurring Reserve-Voter Registration	792,846	950,000	969,000	988,380
Refugee and Immigrant Youth Program	0	0	0	150,000
Retirement Benefit Study	0	0	250,000	0
Seattle Arts and Culture Capital Award	0	0	300,000	0
SLU Mobility and Parking Partnership	0	40,000	0	0
Tax Refund Interest Reserve	296,237	365,000	365,000	365,000
Total	**23,189,437**	**26,021,387**	**28,849,542**	**30,473,438**

Support to Community Development Budget Control Level

Purpose Statement

The purpose of the Support to Community Development Budget Control Level is to appropriate General Subfund resources for services or capital projects that are not directly administered by a City department.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
African Chamber of Commerce	49,994	50,000	0	0
CASA Latina	53,369	0	0	0
Chief Seattle Gravesite Restoration	100,000	0	0	0
Community Renewal in SE Seattle	65,033	0	0	0
First United Methodist Church Shelter	500,000	0	0	0
National Union of Eritrean Women in Seattle	64,693	0	0	0
Puget Sound Industrial Excellence Center	150,000	0	0	0
Puget Sound Neighborhood Health Centers SE Family Dental Clinic	1,000,000	0	0	0
School District Site Reserve	5,421,500	0	0	0
School Use Advisory Committee Consultant Service	39,136	15,000	0	0
Sound Transit Local Contribution - Sales Tax Offset	858,135	0	0	0
Webster Park Acquisition	800,000	0	0	0
Wing Luke Asian Museum	0	100,000	50,000	0
Total	**9,101,861**	**165,000**	**50,000**	**0**

Support to Operating Funds Budget Control Level

Purpose Statement

The purpose of the Support to Operating Funds Budget Control Level is to appropriate General Subfund resources to support the operating costs of line departments that have their own operating funds. These appropriations are implemented as operating transfers to the funds or subfunds they support.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Drainage and Wastewater Fund	816,771	1,247,091	1,117,612	1,145,698
Firefighters Pension Fund	20,316,873	17,530,786	17,758,533	19,918,668
Human Services Operating Fund	53,499,134	52,519,366	51,962,950	52,121,676
Library Fund	48,164,128	49,205,188	47,299,078	48,630,097
Low Income Housing Fund	1,007,777	0	0	0
Neighborhood Matching Subfund	3,314,344	3,353,881	2,939,396	2,995,194
Parks and Recreation Fund	82,619,508	84,244,482	80,056,503	84,135,812
Planning and Development Fund	9,752,507	9,990,985	9,120,445	9,300,870
Police Relief and Pension Fund	20,230,783	22,302,034	22,255,382	22,190,500
Seattle Center Fund	14,699,842	13,056,898	13,229,236	13,305,083
Solid Waste Fund	51,769	51,383	52,411	53,459
Transportation Fund	39,966,839	38,641,232	38,913,576	40,022,537
Water Fund	10,295,006	52,940	53,999	55,079
Total	**304,735,281**	**292,196,267**	**284,759,124**	**293,874,674**

Fleets and Facilities Department

Department Description

The Fleets and Facilities Department (FFD) was created on January 1, 2001, as part of a reorganization of City government. The Fleets and Facilities Department has three major operating functions: Capital Programs, Facility Operations, and Fleet Services.

The Capital Programs division oversees the design, construction, commissioning, and initial departmental occupancy of many City facilities. Staff from this division is responsible for implementation of the Fire Facilities and Emergency Response Levy program.

The Facility Operations division maintains many of the City's buildings, including office buildings, parking facilities, maintenance facilities, police and fire stations, and some community facilities. The division operates the City's central warehousing function and City mailroom. Facility Operations also houses the asset planning unit that manages strategic and capital planning for the City's non-utility real estate portfolio, provides day-to-day property management, and offers basic real estate services and advice.

The Fleet Services division purchases, maintains, and repairs the City's vehicles and specialized equipment, including cars, light trucks, fire apparatus, and heavy equipment. The division also manages a centralized motor pool, and provides fuel for the City's fleet.

Policy and Program Changes

As part of a reorganization of City government, the Department of Finance and Administrative Services (FAS) was created on August 30, 2010. The new department includes the entirety of the Fleets and Facilities Department (FFD). This section shows the FFD budget information for 2009 and 2010 as reference; budget information for 2011 and 2012 is included in the FAS budget chapter.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration Budget Control Level	**A1000-FFD**	**3,747,023**	**3,906,540**	**0**	**0**
Facility Operations Budget Control Level	**A3000-FFD**	**69,669,833**	**67,381,858**	**0**	**0**
Fleet Services Budget Control Level					
Vehicle Fueling		6,279,554	8,662,833	0	0
Vehicle Leasing		17,533,838	15,436,053	0	0
Vehicle Maintenance		19,298,193	18,539,648	0	0
Fleet Services Budget Control Level	**A2000-FFD**	**43,111,584**	**42,638,533**	**0**	**0**
Judgment and Claims Budget Control Level	**A4000-FFD**	**477,386**	**477,386**	**0**	**0**
Technical Services Budget Control Level	**A3100-FFD**	**3,099,766**	**2,997,886**	**0**	**0**
Department Total		**120,105,593**	**117,402,203**	**0**	**0**
Department Full-time Equivalents Total*		**295.50**	**295.50**	**0.00**	**0.00**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	3,279,492	2,908,761	0	0
Other	116,826,100	114,493,442	0	0
Department Total	**120,105,593**	**117,402,203**	**0**	**0**

Administration Budget Control Level

Purpose Statement

The purpose of the Administration 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.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	3,747,023	3,906,540	0	0
Full-time Equivalents Total*	31.50	31.50	0.00	0.00

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

Facility Operations Budget Control Level

Purpose Statement

The purpose of the Facility Operations 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.

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Facility Operations	69,669,833	67,381,858	0	0
Full-time Equivalents Total*	103.50	103.50	0.00	0.00

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

Fleet Services Budget Control Level

Purpose Statement

The purpose of the Fleet Services Budget Control level is to buy, maintain, and replace City vehicles and heavy equipment, manage a Citywide motor pool and provide fueling services while supporting environmentally sustainable fleets goals and best practices.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Fueling	6,279,554	8,662,833	0	0
Vehicle Leasing	17,533,838	15,436,053	0	0
Vehicle Maintenance	19,298,193	18,539,648	0	0
Total	**43,111,584**	**42,638,533**	**0**	**0**
Full-time Equivalents Total *	137.50	137.50	0.00	0.00

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

Fleet Services: Vehicle Fueling

Purpose Statement

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

Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Fueling	6,279,554	8,662,833	0	0
Full-time Equivalents Total*	1.00	1.00	0.00	0.00

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

Fleet Services: Vehicle Leasing

Purpose Statement

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 FFD-procured vehicles are provided to City departments and other agencies. The program also provides motor pool services, and houses fleet administration and environmental stewardship functions.

Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Leasing	17,533,838	15,436,053	0	0
Full-time Equivalents Total*	11.50	11.50	0.00	0.00

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

Fleet Services: Vehicle Maintenance

Purpose Statement

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.

Program Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted Budget and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Vehicle Maintenance	19,298,193	18,539,648	0	0
Full-time Equivalents Total*	125.00	125.00	0.00	0.00

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

Judgment and Claims Budget Control Level

Purpose Statement

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

Summary

This Budget Control Level is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment and Claims	477,386	477,386	0	0

Technical Services Budget Control Level

Purpose Statement

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

Summary

This Program is included in the Department of Finance and Administrative Services for the 2011 Adopted and 2012 Endorsed Budget.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Capital Programs	3,099,766	2,997,886	0	0
Full-time Equivalents Total*	23.00	23.00	0.00	0.00

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

2011 - 2012 Estimated Revenues for the Fleets and Facilities Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
444300	Vehicle and Equipment Repair Charges	136,836	183,503	0	0	0
444500	Fuel Sales	124,163	10,974	0	0	0
461110	Interest Earnings - Residual Cash	337,731	350,000	0	0	0
462190	Motor Pool	7,798	13,454	0	0	0
462250	Vehicle and Equipment Leases	821,469	863,215	0	0	0
462300	Parking Fees - Private at SeaPark Garage	906,148	937,910	0	0	0
462300	Parking Fees - Private at SMT Garage	963,213	1,057,644	0	0	0
462500	Bldg/Other Space Rent Charge - Private at AWC	854,345	851,042	0	0	0
462500	Bldg/Other Space Rent Charge - Private at City Hall	88,948	88,948	0	0	0
462500	Bldg/Other Space Rent Charge - Private at SMT	1,740,237	1,462,733	0	0	0
462500	Bldg/Other Space Rent Charge - Private Misc	203,631	162,793	0	0	0
462600	Other Rents and Use Charges	10,489	0	0	0	0
469990	Other Miscellaneous Revenues	312,563	195,000	0	0	0
473010	Interlocal Grants	123,999	0	0	0	0
541490	IF Administrative Fees and Charges	263,416	260,000	0	0	0
541710	IF Sales of Merchandise	(3,068)	0	0	0	0
541921	IF Property Management Service Charges	447,168	660,504	0	0	0
541930	IF Custodial/Janitorial/Security	142,770	0	0	0	0
542830	IF Mail Messenger Charges	96,277	118,808	0	0	0
542831	IF ALLOC Mail Messenger - Departments	286,962	295,571	0	0	0
542831	IF ALLOC Mail Messenger - GF	257,383	265,115	0	0	0
543210	IF Architect/Engineering Services - Capital Programs	3,062,630	3,224,670	0	0	0
543210	IF Architect/Engineering Services - CRTI	564,510	3,500,000	0	0	0
544300	IF Vehicle and Equipment Repair	10,941,260	10,285,252	0	0	0
544500	IF Fuel Sales	6,345,164	8,662,942	0	0	0
548921	IF ALLOC Warehousing Charges - Departments	1,415,202	1,457,660	0	0	0
548921	IF ALLOC Warehousing Charges - GF	15,857	16,332	0	0	0
548922	IF ALLOC Real Estate Svc Chrgs - Departments	529,351	0	0	0	0
548922	IF ALLOC Real Estate Svc Chrgs - GF	1,192,332	0	0	0	0
562150	IF Motor Pool Rental Charges	457,982	543,456	0	0	0
562250	IF Vehicle and Equipment Leases	22,235,887	22,379,272	0	0	0
562300	IF Parking Fees - SeaPark Garage	389,183	452,336	0	0	0
562300	IF Parking Fees - SMT Garage	(147,140)	265,882	0	0	0
562500	IF Building/Other Space Rental	4,389,743	5,182,472	0	0	0
562510	IF ALLOC Rent - Bldg/Other Space	50,313,038	50,881,290	0	0	0

2011 - 2012 Estimated Revenues for the Fleets and Facilities Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
562510	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,665,804	1,703,385	0	0	0
569990	IF Other Misc Revenue - Accounting	75,850	93,482	0	0	0
569990	IF Other Misc Revenue - Facilities	442,975	380,000	0	0	0
569990	IF Other Misc Revenue - Fleets	214,831	170,000	0	0	0
569990	IF Other Misc Revenue - GF	712,124	1,019,390	0	0	0
569990	Interfund Transfers	(836,807)	(165,000)	0	0	0
Total Revenues		**112,102,254**	**117,830,035**	**0**	**0**	**0**
379100	Use of (Contribution To) Fund Balance	0	3,072,166	0	0	0
Total Resources		**112,102,254**	**120,902,201**	**0**	**0**	**0**

Fleets and Facilities Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**28,625,843**	**3,475,283**	**20,565,460**	**0**	**0**
Accounting and Technical Adjustments	7,018,287	0	3,673,109	0	0
Plus: Actual and Estimated Revenue	109,150,980	117,830,035	116,825,780	0	0
Less: Actual and Budgeted Expenditures	124,229,649	117,402,203	117,402,204	0	0
Less: Capital Improvements	0	3,500,000	3,500,000	0	0
Ending Fund Balance	**20,565,460**	**403,117**	**20,162,145**	**0**	**0**

The Fleets and Facilities Department is now part of the Department of Finance and Administrative Services (FAS). This Fund table is displayed for reference only. 2011 and 2012 values can be found in the fund table for FAS.

Office of Hearing Examiner

Sue Tanner, Hearing Examiner

Contact Information

Department Information Line: (206) 684-0521
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/examiner/

Department Description

The Office of Hearing Examiner is Seattle's quasi-judicial forum for reviewing factual and legal issues raised by the application of City Code requirements to specific people or property. As authorized by the Seattle Municipal Code, the Office conducts hearings and decides appeals in cases where citizens disagree with a decision made by a City agency. Many of the matters appealed to the Hearing Examiner relate to land use and environmental permit decisions and interpretations made by the Department of Planning and Development. The Hearing Examiner also hears appeals in many other subject areas and makes recommendations to the City Council on rezone petitions, major institution master plans, and other Council land-use actions. Pursuant to authority granted in 2004, the Hearing Examiner provides contract hearing examiner services to other local governments as well.

The Hearing Examiner, and Deputy Hearing Examiners appointed by the Hearing Examiner, handle all pre-hearing matters, regulate the conduct of hearings, and prepare decisions and recommendations based upon the hearing record and applicable law. The Code requires all examiners to be attorneys with training and experience in administrative hearings. The Hearing Examiner also appoints an administrative analyst to oversee the administrative areas of the office, a paralegal to assist with hearings and decision preparation, and an administrative specialist to support all other office positions and provide information to the public.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. The 2011 Adopted Budget for the Office of Hearing Examiner reflects administrative and technical reductions in order to help close the General Fund gap.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Hearing Examiner Budget Control Level	**V1X00**	**577,231**	**555,745**	**570,567**	**585,036**
Department Total		**577,231**	**555,745**	**570,567**	**585,036**
Department Full-time Equivalents Total*		**4.63**	**4.63**	**4.63**	**4.63**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	577,231	555,745	570,567	585,036
Department Total	**577,231**	**555,745**	**570,567**	**585,036**

Office of Hearing Examiner Budget Control Level

Purpose Statement

The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 50 subject areas) and to issue decisions and recommendations consistent with applicable ordinances.

Summary

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions, this program will achieve $5,000 in savings.

Increase budget by $20,000 for citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $15,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Hearing Examiner	577,231	555,745	570,567	585,036
Full-time Equivalents Total*	4.63	4.63	4.63	4.63

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

Department of Information Technology

Bill Schrier, Director & Chief Technology Officer

Contact Information

Department Information Line: (206) 684-0600
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/doit/

Department Description

The Department of Information Technology (DoIT) manages the City's information technology infrastructure and performs strategic information technology (IT) planning to help City government serve Seattle's residents and businesses. DoIT is organized into four major divisions: Technology Infrastructure; Technology Leadership and Governance; Office of Electronic Communications; and Finance and Administration.

The Technology Infrastructure Division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. DoIT builds and operates a wide variety of technology tools and systems supporting the missions of every department in City government. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The Technology Leadership and Governance Division provides strategic direction and coordination on technology for the City, including development of a multi-year strategic plan for Information Technology, development of common standards and architectures to deliver City services more efficiently and effectively, and IT project oversight and monitoring.

The Office of Electronic Communications Division oversees and operates the City's government-access television station (the Seattle Channel) and websites (seattlechannel.org and seattle.gov). Services provided include: new television and on-line programming, live Web streaming, indexed videos on demand, web-based applications, and other interactive services aimed at improving access to government services, information, and decision makers. It also oversees the City's cable television franchises with Comcast and Broadstripe (formerly known as Millennium Digital Media), and it manages the Department's community outreach programs, including the Technology Matching Fund (TMF) program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The Finance and Administrative Services Division provides finance, budget, accounting, human resources, administrative, and contracting services for DoIT.

DoIT provides services to other City Departments, who, in turn, pay DoIT for those services they purchase. As such, DoIT receives revenue from most of the major fund sources within the City, including the General Fund, Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Department of Planning and Development, and the Retirement Fund. DoIT also receives funds from the City's Cable Television Subfund, as well as from grants, and from other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle, etc.) who buy DoIT services for special projects.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent

functions. As an internal service fund, DoIT's operating costs are billed to customer departments, thereby impacting the General Fund. In order to close the General Fund gap, DoIT's 2011 Adopted and 2012 Endorsed Budget includes operating reductions that lead to decreased charges to General Fund departments.

Additionally, to relieve the financial stress on the General Fund, DoIT identified opportunities for Cable Television Franchise Subfund dollars to be used to support technology access programs currently funded by the General Fund. As a result, the City will transfer $538,000 of Cable Franchise dollars to fund a portion of the General Fund costs for email, which is a key avenue for citizens to access City government. More than three quarters of all Citywide email usage is attributable to external/public communication.

The 2011 Adopted and 2012 Endorsed Budget for DoIT is also complicated by the fact that there are additional upward pressures on the rates as a result of one-time budget balancing strategies used in balancing past budgets. A series of information technology enhancements that were added to the 2009-2010 Proposed Budget were not fully incorporated on an on-going basis into the DoIT rates until the 2011 Adopted and 2012 Endorsed Budget. These enhancements include the shift to Microsoft Office/Exchange; the upgrade to GroupWise, Office Directory Services, and Archives (GODA); and the upgrade to the City's Interactive Voice Reporting (IVR) System. Together, these improvements add $4.5 million to DoIT's rate allocation. Although new to the rate allocation for 2011, DoIT had previously collected revenues for Microsoft Office/Exchange in 2009-2010 through the six-fund allocation charged to the following funds: SCL, SPU, DPD, SDOT, GF, Retirement. The GODA and IVR systems, however, were funded on a one-time basis through the sale of City bonds, which were paid out of DoIT fund balance for 2009/2010, with the intention of shifting these costs into the rate model for 2011 through 2013, when the debt will be paid off. Together, these decisions put additional upward pressure of DoIT rates beyond what would be normally expected for growth rates. In developing its 2011 Adopted and 2012 Endorsed Budget, DoIT made additional reductions in order to lessen the impact of these rate increases on recipient agencies.

Included in their 2011-2012 rates, and outlined in the Central Cost Manual, are increases to recover costs for a series of information technology enhancements approved in the 2009-2010 budget. The bond payments and licensing costs for these enhancements are now allocated to City funds.

The 2011 Adopted and 2012 Endorsed Budget for DoIT prioritizes the maintenance and operation of the City's core communication and computing technology services and functions. An extensive review of all lines of business was performed in order to determine the most appropriate areas for reductions. The Department will change the way it does business in some areas and will find efficiencies and opportunities to streamline operations in others.

The Department reviewed all programs to find internal and organizational efficiencies with the goal of preserving direct services. Reductions were made in various accounts including equipment and software purchasing, overtime, and maintenance and operating supplies. Non-mandatory travel and training expenditures were also removed from the budget, while leaving in place funding to attain critical certifications and expertise on new technologies. The reduction in maintenance includes lowering the level of service coverage from vendors on their IT products. One example of this is the City's email archiving. Maintenance contracts will be reduced from twenty four hours a day, seven days a week, to eight hours a day, five days a week. This reduction is not without risk and may lead to downtime for some City systems in the event they require repair/maintenance in off hours.

Service delivery changes were also analyzed and, in several areas, DoIT is changing the way it does business. The Department is leaving its 8,500 square-foot warehouse space and abrogating the two positions, a Senior Warehouser and a Warehouser, that managed it. There will be less equipment kept on hand, and what remains will be moved to a smaller space in the Seattle Municipal Tower. Technology Matching funds will be reduced from $300,000 in grants per year to $225,000, which is approximately the level they were at in 2008. This will reduce the number of grants awarded by approximately six from the 2010 level of 24. A new model for the

public access channel will be implemented, moving from the historic analog film format to a new paradigm based on digital technology. Advances in digital technology allow for a much less capital-intensive model and provide an opportunity to reach a far wider audience. The existing contract for these services ends on December 31, 2010 and a new request for proposals will be issued to develop a new operational model which preserves core public access services while transitioning to digital technology.

As part of the Citywide effort to examine opportunities to preserve direct services, the Department also developed options for achieving cost savings through changes in management structure and administrative efficiencies. DoIT's restructuring of parts of their organization allows for the abrogation of a Manager 3 position in the Communications Technologies group and a part-time Strategic Advisor 2 position in the Office of Cable Communications. This streamlining of the management structure reduces the budget and maintains an effective management core.

Additional staff reductions were made as two positions, a Telephone ITSA and a Marketing and Development Coordinator, were abrogated. Responsibilities of these positions will be absorbed by remaining staff. Two other positions, an Information Technology Professional B position and a Senior Management System Analyst position, were reduced to part-time. A Citywide analysis of IT staffing, which used identified standards to compare function to customer base ratios, indicated that the Department could reduce 2.5 of 14 positions from the Desktop Support Team, and one of nine staff members at the Help Desk. The Desktop Support Team, which experienced the most significant reduction, is responsible for trouble resolution and move/add/change requests for approximately 2,900 supported computers, as well as networked printing (415 printers), application deployment (over 1000 applications), security controls, and testing across those computers. Departments will experience longer wait times for service requests in these areas.

The technology investments that will impact the 2011 Adopted and 2012 Endorsed Budget are the Enterprise Server purchase to expand storage capacity, and preparation for the transition to Windows 7. All non-essential technology changes, like the proposed upgrade of the Seattle Channel to High Definition, have been delayed. Fund balance has been set aside for the critical expansion of the Enterprise Server environment and its associated tape backup, which is out of capacity. These servers support major City applications including the City's financial (SUMMIT) and human resources (HRIS) systems, and the Municipal Court's information management system (MCIS). To provide the necessary capacity to process and back-up the increasing amount of data associated with these applications and prevent any data loss, an additional enterprise class server is needed. The City must also migrate approximately 12,000 desktop and laptop PCs from the old XP operating system to the new Windows 7 system. By April 2014, XP and all other software from independent vendors that interfaces with XP will no longer be supported. For the 2012 budget, the Department has added $100,000 for a project manager to plan for and begin the transition. DoIT estimates that starting in 2013, departments and funds will pay $1.2 million through their rates to support the Windows 7 operating system.

Charges to departments that use the 800 MHz radio system include collections that are set aside in a reserve and later used for the replacement of the radio handsets and the infrastructure. In 2010, to achieve savings to the General Fund, the radio handset collection was deferred for the Police and Fire Departments saving the General Fund $726,000. DoIT will continue this deferral for the Police and Fire departments in 2011, though at a reduced amount, saving the General Fund $533,000. The rate of collection will increase in 2012 through 2020 to make-up for this temporary shortfall.

A series of technical adjustments including inflation adjustments, a pension contribution increase, a COLA reduction, and an adjustment to debt service fees have all been captured and can be found in the following pages.

City Council Provisos

The City Council has adopted the following budget proviso: In the 2012 Endorsed Budget, the Finance and Administration Budget Control level is reduced by $200,000 to reflect reductions that will be made to management-related costs. Reductions will not be restricted to executives, managers, or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. DoIT will identify specific steps toward meeting this reduction as part of the 2012 budget process.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Administration Budget Control Level					
Finance and Administration		1,791,161	1,820,478	2,117,502	2,176,221
General and Administration		302,764	711,537	3,902,766	3,809,060
Finance and Administration Budget Control Level	**D1100**	**2,093,925**	**2,532,015**	**6,020,268**	**5,985,281**
Office of Electronic Communications Budget Control Level					
Citywide Web Team		1,905,927	1,869,524	1,903,621	1,937,194
Community Technology		1,122,584	1,368,886	1,166,760	1,193,579
Office of Cable Communications		1,365,954	1,157,644	612,258	633,554
Seattle Channel		3,385,634	2,926,694	2,764,176	2,724,616
Office of Electronic Communications Budget Control Level	**D4400**	**7,780,100**	**7,322,749**	**6,446,815**	**6,488,944**
Technology Infrastructure Budget Control Level					
Communications Shop		1,726,102	1,567,758	1,632,413	1,666,643
Data Network Services		3,478,690	4,120,209	3,839,879	3,923,832
Enterprise Computing Services		7,809,329	8,126,464	7,852,225	7,244,401
Messaging, Collaboration and Directory Services		1,691,847	1,644,605	1,846,305	1,884,152
Radio Network		5,663,776	6,070,782	1,043,343	1,074,089
Service Desk		1,501,439	1,430,767	1,280,944	1,315,011
Technical Support Services		2,090,812	2,086,320	1,797,276	1,833,735
Technology Engineering and Project Management		10,209,369	6,813,402	4,309,397	4,423,817
Technology Infrastructure Grants		111,782	0	0	0
Telephone Services		10,664,218	9,929,637	9,344,829	9,528,059
Warehouse		1,128,056	2,463,454	1,359,693	1,383,194
Technology Infrastructure Budget Control Level	**D3300**	**46,075,419**	**44,253,397**	**34,306,304**	**34,276,933**
Technology Leadership and Governance Budget Control Level					
Citywide Technology Leadership and Governance		2,443,090	2,271,355	2,144,344	2,187,059
Law, Safety, and Justice		0	24,712	0	0
Technology Leadership and Governance Budget Control Level	**D2200**	**2,443,090**	**2,296,067**	**2,144,343**	**2,187,059**
Department Total		**58,392,534**	**56,404,228**	**48,917,730**	**48,938,217**
Department Full-time Equivalents Total*		**216.00**	**205.00**	**195.00**	**195.00**

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	4,036,965	2,663,510	4,273,882	4,337,911
Other	54,355,569	53,740,719	44,643,848	44,600,306
Department Total	**58,392,534**	**56,404,228**	**48,917,730**	**48,938,217**

Finance and Administration Budget Control Level

Purpose Statement

The purpose of the Finance and Administration Budget Control Level is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Administration	1,791,161	1,820,478	2,117,502	2,176,221
General and Administration	302,764	711,537	3,902,766	3,809,060
Total	**2,093,925**	**2,532,015**	**6,020,268**	**5,985,281**
Full-time Equivalents Total *	18.00	16.50	19.50	19.50

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

Finance and Administration: Finance and Administration

Purpose Statement

The purpose of the Finance and Administration Program is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

Program Summary

Reduce budget authority by $9,000 to reflect reductions in travel and training.

Transfer in three administrative positions 1.0 FTE Administrative Specialist I-BU, 1.0 FTE Administrative Specialist II-BU, and 1.0 FTE Administrative Specialist III-BU) from the Technology Leadership and Governance BCL as part of internal DoIT staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $26,000 is saved in the Finance and Administration Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the above staff transfers, increase the budget by $337,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $297,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Finance and Administration	1,791,161	1,820,478	2,117,502	2,176,221
Full-time Equivalents Total*	18.00	16.50	19.50	19.50

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

Finance and Administration: General and Administration

Purpose Statement

The purpose of the General and Administration Program is to provide general administrative services and supplies to the Department's internal programs.

Program Summary

Citywide adjustments to labor and other operating costs increase the budget by $3.2 million from the 2010 Adopted Budget to the 2011 Adopted Budget. This increase is primarily due to the transfer in of debt service payments for GEM, Archiving, and CRM budget from the Technology Engineering and Project Management Program, as well as the addition of MS Office 2007 Enterprise Agreement Licenses costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General and Administration	302,764	711,537	3,902,766	3,809,060

Office of Electronic Communications Budget Control Level

Purpose Statement

The purpose of the Office of Electronic Communications Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs so that technology delivers services and information to residents, businesses, visitors, and employees in an effective way.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citywide Web Team	1,905,927	1,869,524	1,903,621	1,937,194
Community Technology	1,122,584	1,368,886	1,166,760	1,193,579
Office of Cable Communications	1,365,954	1,157,644	612,258	633,554
Seattle Channel	3,385,634	2,926,694	2,764,176	2,724,616
Total	**7,780,100**	**7,322,749**	**6,446,815**	**6,488,944**
Full-time Equivalents Total *	41.00	35.00	34.00	34.00

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

Office of Electronic Communications: Citywide Web Team

Purpose Statement

The purpose of the Citywide Web Team Program is to provide leadership in using Web technology and a Web presence for residents, businesses, visitors, and employees so that they have 24-hour access to relevant information and City services.

Program Summary

Reduce the budget by $70,000 for efficiencies gained in the following accounts: software licenses and programs, equipment acquisition, upgrades and replacement, and consultant services.

Reduce budget authority by $10,000 to reflect reductions in travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $31,000 is saved in the Citywide Web Team Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $150,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $34,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citywide Web Team	1,905,927	1,869,524	1,903,621	1,937,194
Full-time Equivalents Total*	14.25	12.25	12.25	12.25

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

Office of Electronic Communications: Community Technology

Purpose Statement

The purpose of the Community Technology Program is to provide leadership, education, and funding so that all residents have access to computer technology and online information.

Program Summary

Increase budget by $41,875 to transfer fund balance from the Cable Television Franchise Subfund (Cable Subfund) through DoIT to the Human Services Department. This funding will restore a 0.5 FTE Volunteer Programs Coordinator to coordinate a senior peer computer training project.

Reduce the budget by $75,000 to reflect a reduction to the Technology Matching Fund. This reduction brings the Matching Fund down to $225,000 from $300,000, which allows for funding for approximately 16 to 20 technology grants to the community.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $14,000 is saved in the Community Technology Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $154,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $202,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Community Technology	1,122,584	1,368,886	1,166,760	1,193,579
Full-time Equivalents Total*	4.25	4.25	4.25	4.25

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

Office of Electronic Communications: Office of Cable Communications

Purpose Statement

The purpose of the Office of Cable Communications Program is to negotiate with and regulate private cable communications providers so that residents receive high-quality and reasonably priced services.

Program Summary

Reduce the budget authority by $550,000 to reflect a reduction to Seattle's public access channel. A new model for the public access channel will be implemented, moving from the historic analog film format to a new paradigm based on digital technology. Advances in digital technology allow for a much less capital-intensive model and provide an opportunity to reach a far wider audience. The previous contract for these services ends on December 31, 2010 and a new request for proposals will be issued to develop a new operational model which preserves core public access services while transitioning to digital technology.

Reduce budget authority by approximately $2,000 to reflect reductions in travel and training.

Reduce budget by $6,000, abrogate 0.5 FTE Strategic Advisor 2, and transfer in 0.5 FTE Senior Management Systems Analyst from the Enterprise Computing Service Team to analyze and administer the cable company technical audits and prepare reports outlining findings and recommendations, document compliance with franchises, and provide assistance with processing requests for cable discounts.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $9,000 is saved in the Office of Cable Communications Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $22,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $545,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Cable Communications	1,365,954	1,157,644	612,258	633,554
Full-time Equivalents Total*	4.25	2.75	2.75	2.75

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

Office of Electronic Communications: Seattle Channel

Purpose Statement

The purpose of the Seattle Channel Program is to inform and engage residents in Seattle's governmental, civic, and cultural affairs by using television, the Web, and other media in compelling ways.

Program Summary

Reduce the budget by $97,000 and abrogate 1.0 FTE Marketing Development Coordinator. Outreach activities will consequently be reduced; however, the primary duties, including community relations with neighborhood, civic, ethnic, and issue-oriented groups will be prioritized and absorbed by other staff and managers.

Reduce the budget by $343,000 by delaying the upgrade of the Seattle Channel to a High Definition (HD) signal until 2013-2014. The station will continue to broadcast in Standard Definition (SD) until that time.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $27,000 is saved in the Seattle Channel Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $310,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $163,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Seattle Channel	3,385,634	2,926,694	2,764,176	2,724,616
Full-time Equivalents Total*	18.25	15.75	14.75	14.75

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

Technology Infrastructure Budget Control Level

Purpose Statement

The purpose of the Technology Infrastructure Budget Control Level is to build and operate the City's corporate communications and computing assets so that the City can manage information more effectively, deliver services more efficiently, and make well-informed decisions.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications Shop	1,726,102	1,567,758	1,632,413	1,666,643
Data Network Services	3,478,690	4,120,209	3,839,879	3,923,832
Enterprise Computing Services	7,809,329	8,126,464	7,852,225	7,244,401
Messaging, Collaboration and Directory Services	1,691,847	1,644,605	1,846,305	1,884,152
Radio Network	5,663,776	6,070,782	1,043,343	1,074,089
Service Desk	1,501,439	1,430,767	1,280,944	1,315,011
Technical Support Services	2,090,812	2,086,320	1,797,276	1,833,735
Technology Engineering and Project Management	10,209,369	6,813,402	4,309,397	4,423,817
Technology Infrastructure Grants	111,782	0	0	0
Telephone Services	10,664,218	9,929,637	9,344,829	9,528,059
Warehouse	1,128,056	2,463,454	1,359,693	1,383,194
Total	**46,075,419**	**44,253,397**	**34,306,304**	**34,276,933**
Full-time Equivalents Total *	138.00	135.50	126.50	126.50

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

Technology Infrastructure: Communications Shop

Purpose Statement

The purpose of the Communications Shop Program is to install, maintain, and repair the dispatch radio infrastructure and mobile and portable radios for City departments and other regional agencies for common, cost-effective communications.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $14,000 is saved in the Communications Shop Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $79,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $65,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Communications Shop	1,726,102	1,567,758	1,632,413	1,666,643
Full-time Equivalents Total*	12.00	11.00	11.00	11.00

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

Technology Infrastructure: Data Network Services

Purpose Statement

The purpose of the Data Network Services Program is to provide data communications infrastructure and related services to City employees so that they may send and receive electronic data in a cost-effective manner, and so residents may electronically communicate with City staff and access City services.

Program Summary

Reduce budget authority by approximately $87,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, maintenance, and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $30,000 is saved in the Data Network Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $159,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $280,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Data Network Services	3,478,690	4,120,209	3,839,879	3,923,832
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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

Technology Infrastructure: Enterprise Computing Services

Purpose Statement

The purpose of the Enterprise Computing Services Program is to provide a reliable production computing environment that allows departments to effectively operate their technology applications, operating systems, and servers.

Program Summary

Reduce budget authority by approximately $350,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, and maintenance. Maintenance contracts were reduced from twenty four hours a day, seven days a week, to eight hours a day, five days a week. This reduction is not without risk and may lead to downtime for some City systems in the event they require repair/maintenance in off hours.

Reduce the budget by $112,000 and reduce 1.0 FTE Senior Management Systems Analyst (MSA, Sr) to part-time. The remaining 0.5 FTE MSA, Sr will move to the Cable Communications Program where they will analyze and administer the cable company technical audits and prepare reports outlining findings and recommendations, document compliance with franchises, and provide assistance with processing requests for cable discounts. The former duties of the MSA, Sr (administering the online employee directory, keeping web directories current, and working with the state to maintain their City directory) will be split up and redistributed to other staff.

Reduce the budget by $57,000 and reduce 1.0 FTE Information Technology Professional B to part-time. This position was responsible for approximately 80 Windows servers in addition to SQL server data bases. This workload will be redistributed among remaining IT staff.

Transfer 1.0 FTE Information Technology System Analyst position to Enterprise Computing Services from the Service Desk as part of internal DoIT staff alignment.

Add $400,000 to the budget for the critical expansion of the Enterprise Server environment and its associated tape backup which is out of capacity. This purchase will be paid using fund balance. These servers support major City applications including the City's financial (SUMMIT) and human resources (HRIS) systems, and the Municipal Court's information management system (MCIS). To provide the necessary capacity to process and back-up the increasing amount of data associated with these applications and prevent any data loss, an additional enterprise class server is needed.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $9,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $41,000 is saved in the Enterprise Computing Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, decrease the budget by $105,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $274,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Enterprise Computing Services	7,809,329	8,126,464	7,852,225	7,244,401
Full-time Equivalents Total*	27.00	25.50	25.00	25.00

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

Technology Infrastructure: Messaging, Collaboration and Directory Services

Purpose Statement

The purpose of the Messaging, Collaboration and Directory Services Program is to provide, operate, and maintain an infrastructure for e-mail, calendar, directory, and related services to City employees and the general public so that they can communicate and obtain City services.

Program Summary

Transfer 1.0 FTE Information Technology Technical Support position from Technical Support Services to the Messaging, Collaboration and Directory Services team as part of internal DoIT staff alignment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $22,000 is saved in the Messaging, Collaboration and Directory Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, increase the budget by $224,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $202,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Messaging, Collaboration and Directory Services	1,691,847	1,644,605	1,846,305	1,884,152
Full-time Equivalents Total*	11.00	11.00	12.00	12.00

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

Technology Infrastructure: Radio Network

Purpose Statement

The purpose of the Radio Network Program is to provide dispatch radio communications and related services to City departments and other regional agencies so that they have a highly available means for mobile communications.

Program Summary

Reduce budget authority by approximately $169,000 to reflect reductions in expenditures for administrative efficiencies including equipment purchases, supplies, and maintenance.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $6,000 is saved in the Radio Network Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $4.9 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $5 million. The majority of the decrease is due to the completion in 2010 of a major project to upgrade 800MHz radios within the City.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Radio Network	5,663,776	6,070,782	1,043,343	1,074,089
Full-time Equivalents Total*	1.00	1.00	1.00	1.00

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

Technology Infrastructure: Service Desk

Purpose Statement

The purpose of the Service Desk Program is to provide an initial point of contact for technical support, problem analysis and resolution, and referral services for customers in non-utility departments.

Program Summary

Reduce the budget by $99,000 and abrogate 1.0 FTE Information Technology Systems Analyst that was responsible for trouble ticket resolution. The remaining eight staff members at the Service Desk will absorb the work. This reduction may lead to longer wait times for City staff in getting issues resolved when calling the internal City Service/Help Desk.

Transfer 1.0 FTE Information Technology System Analyst position from the Service Desk to Enterprise Computing Services as part of internal DoIT staff alignment.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Service Desk Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, decrease the budget by $43,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $150,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Service Desk	1,501,439	1,430,767	1,280,944	1,315,011
Full-time Equivalents Total*	13.00	13.00	11.00	11.00

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

Technology Infrastructure: Technical Support Services

Purpose Statement

The purpose of the Technical Support Services Program is to provide, operate, and maintain personal computer services for City employees so that they have a reliable computing environment to conduct City business and to provide services to other government entities and the public.

Program Summary

Reduce budget authority by $4,000 to reflect reductions in travel and training.

Reduce $255,000 and abrogate 2.5 FTE Information Technology Professional C positions. A Citywide analysis of IT staffing which used identified standards to compare function to customer base ratios indicated that the Department could reduce two and a half of 14 positions from the Desktop Support Team. These positions are responsible for trouble resolution and move/add/change requests for approximately 2,900 supported computers, as well as networked printing (415 printers), application deployment (over 1,000 applications), security controls, and testing across those computers. Departments can expect longer wait times for service requests in these areas as remaining staff absorb the workload.

Transfer 1.0 FTE Information Technology Technical Support position to the Messaging, Collaboration and Directory Services team as part of an internal staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $5,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $27,000 is saved in the Technical Support Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfer, increase the budget by $1,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $289,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technical Support Services	2,090,812	2,086,320	1,797,276	1,833,735
Full-time Equivalents Total*	17.00	17.00	13.50	13.50

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

Technology Infrastructure: Technology Engineering and Project Management

Purpose Statement

The purpose of the Technology Engineering and Project Management Program is to engineer communications systems and networks, to manage large technology infrastructure projects for City departments, and to facilitate reliable and cost-effective communications and technology.

Program Summary

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $13,000 is saved in the Technology Engineering and Project Management Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $2.5 million for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $2.5 million. This decrease is primarily due to the transfer of debt service payments for GEM, Archiving, and CRM budget to the Finance and Administration Division.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technology Engineering and Project Management	10,209,369	6,813,402	4,309,397	4,423,817
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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

Technology Infrastructure: Technology Infrastructure Grants

Purpose Statement

The purpose of the Technology Infrastructure Grants Program is to display expenditures related to technology projects funded by City and non-City sources and where appropriations for such projects are often made outside of the budget book.

Program Summary

At the time of this budget proposal, there are no confirmed grants to be included in the 2011-2012 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Technology Infrastructure Grants	111,782	0	0	0

Technology Infrastructure: Telephone Services

Purpose Statement

The purpose of the Telephone Services Program is to provide, operate, and maintain a telecommunications infrastructure, and to provide related services to City employees so that they have a highly available means of communication.

Program Summary

Reduce budget authority by approximately $120,000 to reflect reductions in expenditures for administrative efficiencies including supplies, maintenance, and use of overtime.

Reduce the budget by $147,000 and abrogate 1.0 FTE Manager 3. As part of the Department's span of control review, overlapping areas of responsibility in management were identified. The management structure was reorganized and there is expected to be no impact on service delivery.

Reduce the budget by $97,000 and abrogate 1.0 FTE Information Technology Systems Analyst from the Telephone Services team. This position receives telephone service requests, collects the necessary customer information, and assigns the work to a technician. This coordination will now be spread among the remaining technicians.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $10,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $64,000 is saved in the Telephone Services Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs decrease the budget by $147,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $585,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Telephone Services	10,664,218	9,929,637	9,344,829	9,528,059
Full-time Equivalents Total*	32.00	32.00	30.00	30.00

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

Technology Infrastructure: Warehouse

Purpose Statement

The purpose of the Warehouse Program is to acquire, store, and distribute telephone, computing, data communications, and radio components to the Department so that equipment is available when requested.

Program Summary

Reduce budget authority by approximately $476,000 to reflect reductions in expenditures for administrative efficiencies including supplies, equipment purchases, and maintenance.

Reduce the budget by $704,000 and abrogate 1.0 FTE Senior Warehouse and 1.0 FTE Warehouser. The Department is eliminating its warehouse function and will not renew the lease on the current 8,500 square-foot warehouse. Inventories will be reduced and some equipment will be surplused. The remaining inventories will be moved to a much smaller, more conveniently located space in the Seattle Municipal Tower.

Citywide adjustments to labor and other operating costs increase the budget by $76,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.1 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Warehouse	1,128,056	2,463,454	1,359,693	1,383,194
Full-time Equivalents Total*	5.00	5.00	3.00	3.00

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

Technology Leadership and Governance Budget Control Level

Purpose Statement

The purpose of the Technology Leadership and Governance Budget Control Level is to provide departments with strategic direction and coordination on technology for their respective investment decisions.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citywide Technology Leadership and Governance	2,443,090	2,271,355	2,144,344	2,187,059
Law, Safety, and Justice	0	24,712	0	0
Total	**2,443,090**	**2,296,067**	**2,144,343**	**2,187,059**
Full-time Equivalents Total *	19.00	18.00	15.00	15.00

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

Technology Leadership and Governance: Citywide Technology Leadership and Governance

Purpose Statement

The purpose of the Citywide Technology Leadership and Governance Program is to establish strategic directions; identify key technology drivers; support effective project management and quality assurance; and provide information, research, and analysis to departments' business and technology managers.

Program Summary

Reduce budget authority by $5,000 to reflect reductions in travel and training.

Transfer out three administrative positions (1.0 FTE Administrative Specialist I-BU, 1.0 FTE Administrative Specialist II-BU, and 1.0 FTE Administrative Specialist III-BU) to the Finance and Administration BCL as part of an internal staff alignment.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $57,000 is saved in the Citywide Technology Leadership and Governance Program by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs, including the position transfers, decrease the budget by $59,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $127,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citywide Technology Leadership and Governance	2,443,090	2,271,355	2,144,344	2,187,059
Full-time Equivalents Total*	19.00	18.00	15.00	15.00

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

Technology Leadership and Governance: Law, Safety, and Justice

Purpose Statement

The purpose of the Law, Safety, and Justice Program is to provide strategic planning, direction, and oversight for technology investments to the Fire, Law, and Police departments and Seattle Municipal Court so that investments are aligned with departmental and City objectives.

Program Summary

Lead responsibility for this program has been transferred to the Police Department.

Citywide adjustments to labor and other operating costs decrease the budget by $25,000 from the 2010 Adopted Budget to the 2011 Adopted Budget

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Law, Safety, and Justice	0	24,712	0	0

2011 - 2012 Estimated Revenues for the Information Technology Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
431010	Federal Grants - Direct	0	0	0	0	0
433010	Federal Grants - Indirect	40,143	0	3,727,131	0	0
437010	Interlocal Grants	108,440	0	0	0	0
442810	Data Network Services - External	0	248	248	1,529	1,557
442810	IT Project Management - External	2,552,389	3,482,268	3,482,270	1,228,546	1,264,907
442810	Telephone Services - External	104,625	244,650	259,974	102,812	105,559
442850	Communications Shop - External	432,431	251,364	251,364	64,151	65,930
447600	Seattle Channel Rates	4,560	0	0	0	0
461110	Finance - External	341,603	0	0	0	0
461110	Radio Reserve - External	0	0	0	0	0
462210	Radio Network Services - External	76,226	136,968	136,968	79,394	81,733
469990	Other Miscellaneous Revenues	25,415	0	0	0	0
541490	Customer Rebates	0	0	0	(824,386)	(807,832)
541490	Enterprise Computing Services - Allocation	7,009,972	6,592,896	6,539,817	5,311,660	5,403,113
541490	Enterprise Messaging & Directory Services - Allocation	1,569,963	1,568,165	1,568,165	1,670,890	1,726,645
541490	Radio Network - Allocation	2,025,289	1,336,773	1,329,316	1,537,268	2,345,500
541490	Seattle Channel - Service Agreements	112,000	112,000	112,000	112,000	112,000
541490	Service Desk - Allocation	1,322,268	1,317,670	1,317,670	1,271,511	1,321,528
541490	Technical Support Services - Allocation	1,715,184	1,705,298	1,701,257	1,622,131	1,672,466
541490	Technology Allocation: DPD	525,093	448,491	444,320	502,918	520,339
541490	Technology Allocation: Retirement	32,119	27,330	27,300	37,786	38,568
541490	Technology Allocation: SCL	3,334,752	2,796,132	2,792,985	3,736,933	3,823,482
541490	Technology Allocation: SDOT	854,800	728,795	728,097	1,200,243	1,232,458
541490	Technology Allocation: SPU	2,844,408	2,442,308	2,427,847	3,318,759	3,402,429
541710	Warehouse - Rates	203,421	0	0	0	0
541810	Enterprise Computing Services - Rates	119,889	44,667	44,667	25,663	26,253
541810	Enterprise Messaging & Directory Services - Rates	37,722	16,510	16,510	115,520	116,874
541810	IT Project Management - Rates	2,443,963	2,100,436	3,112,242	4,350,424	4,479,186
541810	Technical Support Services - Rates	13,266	0	0	0	0
541850	Cable Office Allocation - GF	0	0	0	0	0
541850	Small Department - GF Allocation	491,647	488,306	486,533	454,537	467,475
541850	Technology Allocation - GF	2,740,529	2,175,204	1,876,433	3,819,345	3,870,436
542810	Cable Office - Cable Fund	1,346,744	1,225,321	1,170,894	629,221	654,263
542810	Community Technology - Cable Fund	1,139,160	1,402,183	1,342,182	1,200,253	1,234,204
542810	Data Network Services - Rates	1,045,316	1,380,887	1,364,051	1,280,285	1,303,795
542810	Other Miscellaneous Revenues	82,443	0	0	0	0
542810	Seattle Channel - Cable Fund	3,361,374	2,899,033	2,899,033	2,755,453	2,738,134
542810	Technology Allocation: CF Displace GF	713,324	1,498,030	1,506,293	1,992,685	2,050,874
542810	Telephone Services - Rates	8,819,760	8,861,562	8,695,645	8,575,371	8,804,425

2011 - 2012 Estimated Revenues for the Information Technology Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
542810	Web Support - Cable Fund	954,756	775,229	835,229	783,615	802,773
542850	Communications Shop - Rates	781,137	843,355	822,385	1,185,615	1,218,511
562210	Radio Network Services - Rates	132,520	216,228	216,228	122,186	125,016
569990	Long-Term General Obligation (LTGO) Bonds - Capital Asset Replacement	0	1,500,000	1,500,000	0	0
Total Revenues		**49,458,651**	**48,618,308**	**52,735,054**	**48,264,318**	**50,202,603**
379100	Use of (Contributions to) Fund Balance	8,933,881	7,785,921	13,145,949	653,412	(1,264,386)
Total Resources		**58,392,532**	**56,404,229**	**65,881,003**	**48,917,730**	**48,938,217**

Information Technology Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**28,623,402**	**35,339,129**	**24,376,941**	**11,230,993**	**10,577,581**
Accounting and Technical Adjustments	4,687,422	0	0	0	0
Plus: Actual and Estimated Revenue	49,458,651	48,618,308	52,735,054	48,264,318	50,202,603
Less: Actual and Budgeted Expenditures	58,392,534	56,404,228	65,881,002	48,917,730	48,938,217
Ending Fund Balance	**24,376,941**	**27,553,209**	**11,230,993**	**10,577,581**	**11,841,967**
Continuing Appropriations	4,849,625	14,000,000	0	0	0
Reserves Against Fund Balance	17,145,904	12,623,006	10,561,161	10,244,323	11,038,344
Total Reserves	**21,995,529**	**26,623,006**	**10,561,161**	**10,244,323**	**11,038,344**
Ending Unreserved Fund Balance	**2,381,412**	**930,203**	**669,832**	**333,258**	**803,623**

Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages and maintains City government information technology infrastructure - radio, data, communications, and computer networks - used by other City departments to serve constituents. DoIT also manages the Seattle Channel and the City's central data center, which houses most of the computer servers and the computing architecture that operates software applications on behalf of other departments. DoIT also directs the development of certain computer application projects on behalf of the City and other Departments. The Capital Improvement Program (CIP) supports DoIT's mission by providing for new investments, upgrades, maintenance, and improvements to the City's existing technology networks and systems.

The DoIT CIP projects in the 2011-2016 Adopted Budget include installation of additional fiber optic cable links to various locations; planning, repair, replacement, and modification of software, hardware and electronics in the City's data and communications infrastructure; replacement and upgrades of equipment in the 800 MHz radio network program, replacement and upgrades of software and hardware in the computing services architecture environment and expansion of the enterprise -class server environment in the City's computing services environment for critical Citywide applications.

Office of Intergovernmental Relations

Marco Lowe, Director

Contact Information

Department Information Line: (206) 684-0213
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/oir/

Department Description

The Office of Intergovernmental Relations (OIR) provides advice and information to, and on behalf of, City elected officials, City departments, and external customers. The primary goal of these efforts is to ensure the City's interests are advanced with international, tribal, federal, state, and regional entities to enable the City to better serve the community.

Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the General Fund gap, OIR focused on strategies that would realize reductions while preserving the Office's ability to continue its mission of promoting and protecting the City's policy and fiscal interests.

A quarter of OIR's budget is comprised of memberships in associations that represent the City on a wide range of interests, from early education to police funding. These memberships include the Puget Sound Regional Council, the National League of Cities, and the U.S. Conference of Mayors. This portion of OIR's budget has limited flexibility, as memberships serve the broad City government and most membership dues are fixed. However, the 2011 Adopted Budget and 2012 Endorsed Budget makes a reduction to one of these memberships - The Trade Development Alliance. This was identified as a membership that could be modestly reduced while still retaining City presence and support.

The 2011 Adopted Budget and 2012 Endorsed Budget eliminates the position that works with Seattle's 21 Sister Cities and their official international delegations. The abrogation of this position will be partially mitigated by refining the Office's international work and shifting some of this work to the remaining staff person working on international issues.

OIR contracts with a strategic lobbying firm to ensure that the City's interests are represented at the federal level. The 2011 Adopted Budget and 2012 Endorsed Budget reduces the amount of the City's remaining federal lobbying contract, which is focused on federal transportation and infrastructure funding that impacts the City. The reduction will require a decrease in this work, but will maintain the core focus of the contract.

The 2011 Adopted Budget and 2012 Endorsed Budget creates a new budget-neutral tribal liaison position, which will build working relationships with tribes in the Puget Sound region and in other areas of the state where the City has interests. The position will provide enhanced communication and expert advice regarding the City's work with tribal governments. Because local tribes have treaty rights related to water and salmon, they are key players in the utilities' negotiations related to water flow levels and in potential transportation work on the downtown waterfront. For this reason, the position will be fully funded by Seattle City Light, Seattle Public Utilities, and the Seattle Department of Transportation, with no impact to the General Fund.

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, OIR reduced travel and training by approximately $6,000. To realize further administrative savings, all non-represented staff members in OIR will take a seven-day furlough in 2011, and no market rate salary adjustment is provided for OIR staff that are non-represented employees in the City's discretionary pay plans.

Finally, for the 2011 Adopted Budget and 2012 Endorsed Budget, the Mayor requested a review of funding needs for key Executive Offices, including the Mayor's Office, City Budget Office, and OIR. Based on the staffing needs of the new administration, the Budget recognizes savings in OIR and reduces corresponding budget authority. There is no programmatic impact related to this reduction.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Intergovernmental Relations Budget Control Level	**X1G00**	**2,153,756**	**2,116,946**	**2,015,996**	**2,070,512**
Department Total		**2,153,756**	**2,116,946**	**2,015,996**	**2,070,512**
Department Full-time Equivalents Total*		**11.50**	**11.50**	**11.50**	**11.50**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	2,153,756	2,116,946	2,015,996	2,070,512
Department Total	**2,153,756**	**2,116,946**	**2,015,996**	**2,070,512**

Intergovernmental Relations Budget Control Level

Purpose Statement

The purpose of the Intergovernmental Relations Budget Control Level is to promote and protect the City's federal, state, regional, and international interests by providing strategic advice, representation, and advocacy to, and on behalf of, City elected officials on a variety of issues. These include: federal and state executive and legislative actions; issues and events relating to the City's international and tribal relations; and jurisdictional issues involving King County, suburban cities, and regional governmental organizations.

Summary

Decrease budget by $110,000 and abrogate 1.0 FTE Strategic Advisor 2 to reflect the elimination of dedicated staff for the Sister Cities program.

Decrease budget by $67,000 to represent the Mayor's review of funding and staffing needs of the Executive Offices in the new administration. There is no negative programmatic impact related to this reduction.

Decrease budget by $30,000 to reflect a reduction in contracted federal lobbying services.

Decrease budget by $20,000 to reflect a reduction in the City's membership contribution to the Trade Development Alliance.

Reduce budget by $19,000 in recognition of a seven-day furlough that most OIR staff members will take in 2011. This furlough is in addition to removal of a market adjustment for OIR staff that are non-represented employees in the City's discretionary pay plans.

Reduce budget authority by $6,000 to reflect reductions in training and travel expenditures.

Increase budget authority by $115,000 and add 1.0 FTE Strategic Advisor 2 for a new position that will serve as the City's tribal liaison. The creation of this position has no impact on the General Fund, as it is fully funded by transfers in from Seattle City Light, Seattle Public Utilities, and the Seattle Department of Transportation.

Citywide adjustments to labor and other operating costs increase the budget by $36,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $101,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Intergovernmental Relations	2,153,756	2,116,946	2,015,996	2,070,512
Full-time Equivalents Total*	11.50	11.50	11.50	11.50

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

Legislative Department

Richard Conlin, Council President

Contact Information

Department Information Line: (206) 684-8888 TTY: (206) 233-0025
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/council/

Department Description

The Seattle City Council is the City's representative electoral body composed of nine at-large, non-partisan, elected Councilmembers. Besides the City Council, the Legislative Department has three other divisions: the Office of the City Clerk, Central Staff, and Administrative Services. Each section of the Department supports some aspect of the representative role of the City Council, and works with citizens and City departments to bring about effective and responsive public policy.

The nine Councilmembers establish City laws, approve the annual budget, oversee the Executive operating departments, and create policy for the City. Each Councilmember has a staff of Legislative Assistants who help accomplish this work.

The Office of the City Clerk performs six major functions. The City Clerk oversees the Clerk staff, and among other duties, manages Council and citizen-initiated ballot measures through the legislative processes. Council Support facilitates the legislative process of the City and the Council. Information Management Services maintains and makes accessible to the public the work product of the Council and the official City records filed with the Clerk. Public Disclosure coordinates public records disclosure requests for the Legislative Department. City Records Management Program oversees and facilitates Citywide compliance with records retention laws. The Municipal Archives preserves and provides citizen access to the City's official and historical records.

Central Staff provides policy and budget analysis for Councilmembers and their staff.

Administrative Services provides budget and accounting, technology, human resource, office systems, consultant contracting, and special projects coordination services to the Legislative Department, Office of City Auditor, and the Office of Professional Accountability Review Board. The Office of Professional Accountability Review Board was created in 2002 to provide citizen oversight of the Office of Professional Accountability housed in the Police Department.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall in 2011. The 2011 Adopted Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, the Legislative Department focused its reductions around administrative cuts.

The 2011 Adopted Budget eliminates three administrative positions in the Department. Administrative support will be reorganized among remaining staff in the Department. Additionally, the Legislative Department will reduce its temporary staffing budget and will not fill vacant Assistant City Archivist and Legislative Information Specialist II positions in order to achieve budget savings.

Reductions to the budget for the Office of Professional Accountability Review Board are included in the 2011 Adopted Budget. These reductions are for training and travel and other operational costs.

The Legislative Department will reduce its consulting and professional services budget to achieve savings. As a result of this reduction, fewer contracts will be let and more analysis will be performed in-house.

The salary budget has been reduced in order to freeze 2011 salaries at 2010 levels. This action creates additional sustainable salary savings. Furthermore, salary budgets for each Councilmember's Office are reduced equally to achieve budget savings.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Legislative Department Budget Control Level					
Administration		3,421,633	3,538,310	2,965,970	2,961,321
Central Staff		2,386,403	2,595,634	2,448,166	2,519,686
City Clerk		1,713,593	1,855,387	1,963,392	2,050,670
City Council		3,768,903	4,193,977	4,164,883	4,334,082
Legislative Department Budget Control Level	**G1100**	**11,290,533**	**12,183,308**	**11,542,411**	**11,865,759**
Department Total		**11,290,533**	**12,183,308**	**11,542,411**	**11,865,759**
Department Full-time Equivalents Total*		**89.00**	**89.00**	**86.00**	**86.00**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	11,290,533	12,183,308	11,542,411	11,865,759
Department Total	**11,290,533**	**12,183,308**	**11,542,411**	**11,865,759**

Legislative Department Budget Control Level

Purpose Statement

The purpose of the Legislative Department Budget Control Level is to set policy, enact City laws, approve the City's budget, provide oversight of City departments, and conduct operational and administrative activities in an efficient and effective manner to support the mission of the Department.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	3,421,633	3,538,310	2,965,970	2,961,321
Central Staff	2,386,403	2,595,634	2,448,166	2,519,686
City Clerk	1,713,593	1,855,387	1,963,392	2,050,670
City Council	3,768,903	4,193,977	4,164,883	4,334,082
Total	**11,290,533**	**12,183,308**	**11,542,411**	**11,865,759**
Full-time Equivalents Total *	89.00	89.00	86.00	86.00

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

Legislative Department: Administration

Purpose Statement

The purpose of the Administration Program is to orchestrate and deliver a comprehensive set of systems and services that address current and future needs of the Legislative Department and its customers. Budget and accounting, technology, human resource, office systems, consultant contracting, and special projects coordination services are provided to the Legislative Department, Office of City Auditor, and the Office of Professional Accountability Review Board.

Program Summary

Reduce budget by $140,000, and abrogate 1.0 FTE Administrative Services Director.

Reduce budget by $68,000, and abrogate 1.0 FTE Administrative Specialist II.

Reduce budget by $116,000, and abrogate 1.0 FTE Human Resources Manager.

Reduce budget by $3,000 for the consulting budget in the program.

Reduce budget by $6,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by $3,000 for furniture and equipment expenditures.

Reduce budget by $52,000 for personnel services expenditures.

Reduce budget by $6,000, eliminating the Office of Professional Accountability Review Board's Citrix budget.

Reduce budget by $6,000 for the Office of Professional Accountability Review Board's professional services, advertising and printing budgets.

Reduce budget by $5,000 for the Office of Professional Accountability Review Board's travel and training budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $6,000 in savings.

Transfer out $86,000 and 1.0 FTE Administrative Staff Assistant from the Administration Program to the City Council Program to better align various administration costs with the work performed.

Transfer in $30,000 to the Administration Program from the City Clerk and City Council programs to better align various administration costs with the work performed.

Decrease budget by $106,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $573,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration	3,421,633	3,538,310	2,965,970	2,961,321
Full-time Equivalents Total*	14.00	14.00	10.00	10.00

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

Legislative Department: Central Staff

Purpose Statement

The purpose of the Central Staff Program is to support the City Council in arriving at sound public policy by providing technical and policy analysis on issues before the Council.

Program Summary

Reduce budget by $142,000, decreasing the consulting budget in the Program.

Reduce budget by $35,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by $5,000 for temporary labor expenditures.

Reduce budget by $47,000 for personnel services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $1,000 in savings.

Transfer in $7,000 to the Central Staff Program from the City Clerk and City Council programs to better align various administration costs with the work performed.

Increase budget by $75,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $148,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Central Staff	2,386,403	2,595,634	2,448,166	2,519,686
Full-time Equivalents Total*	18.00	18.00	18.00	18.00

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

Legislative Department: City Clerk

Purpose Statement

The purpose of the City Clerk Program is to support open government and the democratic process by preserving and maximizing public access to the City's official and historical records, promoting Citywide compliance with records retention law, coordinating public records disclosure requests for the Department, facilitating the legislative process, and overseeing compliance with the Open Public Meetings Act and the Public Records Act.

Program Summary

Reduce budget by $2,000, eliminating the consulting budget.

Reduce budget by $76,000 for legal advertisements.

Reduce budget by $11,000, freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by $5,000 for temporary labor expenditures.

Reduce budget by $101,000 by not filling a vacant Assistant City Archivist Position in 2011.

Reduce budget by $80,000 by not filling a vacant Legislative Information Specialist II Position in 2011.

Reduce budget by $25,000 for personnel services expenditures.

Reduce budget by $7,000 for scanning/microfilming and media duplication expenditures.

Reduce budget by $5,000 in the work-study budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

Transfer out $18,000 from the City Clerk Program into the Central Staff and Administration programs to better align various administration costs with the work performed.

Transfer in $281,000 from Finance General into the Legislative Department, City Clerk program for legal advertisements.

Increase budget by $173,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $108,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Clerk	1,713,593	1,855,387	1,963,392	2,050,670
Full-time Equivalents Total*	19.00	19.00	19.00	19.00

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

Legislative Department: City Council

Purpose Statement

The purpose of the City Council Program is to set policy; review, consider, and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be an open and transparent, effective and accountable local government that is committed to the strength of our diversity and dedicated to the health of all of our neighborhoods. This program consists of the nine Councilmembers, their Legislative Assistant staff, and the Communications staff.

Program Summary

Reduce budget by $100,000 for consultant services. This reduction is intended for 2011 and 2012 only.

Reduce budget by $44,000 freezing the APEX/SAM salaries for 2011 at 2010 levels.

Reduce budget by $45,000 by reducing each Councilmember Office's staff salary budget.

Reduce budget by $40,000 for personnel services expenditures.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $2,000 in savings.

Transfer out $18,000 from the City Council Program into other department programs to better align various administration costs with the work performed.

Transfer in $86,000 and 1.0 FTE Administrative Staff Assistant to the City Council Program from the Administration Program to better align various administration costs with the work performed.

Increase budget by $134,000 for department technical adjustments and citywide adjustments to labor and other operating costs due to inflation, health care, and similar changes, for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $29,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City Council	3,768,903	4,193,977	4,164,883	4,334,082
Full-time Equivalents Total*	38.00	38.00	39.00	39.00

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

Office of the Mayor

Mike McGinn, Mayor

Contact Information

Department Information Line: (206) 684-4000
City of Seattle General Information: (206) 684-2489 TTY: (206) 615-0476
On the Web at: http://www.seattle.gov/mayor/

Department Description

The mission of the Mayor's Office is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible, in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

In the municipality of Seattle, the Mayor governs the Executive Branch as its chief executive officer. More than 25 department and office directors and commission members are appointed by the Mayor, work directly for the Mayor, and have been delegated the day-to-day authority to administer their respective departments, offices, and commissions. The many legal roles and responsibilities of the Mayor, and those working directly for the Mayor, are prescribed in the City Charter, state statutes, and municipal ordinances. Elections for this nonpartisan office are held every four years.

Policy and Program Changes

In developing the 2011 Adopted Budget and 2012 Endorsed Budget, the City of Seattle's General Fund was facing a $67 million shortfall. The 2011 Adopted Budget and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the gap, the Mayor's Office focused on savings that reduce staffing and administrative costs, while maintaining the capacity needed to run the City and implement the Mayor's priorities.

To reduce staffing expenses, the 2011 Adopted Budget and 2012 Endorsed Budget abrogates a Strategic Advisor 2 position that previously staffed the Mayor on work related to Sound Transit and surplus schools. The Sound Transit work will be absorbed by other staff members in the Office. The surplus school work will be absorbed by a department that has project management, fiscal, and contracting resources.

Other staffing-related reductions include no market rate salary adjustments and a seven-day furlough for most members of the Mayor's Office staff. This may result in a delayed response time to departments and constituents on issues; however, furloughs days will be assigned so that the Office is adequately staffed at all times. The 2011 Adopted Budget and 2012 Endorsed Budget also eliminates funding for internships and temporary labor.

Direct and front-line services have been prioritized in the 2011 Adopted Budget and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for administrative expenses. As a result of this evaluation, the Mayor's Office is reducing $76,000 in the areas of training, travel, and professional services. The remaining travel budget will cover only the absolute necessities of travel for the Mayor and his senior staff. The reduction to professional services will diminish the Mayor's Office's access to external technical expertise. Staff will endeavor to find other resources, primarily through departments, for this type of assistance.

Finally, the Mayor requested a review of funding needs for the Executive Offices based on the staffing needs of the new administration. Savings were identified as a result of the review, and there is no negative programmatic impact related to this reduction.

The changes described above are in addition to the significant reductions made to the Executive Offices through the 2010 Adopted Budget. In 2010, the Office of Policy and Management (OPM) was abolished and the work was absorbed by the Mayor's Office. This consolidation resulted in reduction of 9.0 FTEs and $880,000. The 2011 Adopted Budget and 2012 Endorsed Budget makes further decreases from the 2010 reduced base.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of the Mayor Budget Control Level	**X1A00**	**2,720,074**	**3,691,788**	**3,455,957**	**3,515,989**
Department Total		**2,720,074**	**3,691,788**	**3,455,957**	**3,515,989**
Department Full-time Equivalents Total*		**28.50**	**28.50**	**28.50**	**28.50**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	2,720,074	3,691,788	3,455,957	3,515,989
Department Total	**2,720,074**	**3,691,788**	**3,455,957**	**3,515,989**

Office of the Mayor Budget Control Level

Purpose Statement

The purpose of the Mayor's Office Budget Control Level is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

Summary

Decrease budget by $154,000 as a result of a review of staffing needs of the new administration. There is no negative programmatic impact related to this reduction.

Decrease budget by $121,000 and abrogate 1.0 FTE Strategic Advisor 2 position. Most of the workload of this position will be absorbed by other staff in the Mayor's Office.

Decrease budget by $119,000 to reflect the seven-day furlough and removal of a market adjustment for most employees of the Mayor's Office.

Reduce budget by approximately $81,000 to reflect reductions in expenditures for administrative efficiencies including training, travel, and professional services.

Decrease budget by $50,000 and reduce funding for internships and temporary staff.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $13,000 in savings.

Outside of the budget process, a grant-funded 1.0 FTE Strategic Advisor 2 was added through Ordinance 123363. This position will sunset when the grant ends in 2012.

Citywide adjustments to labor and other operating costs increase the budget by $302,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $236,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of the Mayor	2,720,074	3,691,788	3,455,957	3,515,989
Full-time Equivalents Total*	28.50	28.50	28.50	28.50

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

Personnel Department

Darwyn Anderson, Acting Director

Contact Information

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On the Web at: http://www.seattle.gov/Personnel

Department Description

The Personnel Department provides human resource services, tools, and expert assistance to departments, policymakers, employees, and the public so the City of Seattle's diverse work force is deployed, supported, and managed fairly to accomplish the City's business goals in a cost-effective and safe manner. The Personnel Department has four primary areas of operation:

- Employment and Training provides staffing services, mediation, employee development opportunities, and technical assistance to all City departments so the City can meet its hiring needs efficiently, comply with legal guidelines, and help organizations, departments, and employees accomplish the City's work.

- Employee Health Services makes available quality, cost-effective employee benefits, health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity, and to provide a competitive non-cash compensation package. In addition, this program administers the Seattle Voluntary Deferred Compensation Plan and Trust.

- Citywide Personnel Services provides department leadership, policy direction and advice, fiscal policy and financial management for the department and the City's compensation trust funds, coordinates the City's unemployment compensation and the employee workplace giving and volunteer program, and provides expert assistance to departments, policymakers, and employees.

- City/Union Relations and Classification/Compensation Services supports efforts to ensure the City's work environment is effective, efficient, and fair, and its diverse work force is managed and compensated fairly.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a $67 million shortfall for 2011. In response to fiscal stress on the General Fund, all departments that receive General Fund support were asked to identify reductions and other strategies that would relieve pressure. The Personnel Department utilized a combination of position reductions and other administrative savings to achieve General Fund budget savings for 2011 and beyond.

Since the majority of the Department's budget is comprised of labor costs, the Department's main reduction strategy involves eliminating positions. In most cases, the impacts of position abrogations is mitigated by either directly shifting a position's workload to remaining staff or by reprioritizing workload among a division. In total, the 2011 Adopted Budget includes 7.5 FTE abrogations, addressing both span of control issues and general budget reduction goals. The reductions include one executive position, two management level positions, and five administrative positions. In addition to the abrogations, the department reclassifies three supervisors to lower level positions. The position reductions and relative impacts are categorized by division and include the following:

City/Union Relations Division:

Personnel abrogates a Labor Relations Administrative Specialist 1 position. The work will be absorbed by the remaining administrative staff across the department, and minimal impacts are anticipated with this reduction.

The Departments adds 1.0 FTE Labor Relations Specialist position to oversee a citywide effort to evaluate workplace efficiencies across departments. The forum for this work will be the City's Labor Management Leadership Committee, the City's labor negotiators, department staff, and union representatives. Working with this cross functional team, the Labor Relations Specialist will develop a range of options for review by the Executive and City Council.

Classification and Compensation Division:

Personnel reduces the salaries of two Human Resources Information System (HRIS) Specialists. There are currently five HRIS Specialists in the division, and this reduction is not anticipated to have significant impacts on the essential information management services provided to City departments.

Personnel reclassifies a full-time Senior Management Systems Analyst to a Management Systems Analyst. There are not impacts associated with this change.

Personnel abrogates a part-time Senior Personnel Analyst position and reclassifies one Personnel Analyst Supervisor position to a Senior Personnel Analyst position. The work associated with the Personnel Analyst will be absorbed by the remaining staff in the Class/Comp division, and impacts may include slower response times to City departments. There are no impacts associated with the reclassification of the Personnel Analyst Supervisor.

Citywide Personnel Services Division:

Personnel abrogates an Administrative Staff Analyst position in the Financial Services division. This reduction requires the Department to reorganize administrative activities related to contracting, asset management, records management, and the City's termination file system.

Personnel abrogates a vacant Executive 2 position responsible for management of the former Management Services Division. As part of an effort to streamline certain administrative function across the Department, this division was restructured in 2010, which eliminated the need an Executive 2 position. There are no impacts associated with this reduction.

Personnel reduces an Administrative Staff Assistant to part-time. This position provides executive administration support to the Director's Office, and the work associated with this reduction will be absorbed by existing support staff across the Department.

Employee Health Services:

Personnel reduces an Administrative Specialist II position. This position supports the Benefit Unit answer line, and this reduction may slow down response time to city employee inquires about health care and other labor related benefits.

Personnel abrogates a Strategic Advisor I position responsible for providing consultative services to departments regarding medical testing requirements, occupational health conditions, and fitness for duty. Impacts of this reduction will be mitigated by redistributing work among remaining staff and the Division Director.

Personnel abrogates an Administrative Specialist 1 position and transfers associated workload to remaining staff.

The Department will also reclassify the Worker's Compensation Supervisor position to a Worker's Compensation Analyst position. This reduction is anticipated to have minimal impacts on the unit.

Personnel abrogates a Safety and Occupational Health Coordinator position in the Worker's Compensation unit. This position supported the Worker's Compensation Claims Management database which was moved to the Department of Executive Administration (now, Department of Finance and Administrative Services) in 2010, thereby reducing the workload of this position and the impacts associated with the abrogation.

Employment and Training Division:

Personnel abrogates an Administrative Specialist I position responsible for providing support to a variety of units, including the Job Information Center. The primary impact of this reduction is the closure of the Job Information Center during lunch hours.

Personnel reduces an Alternative Dispute Resolution Mediator position to part-time. Duties of this position will be absorbed by the Strategic Advisor 1 position currently overseeing this unit.

Personnel reduces to part-time a Strategic Advisor 1 position responsible for compliance with the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) standards. This position also supports Project Hire activities. The Department mitigates impacts of this reduction by transferring responsibility for ADA coordination to the Labor Relations division and shifting EEO coordination to the Employment Manager. Project Hire activities, including case management, will continue to be performed by this position, and are not impacted by this reduction.

Personnel abrogates a part-time Training and Development Program Coordinator position. This position conducts new employee orientation, and the workload will be absorbed by existing staff. In addition, as a result of this position reduction, the redesign of the supervisor orientation program for new or recently promoted supervisors may be delayed until mid-to-late 2011 for implementation in 2012.

The 2011 Adopted and 2012 Endorsed Budget also represents a reorganization of the Department's work units based on the citywide effort to examine opportunities to preserve direct services and achieve cost savings. The Department eliminates the Management Services Division and reprioritizes work among existing divisions and staff. The Department shifts finance and accounting work to the Financial Services section and information management work to the Classification and Compensation section. The changes include the abrogation of a vacant Executive 2 position. The 2011 Adopted and 2012 Endorsed Budget reflects these changes through technical adjustments in the affected Budget Control Levels, all of which are detailed in the following sections.

In addition to staffing reductions, the Department achieves General Fund savings by shifting relevant administrative expenditures to the Deferred Compensation account and to the Combined Charities account. Expenses associated with Deferred Compensation include the cost of an annual audit, as well as a portion of finance and accounting staff time. Similarly, the Department also shifts administrative costs related to the City's Combined Charities program. In 2010, the Personnel Department took on the annual administration of the Combined Charities program. As such, the related staff required to manage the program will be funded through the Combined Charities account.

Direct and front-line services have also been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training expenditures to determine which items were essential to include and those that could be forgone. As a result of this evaluation, the Personnel Department reduces travel and training expenditures by approximately $140,000, which includes a $100,000 reduction to the Career Quest Program. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

The Department's 2011 Adopted and 2012 Endorsed Budget includes an increase in appropriation authority for Public Safety exams, which are administered by Personnel in consultation with Seattle Police Department and Seattle Fire Departments. Historically, the Department was able to absorb the incremental costs associated with exam administration by reducing expenditures in other program areas. However, given significant budget reductions, the Department no longer has the flexibility to fund these incremental costs and additional budget authority is needed to provide adequate resources to continue administering the exams.

In 2012, the Department reduces its management-related costs. Reductions will not be restricted to executives, managers or Strategic Advisors. Other supervisory functions may be restructured and some non-labor savings aimed at reducing internal costs may be achieved. The Personnel Department will identify specific steps toward meeting this reduction as part of the 2012 budget process.

City Council Provisos

There are no Council provisos.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,104,852	3,151,691	4,095,057	4,158,242
Citywide Personnel Services Budget Control Level	N3000	3,682,747	3,102,567	1,848,768	1,757,326
Employee Health Services Budget Control Level	N2000	2,819,723	2,930,479	2,692,054	2,741,730
Employment and Training Budget Control Level	N1000	2,525,174	2,734,690	2,913,420	2,962,576
Department Total		12,132,497	11,919,427	11,549,299	11,619,874
Department Full-time Equivalents Total*		115.00	115.00	104.25	104.25

** FTE totals are provided for informational purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here. Personnel maintains unfunded position authority for apprentice and Office Maintenance Aide positions to loan to City departments for the apprentice and special employment programs.*

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	12,132,497	11,919,427	11,549,299	11,619,874
Department Total	12,132,497	11,919,427	11,549,299	11,619,874

City/Union Relations and Class/Comp Services Budget Control Level

Purpose Statement

The purpose of the City/Union Relations and Classification/Compensation Services Budget Control Level (BCL) is to support the City's efforts to fairly manage and compensate its diverse work force. City/Union Relations staff provide technical and professional labor-relations services to policymakers and management staff of all City departments. The Class/Comp staff develop personnel rules, pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

Summary

Reduce budget authority by $60,000 and abrogate 1.0 FTE Labor Relations Administrative Specialist 1 position. The work will be absorbed by the remaining administrative staff across the Department, and minimal impacts are anticipated as a result of this reduction.

Increase budget by $105,000 and add 1.0 FTE Labor Relations Specialist position to oversee a citywide effort to identify workplace efficiencies across departments.

Reduce the salaries of two 1.0 FTE HRIS Specialists by a total of $36,000 to achieve General Fund savings. There are currently five HRIS Specialists in the division, and this reduction will not have significant impacts on the essential information management services provided to City departments.

Reduce budget by $50,000 and abrogate 0.5 FTE Senior Personnel Analyst position. The work associated with this position will be absorbed by the remaining staff in the Class/Comp division, however, impacts may include slower response times to City departments.

Reduce budget by $10,000 and reclassify a Personnel Analyst Supervisor position to a Senior Personnel Analyst position. There are no impacts anticipated as a result of this reclassification.

Reduce budget by $10,000 and reclassify a Senior Management Systems Analyst position to a Management Systems Analyst position. There are no impacts associated with this change.

Reduce budget authority by approximately $15,000 to reflect reductions in expenditures for administrative efficiencies including professional services, and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $26,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011General Fund deficit, $15,000 is saved in the City/Union Relations and Class/Comp Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase appropriation authority by approximately $899,000 and transfer in 8.0 FTE from the Citywide Personnel Services Budget Control Level to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

Citywide adjustments to labor and other operating costs increase the budget by approximately $162,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $944,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
City/Union Relations and Class/Comp Services	3,104,852	3,151,691	4,095,057	4,158,242
Full-time Equivalents Total*	26.00	26.00	33.50	33.50

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

Citywide Personnel Services Budget Control Level

Purpose Statement

The purpose of the Citywide Personnel Services Budget Control Level (BCL) is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, contingent work force oversight, and expert assistance to departments, policymakers, and employees so the City can accomplish its business goals in a cost-effective manner. This program includes Policy Development, Information Management, Finance and Accounting, Temporary Employment Services, and other internal support services.

Summary

Reduce budget by $140,000 and abrogate a vacant Executive 2 position the former Management Services Division. As part of an effort to streamline certain administrative function across the Department, this division was restructured in 2010, which eliminated the need an Executive 2 position. There are no impacts associated with this reduction.

Reduce budget by $93,000 and abrogate 1.0 FTE Administrative Staff Analyst position in the Financial Services division within this program. This reduction requires the Department to reorganize administrative activities related to contracting, asset management, records management, and the City's termination file system.

Reduce budget by $36,000 and reduce 1.0 FTE Administrative Staff Assistant to 0.5 FTE. This position provides executive administration support to the Director's Office, and the work associated with this position will be absorbed by existing support staff across the department.

Add approximately $80,000 in appropriation authority to cover administrative costs related to the Department's work on the Combined Charity campaign. In 2010, the Department assumed the ongoing annual administration of the Combined Charity program, an activity that was previously rotated among different city departments every other year. Costs include $35,000 to fund an additional 0.25 FTE staff hours and $45,000 for campaign materials, all of which will be fully funded by the Combined Charities program. Therefore, this change has no net impact on the General Fund and requires appropriation authority only.

Reduce budget authority by approximately $5,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented
employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $8,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Citywide Personnel Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

In 2012, the Department will reduce $125,000 in management-related costs that may include executives, managers, strategic advisors, or supervisory level positions. This reduction is part of an effort to achieve additional management efficiencies among larger city departments. The Department will evaluate its current administrative functions in 2011 to develop a sustainable reduction option for 2012.

Decrease appropriation authority by $1.19 million and transfer 8.0 FTE to the City/Union Relations and Class/Comp Services Budget Control Level and 3.0 FTE to the Employment and Training BCL to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

The FTE values in this Budget Control Level include 2.0 FTE position changes made outside of the budget process.

Citywide adjustments to labor and other operating costs increase the budget by $146,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $1.25 million.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Citywide Personnel Services	3,682,747	3,102,567	1,848,768	1,757,326
Full-time Equivalents Total*	22.50	22.50	7.25	7.25

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

Employee Health Services Budget Control Level

Purpose Statement

The purpose of the Employee Health Services Budget Control Level (BCL) is to provide quality, cost-effective employee health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity, and to provide a competitive non-cash compensation package. This program also includes administration of the Seattle Voluntary Deferred Compensation Plan and Trust.

Summary

Reduce budget by $108,000 and abrogate 1.0 FTE Strategic Advisor 1 position responsible for providing consultative services to departments regarding medical testing requirements, occupational health conditions, and fitness for duty. Impacts of this reduction will be mitigated by redistributing work among remaining staff and the division director.

Reduce budget by $106,000 and abrogate 1.0 FTE Safety and Occupational Health Coordinator position in the Worker's Compensation unit. This position supported the Worker's Compensation Claims Management database which was moved to Department of Executive Administration in 2010, thereby reducing the workload of this position and the impacts associated with the reduction of this position.

Decrease budget by approximately $59,000 and abrogate 1.0 FTE Worker's Compensation Administrative Specialist 1 position. The work performed by this position will be absorbed by the remaining administrative staff in the unit across the Department.

Reduce budget by $24,000 and reduce a 1.0 FTE Administrative Specialist II position to 0.5 FTE. This position supports the Benefit Unit answer line, and this reduction may slow down response time to City departments and City employee inquires about health care and other labor related benefits.

Decrease budget by $8,000 and reclassify the Worker's Compensation Supervisor position to a Worker's Compensation Analyst position. The management and claim review responsibilities will be assumed by the Workers Compensation Manager, however, reallocation of this position may affect response time by the division.

Increase appropriation authority by $40,000 to cover bookkeeping and staff training costs for the Deferred Compensation program. These costs are fully funded by the Deferred Compensation Program, and this change requires appropriation authority only.

Reduce budget by $20,000 and decrease funding for temporary labor to assist with the City's Safety and Benefits programs, and primarily the City's Certified Industrial Hygienist. This work will be absorbed by remaining staff in the division and will not result in significant operational impacts.

Reduce budget by approximately $55,000 to reflect reductions in expenditures for administrative efficiencies including professional services and travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $16,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011General Fund deficit, $6,000 is saved in the Employee Health Services BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Citywide adjustments to labor and other operating costs increase the budget by $124,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $238,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Employee Health Services	2,819,723	2,930,479	2,692,054	2,741,730
Full-time Equivalents Total*	24.50	24.50	21.00	21.00

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

Employment and Training Budget Control Level

Purpose Statement

The purpose of the Employment and Training Budget Control Level (BCL) is to provide staffing services, employee-development opportunities, mediation, and technical assistance to all City departments so the City can meet its hiring needs efficiently, maintain legal compliance, and help organizations and employees accomplish the City's work in a productive and cost-effective manner. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, and Career Quest units.

Summary

Reduce budget by $60,000 and abrogate 1.0 Administrative Specialist I position. The functionality within the new NeoGov applicant tracking system will automate many of the administrative support tasks related to Online Employment System performed by this position, and remaining tasks will be distributed among existing administrative staff across the Department.

Decrease budget by $47,000 and reduce a 1.0 FTE Alternative Resolution Mediator position to 0.5 FTE. The change in this position to part-time reduces staffing for mediation services and one-on-one coaching to managers and employees dealing with conflict in the City by approximately 25 percent. The workload will be absorbed by a remaining 1.0 FTE Strategic Advisor 1 position.

Reduce funding for the Career Quest program by $100,000 and as a result, eliminate funding available to provide career counseling or training for most employees seeking upward mobility in the City's workforce. This preserves $45,000 in Career Quest funding for mandated training programs for IT professional positions as required by current labor agreements.

Reduce budget by $45,000 and reduce a 1.0 FTE Strategic Advisor 1 position to 0.5 FTE. This position is responsible for compliance with the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) standards. The Department will mitigate impacts of this reduction by transferring the position's responsibility for compliance with ADA to the Labor Relations division and shifting compliance with EEO standards to the Employment Manager. Project Hire activities, including case management, will continue to be performed by this position, and are not impacted by this reduction.

Reduce budget by $44,000 and abrogate 0.5 FTE Planning & Development Specialist, Sr. position. This position conducts new employee orientation, and this workload will be absorbed by existing staff. In addition, as a result of this position reduction, the redesign of the supervisor orientation program for new or recently promoted supervisors may be delayed until mid-to-late 2011 for implementation in 2012.

Reduce budget authority by approximately $5,000 to reflect reductions in expenditures for administrative efficiencies including travel and training.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve $14,000 in savings.

In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, $8,000 is saved in the Employment and Training BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

Increase budget authority by $55,000 to cover the license fee for the NeoGov Applicant Tracking System. This cost is shared among Personnel, Seattle Public Utilities, and Seattle City Light; the Utilities will cover a total of approximately $36,000, or 65% of the annual license fee.

Increase budget by $63,000 to cover the Department's costs to manage entrance and promotional exams for Seattle Police Department and Seattle Fire Department.

Increase appropriation authority by $295,000 and transfer in 3.0 FTE from the Citywide Personnel Services BCL to reflect a budget neutral technical adjustment across the Department's BCL's to better align expenditures with actual program functions.

Citywide adjustments to labor and other operating costs increase the budget by $89,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $179,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Employment and Training	2,525,174	2,734,690	2,913,420	2,962,576
Full-time Equivalents Total*	42.00	42.00	42.50	42.50

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

Personnel Compensation Trust Subfunds

Department Description

The Personnel Compensation Trust Funds are six subfunds of the General Fund administered by the Personnel Department and one subfund of the General Fund administered by the Department of Finance and Administrative Services. These six subfunds serve as a means to manage Citywide contractual obligations on behalf of employees and City departments. The administering department collects funds from other City departments, which are then paid out to various insurance companies, service providers, and individuals. The six subfunds are the Group Term Life Insurance Subfund, the Health Care Subfund, the Industrial Insurance Subfund, the Special Employment Subfund, the Unemployment Insurance Subfund, and the Transit Benefit Subfund,

- The Group Term Life Insurance Subfund contains the revenues and expenses related to the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.

- The Health Care Subfund contains the revenues and expenses related to the City's medical, dental, and vision programs; Flexible Spending Account Program; Employee Assistance Program; and COBRA continuation coverage. The City is self-insured and re-insured for some of its medical plans, and carries insurance for the remainder of the medical plans and for all dental and vision plans.

- The Industrial Insurance Subfund captures the revenues and expenditures associated with the City's Workers' Compensation and Safety programs.

- The Special Employment Subfund contains the outside agency revenues and expenditures associated with the City's temporary, intern, and work study programs.

- The Unemployment Insurance Subfund contains the revenues and expenditures associated with the City's unemployment insurance costs.

- The Transit Benefit Subfund contains the revenues and expenditures associated with the City's transit subsidy program with King County Metro Transit.

Policy and Program Changes

Health care costs continue to rise in 2011. A choice of two medical plans are offered to City employees, Aetna and Group Health. The City anticipates that the health care premium expenses for Aetna medical plans will follow the average trend used by national health insurers, resulting in a 13% increase over 2010 of actual Aetna rates for the City in 2011. This includes slight modifications to Aetna plan coverage, and includes the City's costs for administration and stop loss insurance coverage, which provides protection to the City for claims that exceed $200,000. Group Health premiums are expected to increase 5% over 2010, and dental and vision premiums are assumed to increase by 5% or less. The primary cost drivers include increased incidence of chronic disease such as diabetes, the development of costly new medical and emergency technologies and procedures, an aging City workforce, and high rates of inflation for pharmaceuticals.

Based on current projections, should health care cost continue to increase at 2011 projected levels, it is likely that both the City and its employees will assume a larger share of the total health care costs beginning in 2013. Consistent with the current bargaining agreement with the Coalition of City Unions (Coalition), reserves within the Health Care Fund for both the Coalition and the City are applied to the overall health care costs, and significantly mitigate cost increases for both the City and its employees through 2012. However, current projections show that these balances will not be sufficient to continue to mitigate these costs at a substantive level beginning in 2013.

Contingent on successful union ratification, the Coalition of City Unions, through their commitment to participate in the Healthcare Committee (HC2) have agreed to continue to address increases in the cost of healthcare for the next three years by working together with the City to evaluate and make changes to healthcare plans where appropriate.

The City's Industrial Insurance expenses continue to grow based on increased claim experience and projected claim growth. Medical claims costs are anticipated to increase by 4% over 2010, and pension payout expenses are also expected to be higher in 2011. In 2011, $750,000 in unreserved fund balance in the Industrial Insurance fund is used to partially subsidize the administrative costs charged to departments, including fees charged by the Washington State Department of Labor and Industries, insurance coverage, and the Personnel Department's administrative costs to manage the program, which are reduced in 2011. It is anticipated this level of subsidy will continue in 2012.

Unemployment costs also continue to rise as weak economic conditions are expected to continue in 2011. During 2006-2010, all City departments were given a "rate holiday" for unemployment costs, and actual charges were paid using accumulated fund balance in the Unemployment Subfund. Excess fund balances are no longer available to provide this subsidy for 2011 or 2012, and full cost recovery is resumed beginning in 2011. The anticipated total unemployment claims cost of approximately $5.4 million in 2011 is higher than the City has experienced, including during the 2002-2003 recession. Unemployment costs are anticipated to peak in 2011, and return to more moderate levels in 2012.

The Group Term Life Insurance Subfund includes costs for the City's life insurance, long term disability insurance, and accidental death and dismemberment insurance. Rates for 2011 are the same as 2010, however enrollment is anticipated to be higher in 2011 for Group Term Life Insurance, thus resulting in a higher appropriation level for this portion of the Fund. In addition, the 2011 Adopted and 2012 Endorsed Budget reflects a change in the accounting treatment of revenues and expenditures within this Fund. In prior years, the expenses related to the employees' contribution to group term life insurance and long term disability insurance were treated as a revenue reduction when payments were made on the employees' behalf. However, in 2011, these costs are displayed separately as revenues and expenditures in this Fund, thereby increasing the overall appropriation levels but not affecting the activity of the Fund.

City Council Provisos

There are no Council provisos.

Personnel Compensation Trust Subfunds

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Group Term Life Budget Control Level	**NA000**	**900,350**	**936,608**	**3,493,000**	**3,562,860**
Health Care Budget Control Level	**NM000**	**135,211,988**	**149,160,068**	**154,807,010**	**169,626,341**
Industrial Insurance Budget Control Level	**NR500**	**17,101,455**	**18,538,510**	**19,128,820**	**19,764,843**
Special Employment Budget Control Level	**NT000**	**254,519**	**310,000**	**315,580**	**321,576**
Transit Benefit Budget Control Level	**TRANSITB 1**	**0**	**4,446,000**	**5,041,000**	**5,392,000**
Unemployment Insurance Budget Control Level	**NS000**	**2,491,124**	**4,027,563**	**5,406,059**	**2,103,218**
Department Total		**155,959,436**	**177,418,749**	**188,191,469**	**200,770,838**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	155,959,436	177,418,749	188,191,469	200,770,838
Department Total	**155,959,436**	**177,418,749**	**188,191,469**	**200,770,838**

Group Term Life Budget Control Level

Purpose Statement

The purpose of the Group Term Life Budget Control Level is to provide appropriation authority for the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance..

Summary

Group Term Life insurance costs are not increasing in 2011. Group Term Life Insurance enrollment is anticipated to be higher in 2011 than in 2010, thus resulting in a higher appropriation level of approximately $162,000. In addition, the 2011 Adopted and 2012 Endorsed Budget reflects a change in the accounting treatment of revenues and expenditures within this Fund. In prior years, the expenses related to the employees' contribution to group term life insurance and long term disability insurance was offset as a revenue reduction when payments are made on the employees' behalf. However, in 2011, these costs are displayed separately as revenues and expenditures in this Fund, thereby increasing the overall appropriation levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Group Term Life Program	900,350	936,608	3,493,000	3,562,860

Health Care Budget Control Level

Purpose Statement

The purpose of the Health Care Budget Control Level is to provide for the City's medical, dental, and vision insurance programs; the Flexible Spending Account; the Employee Assistance Program; and COBRA continuation coverage costs. The City is self-insured and re-insured for some medical plans, and carries insurance for other medical plans and for all dental and vision plans.

Summary

Increase budget by approximately $5.65 million from the 2010 Adopted Budget. The 2011Adopted and 2012 Endorsed Budget reflects increases in the actual renewal costs for plans which the City carries insurance (such as Group Health), and for projected renewal costs recommended by the City's consultant for health plans for which the City is self-insured (such as Aetna). The Adopted Budget also reflects a change in the accounting treatment of stop loss reimbursements. Prior to 2011, stop loss reimbursements to the City were recognized as revenues to the Fund and offsetting appropriation authority was provided in order to recognize the City's initial expenditures for claim payments over $200,000. However, beginning in 2011, stop loss reimbursements to the City are treated as a reduction to claims expenses, and therefore reduce the overall appropriation authority needed in the Fund in 2011. In addition, the Adopted Budget reflects an increase in 2011 in the premium cost for stop loss insurance of 7%. This additional cost is included in the City's self insured health care rates.

The State of Washington requires the City to maintain a reserve in this subfund to cover costs of the self-insured plans that have incurred but not yet paid. Some of the City's labor agreements also specify how reserves in this subfund are created and used. The City intends to maintain a reserve in this subfund due to the volatility of health care costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Health Care Program	135,211,988	149,160,068	154,807,010	169,626,341

Industrial Insurance Budget Control Level

Purpose Statement

The purpose of the Industrial Insurance Budget Control Level is to provide for medical, wage replacement, pension and disability claims related to occupational injuries and illnesses, occupational medical monitoring, workplace safety programs, and related expenses. Since 1972, the City of Seattle has been a self-insured employer as authorized under state law. The Industrial Insurance Subfund receives payments from City departments to pay for these costs and related administrative expenses.

Summary

Increase budget by approximately $590,000 to reflect slightly higher worker's compensation claims costs and anticipated pension payout expenses.

The State of Washington requires the City to maintain a reserve in this subfund to cover unexpected costs in an amount equal to 25% of total medical claims and pension costs.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Industrial Insurance Program	17,101,455	18,538,510	19,128,820	19,764,843

Special Employment Budget Control Level

Purpose Statement

The purpose of the Special Employment Budget Control Level is to capture the expenditures associated with outside agency use of the City's temporary, intern, and work study programs. Outside agencies reimburse the City for costs. Expenses related to employees hired by City departments through the Special Employment Program are charged directly to the departments.

Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Special Employment Program	254,519	310,000	315,580	321,576

Transit Benefit Budget Control Level

Purpose Statement

The purpose of the Transit Benefit Budget Control Level is to provide appropriation authority for the transit benefits offered to City employees. The Transit Benefit Subfund receives payments from Finance General and fee supported departments to pay for reduced cost King County Metro and Washington State Ferry transit passes and related administrative expenses.

Summary

Increase budget by $600,000 to reflect inflationary changes in transit costs from King County Metro and Washington State Ferries.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Transit Benefit Program	0	4,446,000	5,041,000	5,392,000

Unemployment Insurance Budget Control Level

Purpose Statement

The purpose of the Unemployment Insurance Budget Control Level is to provide the budget authority for the City to pay unemployment compensation expenses. The City is a self-insured employer with respect to unemployment insurance. The Unemployment Insurance Subfund contains the revenues and expenditures associated with the City's unemployment benefit costs for employees.

Summary

Increase budget by $1.38 million to reflect substantive growth in claims activity as seen in 2010. With weak economic conditions expected to continue in 2011, unemployment costs are projected to increase by approximately 34% over 2010 levels.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Unemployment Insurance Program	2,491,124	4,027,563	5,406,059	2,103,218

Group Term Life Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**413,569**	**488,259**	**428,774**	**436,774**	**446,774**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	915,555	995,028	788,000	3,503,000	3,572,860
Less: Actual and Budgeted Expenditures	900,350	936,608	780,000	3,493,000	3,562,860
Ending Fund Balance	**428,774**	**546,679**	**436,774**	**446,774**	**456,774**

Health Care Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**40,219,503**	**36,743,271**	**37,294,798**	**28,929,798**	**21,371,849**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	132,287,283	143,551,709	140,826,152	147,249,061	165,571,396
Less: Actual and Budgeted Expenditures	135,211,988	149,160,068	149,191,152	154,807,010	169,626,341
Ending Fund Balance	**37,294,798**	**31,134,912**	**28,929,798**	**21,371,849**	**17,316,904**
Reserve - Health Care Purposes	23,730,798	16,490,912	15,365,798	7,807,849	3,752,904
Reserve - State Law	13,564,000	14,644,000	13,564,000	13,564,000	13,564,000
Total Reserves	**37,294,798**	**31,134,912**	**28,929,798**	**21,371,849**	**17,316,904**
Ending Unreserved Fund Balance	**0**	**0**	**0**	**0**	**0**

Industrial Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**6,681,486**	**5,742,821**	**6,970,889**	**5,905,553**	**5,155,553**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	17,390,858	17,258,510	17,053,115	18,378,820	19,014,843
Less: Actual and Budgeted Expenditures	17,101,455	18,538,510	18,118,451	19,128,820	19,764,843
Ending Fund Balance	**6,970,889**	**4,462,821**	**5,905,553**	**5,155,553**	**4,405,553**

Special Employment Program Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**88,624**	**94,870**	**87,234**	**87,234**	**87,234**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	253,129	310,000	252,662	315,580	321,576
Less: Actual and Budgeted Expenditures	254,519	310,000	252,662	315,580	321,576
Ending Fund Balance	**87,234**	**94,870**	**87,234**	**87,234**	**87,234**

Transit Benefit Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	4,446,000	4,888,000	5,041,000	5,392,000
Less: Actual and Budgeted Expenditures	0	4,446,000	4,888,000	5,041,000	5,392,000
Ending Fund Balance	**0**	**0**	**0**	**0**	**0**

Unemployment Insurance Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**4,397,941**	**1,841,234**	**1,906,817**	**3,583**	**3,583**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	1,686,329	2,111,329	5,406,059	2,103,218
Less: Actual and Budgeted Expenditures	2,491,124	4,027,563	4,014,563	5,406,059	2,103,218
Ending Fund Balance	**1,906,817**	**(500,000)**	**3,583**	**3,583**	**3,583**

Office of Sustainability and Environment

Jill Simmons, Director

Contact Information

Department Information Line: (206) 615-0817
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Department Description

The City's Office of Sustainability and Environment (OSE) collaborates with City departments, as well as community, nonprofit, and business partners to promote environmental sustainability in Seattle. OSE promotes environmental sustainability through three functional areas:

* Citywide Coordination: Coordinate interdepartmental work on environmental sustainability programs, policies, and outreach to advance the City's environmental goals and ensure consistency of communications on these issues.

* Innovation & Research: Conduct research and development for the City's next generation of environmental sustainability policies and programs. For example, OSE identified increased building energy efficiency and the corresponding green job opportunities as an area on which to focus. The culmination of work in this area resulted in the City's $20 million federal grant award (Retrofit Ramp-up) and a Residential High-Road Agreement for jobs created in this sector, now both in the implementation phase.

* Climate Change Action Planning & Measurement: Lead the development of the Seattle Climate Action Plan, including goal assessment, action planning, community outreach, and performance measurement. The City's current goal is to reduce greenhouse gas emissions by 7% below 1990 levels by 2012. In 2011, OSE will determine new goals with longer-term targets for 2030 and 2050 and develop a new action plan with input from the community.

Policy and Program Changes

The City of Seattle's General Fund is facing a $67 million shortfall in 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. In order to help close the gap, OSE focused on strategies that would have minimal service impact and that would align current programming with the Mayor's priorities.

OSE has three priorities for 2011-2012: coordinating Citywide environmental sustainability programs; incubating innovative programs and policies; and updating the Seattle Climate Action Plan.

The 2011 Adopted and 2012 Endorsed Budget decreases funding for the Seattle Climate Partnership program, and transfers the remaining funding and staffing for the program from OSE to the Office of Economic Development (OED) in order to leverage and maximize City resources. OED has greater capacity to engage city businesses in this work.

The Budget also transfers funds from the Neighborhood Matching Fund to OSE for Seattle ReLeaf, the City's urban forestry outreach and incentive program. OSE will be evaluating options to determine how best to administer, coordinate, and perhaps further consolidate the City's tree planting and education programs. OSE will coordinate this work with affected City departments.

In addition, the 2011 Adopted and 2012 Endorsed Budget reduces funding for the Seattle Climate Action Now (CAN) program. The budget reduction eliminates Seattle CAN's marketing campaign to encourage residents to take climate action. The remaining CAN budget focuses on providing climate action training to residents and community organizations, as well as on community outreach for the Seattle Climate Action Plan update.

Outside of the budget process, the City received a $20 million Energy Efficiency and Conservation Block Grant through the federal stimulus program. The grant provides one-time funding to deliver significant energy efficiency retrofits in residential, commercial, hospital, and municipal buildings in the Central District and Southeast Seattle. This work will reduce greenhouse gases while creating thousands of green jobs. The grant was adopted by the City Council on July 26, 2010, through Ordinance 123360 and provides for the addition of four positions in OSE that will sunset in May 2013.

Finally, the 2011 Adopted and 2012 Endorsed Budget identifies administrative savings and operational efficiencies to discretionary spending. This includes a seven-day furlough, freezing salary levels for City employees in certain classifications, and reducing expenditures for travel and training.

City Council Provisos

The City Council adopted the following budget proviso:

Of the appropriation in the 2011 budget for the Office of Sustainability and Environment, no more than $50,000 may be spent on tree grants and education until authorized by future ordinance.

Appropriations

	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Sustainability and Environment Budget Control Level	**X1000**	**1,383,847**	**1,416,103**	**1,266,923**	**1,308,082**
Department Total		**1,383,847**	**1,416,103**	**1,266,923**	**1,308,082**
Department Full-time Equivalents Total*		**8.00**	**8.00**	**11.00**	**11.00**

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

Resources

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	1,383,847	1,416,103	1,266,923	1,308,082
Department Total	**1,383,847**	**1,416,103**	**1,266,923**	**1,308,082**

Office of Sustainability and Environment Budget Control Level

Purpose Statement

The purpose of the Office of Sustainability and Environment Budget Control Level is to develop, communicate, implement, and lead the City's Climate Protection and Green Seattle initiatives.

Summary

Decrease budget by $50,000 to reflect a reduction in funding for the Seattle Climate Partnership program.

Transfer out the remaining $150,000 and 1.0 FTE Strategic Advisor 2 for the Seattle Climate Partnership program from OSE to the Office of Economic Development.

Transfer in $25,000 for the Urban Forestry Outreach and Incentive program from the Neighborhood Matching Fund.

Decrease budget by $39,000 to reflect a reduction in the Seattle Climate Action Now program budget.

Reduce budget by $15,000 in recognition of a seven-day furlough that OSE staff members will take in 2011. This furlough is in addition to the salary freeze for employees in certain classifications.

Reduce budget authority by $11,000 to reflect reductions in travel and training expenditures.

As a result of the City receiving a $20 million federal stimulus Energy Efficiency and Conservation Block Grant accepted outside of the budget process through Ordinance 123360, OSE added 4.0 term-limited FTEs in 2010, as follows: 1.0 FTE Strategic Advisor 2, 2.0 FTE Strategic Advisor 1 and 1.0 FTE Administrative Staff Analyst. These positions will sunset with the end of the grant in May 2013.

Citywide adjustments to labor and other operating costs increase the budget by $90,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately $224,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Office of Sustainability and Environment	1,383,847	1,416,103	1,266,923	1,308,082
Full-time Equivalents Total*	8.00	8.00	11.00	11.00

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

FUNDS, SUBFUNDS & OTHER

General Subfund

Department Description

The General Subfund of the City's General Fund is the primary operating fund of the City. Appropriations and expenses for many of the services most commonly associated with the City, such as police and fire, are accounted for in the General Subfund. The Subfund is supported primarily by property, sales, business, and utility taxes.

The City's financial policies do not require a fund balance to be maintained in the General Subfund. Instead, the City reserves resources for unanticipated expenses or revenue shortfalls associated with general government in the Emergency Subfund of the General Fund and in the Revenue Stabilization Account of the Cumulative Reserve Subfund.. As a result of this practice, General Subfund balances usually are spent in their entirety either in the current or next fiscal years.

General Subfund Fund Table (00100)

The City's financial policies do not require a fund balance to be maintained in the General Subfund (GSF). Instead, the City funds the Emergency Subfund to the legal maximum each year and maintains a variety of dedicated reserve funds. Thus, GSF balances usually are carried over and spent in the following year.

Amounts in $1,000s	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	8,775	368	4,233
Adjustment for carryforward	(11,199)		
Beginning Unreserved Fund Balance	(2,424)	368	4,233
Revenues			
Property Taxes	250,828	253,655	256,952
Sales Tax	145,828	149,471	157,007
Business and Occupation Tax	159,246	166,636	176,711
Utility Tax	174,185	173,867	181,755
Other Taxes	11,095	10,629	10,990
Parking Meters	27,840	36,502	41,067
Court Fines and Forfeitures	29,913	34,148	34,170
Revenue from Other Public Entities	13,207	11,230	10,802
Service Charges & Reimbursements	51,027	35,903	36,633
Subfund Balance Transfers (ERF, RSA, J&C)	17,050	9,809	663
Licenses, Permits, Interest Income and Other	17,228	15,567	16,544
Total Revenues	897,447	897,416	923,295
Expenditures			
Arts, Culture & Recreation	(146,507)	(140,805)	(146,291)
Health and Human Services	(52,519)	(51,963)	(52,122)
Neighborhoods & Development	(31,959)	(29,086)	(29,211)
Public Safety	(508,635)	(516,897)	(532,364)
Utilties and Transportation	(39,993)	(40,138)	(41,277)
Administration	(114,548)	(101,571)	(104,991)
Debt Service	(10,076)	(11,152)	(13,677)
General Fund Subfunds, Judgment & Claims	(1,319)	(1,941)	(1,791)
Subtotal Above Expenditures	*(905,555)*	*(893,551)*	*(921,724)*
Other Expenditure Adjustments	1,204		
2010 Mid-Year Reductions (net)	10,770		
First Quarter Supplemental (net)	(55)		
Second Quarter Supplemental (net)	(1,018)		
Total Expenditures	(894,655)	(893,551)	(921,724)
Ending Fund Balance	368	4,233	5,803
Reserves Against Fund Balance	(269)	(1,681)	(5,552)
Ending Unreserved Fund Balance	100	2,552	251

General Subfund Revenue – In $1,000s

Summit Code	Revenue	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Property Tax	208,386	213,355	214,388	218,491	221,869
411100	Property Tax-Medic One Levy	37,157	36,802	36,440	35,164	35,083
413100	Retail Sales Tax	136,632	136,383	133,934	137,118	143,695
413600	Use Tax - Brokered Natural Gas	2,173	2,156	1,870	1,919	2,273
413700	Retail Sales Tax - Criminal Justice	11,710	12,069	11,894	12,353	13,313
416100	Business & Occupation Tax (100%)	160,985	164,415	159,246	166,636	176,711
416200	Admission Tax	5,588	5,515	6,359	5,759	5,920
416430	Utilities Business Tax - Natural Gas (100%)	14,048	12,217	11,106	10,426	10,986
416450	Utilities Business Tax - Solid Waste (100%)	777	889	800	850	900
416460	Utilities Business Tax - Cable Television (100%)	15,040	15,367	15,263	15,628	16,097
416470	Utilities Business Tax - Telephone (100%)	34,613	33,163	33,976	32,868	33,150
416480	Utilities Business Tax - Steam (100%)	1,665	1,477	1,072	1,103	1,179
418200	Leasehold Excise Tax	4,405	4,054	4,054	4,200	4,400
418500	Gambling Tax	508	505	500	500	500
418600	Pleasure Boat Tax	169	170	182	170	170
	Total External Taxes	**633,857**	**638,538**	**631,083**	**643,185**	**666,246**
516410	Utilities Business Tax - City Light (100%)	33,749	39,452	39,313	41,414	42,976
516420	Utilities Business Tax - City Water (100%)	27,062	30,408	29,840	23,989	26,592
516440	Utilities Business Tax - Drainage/Waste Water (100%)	28,861	28,912	29,020	33,049	34,479
516450	Utilities Business Tax - City SWU (100%)	10,672	13,301	11,926	12,621	13,123
	Total Interfund Taxes	**100,345**	**112,073**	**110,099**	**111,073**	**117,170**
421600	Professional & Occupational Licenses (100%)	935	822	900	-	-
421790	Amusement Licenses (100%)	89	83	90	-	-
421920	Business License Fees (100%)	4,951	5,167	5,351	5,068	5,068
422190	Emergency Alarm Fees	1,869	2,038	2,038	2,162	2,109
422300	Animal Licenses (100%)	781	1,111	1,000	-	-
422450	Vehicle Overload Permits	239	230	230	230	230
422490	Street Use Permits	697	450	450	450	450
422920	Fire Permits	3,567	3,545	3,504	4,089	4,089
422940	Meter Hood Service	1,342	1,273	1,273	1,408	1,408
422990	Gun Permits and Other	21	20	20	20	20
422990	Other Non Business Licenses	18	21	21	16	16
	Total Licenses	**14,507**	**14,760**	**14,877**	**13,443**	**13,390**
431010	Federal Grants - Other	2,859	250	250	-	-
433010	Federal Indirect Grants - Other	7,829	-	-	-	-
434010	State Grants - Other	280	-	-	-	-
	Total Federal and State Grants	**10,968**	**250**	**250**	**-**	**-**
436129	Trial Court Improvement Account	141	150	150	150	150
436610	Criminal Justice Assistance (High Impact)	1,657	1,575	1,695	1,745	1,745
436621	Criminal Justice Assistance (Population)	724	820	725	725	725
436694	Liquor Excise Tax	2,929	2,925	2,970	3,000	3,000
436695	Liquor Board Profits	4,079	4,935	4,926	4,500	4,500

Summit Code	Revenue	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
	Total State Entitlements/Impact Programs	**9,530**	**10,405**	**10,466**	**10,120**	**10,120**
437010	Interlocal Agreement - Sound Transit	516	2,491	2,491	1,110	682
437010	Interlocal Grant	(2)	-	-	-	-
	Total Interlocal Grants/Entitlements	**514**	**2,491**	**2,491**	**1,110**	**682**
441610	Copy Charges	122	297	120	119	119
441950	Legal Services	31	29	34	34	34
441960	Automated Fingerprint Information System (AFIS)	3,034	3,619	3,597	3,684	3,813
441960	Fire Special Events Services	956	709	634	661	661
441960	Personnel Services	1,162	1,144	996	1,084	1,090
441990	Hearing Examiner Fees	3	3	3	3	3
441990	Other Service Charges - General Government	493	552	365	334	338
441990	Vehicle Towing Revenues	360	350	350	350	350
442100	Law Enforcement Services	3,702	2,419	2,109	2,135	2,173
442100	Traffic Control Services	33	326	1,004	952	971
442330	Adult Probation and Parole (100%)	65	67	66	118	118
442490	Professional Inspection Fees	31	135	35	-	-
442500	E-911 Reimbursements & Cellular Tax Revenue	2,283	2,854	2,793	2,086	2,097
443930	Animal Control Fees and Forfeits	323	342	342	-	-
447400	Special Events Recovery	551	483	550	550	550
	Total External Service Charges	**13,149**	**13,329**	**12,997**	**12,110**	**12,318**
455900	Court Fines & Forfeitures (100%)	27,286	29,011	29,913	34,148	34,170
457300	Municipal Court Cost Recoveries (100%)	913	990	995	1,318	1,318
457400	Confiscated Funds	563	617	617	617	617
	Total Fines and Forfeitures	**28,762**	**30,618**	**31,525**	**36,083**	**36,105**
461110	Interest on Investments	3,267	2,818	1,539	1,539	2,576
462300	Parking Meters	25,222	28,614	26,567	35,094	39,659
469990	Other Miscellaneous Revenue	1,672	1,892	2,086	1,992	1,986
	Total Miscellaneous Revenues	**30,161**	**33,324**	**30,192**	**38,625**	**44,221**
541990	Interfund Revenue to Executive Administration	16,046	15,796	15,796	868	896
541990	Interfund Revenue to Personnel	6,796	6,853	6,853	6,012	6,149
541990	Miscellaneous Interfund Revenue	15,214	14,490	13,768	14,977	15,335
	Total Interfund Charges	**38,056**	**37,139**	**36,417**	**21,858**	**22,380**
587001	Transfer from - Cumulative Reserve Subfund-unrestricted subaccount	45	-	-	8,500	-
587315	Transfer from - Transportation Fund	125	125	125	-	-
587344	Transfer from - Fire Facilities Levy	226	-	150	164	168
587400	Transfer from - Utilities for Council Oversight	294	525	525	385	385
587504	Transfer from - 2000 Parks Levy	-	-	4,985	-	-
587612	Transfer from - Dearborn Trust Fund	10	10	10	10	10
587900	Transfer from - Revenue Stabilization Subfund	8,874	11,255	11,255	-	-
587900	Transfer from - Emergency Subfund	-	-	-	750	100

Summit Code	Revenue	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587900	Transfer from - 2008 LTGO Bond Fund	15	-	-	-	-
587900	Transfer from - Seattle Center	-	-	-	-	-
587900	Transfer from - Fleets and Facilities	3,073	-	-	-	-
587900	Transfer from - Other Funds	973	-	-	-	-
	Total Operating Transfers	**13,635**	**11,915**	**17,050**	**9,809**	**663**
	Total General Subfund	**893,483**	**904,841**	**897,447**	**897,416**	**923,295**

Totals may not add due to rounding

Fiscal Reserves

Beth Goldberg, Director

Department Description

The State of Washington permits the City to maintain two financial reserves for general government spending. Under the authority of RCW 35.32A.060, the City maintains a financial reserve called the Emergency Subfund (ESF) of the General Fund. This subfund is the principal reserve for the City and is available to pay for unanticipated expenses that occur during the fiscal year. State law limits the amount of money the City can set aside in this reserve to 37.5 cents per $1,000 of assessed value of property within the City.

Under the authority of RCW 35.21.070 the City maintains a second financial reserve called the Revenue Stabilization Account (RSA) of the Cumulative Reserve Subfund (aka the Rainy Day Reserve). The purpose of the RSA is to have resources available to maintain City spending in the event of a sudden, unanticipated shortfall in revenue due to economic downturns or other factors. City code limits the amount set aside in this reserve to five percent of General Subfund tax receipts.

Policy and Program Changes

The state of the economy in 2011 is particularly uncertain, with a path out of the recession likely to be long and slow. This uncertainty increases the risk that revenue projections may fall short of current estimates. In light of this financial uncertainty and in order to preserve the City's ability to maintain essential services in 2011 and beyond, the 2011 Adopted and 2012 Endorsed Budget preserves the entirety of reserved funds in the ESF and the RSA. This outcome is also in line with the City's goal to avoid relying on one-time revenues to support on-going expenditures.

City financial policies require that the City maintain the fund balance of the Emergency Subfund (ESF) at the maximum amount permitted by State law. Due to projected declines in the City's total assessed value in 2011 relative to 2010, the ESF must be reduced. Current estimates of assessed value within the City indicate that the maximum amount the City can set aside in the ESF for 2011 is $44.5 million. The anticipated ending fund balance for 2010 is $45.3 million, resulting in a required drawdown of $750,000 for 2011.

The released $750,000 in reserve funds from the ESF is preserved by transferring these funds to the City's Revenue Stabilization Account (RSA). This is the only change to the RSA in 2011; the 2011 Adopted and 2012 Endorsed Budget does not rely on RSA funds to support any spending. In 2009 and 2010, RSA funds supported General Subfund spending in the amounts of $8.9 million and $11.3 million respectively, leaving $10.5 million in the RSA. The $750,000 transferred to the RSA from ESF reflects a commitment to begin rebuilding the RSA to protect the City from future and unanticipated declines in revenue.

Assessed value is projected to decline again in 2012 relative to 2011, resulting in an additional drawdown of the ESF. These funds are also transferred to the RSA. With these actions, the RSA is expected to total $11.3 million by the end of 2012.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Emergency Expenditures Budget Control Level	**AE000**	**1,222,932**	**0**	**750,000**	**100,000**
Revenue Stabilization Reserve Budget Control Level	**2CR60**	**8,874,000**	**11,254,647**	**0**	**0**
Department Total		**10,096,932**	**11,254,647**	**750,000**	**100,000**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	10,096,932	11,254,647	750,000	100,000
Department Total	**10,096,932**	**11,254,647**	**750,000**	**100,000**

Emergency Expenditures Budget Control Level

Purpose Statement

The purpose of the Emergency Expenditures Budget Control Level is to provide resources to pay unanticipated expenses as described in state law (RCW 35.32A.060).

Summary

$750,000 is transferred from the Emergency Subfund to the Revenue Stabilization Account, and remains in reserve. The Emergency Subfund remains at its maximum allowable level under State law in 2011 and 2012.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Emergency Expenditures Program	1,222,932	0	750,000	100,000

Revenue Stabilization Reserve Budget Control Level

Purpose Statement

The purpose of the Revenue Stabilization Reserve Budget Control Level is to transfer resources from the Revenue Stabilization Account of the Cumulative Reserve Subfund to the General Subfund or other funds supporting the City's general government services. These appropriations are implemented as operating transfers from the Revenue Stabilization Account to the funds or subfunds they support.

Summary

No spending is proposed from the Revenue Stabilization Account in the 2011-2012 Proposed Budget.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Revenue Stabilization Program	8,874,000	11,254,647	0	0

2011 - 2012 Estimated Revenues for the Cumulative Reserve Subfund, Revenue Stabilization Account (00166)

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587001	Oper Tr IN-FR General Fund	0	0	0	750,000	100,000
	Total Support from General Subfund	**0**	**0**	**0**	**750,000**	**100,000**
Total Revenues		**0**	**0**	**0**	**750,000**	**100,000**
379100	Use of (Contribution to) Fund Balance	0	0	0	(750,000)	(100,000)
Total Resources		**0**	**0**	**0**	**0**	**0**

2011 - 2012 Estimated Revenues for the Emergency Subfund (00185)

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
461110	Investment Income	71	0	0	0	0
587001	Oper Tr IN-FR General Fund	5,858,818	0	0	0	0
Total Revenues		**5,858,889**	**0**	**0**	**0**	**0**
379100	Use of (Contribution to) Fund Balance	0	0	0	750,000	100,000
Total Resources		**5,858,889**	**0**	**0**	**750,000**	**100,000**

Cumulative Reserve Subfund, Revenue Stabilization Account (00166)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**30,597,577**	**21,726,000**	**21,723,577**	**10,468,930**	**11,218,930**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	750,000	100,000
Less: Actual and Budgeted Expenditures	8,874,000	11,254,647	11,254,647	0	0
Ending Fund Balance	**21,723,577**	**10,471,353**	**10,468,930**	**11,218,930**	**11,318,930**

Emergency Subfund (00185)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**40,897,010**	**46,560,000**	**45,532,967**	**45,286,060**	**44,536,060**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	5,858,889	0	0	0	0
Less: Actual and Budgeted Expenditures	1,222,932	0	246,907	750,000	100,000
Ending Fund Balance	**45,532,967**	**46,560,000**	**45,286,060**	**44,536,060**	**44,436,060**
Continuing Appropriations	246,907				
Total Reserves	**246,907**	**0**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**45,286,060**	**46,560,000**	**45,286,060**	**44,536,060**	**44,436,060**

Judgment/Claims

Department Description

The Judgment/Claims Subfund provides for the payment of legal claims and suits brought against the City government. The subfund receives appropriations from the General Subfund and the utilities to pay the judgments, settlements, claims, and other eligible expenses expected in the following year. Unused balances, if any, remain in the fund and may reduce the contribution required in succeeding years.

General Fund-supported departments with 2% or more of historical Judgment/Claims costs make premium payments to the subfund directly from their budgets. Finance General covers premiums for departments with less than 2% of historical Judgment/Claims costs. Revenues from the utilities are budgeted based on expected expenses, but they only pay actual expenses as they are incurred.

Policy and Program Changes

The Judgment/Claims Subfund normally requires appropriation authority of $15 million per year, including approximately $11 million from the General Fund. For both the Adopted 2011 and Endorsed 2012 Budgets, the appropriation authority has been increased to reflect some outstanding suits and claims against the City that are expected to be resolved during this biennium. Fund balance and contributions from the utilities will be used to pay for these appropriation increases.

In order to help contain City costs, the City Attorney has made a decision to handle a portion of police action cases in-house. Previously, this work was handled entirely with outside counsel and paid for out of the Judgment/Claims Subfund. Police action cases involve lawsuits which allege damages as a result of actions taken by police officers. By adding staff to the Law Department to handle some of this work, Law expects to generate a net savings to the Judgment/Claims Subfund as a result of lower outside counsel costs. The transfer to Judgment/Claims from the Police Department is reduced by $617,261 to reflect this change.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment Claims - General Budget Control Level	**CJ000**	**22,297,999**	**17,500,000**	**26,434,739**	**17,829,739**
Department Total		**22,297,999**	**17,500,000**	**26,434,739**	**17,829,739**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	22,297,999	17,500,000	26,434,739	17,829,739
Department Total	**22,297,999**	**17,500,000**	**26,434,739**	**17,829,739**

Judgment Claims - General Budget Control Level

Purpose Statement

The purpose of the Judgment Claims - General Budget Control Level is to provide for the payment of legal claims and suits brought against the City government. The subfund receives appropriations from the General Subfund and the utilities to pay for the judgments, settlements, claims, and other eligible expenses expected in the following year. Unused balances, if any, may reduce the contributions required in succeeding years.

General Fund-supported departments with 2% or more of historical Judgment/Claims costs make premium payments to the subfund directly from their budgets. Finance General covers premiums for departments with less than 2% of historical Judgment/Claims costs. Utilities pay their actual expenses as incurred through this budget control level.

Summary

The 2011 Adopted and 2012 Endorsed Budgets for the Judgment/Claims Subfund are based on expected expenses relating to current caseloads in the Law department and in the Finance and Administrative Services Department.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Judgment/Claims - General Program	22,297,999	17,500,000	26,434,739	17,829,739

2011 - 2012 Estimated Revenues for the Judgment/Claims Subfund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
469990	Miscellaneous Revenue	142,411	0	0	0	0
544730	Payments from City-operated Utilities	8,566,910	4,000,000	7,692,380	8,055,000	7,000,000
544730	Payments from General Government Departments	9,681,357	9,681,357	9,681,357	9,161,677	9,161,677
587001	General Fund Support	1,318,643	1,318,643	1,318,643	1,191,062	1,191,062
Total Revenues		**19,709,321**	**15,000,000**	**18,692,380**	**18,407,739**	**17,352,739**
379100	Use of (Contribution To) Fund Balance	2,588,678	2,500,000	923,522	8,027,000	477,000
Total Resources		**22,297,999**	**17,500,000**	**19,615,902**	**26,434,739**	**17,829,739**

Judgment/Claims Subfund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**13,988,549**	**5,062,335**	**11,399,871**	**10,476,349**	**2,449,349**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	19,709,321	15,000,000	18,692,380	18,407,739	17,352,739
Less: Actual and Budgeted Expenditures	22,297,999	17,500,000	19,615,902	26,434,739	17,829,739
Ending Fund Balance	**11,399,871**	**2,562,335**	**10,476,349**	**2,449,349**	**1,972,349**

Parking Garage Operations Fund

Department Description

The Parking Garage Operations Fund receives the revenues and pays the operating and debt service costs for the Pacific Place Garage, which is located between Sixth and Seventh Avenues and Pike and Olive Streets in downtown Seattle. The City took over responsibility for the Garage in November 1998.

Policy and Program Changes

In 2011, the Parking Garage Operations Fund will continue to collect parking fees, pay operating expenses, and pay debt service. Since 2008, increasing expenses, paired with decreasing demand for parking due to overall economic conditions, have put strain on this Fund and will require a short-term cash loan in 2010 to prevent a negative fund balance. This may lead to changes in the parking fee structure in mid-2011 or 2012.

City Council Provisos

There are no Council provisos.

Parking Garage Operations Fund

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pacific Place Garage Budget Control Level	**46011**	**7,387,250**	**7,603,084**	**7,841,895**	**8,092,861**
Department Total		**7,387,250**	**7,603,084**	**7,841,895**	**8,092,861**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	7,387,250	7,603,084	7,841,895	8,092,861
Department Total	**7,387,250**	**7,603,084**	**7,841,895**	**8,092,861**

Pacific Place Garage Budget Control Level

Purpose Statement

The purpose of the Pacific Place Garage Budget Control Level is to provide appropriation authority for the City's expenses to operate the Pacific Place Garage, which is located between Sixth and Seventh Avenues and Pine and Olive Streets in downtown Seattle. The City took over responsibility for the Garage in November 1998.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Pacific Place Garage	7,387,250	7,603,084	7,841,895	8,092,861

2011 - 2012 Estimated Revenues for the Parking Garage Operations Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
461110	Inv Earnings - Residual Cash	11,079	10,000	10,000	0	0
462300	Parking Fees	7,353,381	7,647,611	8,350,187	7,035,108	7,351,687
469990	Other Miscellaneous Revenue	8,257	0	0	6,000	6,000
Total Revenues		**7,372,717**	**7,657,611**	**8,360,187**	**7,041,108**	**7,357,687**
379100	Use of (Contribution to) Fund Balance	14,533	(54,527)	(757,104)	800,788	735,174
Total Resources		**7,387,250**	**7,603,084**	**7,603,083**	**7,841,896**	**8,092,861**

Parking Garage Operations Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**335,715**	**276,273**	**321,182**	**1,078,286**	**277,499**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	7,372,717	7,657,611	8,360,187	7,041,108	7,357,687
Less: Actual and Budgeted Expenditures	7,387,250	7,603,084	7,603,083	7,841,895	8,092,861
Ending Fund Balance	**321,182**	**330,800**	**1,078,286**	**277,499**	**(457,675)**

City Ordinance 123443 authorized an interfund loan from the City's Cash Pool in 2010.

Cumulative Reserve Subfund

Department Description

The Cumulative Reserve Subfund (CRS), authorized under state law, is used primarily for maintenance and development of the City's general government capital facilities and infrastructure. The subfund is divided into two accounts, the Capital Projects Account and the Revenue Stabilization Account.

The Capital Projects Account provides support for an array of capital projects, with a primary focus on maintaining and rehabilitating existing City facilities. The Capital Projects Account includes six subaccounts described below.

- The Real Estate Excise Tax I (REET I) Subaccount is supported by a 0.25% tax on real estate transactions. REET I is used for a variety of capital projects authorized by state law. A portion of these proceeds is used to pay debt service on bonds issued in 1992 and refinanced in 1998 for low-income housing and recreation facilities.

- The Real Estate Excise Tax II (REET II) Subaccount is supported by an additional 0.25% tax on real estate transactions and is kept separate due to different state requirements regarding the use of these resources. State law limits the use of revenues from this additional tax to capital projects involving parks (except acquisition) and transportation.

- The Unrestricted Subaccount receives funding from a variety of sources, including a portion of street vacation revenues, transfers of General Subfund balances, property sales, investment earnings (net of investment earnings attributable to the South Lake Union Property Proceeds Subaccount and the Asset Preservation Subaccount - Fleets and Facilities), and other unrestricted contributions to the Cumulative Reserve Subfund.

- The Asset Preservation Subaccount - Resources in this fund are used to support asset preservation expenditures for certain Department of Finance and Administrative Services (FAS) facilities. Unappropriated funds in this subaccount are designated as a Large Expense Project Reserve per Resolution 30812, and are intended to pay for very costly asset preservation projects in future years. Revenues supporting expenditures in this subaccount are derived from interest earnings on subaccount balances and from a portion of space rent charges paid by tenants of FAS facilities.

- The Street Vacation Subaccount receives funding from a portion of street vacation revenues. In 2001, the State Legislature made major changes in the law pertaining to vacation compensation. These changes allowed cities, in certain circumstances, to charge a vacation fee that is the full appraised value of the right-of-way but mandated that at least one half of the revenue from these fees be dedicated to the acquisition, improvement, development, and related maintenance of public open space or transportation capital projects within the city. This subaccount tracks those funds.

-The South Lake Union Property Proceeds Subaccount receives funding from sales of certain surplus City property located adjacent to South Lake Union and investment earnings attributable to the subaccount. The use of these funds is generally governed by Resolution 30334.

The Revenue Stabilization Account, created through Ordinance 119761, provides a cushion from the impact of sudden, unanticipated shortfalls in revenue due to economic downturns that could undermine City government's ability to maintain services. Please see the Revenue Stabilization Reserve Budget Control Level in the Fiscal Reserves section of the Budget for more details.

Department capital projects are fully described in the 2011-2016 Adopted Capital Improvement Program (CIP). Actual appropriations for capital projects funded by the CRS are made in the appropriate department's section in the budget, with the exception of the Seattle Department of Transportation, and some special projects that are

described in the following pages of this section, such as debt service payments and the City's Tenant Relocation Assistance Program.

Policy and Program Changes

Spending from the CRS is primarily supported by Real Estate Excise Taxes (REET), which have experienced enormous volatility in recent years. The City collected $71.8 million in 2007, as compared with only $23.8 million projected for 2011, a decline of over 67 percent. Cost pressures from basic major maintenance and other capital needs do not correlate to revenue trends. Additional fiscal pressure on CRS results from support provided to projects in the 2003 Fire Facilities and Emergency Response Levy Program. The 2011 Adopted and 2012 Endorsed Budget continues this commitment despite recent REET revenue declines. Funds are also allocated to support projects in compliance with the Americans with Disabilities Act (ADA). The Adopted Budget appropriates approximately $56 million from CRS in 2011, with $27 million from the two REET subaccounts. Individual projects and programs supported by CRS resources are described in the departmental sections of the 2011-2016 Adopted CIP.

The 2010 Adopted budget included $15 million for asset preservation for parks, library, civic buildings, and Seattle Center. The 2011 Adopted Budget includes $17 million for asset preservation in these areas. Additionally, City departments that manage major capital assets are working to develop information that will feed into a broader approach to major maintenance funding. This will be integrated into an ongoing capital strategic planning process in order to develop options for addressing significant capital needs, including major maintenance funding over the long-term.

Policy 12 of Resolution 31083 states that the City will maintain fund balances of $5 million for the REET I and REET II subaccounts. This policy was relaxed in 2009 following a collapse in REET revenue streams, adjusting the minimum target balance to $1 million for each account. Given continued weakness in REET revenues, a reduced minimum fund balance threshold is continued in the 2011 Adopted Budget. A target ending unreserved balance of $5 million is restored in 2014 for the REET I Subaccount and REET II Subaccount.

The CRS-Unrestricted Subaccount remains in a negative unreserved fund balance position, supported by an interfund loan which was authorized initially in 2003 by Ordinance 121179. The loan allowed for purchase of property at what is now known as the Joint Training Facility (JTF), and was intended to be repaid through the sale of excess land. The contemplated land sale is unlikely to occur in the near-term and an alternative approach is needed to repay this loan. On a smaller scale, the account is also out of balance because on-going expenditures in the account exceed the on-going revenues available. This further exacerbates the imbalance. The 2011 Adopted Budget implements several strategies in order to bring this account back to a positive balance Over several years. First, sufficient ongoing expenditures have been shifted to other funding sources in order to Create an annual surplus of revenues over expenditures in the account. This ensures that the account does not decline further into deficit over time. Second, annual contributions beginning in 2012 from the General Subfund will bring the fund balance back into positive territory. Third, the interfund loan for this account is extended to accommodate the time needed to address this issue.

In addition, the CRS-Unrestricted Subaccount is being used to facilitate the distribution of the proceeds from the sale of McCurdy Park facilities formerly occupied by the Museum of History and Industry (MOHAI). In accordance with the settlement agreement between the City of Seattle and MOHAI, Ordinance 123437, the City received $20 million of sale proceeds in 2010 from the State and transferred this full amount to MOHAI. An additional $20 million of McCurdy Park facilities sale proceeds from the State is anticipated to be received by the City in August 2011. From this second $20 million payment, $11.5 million is appropriated for transfer to MOHAI in 2011, with the remaining $8.5 million to be paid from the City to MOHAI with the following minimum payment schedule: $2.5 million by 2013, $2.5 million by 2014, $3.5 million by 2015. The 2013 through 2015 payments are anticipated to be supported by land sale proceeds.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CRS, REET I Subaccount Appropriations					
1998B Capital Facilities Refunding REET I Budget Control Level	2CCE0-1	2,935,963	3,017,550	3,038,138	1,186,763
Artwork Conservation - OACA - CRS REET I Budget Control Level	V2ACGM-163	0	0	187,000	187,000
CRS REET I Support to McCaw Hall Fund Budget Control Level	2SC10	0	200,000	200,000	200,000
Design Commission - CRS REET I Budget Control Level	2UU50-DC-163	0	0	374,000	374,000
Tenant Relocation Assistance Program REET I Budget Control Level	2UU51	79,148	113,000	113,000	113,000
Total CRS, REET I Subaccount Appropriations		3,015,111	3,330,550	3,912,138	2,060,763
CRS, REET II Subaccount Appropriations					
CRS REET II Support to Transportation Budget Control Level					
Bridges & Structures - REET II		3,009,760	2,500,000	1,775,000	3,225,000
Debt Service (SDOT) - REET II		2,760,000	2,155,000	2,699,000	1,833,000
Landslide Mitigation - REET II		189,876	200,000	150,000	250,000
Neighborhood Enhancements - REET II		1,556,147	1,210,000	970,000	0
Roads - REET II		0	187,000	0	75,000
Sidewalk Maintenance - REET II		0	368,000	0	0
Sidewalks & Pedestrian Facilities - REET II		1,046,406	856,000	225,000	0
Trails and Bike Paths - REET II		417,993	500,000	0	0
CRS REET II Support to Transportation Budget Control Level	2ECM0	8,980,182	7,976,000	5,819,000	5,383,000
Total CRS, REET II Subaccount Appropriations		8,980,182	7,976,000	5,819,000	5,383,000
CRS, Street Vacation Subaccount Appropriations					
CRS Street Vacation Support to Transportation Budget Control Level					
Corridor and Intersection Improvements - CRS-SV		398,841	700,000	300,000	0
CRS Street Vacation Support to Transportation Budget Control Level	CRS-StVac-SDOT	398,841	700,000	300,000	0
Total CRS, Street Vacation Subaccount Appropriations		398,841	700,000	300,000	0
CRS, Unrestricted Subaccount Appropriations					

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Artwork Conservation - OACA - CRS-UR Budget Control Level	V2ACGM	125,971	187,000	0	0
CRS-U Support to General Subfund Budget Control Level	CRS-U-GSF	0	0	8,500,000	0
CRS-U Support to Transportation Budget Control Level	CRS-U-SDOT	174,985	1,135,000	1,112,950	1,074,150
Design Commission - CRS-UR Budget Control Level	2UU50-DC	377,450	374,000	0	0
MOHAI Replacement Facilities Budget Control Level	KMOHAI	0	0	11,500,000	0
Tenant Relocation Assistance Program - CRS-UR Budget Control Level	2UU50-TA	35,747	74,000	74,000	74,000
Total CRS, Unrestricted Subaccount Appropriations		714,153	1,770,000	21,186,950	1,148,150
Department Total		13,108,287	13,776,550	31,218,088	8,591,913

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	13,108,287	13,776,550	31,218,088	8,591,913
Department Total	13,108,287	13,776,550	31,218,088	8,591,913

CRS, REET I Subaccount Appropriations

1998B Capital Facilities Refunding REET I Budget Control Level

Purpose Statement

The purpose of the 1998B Capital Facilities Refunding REET I Budget Control Level is to pay debt service on 1998 Series B Limited Tax General Obligation bonds, which were issued to refund bonds issued in 1992 at lower interest rates.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
1998B Capital Facilities Refunding	2,935,963	3,017,550	3,038,138	1,186,763

Artwork Conservation - OACA - CRS REET I Budget Control Level

Purpose Statement

The purpose of the Artwork Conservation - OACA - CRS REET I Budget Control Level is to support the Arts Conservation Program, which is administered by the Office of Arts & Cultural Affairs. This program provides professional assessment, conservation, repair, routine and major maintenance, and relocation of artwork for both the City's approximately 400-piece, permanently sited art collection and the approximately 2,700-piece portable artwork collection. The entire collection is an asset to the City, and while major maintenance is generally not required for the new artwork entering the collection, professional routine care and responses to vandalism are necessary to protect this investment.

Summary

As a result of lower revenues being realized in the Cumulative Reserve Unrestricted Subfund (CRS-UR), and as a means to provide continued support for this program, funding is being shifted from the CRS-UR subfund to the Cumulative Reserve REET I Subfund (CRS REET I). Please see Artwork Conservation OACA - CRS-UR budget control level to see details of historical budget information prior to 2011.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Artwork Conservation - OACA REET I	0	0	187,000	187,000

CRS REET I Support to McCaw Hall Fund Budget Control Level

Purpose Statement

The purpose of the CRS REET I Support to McCaw Hall Fund Budget Control Level is to appropriate resources from REET I to the McCaw Hall Fund to support major maintenance work on McCall Hall. Any capital projects related to the expenditure of this reserve are listed in Seattle Center's Capital Improvement Program.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CRS REET I Support to McCaw Hall Fund	0	200,000	200,000	200,000

Design Commission - CRS REET I Budget Control Level

Purpose Statement

The purpose of the Design Commission - CRS REET I Budget Control Level is to support the Design Commission, which advises the Mayor, City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm. The goals of the Commission are to see that public facilities and projects within the city's right-of-way incorporate design excellence, that City projects achieve their goals in an economical manner, and that they fit the City's design goals.

Summary

As a result of lower revenues being realized in the Cumulative Reserve Unrestricted Subfund (CRS-UR), and as a means to provide continued support for this program, funding is being shifted from the CRS-UR subfund to the Cumulative Reserve REET I Subfund (CRS REET I).

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Design Commission - CRS REET I	0	0	374,000	374,000

Tenant Relocation Assistance Program REET I Budget Control Level

Purpose Statement

The purpose of the Tenant Relocation Assistance Program REET I Budget Control Level is to allow the City to pay for relocation assistance to low income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Tenant Relocation Assistance Program REET I	79,148	113,000	113,000	113,000

CRS, REET II Subaccount Appropriations

CRS REET II Support to Transportation Budget Control Level

Purpose Statement

The purpose of the CRS REET II Support to Transportation Budget Control Level is to appropriate funds from REET II to the Transportation Operating Fund to support specific capital programs, or in the case of the Debt Service Program, appropriate funds to pay debt service costs directly from the REET II Subaccount.

Program Expenditures

	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bridges & Structures - REET II	3,009,760	2,500,000	1,775,000	3,225,000
Debt Service (SDOT) - REET II	2,760,000	2,155,000	2,699,000	1,833,000
Landslide Mitigation - REET II	189,876	200,000	150,000	250,000
Neighborhood Enhancements - REET II	1,556,147	1,210,000	970,000	0
Roads - REET II	0	187,000	0	75,000
Sidewalk Maintenance - REET II	0	368,000	0	0
Sidewalks & Pedestrian Facilities - REET II	1,046,406	856,000	225,000	0
Trails and Bike Paths - REET II	417,993	500,000	0	0
Total	**8,980,182**	**7,976,000**	**5,819,000**	**5,383,000**

CRS, Street Vacation Subaccount Appropriations

CRS Street Vacation Support to Transportation Budget Control Level

Purpose Statement

The purpose of the CRS Street Vacation Support to Transportation Budget Control Level is to appropriate funds from the CRS Street Vacation Subaccount to the Transportation Operating Fund to support specific capital programs.

Program Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Corridor and Intersection Improvements - CRS-SV	398,841	700,000	300,000	0
Total	**398,841**	**700,000**	**300,000**	**0**

CRS, Unrestricted Subaccount Appropriations

Artwork Conservation - OACA - CRS-UR Budget Control Level

Purpose Statement

The purpose of the Artwork Conservation - OACA - CRS-UR Budget Control Level is to support the Arts Conservation Program, which is administered by the Office of Arts & Cultural Affairs. This program provides professional assessment, conservation, repair, routine and major maintenance, and relocation of artwork for both the City's approximately 400-piece, permanently sited art collection and the approximately 2,700-piece portable artwork collection. The entire collection is an asset to the City, and while major maintenance is generally not required for the new artwork entering the collection, professional routine care and responses to vandalism are necessary to protect this investment.

Summary

As a result of lower CRS-UR revenues being realized, and as a means to provide continued support for this program, funding is being shifted from the CRS-UR account to the CRS REET I account. Please see Artwork Conservation - OACA - CRS-REET I Budget Control Level for budget information for 2011 and beyond.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Artwork Conservation - OACA	125,971	187,000	0	0

CRS-U Support to General Subfund Budget Control Level

Purpose Statement

Program to transfer support to the General Subfund

Summary

$8.5 million of the original proceeds from the sale of McCurdy Park facilities formerly occupied by the Museum of History and Industry (MOHAI) are being retained and appropriated in 2011 to support General Subfund programs to help mitigate the impact of the projected General Fund revenue shortfall. Additional payment installments totaling $8.5 million will be made to MOHAI between 2013 and 2015.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CRS-U Support to General Subfund	0	0	8,500,000	0

CRS-U Support to Transportation Budget Control Level

Purpose Statement

The purpose of the CRS-U Support to Transportation Budget Control Level is to appropriate funds from CRS Unrestricted Sub-account to the Transportation Operating Fund to support specific capital programs and pay debt service on specified transportation projects.

Summary

Increase funding by $1.1 million annually in 2011 and 2012 to appropriate funds to the Transportation Operating Fund, for payment of debt service on 2009 LTGO bonds issued for trails. The funding source is King County Proposition 2, passed by King County voters in August 2007, which provides matching grant money for open space and trails within King County cities.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
CRS-U Support to Transportation	174,985	1,135,000	1,112,950	1,074,150

Design Commission - CRS-UR Budget Control Level

Purpose Statement

The purpose of the Design Commission - CRS-UR Budget Control Level is to support the Design Commission, which advises the Mayor, City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm. The goals of the Commission are to see that public facilities and projects within the city's right-of-way incorporate design excellence, that City projects achieve their goals in an economical manner, and that they fit the City's design goals.

Summary

As a result of lower CRS-UR revenues being realized and, as a means to provide continued support for this program, funding is being shifted from the CRS-UR account to the Cumulative Reserve REET I Subfund (CRS REET I).

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Design Commission - CRS-UR	377,450	374,000	0	0

MOHAI Replacement Facilities Budget Control Level

Purpose Statement

The purpose of the MOHAI Replacement Facilities BCL is to replace the functions and facilities of the Museum of History and Industry's (MOHAI) Montlake location, including but not limited to those facilities and functions including in MOHAI's proposed project at the Lake Union Armory. The City intends to use the proceeds it receives from the Washington State Department of Transportation's purchase of the city-owned MOHAI facility at Montlake to contract with MOHAI to replace those functions and facilities.

Summary

$11.5 million of the proceeds from the Washington State Department of Transportation's purchase of the city-owned MOHAI facility at Montlake are appropriated in 2011 for payment to MOHAI.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
MOHAI Replacement Facilities	0	0	11,500,000	0

Tenant Relocation Assistance Program - CRS-UR Budget Control Level

Purpose Statement

The purpose of the Tenant Relocation Assistance Program - CRS-UR Budget Control Level is to allow the City to pay for relocation assistance to low-income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Tenant Relocation Assistance Program	35,747	74,000	74,000	74,000

Cumulative Reserve Subfund, Real Estate Excise Tax I Subaccount (00163)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**39,765,559**	**29,064,859**	**29,728,776**	**3,476,965**	**999,308**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	11,472,476	10,789,517	11,412,061	11,897,041	16,239,010
Less: Actual and Budgeted Expenditures	21,509,259	13,250,419	37,663,871	14,374,699	16,199,429
Ending Fund Balance	**29,728,776**	**26,603,957**	**3,476,965**	**999,308**	**1,062,014**
Continuing Appropriations	25,323,116	25,323,116	0	0	0
Other Reserves	0	0	0	0	0
Cash Balance Reserve	1,000,000	1,000,000	1,000,000	999,308	1,000,000
Total Reserves	**26,323,116**	**26,323,116**	**1,000,000**	**999,308**	**1,000,000**
Ending Unreserved Fund Balance	**3,405,660**	**280,841**	**2,476,965**	**0**	**62,014**

Cumulative Reserve Subfund, Real Estate Excise Tax II Subaccount (00161)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**23,744,327**	**26,839,521**	**13,793,528**	**2,089,422**	**1,030,463**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	11,428,055	10,789,517	11,412,061	11,187,041	16,239,010
Less: Actual and Budgeted Expenditures	21,378,854	14,629,000	23,116,167	12,956,000	15,142,000
Ending Fund Balance	**13,793,528**	**23,000,038**	**2,089,422**	**1,030,463**	**2,127,472**
Continuing Appropriations	8,559,167	22,000,000	0	0	0
Other Reserves	0	0	0	0	0
Cash Balance Reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Reserves	**9,559,167**	**23,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Ending Unreserved Fund Balance	**4,234,361**	**38**	**1,089,422**	**30,463**	**127,472**

Cumulative Reserve Subfund, Unrestricted Subaccount (00164)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**(1,850,904)**	**838,313**	**(1,240,236)**	**13,723,959**	**(5,139,041)**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	9,532,934	22,089,801	53,998,543	5,918,950	5,003,150
Less: Actual and Budgeted Expenditures	8,922,266	5,482,800	39,034,348	24,781,950	4,416,150
Ending Fund Balance	**(1,240,236)**	**17,445,314**	**13,723,959**	**(5,139,041)**	**(4,552,041)**
Continuing Appropriations	5,050,805	13,000,000	0	0	0
Total Reserves	**5,050,805**	**13,000,000**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**(6,291,041)**	**4,445,314**	**13,723,959**	**(5,139,041)**	**(4,552,041)**

Cumulative Reserve Subfund, Asset Preservation Subaccount – Fleets and Facilities (00168)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**10,849,881**	**11,129,881**	**4,786,862**	**1,053,493**	**1,373,493**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	4,132,122	4,000,000	3,955,000	4,040,000	4,040,000
Less: Actual and Budgeted Expenditures	10,195,141	3,720,000	7,688,368	3,720,000	3,720,000
Ending Fund Balance	**4,786,862**	**11,409,881**	**1,053,493**	**1,373,493**	**1,693,493**
Continuing Appropriations	3,967,999	10,000,000	0	0	0
Large Expense Project Reserve	0	1,409,881	1,053,493	1,373,493	1,693,493
Total Reserves	**3,967,999**	**11,409,881**	**1,053,493**	**1,373,493**	**1,693,493**
Ending Unreserved Fund Balance	**818,862**	**0**	**0**	**0**	**0**

Cumulative Reserve Subfund, Street Vacation Subaccount (00169)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**1,485,776**	**107,978**	**1,331,947**	**87,947**	**835,947**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	281,700	896,000	1,268,000	1,048,000	0
Less: Actual and Budgeted Expenditures	435,529	700,000	2,512,000	300,000	0
Ending Fund Balance	**1,331,947**	**303,978**	**87,947**	**835,947**	**835,947**
Continuing Appropriations	1,812,388	29,000	0	0	0
Total Reserves	**1,812,388**	**29,000**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**(480,441)**	**274,978**	**87,647**	**835,947**	**835,947**

Cumulative Reserve Subfund, South Lake Union Property Proceeds Subaccount (00167)

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	**2,282,890**	**282,891**	**308,763**	**311,063**	**313,063**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	25,873	0	2,300	2,000	2,000
Less: Actual and Budgeted Expenditures	2,000,000	0	0	0	0
Ending Fund Balance	**308,763**	**282,891**	**311,063**	**313,063**	**315,063**
Continuing Appropriations	0	0	0	0	0
Total Reserves	**0**	**0**	**0**	**0**	**0**
Ending Unreserved Fund Balance	**308,763**	**282,891**	**311,063**	**313,063**	**315,063**

Debt Service

Fred Podesta, Director

Contact Information

Department Information Line: (206) 386-0041
City Of Seattle General Information: (206) 684-2489

Department Description

The purpose of this Debt Service section is to provide appropriation authority for particular payments of debt service and associated costs of issuing debt that require legal appropriations. These appropriations include debt service payments to be made from the Bond Interest and Redemption Fund, Limited Tax General Obligation (LTGO) Issuance Costs, and Unlimited Tax General Obligation (UTGO) (voter approved) debt service payments.

City Council Provisos

There are no Council provisos.

Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bond Interest and Redemption Budget Control Level	**DEBTBIRF**	**0**	**1,815,150**	**1,616,064**	**1,524,914**
Debt Issuance Costs Budget Control Level	**DEBTISSUE**	**0**	**905,775**	**2,584,480**	**0**
UTGO Debt Service Budget Control Level	**DEBTUTGO**	**0**	**17,068,000**	**17,039,635**	**17,025,160**
Department Total		**0**	**19,788,925**	**21,240,179**	**18,550,074**

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Other	0	19,788,925	21,240,179	18,550,074
Department Total	**0**	**19,788,925**	**21,240,179**	**18,550,074**

Bond Interest and Redemption Budget Control Level

Purpose Statement

The purpose of the Bond Interest and Redemption Budget Control Level is to create legal appropriation authority for debt service payments to be made through the Bond Interest and Redemption Fund (BIRF) from outside sources.

Summary

This budget control level creates the authority to pay debt service on Benaroya Hall debt issued in 2001 with money received from the concert venue; creates authority for debt service payments on the 2009 bonds which refunded debt relating to Pike Place Market bonds issued in 1996; and authorizes the BIRF to make debt service payments from the proceeds of federal tax credit payments on Build America Bonds.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Bond Interest and Redemption	0	1,815,150	1,616,064	1,524,914

Debt Issuance Costs Budget Control Level

Purpose Statement

The purpose of the Debt Issuance Costs Budget Control Level is to create the appropriation authority to pay debt issuance costs related to the 2011 Multipurpose Limited Tax General Obligation (LTGO) Debt Issuance.

Summary

The issuance costs are estimated to be 3% of the total capital that is anticipated to be issued as LTGO debt in the 2011 debt issuance.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Debt Issuance Costs	0	905,775	2,584,480	0

UTGO Debt Service Budget Control Level

Purpose Statement

The purpose of the UTGO Debt Service Budget Control Level is to create the legal appropriations to pay debt service on outstanding Unlimited Tax General Obligation (UTGO) Bonds.

Expenditures	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
UTGO Bond Interest and Redemption	0	17,068,000	17,039,635	17,025,160

2011 - 2012 Estimated Revenues for the 2007 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
379100	Use of (Contribution to) Fund Balance	0	0	0	2,584,480	0
Total Resources		**0**	**0**	**0**	**2,584,480**	**0**

2011 - 2012 Estimated Revenues for the 2009 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
379100	Use of (Contribution to) Fund Balance	0	0	0	2,500,000	0
Total Resources		**0**	**0**	**0**	**2,500,000**	**0**

2011 - 2012 Estimated Revenues for the 2011 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
481100	General Obligation Bond Proceeds	0	0	0	13,729,000	0
Total Revenues		**0**	**0**	**0**	**13,729,000**	**0**

2011 - 2012 Estimated Revenues for the 2012 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
481100	General Obligation Bond Proceeds	0	0	0	13,326,000	6,346,000
Total Revenues		**0**	**0**	**0**	**13,326,000**	**6,346,000**

2011 - 2012 Estimated Revenues for the 2013 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
481100	General Obligation Bond Proceeds	0	0	0	10,251,000	4,054,000
Total Revenues		**0**	**0**	**0**	**10,251,000**	**4,054,000**

2011 - 2012 Estimated Revenues for the 2014 Multipurpose LTGO Bond Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
481100	General Obligation Bond Proceeds	0	0	0	0	10,161,000
Total Revenues		**0**	**0**	**0**	**0**	**10,161,000**

2011 - 2012 Estimated Revenues for the Bond Interest and Redemption

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
379100	Use of (Contribution to) Fund Balance	0	0	0	1,616,064	1,524,914
	Total Resources	**0**	**0**	**0**	**1,616,064**	**1,524,914**

2011 - 2012 Estimated Revenues for the UTGO Bond Interest and Redemption Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
411100	Property Tax	0	0	0	17,039,635	17,025,160
	Total Revenues	**0**	**0**	**0**	**17,039,635**	**17,025,160**

City Debt

In addition to the regular operating budget, the City uses bonds and property tax levies to fund a variety of special capital improvement projects. The City's budget must include funds to pay interest due on outstanding bonds and to pay the principal amount of bonds at maturity. The City has issued three types of debt to finance its capital improvement programs:

Unlimited Tax General Obligation Bonds
The City may issue Unlimited Tax General Obligation (UTGO) Bonds for capital purposes if a proposition authorizing their issuance is approved by 60% of the voters in an election in which the number of voters exceeds 40% of the voters in the most recent general election. Payment of principal and interest is backed by the "full faith and credit" of the City. This means that the City commits itself to include in its property tax levy an amount that is sufficient to pay principal and interest on the bonds. Property taxes levied to pay debt service on UTGO bonds are not subject to the statutory limits in state law on the taxing authority of local governments, which is why UTGO bonds are "unlimited." However, state law does limit the amount of UTGO bonds that can be outstanding at any time to 7.5% of assessed valuation: 2.5% for open space and park facilities, 2.5% for utility purposes, and 2.5% for general purposes. As of December 31, 2009, there were approximately $133 million in UTGO bonds outstanding; of that, $3 million are for utility purposes.

Limited Tax General Obligation Bonds
The City Council may authorize the issuance of Limited Tax General Obligation (LTGO) Bonds, also known as Councilmanic bonds, in an amount up to 1.5% of assessed valuation, without a vote of the people. The City pledges its full faith and credit to the payment of principal and interest on LTGO bonds, but this pledge must be fulfilled within the statutory limitation on the City's taxing authority. Thus, these are "limited" general obligation bonds. The combination of UTGO bonds issued for general purposes and LTGO bonds cannot exceed 2.5% of assessed valuation. If LTGO bonds are issued up to the 1.5% ceiling, then UTGO bonds for general purposes are limited to 1% of assessed value.

The City also guarantees debt issued by its Public Development Authorities (PDAs) under certain circumstances. As of December 31, 2009, the guarantees totaled $83 million out of $865 million outstanding LTGO debt. Guarantees count against the City's LTGO debt capacity.

Revenue Bonds
Revenue bonds are used to provide financing for the capital programs of City Light and the three utilities, Water, Drainage and Wastewater, and Solid Waste, which are grouped together in Seattle Public Utilities. The City does not pledge its full faith and credit to the payment of debt service on revenue bonds. Payment of principal and interest on the bonds issued by each utility is derived solely from the revenues generated by the issuing utility. No tax revenues are used to pay debt service. When revenue bonds are sold, the City commits itself to set fees and charges for the issuing utility that will be sufficient to pay all costs of operations and maintenance, and all payments of principal and interest on the bonds. While the amount of revenue bonds is not subject to statutory limits, there are practical limitations in that it may not be possible to sell revenue bonds if the amount of bonds outstanding grows to the point that the financial community questions the ability of the issuing utility to make timely payments of principal and interest on the bonds.

Forms of Debt Authorized by State Law

Table 1 on the following page summarizes the conditions and limitations that apply to the issuance of the three types of debt issued by the City.

Table 1 – Summary of Conditions and Limitations for City Debt Issuances

Form of Debt	Voter Approval Required	Source of Repayment	Statutory Limitation	Current Limit*	Outstanding 12-31-09*
Unlimited Tax General Obligation Bonds (UTGO)					
Parks & Open Space	Yes	Property Tax	2.5% of AV	$3.1 Billion	$0
Utilities	Yes	Property Tax	2.5% of AV	$3.1 Billion	$3 Million
General Purposes	Yes	Property Tax	1.0 % of AV**	$1.2 Billion	$130 Million
Limited Tax General Obligation Bonds (LTGO)	No	Taxes and Other Revenues	1.5% of AV**	$1.9 Billion	$865 Million***
Utility Revenue	No	Utility Revenues	None	None	$2.9 Billion

* As of 12/31/09, assuming the latest certified assessed value of $124 billion, issued on February 24, 2010, for taxes payable in 2010.
** The sum of UTGO and LTGO debt for general purposes cannot exceed 2.5% of assessed valuation.
***Includes $83 million of PDA debt guarantees.

City Debt Management Policies and Bond Ratings

The use of debt financing by the City is subject not only to state law, but also to the debt management policies adopted by the Mayor and City Council. According to these policies, a capital project should be financed with bond proceeds only under the following circumstances:

- in emergencies;
- when the project being financed will produce revenues that can be used to pay debt service on the bonds; or
- when the use of debt will result in a more equitable sharing of the costs of the project between current and future beneficiaries of the project.

It is the last of these circumstances that most often justifies the use of debt financing. Paying for long-lived assets, such as libraries or parks, from current tax revenues would place a large burden on current taxpayers, while allowing future beneficiaries to escape the burden of payment. The use of debt effectively spreads the cost of acquiring or constructing capital assets over the life of the bonds. The City's debt management policies require that 12% of the City's LTGO total issuance capacity be reserved for emergencies. They also state that net debt service on LTGO bonds (defined as total debt service, minus debt service paid from project revenues) should not exceed 9% of the General Fund budget, and should remain below 7% under most circumstances.

The City has earned very high ratings on its bonds as a result of a strong economy and prudent financial practices. The City's UTGO debt is rated Aaa by Moody's Investors Service, AAA by Fitch IBCA, and AAA by Standard & Poor's (S&P), which are the highest possible levels. The City's LTGO debt is rated AAA by S&P, AA+ by Fitch and Aa1 by Moody's. In addition, the City's utilities have very high ratings for revenue debt, reflecting sound finances and good management. Moody's rates Water and Drainage and Wastewater Aa1, City Light debt at the Aa2 level and Solid Waste Aa3. S&P rates Water and Drainage and Wastewater debt at AA+ and City Light and Solid Waste debt at AA-.

2011 and 2012 Projected Bond Issues

In 2011, the City expects to issue approximately $88.7 million of limited tax general obligation bonds for a variety of purposes. Table 2 lists the financed projects and other details of the financing plan. Bond proceeds will be deposited into the 2011 Multipurpose Bond Fund. City departments responsible for all or portions of projects in Table 2 will then draw money from this Fund as appropriated to implement the projects. The appropriations for those funds are in the respective departments' pages of this budget book. Table 3 shows a potential list of projects that may receive debt financing in 2012.

Table 2 - 2011 Multipurpose LTGO Bond Issuance - in $1,000s Informational Only

Purpose	Debt Service Funding Source	Issued Capital	Capital Costs[1]	Term	Rate (est.)	Debt Service Adopted 2011	Debt Service Endorsed 2012
Bridge Rehab (BTG)[2]	SDOT	10,192	10,498	20	5.0%	262	842
Bridge Seismic (BTG)[2]	SDOT	1,937	1,995	20	5.0%	50	160
King Street Station (BTG)[2]	SDOT	4,011	4,131	20	5.0%	103	332
Spokane Street Viaduct (BTG)[2]	SDOT	22,509	23,184	20	5.0%	580	1,860
Seawall	CPT[3]	12,400	12,772	20	5.0%	319	1,025
AWV - Parking/Prgm Mgt	CPT[3]	2,500	2,575	10	4.0%	52	317
Mercer West	CPT[3]	8,100	8,343	20	5.0%	209	669
Golf	DPR	4,149	4,273	20	5.0%	107	343
Pike Place Market	PPMRF[5]	10,682	11,002	3	3.0%	165	330
Facility Energy Retrofits	GF	1,770	1,823	10	4.0%	36	225
Rainier Beach Community Center[6]	GF	4,500	4,635	20	5.0%	116	372
Seattle Center	REET I	3,400	3,502	10	4.0%	70	432
Total		**86,149**	**88,734**			**2,069**	**6,908**

Table 3 - 2012 Multipurpose LTGO Bond Issuance - in $1,000s Informational Only

Purpose	Debt Service Funding Source	Issued Capital	Capital Costs[1]	Term	Rate (est.)	Debt Service Adopted 2011	Debt Service Endorsed 2012
Bridge Rehab (BTG)[2]	SDOT	8,709	8,970	20	5.0%	-	336
Bridge Seismic (BTG)[2]	SDOT	1,690	1,741	20	5.0%	-	65
Mercer (BTG)[2]	SDOT	5,000	5,150	20	5.0%	-	193
AWV - Parking/Prgm Mgt	CPT[3]	2,200	2,266	10	4.0%	-	68
Mercer West	CPT[3]	11,600	11,948	20	5.0%	-	448
Linden	VLF[4]	4,500	4,635	15	5.0%	-	174
Walk Bike Ride	VLF[4]	9,000	9,270	10	4.0%	-	278
Golf	DPR	2,146	2,210	20	5.0%	-	83
Pike Place Market	PPMRF[5]	4,369	4,500	3	3.0%	-	101
Facility Energy Retrofits	GF	4,230	4,357	10	4.0%	-	131
Rainier Beach Community Center[6]	GF	13,326	13,726	20	5.0%	-	515
North Precinct	GF	1,500	1,545	20	5.0%	-	58
Total		**68,270**	**70,318**			**-**	**2,450**

(1) Cost of issuing capital is estimated at 3% of capital.

(2) Proceeds from Bridging the Gap – Commercial Parking Tax receipts.

(3) Commercial Parking Tax – planned increase of 2.5%.

(4) Vehicle License Fee – planned implementation of $20/tab.

(5) Proceeds from City voted Pike Place Market Levy.

(6) Bond Issuance reduced by $2.5 million to reflect a re-appropriation of 2009 Northgate funds.

Table 4 – 2011 Multipurpose LTGO Bond Fund Issuance Costs - $1,000s Informational Only

Issued Capital	Issuance Cost Factor	Issuance Cost Adopted 2011
86,149	3%	2,585

Table 4 shows the costs of issuance for the 2011 LTGO bond issue. This money is estimated at 3% of the capital costs of the 2011 Multipurpose LTGO Bond Fund. Table 5 on the following pages displays outstanding LTGO debt service requirements sorted by issuance; Table 6 displays the funds used to pay outstanding LTGO debt service, listing issuance year and funding source; and Table 7 displays UTGO debt service. Table 8 displays appropriations for debt service to be paid from various LTGO Bond Funds' fund balances. All tables in this section are for informational purposes only with the exception of Table 8; legal appropriations are included elsewhere in the budget document.

Table 5 – Limited Tax General Obligation Bonds Debt Service by Bond Issuance – In $1,000s Informational Only

Project	2011 Adopted	2012 Endorsed
Historic Buildings	196	200
Housing	2,157	843
Parks	881	344
Seismic - DH Fire	38	16
Seismic Fire	62	26
1998 Bond Issue Total	**3,334**	**1,428**
Downtown Parking Garage	2,305	2,470
1998 E Bond Issue Total	**2,305**	**2,470**
Ballard Neighborhood Center	242	-
City Hall	940	-
Interbay Golf Facilities	257	-
Justice Center	940	-
Park 90/5	242	-
Police Training Facilities	142	-
Seattle Municipal Tower TI	179	-
Sound Amplification - Benaroya Hall	100	-
Southwest Precinct	420	-
Training Facilities	299	-
2001 Bond Issue Total	**3,759**	**-**
City Hall	999	1,000
Civic Center Open Space	244	247
Historic Buildings	1,780	1,789
Justice Center	999	1,000
McCaw Hall	659	658
Seattle Center Kitchen	94	95
Seattle Municipal Tower TI	366	368
Southwest Precinct	133	132
University Way (Long)	255	258
West Seattle Swing Bridge	260	258
Westbridge	443	442
2002 Bond Issue Total	**6,231**	**6,247**
Joint Training Facility	175	176
McCaw Hall (long)	139	136

Project	2011 Adopted	2012 Endorsed
Roof/Structural Replacement & Repair	782	784
SMT Base	150	152
SR 519	219	219
2003 Bond Issue Total	**1,465**	**1,467**
Concert Hall	1,775	1,773
Park 90/5	845	851
Seattle Municipal Tower Acquisition	6,331	6,331
2004 Bond Issue Total	**8,951**	**8,954**
Alaskan Way Tunnel / Seawall	379	375
Bridge Way North	278	-
City Hall	878	874
Civic Center Open Space	774	779
Convention Center	571	576
Fremont Bridge Approaches	112	110
Justice Center	2,221	2,225
Library Garage	432	431
Aquarium Pier 59	1,508	1,506
Aquarium Pier 59 Entry	183	179
Sandpoint	732	731
SeaPark	443	438
South Precinct	320	325
SR 519	646	-
West Precinct	1,302	1,301
2005 Bond Issue Total	**10,779**	**9,850**
Alaskan Way Viaduct	392	393
Mercer Corridor Design	466	466
Ninth & Lenora	334	336
Park 90/5	1,067	1,066
Aquarium Pier 59	142	138
SLU Streetcar	136	137
2006 Bond Issue Total	**2,537**	**2,537**
Alaskan Way Tunnel / Seawall	492	489
Aquarium	642	836
Downtown Parking Garage	2,882	2,882
Mercer (from Zoo bonds)	1,225	1,225

Project	2011 Adopted	2012 Endorsed
Monorail	549	550
Northgate Land Acquisition	241	241
Parking Pay Stations	755	756
Zoo Garage	151	151
2007 Bond Issue Total	**6,937**	**7,130**
Bridge Rehab (BTG)	303	306
Bridge Seismic (BTG)	120	118
Fire Station Projects	5,013	5,016
King Street Station (BTG)	252	252
Lander (BTG)	200	246
Mercer (BTG)	3,087	3,783
Park 90/5 Police Support Acquisition	303	303
Parking Pay Stations	475	480
Seattle Municipal Tower & Police Support	2,440	2,440
South Lake Union Projects	371	371
Spokane (BTG)	658	806
2008 Bond Issue Total	**13,221**	**14,120**
Alaskan Way Tunnel / Seawall	204	203
Arterial Asphalt and Concrete	654	3,217
Bridge Rehab (BTG)	1,067	1,065
IT Servers and Storage	945	944
IT Software Migration and Mgt.	1,702	1,700
Jail	95	95
King Street Station (BTG)	130	133
Market 96 Refunding	461	470
North Precinct	95	94
Northgate Land Acquisition	472	474
Northgate Park	206	207
Pike Place Market	2,505	2,503
Rainier Beach Community Center	519	515
Rainier Beach Community Center (reallocated from NG)	285	286
Spokane (BTG)	2,155	2,160
Spokane (BTG) (Redirected from Jail)	286	286
Trails	1,113	1,074
2009 Bond Issue Total	**12,894**	**15,424**
Alaskan Way Tunnel / Seawall	351	351
Bridge Rehab (BTG)	1,210	1,210

Project	2011 Adopted	2012 Endorsed
Bridge Seismic (BTG)	483	483
Fire Station Projects	178	178
Golf	22	22
King Street Station (BTG)	21	21
Mercer (BTG)	123	123
Mercer West (BTG)	357	357
Spokane (BTG)	270	270
2010A BAB Issue Total	**3,014**	**3,014**
Alaskan Way Tunnel / Seawall	484	484
Ballard Neighborhood Center	139	364
Bridge Rehab (BTG)	167	167
Bridge Seismic (BTG)	67	67
City Hall	1,757	2,761
Civic Center Open Space	140	140
Fire Station Projects	458	458
Golf	55	54
Interactive Voice Response	167	168
Interbay Golf Facilities	148	388
Justice Center	1,767	2,755
King Street Station (BTG)	3	3
McCaw Hall	173	173
Mercer (BTG)	17	17
Mercer West (BTG)	50	50
Park 90/5	140	370
Parking Pay Stations	421	416
Pike Place Market	1,222	1,221
Police Training Facilities	84	213
Seattle Municipal Tower TI	141	311
Southwest Precinct	318	708
Spokane (BTG)	38	38
Tier 1 SAN & Enterprise Comp.	339	340
Training Facilities	172	452
Westbridge	250	250
2010B Bond Issue Total	**8,717**	**12,365**
AWV - Parking/Prgm Mgt	52	317
Bridge Rehab (BTG)	262	842
Bridge Seismic (BTG)	50	160
Facility Energy Retrofits	36	225

Project	2011 Adopted	2012 Endorsed
Golf	107	343
King Street Station (BTG)	103	332
Mercer West (BTG)	209	669
Pike Place Market	165	330
Rainier Beach Community Center	116	372
Seattle Center Center House	70	432
Seawall	319	1,025
Spokane (BTG)	580	1,860
2011 Bond Issue Total	**2,069**	**6,908**
AWV - Parking/Prgm Mgt	-	68
Bridge Rehab (BTG)	-	336
Bridge Seismic (BTG)	-	65
Facility Energy Retrofits	-	131
Golf	-	83
Linden	-	174
Mercer (BTG)	-	193
Mercer West (BTG)	-	448
North Precinct	-	58
Pike Place Market	-	101
Rainier Beach Community Center	-	515
Walk Bike Ride	-	278
2012 Bond Issue Total	**-**	**2,450**
Grand Total	**86,213**	**94,364**

Table 6 – Limited Tax General Obligation Bonds Debt Service by Funding Source – In $1,000s Informational Only

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Bond Interest & Redemption Fund - LTGO		
2001 Bond Issue		
Sound Amplification - Benaroya Hall	100	-
2009 Bond Issue		
Market 96 Refunding	461	470
2010A BAB Issue		
Alaskan Way Tunnel / Seawall	123	123
Bridge Rehab (BTG)	423	423
Bridge Seismic (BTG)	169	169
Fire Station Projects	62	62
Golf	8	8
King Street Station (BTG)	7	7
Mercer (BTG)	43	43
Mercer West (BTG)	125	125
Spokane (BTG)	94	94
Bond Interest & Redemption Fund - LTGO Total	**1,616**	**1,525**
Cumulative Reserve Subfund - REET I		
1998 Bond Issue		
Housing	2,157	843
Parks	881	344
2002 Bond Issue		
Westbridge	323	322
2003 Bond Issue		
Roof/Structural Replacement & Repair	782	784
2007 Bond Issue		
Northgate Land Acquisition	241	241
2008 Bond Issue		
Fire Station Projects	5,013	5,016
2010A BAB Issue		
Fire Station Projects	116	116
2010B Bond Issue		
Fire Station Projects	458	458
Westbridge	250	250
2011 Bond Issue		

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Seattle Center Center House	70	432
Cumulative Reserve Subfund - REET I Total	**10,291**	**8,805**
Cumulative Reserve Subfund - REET II		
2005 Bond Issue		
Alaskan Way Tunnel / Seawall	379	375
Bridge Way North	278	-
Fremont Bridge Approaches	45	110
Aquarium Pier 59	1,492	1,506
SR 519	646	-
2006 Bond Issue		
Alaskan Way Viaduct	392	393
Mercer Corridor Design	466	466
Aquarium Pier 59	142	138
2007 Bond Issue		
Alaskan Way Tunnel / Seawall	492	489
Cumulative Reserve Subfund - REET II Total	**4,332**	**3,478**
Cumulative Reserve Subfund - Unrestricted		
2002 Bond Issue		
Westbridge	80	80
2005 Bond Issue		
Aquarium Pier 59 Entry	183	179
2007 Bond Issue		
Aquarium	642	836
Monorail	549	550
Cumulative Reserve Subfund - Unrestricted Total	**1,454**	**1,644**
Downtown Garage Fund		
1998 E Bond Issue		
Downtown Parking Garage	2,305	2,470
2007 Bond Issue		
Downtown Parking Garage	2,882	2,882
Downtown Garage Fund Total	**5,187**	**5,352**

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Fleets & Facilities Fund		
1998 Bond Issue		
Historic Buildings	196	200
Seismic - DH Fire	38	16
Seismic Fire	62	26
2001 Bond Issue		
City Hall	940	-
Justice Center	940	-
Park 90/5	53	-
Seattle Municipal Tower TI	179	-
2002 Bond Issue		
City Hall	999	1,000
Civic Center Open Space	244	247
Historic Buildings	1,780	1,789
Justice Center	999	1,000
Seattle Municipal Tower TI	366	368
2003 Bond Issue		
SMT Base	150	152
2004 Bond Issue		
Park 90/5	186	187
Seattle Municipal Tower Acquisition	6,331	6,331
2005 Bond Issue		
City Hall	878	874
Civic Center Open Space	774	779
Justice Center	2,221	2,225
SeaPark	443	438
2006 Bond Issue		
Park 90/5	234	234
2008 Bond Issue		
Seattle Municipal Tower & Police Support	2,396	2,396
2010B Bond Issue		
City Hall	1,757	2,761
Civic Center Open Space	140	140
Justice Center	1,767	2,755
Park 90/5	31	81
Seattle Municipal Tower TI	141	311
Fleets & Facilities Fund Total	**24,241**	**24,309**

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
General Fund		
2001 Bond Issue		
Ballard Neighborhood Center	242	-
Park 90/5	164	-
Police Training Facilities	142	-
Southwest Precinct	413	-
Training Facilities	254	-
2002 Bond Issue		
McCaw Hall	659	658
Southwest Precinct	131	132
University Way (Long)	39	258
West Seattle Swing Bridge	51	258
2003 Bond Issue		
Joint Training Facility	138	150
2004 Bond Issue		
Concert Hall	1,775	1,773
Park 90/5	575	578
2005 Bond Issue		
Convention Center	335	576
Sandpoint	108	731
South Precinct	320	325
West Precinct	1,302	1,301
2006 Bond Issue		
Ninth & Lenora	187	336
Park 90/5	727	727
SLU Streetcar	136	137
2008 Bond Issue		
Park 90/5 Police Support Acquisition	303	303
South Lake Union Projects	371	371
2009 Bond Issue		
Jail	95	95
North Precinct	95	94
Northgate Land Acquisition	472	474
Northgate Park	206	207
Rainier Beach Community Center	519	515
Rainier Beach Community Center (reallocated from NG)	285	286
2010B Bond Issue		
Ballard Neighborhood Center	139	364

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
McCaw Hall	173	173
Park 90/5	95	251
Police Training Facilities	84	213
Southwest Precinct	318	708
Training Facilities	146	384
2011 Bond Issue		
Facility Energy Retrofits	36	225
Rainier Beach Community Center	116	372
2012 Bond Issue		
Facility Energy Retrofits	-	131
North Precinct	-	58
Rainier Beach Community Center	-	515
General Fund Total	**11,152**	**13,677**
Information Technology Fund		
2009 Bond Issue		
IT Servers and Storage	945	944
IT Software Migration and Mgt.	1,702	1,700
2010B Bond Issue		
Interactive Voice Response	167	168
Tier 1 SAN & Enterprise Comp.	339	340
Information Technology Fund Total	**3,153**	**3,151**
Library Fund		
2005 Bond Issue		
Library Garage	432	431
Library Fund Total	**432**	**431**
LTGO Bond Fund – 1999B		
2006 Bond Issue		
Ninth & Lenora	147	-
LTGO Bond Fund – 1999B Total	147	-
LTGO Bond Fund - 2001		
2001 Bond Issue		
Southwest Precinct	7	-
LTGO Bond Fund - 2001 Total	**7**	**-**

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
LTGO Bond Fund - 2002		
2002 Bond Issue		
Southwest Precinct	2	-
University Way (Long)	216	-
West Seattle Swing Bridge	209	-
LTGO Bond Fund - 2002 Total	**427**	**-**
LTGO Bond Fund - 2002B		
2005 Bond Issue		
Sandpoint	624	-
LTGO Bond Fund - 2002B Total	**624**	**-**
LTGO Bond Fund - 2003		
2003 Bond Issue		
Joint Training Facility	10	-
SR 519	79	-
2005 Bond Issue		
Convention Center	154	-
Fremont Bridge Approaches	67	-
Aquarium Pier 59	16	-
LTGO Bond Fund - 2003 Total	**326**	**-**
LTGO Bond Fund - 2005		
2005 Bond Issue		
Convention Center	82	-
LTGO Bond Fund - 2005 Total	**82**	**-**
LTGO Bond Fund - 2007		
2007 Bond Issue		
Parking Pay Stations	755	195
Zoo Garage	151	151
LTGO Bond Fund - 2007 Total	**907**	**346**
LTGO Bond Fund - 2009		
2009 Bond Issue		
Alaskan Way Tunnel / Seawall	99	-
LTGO Bond Fund - 2009 Total	**99**	**-**

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Parks & Recreation Fund		
2001 Bond Issue		
Interbay Golf Facilities	257	-
2002 Bond Issue		
Westbridge	40	40
2010A BAB Issue		
Golf	14	14
2010B Bond Issue		
Golf	55	54
Interbay Golf Facilities	148	388
2011 Bond Issue		
Golf	107	343
2012 Bond Issue		
Golf	-	83
Parks & Recreation Fund Total	**1,447**	**1,937**
Pike Place Market Renovation Fund		
2009 Bond Issue		
Pike Place Market	2,505	2,503
2010B Bond Issue		
Pike Place Market	1,222	1,221
2011 Bond Issue		
Pike Place Market	165	330
2012 Bond Issue		
Pike Place Market	-	101
Pike Place Market Renovation Fund Total	**3,892**	**4,156**
Seattle Center Fund		
2002 Bond Issue		
Seattle Center Kitchen	94	95
2003 Bond Issue		
McCaw Hall (long)	139	136
Seattle Center Fund Total	**233**	**231**
SPU Drainage & Wastewater Fund		
2001 Bond Issue		
Park 90/5	7	-

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Training Facilities	13	-
2003 Bond Issue		
Joint Training Facility	8	8
2004 Bond Issue		
Park 90/5	25	26
2006 Bond Issue		
Park 90/5	32	32
2008 Bond Issue		
Seattle Municipal Tower & Police Support	13	13
2010B Bond Issue		
Park 90/5	4	11
Training Facilities	8	20
SPU Drainage & Wastewater Fund Total	**111**	**110**
SPU Solid Waste Fund		
2001 Bond Issue		
Park 90/5	4	-
Training Facilities	7	-
2003 Bond Issue		
Joint Training Facility	4	4
2004 Bond Issue		
Park 90/5	14	14
2006 Bond Issue		
Park 90/5	17	17
2008 Bond Issue		
Seattle Municipal Tower & Police Support	7	7
2010B Bond Issue		
Park 90/5	2	6
Training Facilities	4	11
SPU Solid Waste Fund Total	**61**	**60**
SPU Water Fund		
2001 Bond Issue		
Park 90/5	13	-
Training Facilities	24	-
2003 Bond Issue		

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
Joint Training Facility	14	14
2004 Bond Issue		
Park 90/5	45	46
2006 Bond Issue		
Park 90/5	57	56
2008 Bond Issue		
Seattle Municipal Tower & Police Support	24	24
2010B Bond Issue		
Park 90/5	7	20
Training Facilities	14	36
SPU Water Fund Total	**198**	**196**
Transportation Fund		
2003 Bond Issue		
SR 519	140	219
2007 Bond Issue		
Mercer (from Zoo bonds)	1,225	1,225
Parking Pay Stations	-	561
2008 Bond Issue		
Bridge Rehab (BTG)	303	306
Bridge Seismic (BTG)	120	118
King Street Station (BTG)	252	252
Lander (BTG)	200	246
Mercer (BTG)	3,087	3,783
Parking Pay Stations	475	480
Spokane (BTG)	658	806
2009 Bond Issue		
Alaskan Way Tunnel / Seawall	105	203
Arterial Asphalt and Concrete	654	3,217
Bridge Rehab (BTG)	1,067	1,065
King Street Station (BTG)	130	133
Spokane (BTG)	2,155	2,160
Spokane (BTG) (Redirected from Jail)	286	286
Trails	1,113	1,074
2010A BAB Issue		
Alaskan Way Tunnel / Seawall	228	228
Bridge Rehab (BTG)	786	786
Bridge Seismic (BTG)	314	314

Funding Source for Debt Service Appropriated in the Budget	2011 Adopted	2012 Endorsed
King Street Station (BTG)	14	14
Mercer (BTG)	80	80
Mercer West (BTG)	232	232
Spokane (BTG)	175	175
2010B Bond Issue		
Alaskan Way Tunnel / Seawall	484	484
Bridge Rehab (BTG)	167	167
Bridge Seismic (BTG)	67	67
King Street Station (BTG)	3	3
Mercer (BTG)	17	17
Mercer West (BTG)	50	50
Parking Pay Stations	421	416
Spokane (BTG)	38	38
2011 Bond Issue		
AWV - Parking/Prgm Mgt	52	317
Bridge Rehab (BTG)	262	842
Bridge Seismic (BTG)	50	160
King Street Station (BTG)	103	332
Mercer West (BTG)	209	669
Seawall	319	1,025
Spokane (BTG)	580	1,860
2012 Bond Issue		
AWV - Parking/Prgm Mgt	-	68
Bridge Rehab (BTG)	-	336
Bridge Seismic (BTG)	-	65
Linden	-	174
Mercer (BTG)	-	193
Mercer West (BTG)	-	448
Walk Bike Ride	-	278
Transportation Fund Total	**16,619**	**25,971**
Grand Total	**86,213**	**94,364**

Table 7 – Unlimited Tax General Obligation Bonds Debt Service – In $1,000s Informational Only

Bond Series	UTGO Bond Appropriation of Debt Service for Voter-Approved Debt	2011 Adopted	2012 Endorsed
	UTGO Bond Interest and Redemption Subfund		
1998A	Refunding-Sewer Improvement, Series 4; 1973-A UTGO Various Refunding, Neighborhood Improvement, Series 2, Sewer Improvement, Series 5, Neighborhood Improvement Series 3, Police/Seattle Center	1,588	1,600
2002	Library Facilities	7,321	7,320
2007	Refunding of 1999A Library Bonds	8,131	8,105
	Total - UTGO Debt Service	**17,040**	**17,025**

Table 8 – Limited Tax General Obligation Bonds Debt Service from fund balances – In $1,000s Legal Appropriation Authority

Funding Source for Debt Service Appropriated in this Table	2011 Adopted	2012 Endorsed
LTGO Bond Fund – 1999B		
2006 Bond Issue		
Ninth & Lenora	147	-
LTGO Bond Fund – 1999B Total	147	-
LTGO Bond Fund - 2001		
2001 Bond Issue	-	-
Southwest Precinct	7	-
LTGO Bond Fund - 2001 Total	**7**	-
LTGO Bond Fund - 2002		
2002 Bond Issue	-	-
Southwest Precinct	2	-
University Way (Long)	216	-
West Seattle Swing Bridge	209	-
LTGO Bond Fund - 2002 Total	**427**	-

Funding Source for Debt Service Appropriated in this Table	2011 Adopted	2012 Endorsed
LTGO Bond Fund - 2002B		
2005 Bond Issue	-	-
Sandpoint	624	-
LTGO Bond Fund - 2002B Total	**624**	**-**
LTGO Bond Fund - 2003		
2003 Bond Issue	-	-
Joint Training Facility	10	-
SR 519	79	-
2005 Bond Issue	-	-
Convention Center	154	-
Fremont Bridge Approaches	67	-
Aquarium Pier 59	16	-
LTGO Bond Fund - 2003 Total	**326**	**-**
LTGO Bond Fund - 2005		
2005 Bond Issue	-	-
Convention Center	82	-
LTGO Bond Fund - 2005 Total	**82**	**-**
LTGO Bond Fund - 2007		
2007 Bond Issue	-	-
Parking Pay Stations	755	195
Zoo Garage	151	151
LTGO Bond Fund - 2007 Total	**907**	**346**
LTGO Bond Fund - 2009		
2009 Bond Issue	-	-
Alaskan Way Tunnel / Seawall	99	-
LTGO Bond Fund - 2009 Total	**99**	**-**

APPENDIX

Position Modifications in the 2011 Adopted Budget

The following is the list of position modifications for the 2011 Adopted Budget that take effect January 4, 2011. The modifications result from budget actions that reclassify positions, abrogate positions, create new positions, transfer existing positions between City departments, or change the status of a position, e.g., from full-time to part-time status. Numbers in parentheses are reductions. The figures in the column labeled "Number" represent net position adjustments as a result of changes contained in the 2011 Adopted Budget.

Department	Position Title	Position Status	Number
City Budget Office	StratAdvsr2,Exempt	FullTime	(1)
City Budget Office Total			**(1)**
Department of Information Technology	Info Technol Prof B	FullTime	(1)
Department of Information Technology	Info Technol Prof B	PartTime	1
Department of Information Technology	Info Technol Prof C	FullTime	(3)
Department of Information Technology	Info Technol Prof C	PartTime	1
Department of Information Technology	Info Technol Systs Anlyst	FullTime	(2)
Department of Information Technology	Info Technol Systs Anlyst	PartTime	0
Department of Information Technology	Manager3,Info Technol	FullTime	(1)
Department of Information Technology	Marketing Dev Coord	FullTime	(1)
Department of Information Technology	Mgmt Systs Anlyst,Sr	FullTime	(1)
Department of Information Technology	Mgmt Systs Anlyst,Sr	PartTime	1
Department of Information Technology	StratAdvsr2,PC&RM	PartTime	(1)
Department of Information Technology	Warehouser,Chief	FullTime	(1)
Department of Information Technology	Warehouser-BU	FullTime	(1)
Department of Information Technology Total			**(9)**
Department of Neighborhoods	Com Dev Spec,Sr	FullTime	0
Department of Neighborhoods	Cust Svc Rep	FullTime	0
Department of Neighborhoods	Neighb District Coord	FullTime	(1)
Department of Neighborhoods	Neighb District Coord Supv	FullTime	(2)
Department of Neighborhoods	Plng&Dev Spec I	PartTime	(1)
Department of Neighborhoods	StratAdvsr1,General Govt	FullTime	(1)
Department of Neighborhoods	StratAdvsr2,General Govt	FullTime	(1)
Department of Neighborhoods Total			**(6)**
Department of Parks and Recreation	Actg Tech II-BU	FullTime	(1)
Department of Parks and Recreation	Admin Spec I-BU	FullTime	(1)
Department of Parks and Recreation	Admin Spec II-BU	FullTime	(1)
Department of Parks and Recreation	Admin Spec II-BU	PartTime	1
Department of Parks and Recreation	Admin Spec III-BU	FullTime	(1)
Department of Parks and Recreation	Admin Spec III-BU	PartTime	1
Department of Parks and Recreation	Admin Staff Asst	FullTime	(2)
Department of Parks and Recreation	Admin Staff Asst	PartTime	1
Department of Parks and Recreation	Apprentice	FullTime	0
Department of Parks and Recreation	Aquarium Biologist 1	FullTime	(1)
Department of Parks and Recreation	Aquarium Biologist 2	FullTime	(1)
Department of Parks and Recreation	Aquarium Guide	PartTime	(2)
Department of Parks and Recreation	Aquarium Systs Op	FullTime	(1)

Position Modifications

Department	Position Title	Position Status	Number
Department of Parks and Recreation	Aquarium Systs Op,Chief	FullTime	(1)
Department of Parks and Recreation	Aquatic Cntr Coord	FullTime	(2)
Department of Parks and Recreation	Aquatic Cntr Coord	PartTime	1
Department of Parks and Recreation	Aquatic Cntr Coord,Asst	FullTime	(1)
Department of Parks and Recreation	Arboriculturist	FullTime	1
Department of Parks and Recreation	Capital Prjts Coord	PartTime	(1)
Department of Parks and Recreation	Capital Prjts Coord Supv	FullTime	(1)
Department of Parks and Recreation	Cashier	PartTime	(2)
Department of Parks and Recreation	Delivery Wkr	FullTime	(1)
Department of Parks and Recreation	Delivery Wkr	PartTime	1
Department of Parks and Recreation	Drainage&Wstwtr Coll Wkr	FullTime	(1)
Department of Parks and Recreation	Economist,Sr	PartTime	1
Department of Parks and Recreation	Ed Prgm Asst	PartTime	(3)
Department of Parks and Recreation	Events Svc Rep,Sr	FullTime	1
Department of Parks and Recreation	Exhibits Tech	FullTime	(1)
Department of Parks and Recreation	Facilities Maint Wkr	FullTime	(1)
Department of Parks and Recreation	Forest Maint CC	FullTime	(1)
Department of Parks and Recreation	Gardener	FullTime	(4)
Department of Parks and Recreation	Gardener	PartTime	2
Department of Parks and Recreation	Gardener,Sr	FullTime	1
Department of Parks and Recreation	Grounds Maint Lead Wkr	FullTime	(2)
Department of Parks and Recreation	Heating Plnt Tech	PartTime	(1)
Department of Parks and Recreation	Info Technol Prof B	FullTime	(1)
Department of Parks and Recreation	Info Technol Prof B	PartTime	1
Department of Parks and Recreation	Installation Maint Wkr	FullTime	11
Department of Parks and Recreation	Laborer	FullTime	(21)
Department of Parks and Recreation	Laborer	PartTime	8
Department of Parks and Recreation	Lifeguard	PartTime	(1)
Department of Parks and Recreation	Lifeguard,Sr	PartTime	(3)
Department of Parks and Recreation	Maint Laborer	FullTime	2
Department of Parks and Recreation	Maint Laborer	PartTime	2
Department of Parks and Recreation	Manager1,Parks&Rec	FullTime	(1)
Department of Parks and Recreation	Manager2,Parks&Rec	FullTime	(4)
Department of Parks and Recreation	Metal Fabricator	FullTime	(2)
Department of Parks and Recreation	Mgmt Systs Anlyst	FullTime	(1)
Department of Parks and Recreation	Mgmt Systs Anlyst,Sr	FullTime	1
Department of Parks and Recreation	Mgmt Systs Anlyst,Sr	PartTime	(1)
Department of Parks and Recreation	Naturalist	FullTime	(6)
Department of Parks and Recreation	Naturalist	PartTime	(1)
Department of Parks and Recreation	Parks Concss Coord	FullTime	(1)
Department of Parks and Recreation	Parks Concss Coord	PartTime	1
Department of Parks and Recreation	Parks Special Events Schedlr	FullTime	(3)
Department of Parks and Recreation	Parks Special Events Schedlr	PartTime	1
Department of Parks and Recreation	Personnel Spec	FullTime	(1)

Department	Position Title	Position Status	Number
Department of Parks and Recreation	Personnel Spec	PartTime	1
Department of Parks and Recreation	Personnel Spec,Sr	FullTime	(1)
Department of Parks and Recreation	Plng&Dev Spec II	PartTime	(1)
Department of Parks and Recreation	Pntr	FullTime	(4)
Department of Parks and Recreation	Pool Maint Wkr	FullTime	(1)
Department of Parks and Recreation	Publc Ed Prgm Spec	FullTime	(1)
Department of Parks and Recreation	Publc Ed Prgm Spec	PartTime	(2)
Department of Parks and Recreation	Rec Attendant	FullTime	(5)
Department of Parks and Recreation	Rec Cntr Coord	FullTime	(6)
Department of Parks and Recreation	Rec Cntr Coord,Asst	FullTime	(5)
Department of Parks and Recreation	Rec Cntr Coord,Asst	PartTime	(1)
Department of Parks and Recreation	Rec Leader	FullTime	(5)
Department of Parks and Recreation	Rec Leader	PartTime	1
Department of Parks and Recreation	Rec Prgm Coord,Sr	FullTime	1
Department of Parks and Recreation	Rec Prgm Spec	FullTime	(1)
Department of Parks and Recreation	Seattle Conserv Corps Supv	PartTime	(1)
Department of Parks and Recreation	Sfty&Hlth Spec	FullTime	(1)
Department of Parks and Recreation	Sfty&Hlth Spec	PartTime	1
Department of Parks and Recreation	StratAdvsr1,General Govt	FullTime	(1)
Department of Parks and Recreation	StratAdvsr1,General Govt	PartTime	1
Department of Parks and Recreation	StratAdvsr1,P&FM	FullTime	(1)
Department of Parks and Recreation	StratAdvsr1,Parks&Rec	FullTime	(1)
Department of Parks and Recreation	StratAdvsr1,Parks&Rec	PartTime	1
Department of Parks and Recreation	StratAdvsr2,General Govt	FullTime	(1)
Department of Parks and Recreation	StratAdvsr3,Exempt	FullTime	(1)
Department of Parks and Recreation	Tree Trimmer	FullTime	(1)
Department of Parks and Recreation	Tree Trimmer,Lead	FullTime	(1)
Department of Parks and Recreation	Truck Drvr	FullTime	(2)
Department of Parks and Recreation	Truck Drvr,Heavy	FullTime	2
Department of Parks and Recreation	Util Laborer	FullTime	(40)
Department of Parks and Recreation	Util Laborer	PartTime	17
Department of Parks and Recreation Total			**(102)**
Department of Planning and Development	Admin Spec II-BU	FullTime	(1)
Department of Planning and Development	Admin Spec II-BU	PartTime	(1)
Department of Planning and Development	Admin Spec III-BU	FullTime	(1)
Department of Planning and Development	Code Compliance Anlyst	FullTime	(1)
Department of Planning and Development	Code Compliance Anlyst	PartTime	1
Department of Planning and Development	Elecl Inspector,Sr(Expert)	FullTime	(1)
Department of Planning and Development	Graphic Arts Designer	PartTime	(1)
Department of Planning and Development	Housing Ordinance Spec	PartTime	(1)
Department of Planning and Development	Housing/Zoning Inspector	FullTime	(2)
Department of Planning and Development	Housing/Zoning Inspector	PartTime	1
Department of Planning and Development	Housing/Zoning Inspector	FullTime	(1)
Department of Planning and Development	Info Technol Techl Support	FullTime	(1)

Department	Position Title	Position Status	Number
Department of Planning and Development	Land Use Plnr III	FullTime	(1)
Department of Planning and Development	Land Use Plnr IV	FullTime	(1)
Department of Planning and Development	Land Use Plnr IV	PartTime	1
Department of Planning and Development	Manager3,Exempt	FullTime	(1)
Department of Planning and Development	Plng&Dev Spec II	FullTime	(1)
Department of Planning and Development	Plng&Dev Spec,Sr	FullTime	(1)
Department of Planning and Development	Plng&Dev Spec,Sr	PartTime	1
Department of Planning and Development	StratAdvsr2,General Govt	FullTime	1
Department of Planning and Development			**(11)**
Finance and Administrative Services	Accountant	FullTime	(1)
Finance and Administrative Services	Actg Tech II	FullTime	(1)
Finance and Administrative Services	Admin Spec I-BU	FullTime	(2)
Finance and Administrative Services	Admin Spec II-BU	FullTime	(1)
Finance and Administrative Services	Animal Contrl Ofcr I	FullTime	(1)
Finance and Administrative Services	Animal Contrl Ofcr I	PartTime	1
Finance and Administrative Services	Animal Contrl Ofcr II	FullTime	(3)
Finance and Administrative Services	Auto Mechanic	FullTime	(2)
Finance and Administrative Services	Auto Mechanic Aprn	FullTime	(4)
Finance and Administrative Services	Buyer	FullTime	(1)
Finance and Administrative Services	Carpenter	FullTime	(2)
Finance and Administrative Services	Delivery Wkr	FullTime	(1)
Finance and Administrative Services	Executive1	FullTime	(1)
Finance and Administrative Services	Executive2	FullTime	(1)
Finance and Administrative Services	Fin Anlyst,Sr	FullTime	(1)
Finance and Administrative Services	Info Technol Prof B-BU	FullTime	(2)
Finance and Administrative Services	Info Technol Prof C-BU	FullTime	(1)
Finance and Administrative Services	Janitor-FFD/CL	FullTime	(2)
Finance and Administrative Services	Licenses&Standards Inspector	FullTime	(1)
Finance and Administrative Services	Manager1,General Govt	FullTime	(1)
Finance and Administrative Services	Manager1,General Govt	PartTime	1
Finance and Administrative Services	Manager1,P&FM	FullTime	(1)
Finance and Administrative Services	Manager2,General Govt	FullTime	(1)
Finance and Administrative Services	Manager3,Exempt	FullTime	1
Finance and Administrative Services	Manager3,General Govt	FullTime	1
Finance and Administrative Services	Personnel Spec,Asst	FullTime	(1)
Finance and Administrative Services	Pntr	FullTime	(4)
Finance and Administrative Services	Remittance Proc Tech	FullTime	(1)
Finance and Administrative Services	StratAdvsr1,Exempt	FullTime	(1)
Finance and Administrative Services	StratAdvsr1,General Govt	FullTime	(1)
Finance and Administrative Services	StratAdvsr1,General Govt	PartTime	(1)
Finance and Administrative Services	StratAdvsr2,Exempt	FullTime	2
Finance and Administrative Services	Tax Auditor	FullTime	2
Finance and Administrative Services Total			**(32)**
Human Services Department	Admin Spec I-BU	PartTime	(1)

Department	Position Title	Position Status	Number
Human Services Department	Grants&Contracts Spec,Sr	FullTime	(1)
Human Services Department	Grants&Contracts Spec,Sr	PartTime	(1)
Human Services Department	Manager2,Info Technol	FullTime	1
Human Services Department	Manager3,Info Technol	FullTime	(1)
Human Services Department	Mgmt Systs Anlyst,Sr	FullTime	(1)
Human Services Department	Mgmt Systs Anlyst,Sr	PartTime	1
Human Services Department	Personnel Spec,Sr	FullTime	(1)
Human Services Department	Personnel Spec,Sr	PartTime	1
Human Services Department	Plng&Dev Spec,Sr	PartTime	1
Human Services Department	StratAdvsr1,Human Svcs	FullTime	(2)
Human Services Department	StratAdvsr1,Human Svcs	PartTime	1
Human Services Department	StratAdvsr1,Info Technol	FullTime	(1)
Human Services Department	StratAdvsr2,Human Svcs	FullTime	(1)
Human Services Department	Volunteer Prgms Coord	PartTime	0
Human Services Department Total			**(5)**
Law Department	Admin Spec I	FullTime	(1)
Law Department	City Attorney,Asst	FullTime	0
Law Department	City Attorney,Asst	PartTime	(1)
Law Department	City Attorney,Asst,Sr	FullTime	1
Law Department	Legal Asst	PartTime	0
Law Department	Paralegal	PartTime	1
Law Department	StratAdvsr1,Exempt	FullTime	(1)
Law Department Total			**(1)**
Legislative Department	Admin Spec II	FullTime	(1)
Legislative Department	Exec Manager-Legislative	FullTime	(1)
Legislative Department	StratAdvsr-Legislative	FullTime	(1)
Legislative Department Total			**(3)**
Office of Arts and Cultural Affairs	Admin Secretary	FullTime	(1)
Office of Arts and Cultural Affairs	Admin Spec I	FullTime	(1)
Office of Arts and Cultural Affairs	Events Booking Rep	FullTime	(1)
Office of Arts and Cultural Affairs		PartTime	1
Office of Arts and Cultural Affairs Total			**(2)**
Office of Economic Development	Admin Staff Asst	FullTime	1
Office of Economic Development	Executive2	FullTime	(1)
Office of Economic Development	StratAdvsr2,General Govt	FullTime	1
Office of Economic Development Total			**1**
Office of Housing	Com Dev Spec	FullTime	1
Office of Housing	Com Dev Spec,Sr	FullTime	0
Office of Housing	Info Technol Spec	FullTime	(1)
Office of Housing	Manager3,Human Svcs	FullTime	(1)
Office of Housing	StratAdvsr2,Human Svcs	FullTime	(1)
Office of Housing Total			**(2)**
Office of Sustainability and Environment	StratAdvsr2,General Govt	FullTime	(1)
Office of Sustainability and Environment Total			**(1)**

Department	Position Title	Position Status	Number
Office of the Mayor	StratAdvsr2,Exempt	FullTime	(1)
Office of the Mayor Total			**(1)**
Personnel Department	Admin Spec I	FullTime	(3)
Personnel Department	Admin Spec II	FullTime	(1)
Personnel Department	Admin Spec II	PartTime	1
Personnel Department	Admin Staff Anlyst	FullTime	(1)
Personnel Department	Admin Staff Asst	FullTime	(1)
Personnel Department	Admin Staff Asst	PartTime	1
Personnel Department	Dispute Resolution Mediator	FullTime	(1)
Personnel Department	Dispute Resolution Mediator	PartTime	1
Personnel Department	Executive2	FullTime	(1)
Personnel Department	Labor Relations Spec	FullTime	1
Personnel Department	Mgmt Systs Anlyst	FullTime	1
Personnel Department	Mgmt Systs Anlyst,Sr	FullTime	(1)
Personnel Department	Personnel Anlyst Supv-Comp	FullTime	(1)
Personnel Department	Personnel Anlyst,Sr-Comp	FullTime	1
Personnel Department	Personnel Anlyst,Sr-Comp	PartTime	(1)
Personnel Department	Plng&Dev Spec,Sr	PartTime	(1)
Personnel Department	Sfty/Ocuptnl Hlth Coord	FullTime	(1)
Personnel Department	StratAdvsr1,General Govt	FullTime	(2)
Personnel Department	StratAdvsr1,General Govt	PartTime	1
Personnel Department	Workers' Comp Anlyst	FullTime	1
Personnel Department	Workers' Comp Supv	FullTime	(1)
Personnel Department Total			**(8)**
Seattle Center	Actg Tech II-BU	FullTime	(1)
Seattle Center	Actg Tech II-BU	PartTime	1
Seattle Center	Admin Spec II-BU	FullTime	(3)
Seattle Center	Admin Spec II-BU	PartTime	2
Seattle Center	Admin Staff Asst	FullTime	(2)
Seattle Center	Admin Staff Asst	PartTime	1
Seattle Center	Elctn	FullTime	(1)
Seattle Center	Events Svc Rep,Sr	FullTime	(1)
Seattle Center	Events Svc Rep,Sr	PartTime	1
Seattle Center	Executive1	FullTime	(1)
Seattle Center	Fin Anlyst	FullTime	(1)
Seattle Center	Fin Anlyst	PartTime	1
Seattle Center	Janitor-SC/Parks/SPU	FullTime	(1)
Seattle Center	Laborer	FullTime	(1)
Seattle Center	Lock Tech	FullTime	(1)
Seattle Center	Lock Tech	PartTime	1
Seattle Center	Manager2,CSPI&P	PartTime	(1)
Seattle Center	Mgmt Systs Anlyst	FullTime	(1)
Seattle Center	Mgmt Systs Anlyst	PartTime	1
Seattle Center	Personnel Spec,Sr	FullTime	(1)

Department	Position Title	Position Status	Number
Seattle Center	Pntr	PartTime	(1)
Seattle Center	Stage Tech,Lead	FullTime	(1)
Seattle Center Total			**(10)**
Seattle City Light	Actg Tech III-BU	FullTime	(1)
Seattle City Light	Admin Spec II-BU	FullTime	(1)
Seattle City Light	Admin Spec III-BU	PartTime	(1)
Seattle City Light	Capital Prjts Coord,Sr	FullTime	4
Seattle City Light	Carpenter CC	FullTime	(1)
Seattle City Light	Cblspl-Net Area	FullTime	(2)
Seattle City Light	Civil Engr,Assoc	FullTime	(1)
Seattle City Light	Civil Engr,Asst III	FullTime	(1)
Seattle City Light	Civil Engr,Sr	FullTime	(1)
Seattle City Light	Economist	FullTime	(1)
Seattle City Light	Economist,Sr	FullTime	(1)
Seattle City Light	Elctn-Con	FullTime	(3)
Seattle City Light	Elecl Engrng Spec,Assoc	FullTime	1
Seattle City Light	Elecl Pwr Systs Engr	FullTime	6
Seattle City Light	Elecl Pwr Systs Engr,Prin	FullTime	1
Seattle City Light	Elecl Svc Engr	FullTime	(1)
Seattle City Light	Enrgy Mgmt Anlyst,Asst	FullTime	(1)
Seattle City Light	Enrgy Plng Anlyst	FullTime	(2)
Seattle City Light	Enrgy Res&Eval Anlyst	FullTime	(1)
Seattle City Light	Envrnmtl Anlyst,Sr	FullTime	1
Seattle City Light	Equip Svcr	FullTime	1
Seattle City Light	Executive2	FullTime	(1)
Seattle City Light	HVAC Tech	FullTime	(1)
Seattle City Light	Hydro Maint Wkr I-Gen	FullTime	1
Seattle City Light	Hydroelec Maint Mach	FullTime	1
Seattle City Light	Info Technol Prof A,Exempt	FullTime	0
Seattle City Light	Info Technol Prof B-BU	FullTime	(3)
Seattle City Light	Lnwkr	FullTime	(4)
Seattle City Light	Manager2,Exempt	FullTime	(1)
Seattle City Light	Manager2,Info Technol	FullTime	(1)
Seattle City Light	Manager2,Utils	FullTime	(1)
Seattle City Light	Manager3,Utils	FullTime	(1)
Seattle City Light	Marketing Dev Coord	FullTime	(2)
Seattle City Light	Mat Controller Supv	FullTime	(1)
Seattle City Light	Mech Engr,Assoc	FullTime	(1)
Seattle City Light	Mech Engr,Sr	FullTime	(1)
Seattle City Light	Meter Elctn	FullTime	(1)
Seattle City Light	Mgmt Systs Anlyst,Sr	FullTime	2
Seattle City Light	Plng&Dev Spec II	FullTime	(2)
Seattle City Light	Prot&Cntrl Elctn II	FullTime	(1)
Seattle City Light	Pwr Dispatcher,Asst	FullTime	(1)

Department	Position Title	Position Status	Number
Seattle City Light	Pwr Marketer	FullTime	1
Seattle City Light	Store Clerk	FullTime	(1)
Seattle City Light	StratAdvsr1,CSPI&P	FullTime	(1)
Seattle City Light	StratAdvsr1,General Govt	FullTime	(1)
Seattle City Light	StratAdvsr2,Exempt	FullTime	1
Seattle City Light	StratAdvsr2,Info Technol	FullTime	(1)
Seattle City Light	StratAdvsr3,Utils	FullTime	(3)
Seattle City Light	Truck Drvr	FullTime	(1)
Seattle City Light	Truck Drvr,Heavy	FullTime	(1)
Seattle City Light Total			**(31)**
Seattle Department of Transportation	Admin Spec II-BU	FullTime	(2)
Seattle Department of Transportation	Admin Spec II-BU	PartTime	1
Seattle Department of Transportation	Admin Spec III-BU	FullTime	(1)
Seattle Department of Transportation	Admin Staff Asst	FullTime	(1)
Seattle Department of Transportation	Capital Prjts Coord,Sr	FullTime	(1)
Seattle Department of Transportation	Cement Finisher	FullTime	(1)
Seattle Department of Transportation	Civil Engrng Spec,Assoc	PartTime	(1)
Seattle Department of Transportation	Civil Engrng Spec,Sr	FullTime	(1)
Seattle Department of Transportation	Fin Anlyst	FullTime	(1)
Seattle Department of Transportation	Info Technol Prof B-BU	FullTime	(1)
Seattle Department of Transportation	Manager1,General Govt	FullTime	(1)
Seattle Department of Transportation	Manager2,Engrng&Plans Rev	FullTime	(5)
Seattle Department of Transportation	Manager3,Exempt	FullTime	(1)
Seattle Department of Transportation	Mat Controller	FullTime	(1)
Seattle Department of Transportation	Overhead Elecl Suplr	FullTime	1
Seattle Department of Transportation	Parking Pay Stat Tech	FullTime	3
Seattle Department of Transportation	Personnel Spec	FullTime	(1)
Seattle Department of Transportation	Personnel Spec	PartTime	(1)
Seattle Department of Transportation	Signal Elctn V	FullTime	(4)
Seattle Department of Transportation	Signal Elctn V	PartTime	(1)
Seattle Department of Transportation	StratAdvsr1,Exempt	FullTime	(1)
Seattle Department of Transportation	StratAdvsr1,General Govt	FullTime	(1)
Seattle Department of Transportation	StratAdvsr2,Engrng&Plans	FullTime	(2)
Seattle Department of Transportation	StratAdvsr2,Exempt	FullTime	(2)
Seattle Department of Transportation	StratAdvsr2,Exempt	PartTime	(1)
Seattle Department of Transportation	StratAdvsr2,General Govt	PartTime	(1)
Seattle Department of Transportation	StratAdvsr3,General Govt	FullTime	(1)
Seattle Department of Transportation	Traffic Marking Lead Wkr	FullTime	1
Seattle Department of Transportation	Transp Plnr,Assoc	FullTime	(1)
Seattle Department of Transportation	Transp Plnr,Assoc	PartTime	1
Seattle Department of Transportation	Transp Plnr,Sr	FullTime	2
Seattle Department of Transportation Total			**(26)**
Seattle Fire Department	Admin Support Supv-BU	FullTime	(1)
Seattle Fire Department	Fire Capt-80 Hrs	FullTime	1

Department	Position Title	Position Status	Number
Seattle Fire Department	Fire Chief,Dep-80 Hrs	FullTime	(1)
Seattle Fire Department	Fire Lieut-Prev Inspector I	FullTime	(1)
Seattle Fire Department	Fireftr-Prev Insp I	FullTime	(1)
Seattle Fire Department	StratAdvsr3,Exempt	FullTime	(1)
Seattle Fire Department Total			**(4)**
Seattle Municipal Court	Actg Tech II-MC	FullTime	(1)
Seattle Municipal Court	Admin Spec II	FullTime	(1)
Seattle Municipal Court	Admin Spec I-MC	FullTime	(2)
Seattle Municipal Court	Admin Spec I-MC	PartTime	1
Seattle Municipal Court	Bailiff	FullTime	(1)
Seattle Municipal Court	Court Clerk	FullTime	(1)
Seattle Municipal Court	Court Commissioner	FullTime	(1)
Seattle Municipal Court	Magistrate	FullTime	1
Seattle Municipal Court	Magistrate	PartTime	0
Seattle Municipal Court	Mgmt Systs Anlyst	FullTime	1
Seattle Municipal Court	Mgmt Systs Anlyst	PartTime	(1)
Seattle Municipal Court	Muni Judge	FullTime	(1)
Seattle Municipal Court	Prob Counslr II	FullTime	0
Seattle Municipal Court	Prob Counslr-Asg Pers Recog	FullTime	(2)
Seattle Municipal Court Total			**(8)**
Seattle Office for Civil Rights	Manager2,Exempt	FullTime	(1)
Seattle Office for Civil Rights	Paralegal	FullTime	(1)
Seattle Office for Civil Rights	Plng&Dev Spec I	FullTime	0
Seattle Office for Civil Rights	Plng&Dev Spec I	PartTime	1
Seattle Office for Civil Rights	Plng&Dev Spec II	PartTime	(1)
Seattle Office for Civil Rights	Plng&Dev Spec,Supvsng	FullTime	1
Seattle Office for Civil Rights Total			**(1)**
Seattle Police Department	Actg Tech III-BU	PartTime	(1)
Seattle Police Department	Admin Spec II-BU	FullTime	1
Seattle Police Department	Admin Staff Asst	FullTime	(2)
Seattle Police Department	Admin Staff Asst	PartTime	2
Seattle Police Department	IT Prgmmer Anlyst-Spec	FullTime	(1)
Seattle Police Department	Maint Laborer	FullTime	(1)
Seattle Police Department	Manager1,CL&PS	FullTime	(1)
Seattle Police Department	Manager1,General Govt	FullTime	1
Seattle Police Department	Manager3,General Govt	FullTime	(1)
Seattle Police Department	Mgmt Systs Anlyst,Sr	FullTime	1
Seattle Police Department	Parking Enf Ofcr	FullTime	6
Seattle Police Department	Parking Enf Ofcr Supv	FullTime	4
Seattle Police Department	Pol Capt	FullTime	1
Seattle Police Department	Pol Comms Dir	FullTime	(1)
Seattle Police Department	Pol Lieut	FullTime	(1)
Seattle Police Department	Pol Ofcr-Detective	FullTime	(2)
Seattle Police Department	Pol Ofcr-Harbor/Mounted	FullTime	(3)

Department	Position Title	Position Status	Number
Seattle Police Department	Pol Ofcr-Patrl	FullTime	17
Seattle Police Department	Pol Sgt-Harbor/Mounted	FullTime	(1)
Seattle Police Department	Pol Sgt-Patrl	FullTime	1
Seattle Police Department	StratAdvsr2,CL&PS	FullTime	(1)
Seattle Police Department	StratAdvsr2,Exempt	FullTime	(1)
Seattle Police Department	Transp Plnr,Assoc	FullTime	(1)
Seattle Police Department Total			**16**
Seattle Public Utilities	Admin Spec I-BU	FullTime	(1)
Seattle Public Utilities	Admin Spec II-BU	FullTime	1
Seattle Public Utilities	Admin Spec II-BU	PartTime	(1)
Seattle Public Utilities	Admin Spec III-BU	FullTime	(1)
Seattle Public Utilities	Capital Prjts Coord	FullTime	(1)
Seattle Public Utilities	Civil Engr,Assoc	FullTime	(1)
Seattle Public Utilities	Civil Engr,Asst II	FullTime	(1)
Seattle Public Utilities	Civil Engr,Sr	FullTime	3
Seattle Public Utilities	Civil Engrng Spec Supv	FullTime	(1)
Seattle Public Utilities	Civil Engrng Spec,Assoc	FullTime	1
Seattle Public Utilities	Civil Engrng Spec,Asst I	FullTime	(1)
Seattle Public Utilities	Civil Engrng Spec,Asst I	PartTime	1
Seattle Public Utilities	Constr&Maint Equip Op,Sr	FullTime	(1)
Seattle Public Utilities	Economist,Prin	FullTime	1
Seattle Public Utilities	Economist,Sr	FullTime	1
Seattle Public Utilities	Envrnmtl Anlyst,Sr	FullTime	0
Seattle Public Utilities	Envrnmtl Anlyst,Sr	PartTime	(3)
Seattle Public Utilities	Info Technol Prof A,Exempt	FullTime	(1)
Seattle Public Utilities	Info Technol Prof B-BU	FullTime	(1)
Seattle Public Utilities	Info Technol Prof B-BU	PartTime	1
Seattle Public Utilities	Info Technol Systs Anlyst	FullTime	(1)
Seattle Public Utilities	Info Technol Systs Anlyst	PartTime	1
Seattle Public Utilities	Manager1,Fin,Bud,&Actg	FullTime	(1)
Seattle Public Utilities	Manager1,Utils	FullTime	(1)
Seattle Public Utilities	Manager2,Fin,Bud,&Actg	FullTime	(1)
Seattle Public Utilities	Manager2,General Govt	FullTime	(2)
Seattle Public Utilities	Manager2,Utils	FullTime	(2)
Seattle Public Utilities	Manager3,Engrng&Plans Rev	FullTime	(2)
Seattle Public Utilities	Manager3,Exempt	FullTime	(1)
Seattle Public Utilities	Manager3,Utils	FullTime	(1)
Seattle Public Utilities	Mgmt Systs Anlyst,Sr	FullTime	(1)
Seattle Public Utilities	Personnel Spec	FullTime	(1)
Seattle Public Utilities	Personnel Spec,Sr	FullTime	(1)
Seattle Public Utilities	Plng&Dev Spec II	PartTime	(1)
Seattle Public Utilities	Plng&Dev Spec,Sr	FullTime	0
Seattle Public Utilities	Publc Ed Prgm Spec	PartTime	1
Seattle Public Utilities	Res&Eval Asst	FullTime	(1)

Department	Position Title	Position Status	Number
Seattle Public Utilities	Res&Eval Asst	PartTime	1
Seattle Public Utilities	Solid Wst Fld Rep I	FullTime	(1)
Seattle Public Utilities	Solid Wst Fld Rep,Lead	FullTime	(1)
Seattle Public Utilities	StratAdvsr1,General Govt	FullTime	1
Seattle Public Utilities	StratAdvsr1,General Govt	PartTime	(1)
Seattle Public Utilities	StratAdvsr1,Utils	FullTime	(1)
Seattle Public Utilities	StratAdvsr2,Fin,Bud,&Actg	FullTime	(3)
Seattle Public Utilities	StratAdvsr2,General Govt	FullTime	1
Seattle Public Utilities	StratAdvsr2,Info Technol	FullTime	(1)
Seattle Public Utilities	StratAdvsr2,Utils	FullTime	(1)
Seattle Public Utilities	Util Act Rep I	FullTime	(1)
Seattle Public Utilities	Util Act Rep I	PartTime	(1)
Seattle Public Utilities	Util Svc Inspector	FullTime	(1)
Seattle Public Utilities	Wtr Pipe CC-WDM II	FullTime	0
Seattle Public Utilities	Wtr Quality Engr,Sr	FullTime	(1)
Seattle Public Utilities	Wtrshed Inspector	FullTime	(1)
Seattle Public Utilities Total			**(31)**
Grand Total			**(278)**

Position Modifications for the 2012 Endorsed Budget

The following is the list of position modifications for the 2012 Endorsed Budget that take effect on January 1, 2012. The modifications result from budget actions that reclassify positions, abrogate positions, create new positions, transfer existing positions between City departments, or change the status of a position, e.g., from full-time to part-time status. Numbers in parentheses are reductions. The figures in the column labeled "Number" represent net position adjustments as a result of changes contained in the 2012 Endorsed Budget.

Department	Position Title	Position Status	Number
Department of Parks and Recreation	Apprentice	FullTime	(2)
Department of Parks and Recreation	Rec Cntr Coord	FullTime	1
Department of Parks and Recreation	Rec Leader	PartTime	(1)
Department of Parks and Recreation Total			**(2)**
Seattle Police Department	Crime Prev Coord	FullTime	(6)
Seattle Police Department	Victim Advocate	FullTime	(3)
Seattle Police Department Total			**(9)**
Seattle Public Utilities	StratAdvsr2,CSPI&P	FullTime	(1)
Seattle Public Utilities	Util Act Rep I	FullTime	(3)
Seattle Public Utilities	Wtr Pipe CC-WDM II	FullTime	(1)
Seattle Public Utilities Total			**(5)**
Grand Total			**(16)**

Central Service Departments and Commissions
2011-2012 Cost Allocation Factors

Central Service Department	Cost Allocation Factor
Office of Arts and Cultural Affairs	Negotiated MOA*
City Auditor	2008 and 2009 audit hours by department
Civil Service Commission	2005-2009 number of cases by department
Mayor's Office	100% General Fund or by MOA*
Office of Civil Rights	2009 cases filed by department
Office of Intergovernmental Relations	Staff time and assignments by department
Office of Sustainability and Environment	2011-2012 Work Plan
Office of Policy and Management	100% General Fund or by MOA*
Office of Economic Development	100% General Fund or by MOA*
Department of Finance and Administrative Services and City Budget Office	Various factors and allocations. See Appendix B(1) and Appendix B(2) for details on services, rates, and methodologies.
Department of Information Technology	Various factors and allocations. See Appendix B(3) for details on services, rates, and methodologies.
Law Department	2009 hours by department for Civil Division; Public and Community Safety Division is charged 100% to the General Fund. Administration BCL is split between Civil and Criminal and allocated accordingly.
Legislative Department	City Clerk's Office based on number of Legislative items; Central Staff and Legislative Assistants on assignments; City Council 100% General Fund or by MOA.*
Department of Neighborhoods	Customer Service Bureau estimate by staff time.
Personnel Department	Various factors and allocations. See Appendix B(4) for details on services, factors, and methodologies.
State Examiner (State Auditor)	75% by Summit rows of data; 25% by Adopted 2008 FTEs
Emergency Management	2010 Adopted Budget dollar amount

**Memorandum of Agreement (MOA) on charges*

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Fleet Services				
Vehicle Leasing	A2212	• Vehicles owned by, and leased from, Fleet Services • Vehicles owned directly by utility departments	• Calculated rate per month based on lease-rate components for vehicle replacement, routine maintenance, and overhead. • Charged for overhead only as outlined in MOU with utility.	Rates Rates
Motor Pool	A2213	As needed daily or hourly rental of City Motor Pool vehicle	Actual Motor Pool-vehicle usage based on published rates. Rates vary by vehicle type and are based on time and mileage, with a set minimum and maximum daily charge.	Rates
Vehicle Maintenance	A2221	• Vehicle Maintenance labor • Vehicle parts and supplies	• Actual maintenance hours used for vehicle maintenance services not included in vehicle lease rate, billed at an hourly rate for all maintenance labor. • Actual vehicle parts and supplies used for vehicle maintenance services not included in vehicle lease rate, billed at cost plus a mark-up.	Rates Rates
Fueling Services	A2232	Vehicle fuel from City-operated fuel sites	Actual price per gallon of fuel consumed plus per-gallon mark-up.	Rates
Facility Services				
Real Property Management	A3322	Office & other building space	• Total costs of Property Management Services by sector divided by rentable square-foot by space type equals rentable square-foot rate.	Cost Allocation to Departments and General Fund
Real Property Management	A3322	Office & other building space	Service agreements with commercial tenants, building owners and/or affected departments.	Direct Charges
Building Maintenance	A3323	Crafts Services: • Plumbing • Carpentry • HVAC systems • Electrical • Painting	• Regular maintenance built in to office space rent and provided as part of space rent. • Non-routine services charged directly to service user(s) at an hourly rate.	Rates
Janitorial Services	A3324	Janitorial services	Janitorial services included in rate charges for the civic core campus, including Seattle Municipal Tower, City Hall and the Seattle Justice Center.	Rates

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES
BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Facility Services (continued)				
Parking Services	A3340	Parking services	Monthly parking costs for City vehicles are charged to department based on actual use. Hourly parking vouchers are sold to departments in advance of use, as requested. Vouchers for private tenants and personal vehicles of City staff are sold on monthly and hourly bases, as requested.	Rates
Warehousing Service	A3342	• Surplus materials • Records storage • Material storage • Paper and handling • Data delivery • Special deliveries	• Commodity type, frequency, weighting by effort and time • Cubic feet and retrieval requests • Square-footage of space used • Paper usage by weight • Volume and frequency of deliveries • Volume, frequency, and distance of deliveries	Cost Allocation to Departments and the General Fund
Mail Messenger	A3343	Mail pick up and delivery	Actual pieces of mail delivered to client during 20+ day sample period	Cost Allocation to Six Funds
Technical Services				
Capital Programs	A3311	• Project management • Space planning and design • Move coordination	• Project management hours billed at prevailing hourly rate, determined by dividing division revenue requirement by annual forecast of project management billable hours.	Rates
Financial Services				
Economics and Forecasting	A4501	City economic forecasting	100% General Fund	Interfund transfer
Fiscal and Policy Management	A4502	City financial policy and planning	100% General Fund	Interfund transfer
Debt Management	A4503	Debt financing for the City	Number of Bond Sales	Cost allocation to SCL, SPU and the General Fund
Financial Advisor	A4504	Advisory Committee and special debt management analysis	Number of Bond Sales	Cost allocation to SCL, SPU and the General Fund
Risk Management	A4590	Provide liability claims and property/casualty program mgmt., loss prevention/ control and contract review	Percent of actual number of claims paid over the past five years	Cost Allocation to Six Funds
Accounting Services	A4520	• Central accounting • Citywide payroll	• Percent of staff time per department • Adopted Budget FTEs	Cost Allocation to Six Funds

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES
BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Financial Services (continued)				
Treasury Operations	A4530	Bank reconciliation, Warrant issuance	Staff time, voucher counts	Cost Allocation to Six Funds
Special Assessment District Admin.	A4530	Business Improvement Area (BIA) fiscal management	100% General Fund	Interfund transfer
Investments	A4531	Investment of City funds	Percent participation in the investment pool.	Cost Allocation to Six Funds
Remittance Processing	A4532	Processing of mail and electronic payments to Cash Receipt System	Number of Transactions	Cost Allocation to SCL, SPU and the General Fund
Parking Meter Collections	A4533	Collection of parking meter revenue	100% General Fund	Interfund transfer
Technology Capital	A4541	Desktop computers and small capital equipment	Composite percent of other cost allocations	Cost Allocation to Six Funds
Applications	A4542	Maintain and develop City Information Technology (IT) applications	Project and staff assignments	Cost Allocation to Six Funds and DOIT
Summit	A4543	Maintain and develop the City's accounting system	System data rows	Cost Allocation to Six Funds
Human Resource Information System (HRIS)	A4544	Maintain and develop the City's personnel system	Weighted number of paychecks for active employees and retiree checks per year	Cost Allocation to Six Funds
Revenue and Licensing	A4560	Collection and enforcement of City taxes and license fees	100% General Fund	Interfund transfer
Consumer Protection	A4550	• Verify accuracy of commercial weighing and measuring devices • Enforcement of Taxi Code	100% General Fund	Interfund transfer
Contracting	A4570	• Provide contracting support and admin. • Minority Business Dev. Fund admin.	• Number of Contract Awards (50%) and dollar amount of Contract Awards (50%) to major users • 100% General Fund	Cost Allocation to Departments; Interfund transfer
Purchasing	A4580	Provide centralized procurement services and coordination	Percent of staff time and assignments by department	Cost Allocation to Six Funds

DEPARTMENT OF FINANCE AND ADMINISTRATIVE SERVICES BILLING METHODOLOGIES – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Seattle Animal Shelter				
Animal Control	A5511	Animal care and animal control enforcement	100% General Fund	Interfund transfer
Spay and Neuter Clinic	A5512	Spay and neuter services for pets of low-income residents	100% General Fund	Interfund transfer
Office of Constituent Services				
Constituent Services	A6511	Service delivery and policy analysis, public disclosure response	Number of constituent contacts	Cost Allocation to Six Funds
Customer Service Bureau	A6512	Provide information to constituents in response to inquiry or complaint	Number of constituent contacts	Cost Allocation to Six Funds

CENTRAL BUDGET OFFICE COST ALLOCATION METHODOLOGIES – B(2)

Service Provider	Org	Service Provided	Billing Methodology
Central Budget Office			
Central Budget Office	CZ615	City financial policies, planning, budget, and controls	Staff time and assignments

DEPARTMENT OF INFORMATION TECHNOLOGY (DOIT)
COST ALLOCATION METHODOLOGIES – B(3)

Program	Org	Allocation Formula	Departments Affected
Data Backbone	D3308	Percent of adopted budget	Six funds
Internet Services	D3308	Percent of adopted budget	Seven funds
Data Network Services	D3308	Billed on use of services; hourly rates for service changes; connection charge for all central campus offices except SCL and SPL	All departments except SCL, SPL
Enterprise Computing Services	D3301	Allocated to customer departments based on pages printed, number of operating systems, number of batch jobs, number of gigabytes, number of units of cabinet storage, number of virtual servers, number of web applications, number of CPUs, and number of SharePoint site collections. Citrix services billed based on number of Citrix accounts	All departments except SPL
Messaging, Collaboration, and Directory Services	D3302	Allocated to customer departments based on number of email addresses. Blackberry support billed based on number of Blackberry units.	All departments except SPL
Technical Support Services (Desktops)	D3304	Allocated to customer departments based on number of desktops and printers	Participants
Service Desk	D3310	Allocated to customer departments based on number of email addresses	Participants
Telephone System Services	D3305	Telephone rates; IVR: funded based on historical usage	Telephone Rates: All departments IVR: Participants
Radio Network	D3306	Radio network access fee and reserves; monthly charge for pagers	Access fee: Participants Monthly lease charge: Participants
Communications Shop	D3307	Labor rates	Police, Fire, SPU, Seattle Center; other departments may select this service
Telecommunications Engineering & Project Management	D3311	Labor Rates	Optional
Citywide Web Team	D4401	Percent of adopted budget	Six funds (including Cable Fund)
Community Technology	D4403	Cable Subfund	Contstituents?

DEPARTMENT OF INFORMATION TECHNOLOGY (DOIT)
COST ALLOCATION METHODOLOGIES – B(3) (cont.)

Program	Org	Allocation Formula	Departments Affected
Office of Cable Communications	D4402	Cable Subfund	Constituents
Seattle Channel	D4404	Cable Subfund	Constituents
Technology Leadership and Enterprise Planning	D2201	Percent of adopted budget	Seven funds
Project Management Center of Excellence	D2201	Percent of adopted budget	Seven funds
Project Management Project Support	D2201	Percent of adopted budget	Seven funds
Department Management, including Vendor and Contract Management	D1101	Based on percent of each Fund's contribution to overall DoIT revenue recovery	Seven funds
GODA bond debt service and MS Office Licenses and Enterprise CALs	D1101	Percent of adopted budget: number of licenses	Seven funds

PERSONNEL DEPARTMENT
COST ALLOCATION METHODOLOGIES – B(4)

Service Provider	Org	Service Provided	Billing Methodology
Commercial Driver's Licenses	N1230	• CDL administration	# of CDLs by Department
Alternative Dispute Resolution	N1145	• Mediation and facilitation • Conflict resolution training	2010 Adopted Budget FTEs
Police and Fire Examinations	N1150	Administer exams for potential fire and police candidates	General Fund allocation and participant fees
Training Development and EEO (TDE)	N1160	• Administer employee training and recognition programs • Consulting	2010 Adopted Budget FTEs
Employment	N1190	Recruit for open positions	2010 Adopted Budget FTEs
Benefit Administration	N1240	Administer Citywide health care insurance programs	2010 Adopted Budget FTEs
Human Resources	N1311	Provide policy guidance for Citywide personnel issues	2010 Adopted Budget FTEs
Director's Office	N1315	Provide policy guidance for Citywide personnel issues	2010 Adopted Budget FTEs
Information Management	N1360	Maintain Citywide personnel information	2010 Adopted Budget FTEs
Contingent Workforce Program	N1370	Administer temporary, work study, and intern programs	2010 Adopted Budget FTEs
Management Services, Finance and Technology	N1390	Provide finance, budget, and technology services	2010 Adopted Budget FTEs
Classification and Compensation	N1430	• Design and maintain classification and pay programs • Determine City position titles	Number of Job Classifications
Labor Relations	N1440	• Administer labor statutes • Negotiate and administer collective bargaining agreements and MOUs	Number of Represented Positions

PERSONNEL DEPARTMENT
COST ALLOCATION METHODOLOGIES – B(4) (cont.)

Service Provider	Org	Service Provided	Billing Methodology
Personnel Department-Administered Subfunds			
Deferred Compensation	N1220	Administer deferred compensation (457 Retirement Plan) for City employees.	Service fee charged to program participants.
Industrial Insurance (Safety and Workers' Compensation)	N1230 and N1250	Collaborate with the Washington State Department of Labor and Industries; manage medical claims, time loss, preventative care, and workplace safety programs.	Supported by the Industrial Insurance Subfund, billing is based on actual usage and pooled costs are based on three years of historical usage/data.

Central Service Cost Allocations by paying funds – Informational Only

These transfers reflect reimbursements for general government work performed on behalf of certain revenue generating departments.

Summit Account	Interfund Transfers	2011	2012
	CBO	868,356	896,386
	PER	6,012,373	6,149,376
	MISC	13,499,668	13,834,520
	Total Interfund Transfers	**20,380,397**	**20,880,282**
	Interfund Transfers to CBO		
541990	SCL	308,607	318,569
541990	SPU	255,399	263,643
541990	SDOT	212,832	219,702
541990	DPD	70,235	72,502
541990	RET	21,283	21,970
	Total IF Transfers to CBO	**868,356**	**896,386**
	Interfund Transfers to Personnel		
541990	SCL	1,844,948	1,886,610
541990	SPU	1,333,940	1,363,773
541990	SDOT	855,089	874,744
541990	DPD	355,771	363,856
541990	RET	13,223	13,523
541990	Other	1,609,402	1,646,870
	Total IF Transfers to Personnel	**6,012,373**	**6,149,376**
	Miscellaneous Interfund Transfers		
541990	SCL	3,297,997	3,385,976
541990	SPU	3,334,867	3,425,240
541990	SDOT	4,203,878	4,310,350
541990	DPD	2,593,981	2,641,993
541990	RET	68,945	70,961
	Total Miscellaneous Interfund Transfers	**13,499,668**	**13,834,520**

Abrogate: A request to eliminate a position. Once a position is abrogated, it cannot be administratively reinstated. If the body of work returns, a department must request new position authority from the City Council.

Appropriation: A legal authorization granted by the City Council, the City's legislative authority, to make expenditures and incur obligations for specific purposes.

Biennial Budget: A budget covering a two-year period. Under state law, a biennium begins with an odd-numbered year.

Budget - Adopted and Proposed: The Mayor submits to the City Council a recommended expenditure and revenue level for all City operations for the coming fiscal year as the Proposed Budget. When the City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

Budget - Endorsed: The City of Seattle implements biennial budgeting through the sequential adoption of two one-year budgets. When adopting the budget for the first year of the biennium, the Council endorses a budget for the second year. The Endorsed Budget is the basis for a Proposed Budget for the second year of the biennium, and is reviewed and adopted in the fall of the first year of the biennium.

Budget Control Level: The level at which expenditures are controlled to meet State and City budget law provisions.

Capital Improvement Program (CIP): Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and some kinds of facility maintenance. These appropriations are supported by a six-year allocation plan detailing all projects, fund sources, and expenditure amounts, including many multi-year projects that require funding beyond the one-year period of the annual budget. The allocation plan covers a six-year period and is produced as a separate document from the budget document.

Chart of Accounts: A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

Community Development Block Grant (CDBG): A U.S. Department of Housing and Urban Development (HUD) annual grant to Seattle and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

Comprehensive Annual Financial Report of the City (CAFR): The City's annual financial statement prepared by the Department of Executive Administration.

Cost Allocation: Distribution of costs based on some proxy for costs incurred or benefits received.

Cumulative Reserve Subfund (CRS): A significant source of ongoing local funding to support capital projects in general government departments. The CRS consists of two accounts: the Capital Projects Account and the Revenue Stabilization Account. The Capital Projects Account has six subaccounts: REET I, REET II, Unrestricted, South Lake Union Property Proceeds, Asset Preservation Subaccount - Fleets and Facilities, and the Street Vacation Subaccount. The Real Estate Excise Tax (REET) is levied on all sales of real estate, with the first .25% of the locally imposed tax going to REET I and the second .25% to REET II. State law specifies how each REET can be spent.

Debt Service: Annual principal and interest payments the City owes on money it has borrowed.

Education and Developmental Services Levy (Families and Education Levy): In September 2004, voters approved a new Families and Education Levy for $116.7 million to be collected from 2005 through 2011. This is the third levy of this type, replacing ones approved in 1990 and 1997. Appropriations are made to various budget control levels grouped together in the Educational and Developmental Services section of the budget, and are overseen by the Department of Neighborhoods. Appropriations then are made to specific departments to support school- and community-based programs for children and families.

Errata: Adjustments, corrections, and new information sent by departments through the Department of Finance to the City Council during the Council's budget review as an adjunct to the Mayor's Proposed Budget. The purpose is to adjust the Proposed Budget to reflect information not available upon submittal and to correct inadvertent errors.

Full-Time Equivalent (FTE): A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid for 2,088 hours in a year (or 2,096 in a leap year). A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

Fund: An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance: The difference between the assets and liabilities of a particular fund. This incorporates the accumulated difference between the revenues and expenditures each year.

General Fund: A central fund into which most of the City's general tax revenues and discretionary resources are pooled, and which is allocated to support many of the operations of City government. Beginning with the 1997 Adopted Budget, the General Fund was restructured to encompass a number of subfunds, including the General Fund Subfund (comparable to the "General Fund" in prior years) and other subfunds designated for a variety of specific purposes. These subfunds are listed and explained in more detail in department chapters, as well as in the Funds, Subfunds, and Other section of the budget document.

Grant-Funded Position: A position funded 50% or more by a categorical grant to carry out a specific project or goal. Seattle Municipal Code 4.04.030 specifies that "categorical grant" does not include Community Development Block Grant funds, nor any funds provided under a statutory entitlement or distribution on the basis of a fixed formula including, but not limited to, relative population.

Neighborhood Matching Subfund (NMF): A fund supporting partnerships between the City and neighborhood groups to produce neighborhood-initiated planning, organizing, and improvement projects. The City provides a cash match to the community's contribution of volunteer labor, materials, professional services, or cash. The NMF is administered by the Department of Neighborhoods.

Operating Budget: That portion of a budget dealing with recurring expenditures such as salaries, electric bills, postage, printing, paper supplies, and gasoline.

Position/Pocket Number: A term referring to the title and unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the Records Information Management Unit of the Personnel Department at the time position authority is approved by the City Council. Only one person at a time can fill a regularly budgeted position. An exception is in the case of job-sharing, where two people work part-time in one full-time position.

Program: A group of services within a department, aligned by common purpose.

Reclassification Request: A request to change the job title or classification for an existing position. Reclassifications are subject to review and approval by the Classification/Compensation Unit of the Personnel Department and are implemented upon the signature of the Personnel Director, as long as position authority has been established by ordinance.

Reorganization: Reorganization refers to changes in the budget and reporting structure within departments.

SUMMIT: The City's central accounting system managed by the Department of Executive Administration.

Sunsetting Position: A position funded for only a specified length of time by the budget or enabling ordinance.

TES (Temporary Employment Service): A program managed by the Personnel Department. TES places temporary workers in departments for purposes of filling unanticipated, short-term staffing needs, such as vacation coverage, positions vacant until a regularly-appointed hire is made, and special projects.

Type of Position: There are two types of budgeted positions. They are identified by one of the following characters: **F** for **F**ull-Time or **P** for **P**art-Time.

- **Regular Full-Time** is defined as a position budgeted for 2,088 compensated hours per year, 40 hours per week, 80 hours per pay period, and is also known as one full-time equivalent (FTE).
- **Regular Part-Time** is defined as a position designated as part time, and requiring an average of 20 hours or more, but less than 40 hours of work per week during the year. This equates to an FTE value of at least 0.50 and no more than 0.99.

MISCELLANEOUS STATISTICS

December 31, 2009 - Unless Otherwise Indicated

CITY GOVERNMENT

Date of incorporation	December 2, 1869
Present charter adopted	March 12, 1946
Form: Mayor-Council (Nonpartisan)	

GEOGRAPHICAL DATA

Location:	
Between Puget Sound and Lake Washington	
125 nautical miles from Pacific Ocean	
110 miles south of Canadian border	
Altitude:	
Sea level	521 feet
Average elevation	10 feet
Land area	83.1 square miles
Climate	
Temperature	
30-year average, mean annual	52.4
January 2009 average high	43.7
January 2009 average low	34.4
July 2009 average high	81.0
July 2009 average low	57.9
Rainfall	
30-year average, in inches	36.35
2009-in inches	38.44

POPULATION

Year	City of Seattle	Seattle Metropolitan Area [ab]
1910	237,194	N/A
1920	315,685	N/A
1930	365,583	N/A
1940	368,302	N/A
1950	467,591	844,572
1960	557,087	1,107,203
1970	530,831	1,424,611
1980	493,846	1,607,618
1990	516,259	1,972,947
2000	563,374	2,279,100
2001	568,100	2,376,900
2002	570,800	2,402,300
2003	571,900	2,416,800
2004	572,600	2,433,100
2005	573,000	2,464,100
2006	578,700	2,507,100
2007	586,200	2,547,600
2008	592,800	2,580,800
2009	602,000	1,909,300
King County		1,884,200
Percentage in Seattle		32

[a] Source: Washington State Office of Financial Management.

[b] Based on population in King and Snohomish Counties.

ELECTIONS (November 3)

Active registered voters	375,164
Percentage voted last general election	57.73
Total voted	216,573

PENSION BENEFICIARIES

Employees' Retirement	5,303
Firemen's Pension	851
Police Pension	823

VITAL STATISTICS

Rates per thousand of residents	
Births (2008)	13.1
Deaths (2008)	7.3

PUBLIC EDUCATION (2009-10 School Year)

Enrollment (October 1)	45,696
Teachers and other certified employees (October 1)	3,229
School programs	
Regular elementary programs	51
Regular middle school programs	9
Regular high school programs	10
K-8 school programs	10
Alternative/Non-traditional school programs	9
Total number of school programs	89

PROPERTY TAXES

Assessed valuation (January 2009)	$137,830,853,871
Tax levy (City)	$354,064,528

EXAMPLE – PROPERTY TAX ASSESSMENTS

Real value of property	$531,100
Assessed value	$531,100

Property Tax Levied By	Dollars per Thousand	Tax Due
City of Seattle	$2.58127	$1,370.91
Emergency Medical Services	0.27404	145.54
State of Washington	1.96268	1,042.38
School District No. 1	1.71741	912.12
King County	1.09772	583.00
Port of Seattle	0.19700	104.63
King County Ferry District	0.05018	26.65
King County Flood Control Zone	0.09123	48.45
Totals	$7.97153	$4,233.68

PORT OF SEATTLE

Bonded Indebtedness	
General obligation bonds	$ 357,315,000
Utility revenue bonds	2,855,070,000
Passenger facility charges bonds	200,155,000
Commercial Paper	156,800,000
Waterfront (mileage)	
Salt water	13.4
Fresh water	0.7
Value of Land Facilities	
Waterfront	$2,046,936,520
Sea-Tac International Airport	$4,755,910,438

Marine Container Facilities/Capacities

4 container terminals with 11 berths covering 507 acres
1.585 million TEU's (20-ft. equivalent unit containers)
1 grain facility, 1 general cargo facility, 1 barge terminal
2 cruise terminals

Sea-Tac International Airport	
Scheduled passenger airlines	28
Cargo airlines	6
Charter airlines	2
Loading bridges	74

OPERATING INDICATORS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

	2009	2008	2007	2006	2005
PUBLIC SAFETY					
Fire					
Property fire loss					
Total City	$22,217,971	$16,351,377	$17,664,500	$18,340,656	$16,657,222
Per capita	$36.91	$27.52	$32.76	$31.69	$29.13
Police					
Municipal Court filings and citations					
Non-traffic criminal filings	10,724	9,461	12,003	12,882	12,098
Traffic criminal filings	5,344	5,124	5,100	4,156	2,098
DUI filings	1,422	1,167	1,390	1,496	1,437
Non-traffic infraction filings	6,111	6,437	7,880	7,310	7,416
Traffic infraction filings	57,960	69,949	74,490	59,828	59,120
Parking infractions	568,616	477,024	430,240	385,852	438,303
ARTS, CULTURE, AND RECREATION					
Library					
Library cards in force	465,325	432,790	448,104	403,415	454,990
Parks and Recreation					
Park use permits issued					
Number	639	599	529	667	649
Amount	$204,527	$212,403	$75,459	$217,782	$229,420
Facility use permits issued including pools					
Number	26,922	24,977	23,487	N/A	N/A
Amount	$4,957,236	$2,571,854	$2,374,230	N/A	N/A
Facility use permits issued excluding pools					
Number	26,190	23,577	22,113	2,314	N/A
Amount	$4,469,322	$2,127,367	$1,997,402	$790,551	$567,975
Picnic permits issued					
Number	3,547	3,420	3,469	3,253	3,273
Amount	$249,110	$228,965	$229,715	$220,595	$218,045
Ball field usage					
Scheduled hours	161,937	147,911	145,481	144,760	142,360
Amount	$1,457,708	$1,444,393	$1,600,578	$1,413,035	$1,474,107
Weddings					
Number	268	235	254	238	197
Amount	$91,238	$80,955	$87,900	$82,079	$69,670
NEIGHBORHOODS AND DEVELOPMENT					
Planning and Development					
Permits					
Number issued	5,917	7,890	8,865	8,576	7,178
Value of issued permits	$1,987,486,066	$2,580,055,297	$3,097,812,568	$2,021,878,195	$1,681,651,482
UTILITIES AND TRANSPORTATION					
City Light					
Customers	394,731	387,715	383,127	379,230	375,869
Operating revenues	$723,128,042	$877,392,652	$832,524,784	$831,810,233	$748,552,561
Water					
Population served	1,419,390	1,401,000	1,338,974	1,454,586	1,350,346
Billed water consumption, daily average, in gallons	122,038,356	117,406,451	120,690,060	124,955,842	118,854,138
Operating revenues	$191,369,588	$164,405,030	$160,161,307	$155,175,008	$146,118,856
Drainage and Wastewater					
Operating revenues	$250,194,607	$224,109,335	$202,407,690	$186,832,412	$176,482,071
Solid Waste					
Customers					
Residential garbage	167,047	166,914	166,052	165,551	165,561
Residential dumpsters	127,971	122,503	119,667	117,899	115,838
Commercial garbage	8,462	9,747	8,505	8,481	8,697
Operating revenues	$135,641,160	$124,353,043	$121,930,923	$112,474,339	$111,230,835

OPERATING INDICATORS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

	2004	2003	2002	2001	2000
PUBLIC SAFETY					
Fire					
Property fire loss					
Total City	$45,790,140	$22,433,417	$27,874,071	$62,898,264	$22,590,756
Per capita	$80.07	$39.23	$49.48	$110.72	$41.77
Police					
Municipal Court filings and citations					
Non-traffic criminal filings	10,704	10,502	10,283	12,948	12,976
Traffic criminal filings	N/A	N/A	N/A	N/A	N/A
DUI filings	N/A	N/A	N/A	N/A	N/A
Non-traffic infraction filings	6,715	17,350	17,515	24,475	16,825
Traffic infraction filings	56,556	72,104	74,076	85,001	94,129
Parking infractions	505,790	441,048	428,960	442,331	436,764
ARTS, CULTURE, AND RECREATION					
Library					
Library cards in force	386,127	352,194	377,720	494,353	451,616
Parks and Recreation					
Park use permits issued					
Number	658	633	736	546	579
Amount	$371,419	$457,360	$327,115	$282,275	$252,526
Facility use permits issued including pools					
Number	N/A	N/A	N/A	N/A	N/A
Amount	N/A	N/A	N/A	N/A	N/A
Facility use permits issued excluding pools					
Number	N/A	N/A	N/A	N/A	N/A
Amount	$377,523	$338,630	$300,508	$324,237	$281,943
Picnic permits issued					
Number	3,028	2,921	3,205	3,764	2,800
Amount	$194,404	$175,663	$172,942	$129,018	$116,000
Ball field usage					
Scheduled hours	147,482	138,976	137,127	125,371	114,344
Amount	$1,236,699	$982,042	$563,629	$476,174	$444,009
Weddings					
Number	165	160	147	108	N/A
Amount	$36,770	$38,820	$34,065	$29,445	N/A
NEIGHBORHOODS AND DEVELOPMENT					
Planning and Development					
Permits					
Number issued	7,209	6,683	5,223	6,646	6,475
Value of issued permits	$1,597,232,563	$1,175,475,274	$970,072,275	$1,736,681,088	$1,612,435,096
UTILITIES AND TRANSPORTATION					
City Light					
Customers	372,818	365,445	360,632	350,000	349,559
Operating revenues	$777,918,589	$741,761,472	$709,330,438	$632,453,970	$505,628,699
Water					
Population served	1,348,200	1,330,327	1,340,012	1,327,742	1,288,165
Billed water consumption, daily average, in gallons	127,725,423	130,670,298	126,694,524	123,000,000	135,037,807
Operating revenues	$141,313,235	$129,561,327	$118,160,130	$105,345,318	$105,358,307
Drainage and Wastewater					
Operating revenues	$162,117,805	$150,721,637	$144,485,761	$136,238,195	$130,816,605
Solid Waste					
Customers					
Residential garbage	163,977	91,317	180,798	159,454	155,330
Residential dumpsters	155,581	111,822	110,807	108,886	105,989
Commercial garbage	8,618	8,710	8,856	9,092	N/A
Operating revenues	$112,167,705	$111,738,282	$112,089,944	$105,510,879	$85,257,112

CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

	2009	2008	2007	2006	2005
PUBLIC SAFETY					
Fire					
Boats	3	3	2	2	2
Fire-fighting apparatus	162	162	163	163	163
Stations	33	33	33	33	33
Training towers	2	2	1	1	1
Alarm center	1	1	1	1	1
Utility shop	1	1	1	1	1
Police					
Precincts	5	5	5	5	5
Detached units	7	7	7	7	7
Vehicles					
Patrol cars	270	270	265	252	252
Motorcycles	37	37	45	50	48
Scooters	58	58	50	53	55
Trucks, vans, minibuses	84	84	81	81	79
Automobiles	194	194	197	194	189
Patrol boats	10	10	10	10	9
Bicycles	146	146	137	137	137
Horses	8	8	8	8	8
ARTS, CULTURE AND RECREATION					
Library					
Central and branch libraries	27	27	24	24	24
Mobile units	4	4	4	4	4
Books, audio and video materials, newspapers, and magazines - circulated	11,914,050	10,025,029	9,085,490	8,661,263	7,449,
Collection, print and non-print	2,294,601	2,446,355	2,352,381	2,273,440	2,173,9[illegible]
Parks and Recreation					
Major parks	13	13	13	13	13
Open space acres acquired since 1989	663	654	638	630	630
Total acreage	6,185	6,171	6,155	6,036	6,036
Children's play areas	133	131	130	130	130
Neighborhood playgrounds	38	38	38	38	38
Community playfields	38	33	33	33	33
Community recreation centers	26	26	26	26	25
Visual and performing arts centers	6	6	6	6	6
Theaters	2	2	2	2	2
Community indoor swimming pools	8	8	8	8	8
Outdoor heated pools (one saltwater)	2	2	2	2	2
Boulevards	18	18	18	18	18
Golf courses (includes one pitch and putt)	5	5	5	5	5
Squares, plazas, triangles	64	62	62	62	62
Viewpoints	9	8	8	8	8
Bathing beaches (life-guarded)	9	9	9	9	9
Bathing beaches	9	9	9	9	9
Aquarium specimens on exhibit	10,588	10,216	10,655	10,655	14,600

CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

	2004	2003	2002	2001	2000
PUBLIC SAFETY					
Fire					
Boats	2	2	2	2	2
Fire-fighting apparatus	163	163	170	177	177
Stations	33	33	33	33	33
Training tower	1	1	1	1	1
Alarm center	1	1	1	1	1
Utility shop	1	1	1	1	1
Police					
Precincts	5	5	5	4	4
Detached units	7	7	7	13	13
Vehicles					
Patrol cars	252	252	252	252	252
Motorcycles	48	41	41	38	38
Scooters	58	63	63	69	63
Trucks, vans, minibuses	69	67	67	62	62
Automobiles	187	181	181	173	172
Patrol boats	7	7	7	7	7
Bicycles	126	126	117	126	117
Horses	9	9	10	9	10
ARTS, CULTURE AND RECREATION					
Library					
Central and branch libraries	24	24	24	23	23
Mobile units	4	4	4	4	4
Books, audio and video materials, newspapers, and magazines - circulated	6,575,866	5,804,388	6,175,027	5,695,182	4,993,099
Collection, print and non-print	1,889,599	2,004,718	2,031,276	2,002,866	2,017,267
Parks and Recreation					
Major parks	13	13	13	13	13
Open space acres acquired since 1989	630	630	630	600	600
Total acreage	6,036	6,036	6,036	6,006	6,006
Children's play areas	130	130	130	130	130
Neighborhood playgrounds	38	38	38	38	38
Community playfields	33	33	33	33	33
Community recreation centers	25	24	24	24	24
Visual and performing arts centers	6	6	6	6	6
Theaters	2	2	2	2	2
Community indoor swimming pools	8	8	8	8	8
Outdoor heated pools (one saltwater)	2	2	2	2	2
Boulevards	18	18	18	18	18
Golf courses (includes one pitch and putt)	5	5	5	5	5
Squares, plazas, triangles	62	62	62	62	62
Viewpoints	8	8	8	8	8
Bathing beaches (life-guarded)	7	7	9	9	9
Bathing beaches	9	9	9	9	9
Aquarium specimens on exhibit	14,577	14,577	20,825	20,825	97,757

CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

UTILITIES AND TRANSPORTATION	2009	2008	2007	2006	2005
City Light					
Plant capacity (KW)	1,920,700	1,920,700	1,920,700	1,920,700	1,920,700
Maximum system load (KW)	1,858,735	1,900,878	1,767,805	1,822,342	1,714,080
Total system energy (1,000 KW) (firm load)	10,139,898	10,323,915	10,203,415	9,990,486	9,703,046
Meters	402,854	394,455	391,022	385,621	382,436
Water					
Reservoirs, standpipes, tanks	27	30	30	29	38
Fire hydrants	18,473	18,436	18,398	18,347	18,475
Water mains					
Supply, in miles	187	224	182	182	181
Distribution, in miles	1,714	1,673	1,674	1,704	1,644
Water storage in thousand gallons	302,880	370,000	377,080	377,080	494,080
Meters	188,226	187,154	185,395	183,699	182,037
Drainage and Wastewater					
Combined sewers, life-to-date, in miles	472	473	444	444	464
Sanitary sewers, life-to-date, in miles	956	958	985	985	968
Storm drains, life-to-date, in miles	470	473	472	472	474
Pumping stations	67	65	68	68	68
Solid Waste					
Transfer stations	2	2	2	2	2
Transportation					
Arterial streets, in miles	1,531	1,531	1,531	1,534	1,53[illegible]
Non-arterial streets (paved and unpaved), in miles	2,412	2,412	2,412	2,412	2,4[illegible]
Sidewalks, in miles	2,262	2,258	2,256	1,956	1,956
Stairways	498	494	482	482	482
Length of stairways, in feet	35,181	35,215	34,775	34,643	34,643
Number of stairway treads	23,950	23,666	23,407	23,211	23,211
Street trees					
City-maintained	40,000	40,000	35,000	34,000	34,000
Maintained by property owners	125,000	125,000	105,000	100,000	100,000
Total platted streets, in miles	1,666	1,666	1,666	1,666	1,666
Traffic signals	1,040	1,030	1,001	991	1,000
Parking meters					
Downtown	941	941	700	747	2,819
Outlying	97	97	300	353	904
Parking pay stations					
Downtown [a]	856	850	1,215	925	758
Outlying [a]	1,315	1,127	630	565	318
Bridges (movable) - City-owned and - Bridges (fixed)	4	4	4	4	4
City maintenance	88	88	88	84	84
Partial City maintenance	54	55	55	55	61
Retaining walls/seawalls	592	582	582	582	582

CAPITAL ASSET STATISTICS
BY DEPARTMENT/OFFICE
Last Ten Fiscal Years

UTILITIES AND TRANSPORTATION	2004	2003	2002	2001	2000
City Light					
Plant capacity (KW)	1,920,700	1,920,700	1,920,700	1,920,700	1,920,700
Maximum system load (KW)	1,798,926	1,645,998	1,689,666	1,661,842	1,769,440
Total system energy (1,000 KW) (firm load)	9,560,928	9,610,856	9,610,761	9,510,504	10,170,218
Meters	379,599	380,828	379,257	375,953	372,329
Water					
Reservoirs, standpipes, tanks	68	38	32	32	32
Fire hydrants	18,762	18,356	18,635	18,345	18,258
Water mains					
Supply, in miles	181	181	173	171	163
Distribution, in miles	1,657	1,662	1,662	1,693	1,659
Water storage, in gallons	494,080	506,570	506,570	506,570	506,570
Meters	181,038	180,149	179,268	179,330	178,122
Drainage and Wastewater					
Combined sewers, life-to-date, in miles	451	587	584	583	583
Sanitary sewers, life-to-date, in miles	972	908	825	906	905
Storm drains, life-to-date, in miles	467	461	461	459	457
Pumping stations	68	68	68	68	74
Solid Waste					
Transfer stations	2	2	2	2	2
Transportation					
Arterial streets, in miles	1,534	1,534	1,508	1,524	1,524
Non-arterial streets (paved and unpaved), in miles	2,412	2,412	2,412	2,706	2,706
Sidewalks, in miles	1,954	1,953	1,952	1,952	1,949
Stairways	479	479	471	471	463
Length of stairways, in feet	33,683	33,683	32,787	32,787	34,766
Number of stairway treads	22,471	22,471	22,108	22,108	23,451
Street trees					
City-maintained	34,000	34,000	31,000	31,000	31,000
Maintained by property owners	100,000	100,000	90,000	90,000	90,000
Total platted streets, in miles	1,666	1,666	1,741	1,658	1,658
Traffic signals	1,000	1,000	1,000	1,000	975
Parking meters					
Downtown	4,298	7,136	6,836	6,720	6,720
Outlying	1967	1967	1956	2003	2003
Parking pay stations					
Downtown [a]	500	N/A	N/A	N/A	N/A
Outlying [a]	N/A	N/A	N/A	N/A	N/A
Bridges (movable) - City-owned and - Bridges (fixed)	4	4	4	4	4
City maintenance	85	85	86	86	87
Partial City maintenance	58	58	58	58	57
Retaining walls/seawalls	561	561	586	586	598

[a] City redefined areas starting in 2008.

Statements of Legislative Intent for the 2011 Adopted and 2012 Endorsed Budgets

COMMITTEE ON THE BUILT ENVIRONMENT

1) *DPD - Planning Division Work Program Development*
SLI 42-1-A-1

Statement of Legislative Intent:
The Council requests that the Department of Planning and Development report to the Council periodically on work program development for the Planning Division.

During the Nickels administration the Council regularly imposed a proviso on a portion of the General Subfund appropriation for the Planning BCL to ensure that staffing resources would be available at DPD to support emergent Council-generated land use initiatives. With the change in administration, in the 2010 adopted budget the Council included a statement of legislative intent that directed DPD to develop a multi-year work program that could be used as a shared tool by the Council and Mayor to prioritize resources among projects in the Planning BCL. DPD responded with a draft work program in June of this year.

The work program contains priorities identified by the Council through previous actions as well as new initiatives proposed by the Mayor, such as a land use update to the University District Urban Center and development of a sustainable infrastructure initiative. An underlying notion of the proposed work program is that if issues emerge for the Mayor and Council during the year, those initiatives could be considered with a better understanding as to what the trade-offs might be among existing priorities.

Frequency of Report:

The reports should be provided quarterly to the Council in advance of the quarterly supplemental budget and grant acceptance ordinances and never later than March 31st, June 30th, September 30th, and December 30th.

Contents of Report:

Each report shall contain the following:

- An up-to-date work program;
- A narrative description of any new or changed projects proposed by the Executive or Council;
- Approximate FTE assignments by project; and
- A summary table identifying by project and fund source all anticipated resources likely to flow from quarterly grant acceptance and supplemental budget ordinances or from any other sources not required to be appropriated through a supplemental budget ordinance.

Additionally, the second quarter report shall characterize the scope of updates to the Rainier Beach and Bitter Lake / Haller Lake neighborhood plans as defined by the Neighborhood Advisory Committee for

each area after community meetings. If the scope of the update prioritizes goals, policies, and strategies that are outside the mission of DPD or other departments receiving funds for neighborhood planning, DPD shall identify any funding or expertise gaps in the neighborhood planning team and propose a plan, including any needed changes in appropriation authority, to address identified neighborhood priorities.

Responsible Council Committee: Built Environment

Date Due to Council: Quarterly reports due by March 31, June 30, September 30, and December 30

ENERGY, TECHNOLOGY AND CIVIL RIGHTS COMMITTEE

2) ***Requesting that City Light provide a detailed explanation of various benchmarking studies***
SLI 18-1-A-1

Statement of Legislative Intent:
City Light has participated in a number of benchmark studies over the last several year that compare its costs and performance in various areas with those of other utilities that have participated in the studies.

While some of the benchmarks show the utility in a favorable light, notably in reliability and power quality, some do not. For example, the comparisons below, from the 2008 Transmission & Distribution Benchmarking Community Study, raise questions about City Light's costs:

	Expense per Customer	Expense per Circuit Mile	Expense per MWh of Load	Employees per 100,000 Customers
Avg excluding City Light	$75.33	$2,822	$2.48	91.4
City Light	$103.00	$13,974	$4.06	225

The Council would like to understand why City Light's performance in these areas falls short of the average of the other utilities involved in the study, and asks City Light to provide a comprehensive analysis of various benchmarking studies, including specific explanations for each of the differences noted in the table above.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Analysis due by June 1, 2011

3) ***Requesting that City Light develop a plan to establish an objective, independent approach for conducting on-going measurement and verification of the utility's conservation savings***
SLI 19-1-A-1

Statement of Legislative Intent:
An important part of City Light's 2008 Five-year Conservation Plan that the Council endorsed was a Measurement and Verification (M&V) function to provide on-going evaluation of the conservation program. This step is important to evaluating the long-term success of the program, and provides valuable information to policy makers in their role oversight role.

Unfortunately, because of significant shortfalls in net wholesale revenues in both 2009 and 2010, some aspects of the overall Conservation Plan were not fully implemented. One of those was the M&V function.

The Council requests that the utility propose a plan for establishing the function in 2011. The emphasis should be on independence to ensure the credibility of the analysis and reporting.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Plan due by March 31, 2011

4) Evaluate options for minimizing burden of City Light bills on extremely low-income customers
SLI 20-1-A-1

Statement of Legislative Intent:
Background: Most renters in Seattle Housing Authority (SHA) and Section 8 housing pay standard utility rates because the SHA or Section 8 housing provides an allowance that covers renters' utility bills and because the SHA is reimbursed for utility subsidies from the federal Department of Housing and Urban Development (HUD).

Previous Central staff analysis identified a small number of City Light customers living in subsidized SHA housing for whom City Light bills can still be a significant burden. For most residents, rent and utility costs are capped together to be no more than 30% of their income and thus there is no need to provide subsidized electricity rates. However, a small number of extremely low income residents have net qualified incomes of less than $50 per month who pay SHA's minimum rent of $50 per month and are also responsible for paying their City Light bills. For these customers the usual SHA mechanisms of providing rent discounts to offset electricity bills does not work.

The Council requests that City Light review this earlier staff analysis, and if the results are confirmed, develop specific recommendations for how best to relieve the burden put on these customers, including perhaps a new rate class for protecting particularly vulnerable low-income customers.

The recommendations should address the following issues:

1. Cost to other ratepayers: The report should identify what the cost would be to other customers of providing various levels of support to this group of rate payers.

2. Threshold for enrollment: In addition to possibly proposing a new rate class for extremely-low income customers, the recommendations should identify which customers would be best served by being included in this class. The recommendations should identify the threshold for admissibility to this rate class and take into consideration the burden to ratepayers of implementation and outreach. It should also identify potential incentives to assist people in conserving energy to lower their rates and eventually exit the rate classification.

3. Other options: The City Council welcomes other options that Seattle City Light might propose in addition to the creation of a specialized rate class. In doing so, it would be important to identify the challenges with Section 8 vouchers and Seattle Housing Authority's regulations interacting with the current emergency low income assistance program.

The recommendations will be the basis for a possible change in the Seattle Municipal Code and results of new practices will need to be monitored. Results of the change in legislation may require additional outreach to the ratepayers in question and resources may need to be reallocated toward outreach activities as part of the Council's 2012 budget.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Analysis and Recommendations due by June 1, 2011

5) ***Requesting that City Light present a plan to improve workforce efficiency and performance***
SLI 21-1-A-1

Statement of Legislative Intent:
The Council requests that City Light submit a report that includes management recommendations for improving work force efficiency and performance improvements. Consistent with the recent contracts approved by 17 of the 19 unions in the Coalition of City Unions, the Council intends that this information will be fed into ongoing discussions with these labor partners on how to enhance the efficiency of City service provision. The Council is interested both in recommendations that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations. The report should include the following elements:

1. Multi-skill job classifications. Evaluate job classifications to identify whether unnecessarily narrow job duties contribute to work inefficiencies or higher costs from out-of-class and overtime pay. Where efficiencies or lower cost can be achieved, identify approaches for broadening job duties and/or reducing the number of job classifications. Include an approach that puts positions with similar job duties into a classification with broader job duties and a broader pay band, in which a worker can move up the pay band as his or her job skills and duties expand.

2. Shifts, work hours, and peak workload management.
   A. Evaluate seasonal, daily and time-of-day workloads and staff availability during low and high work load periods. Identify any work tasks for which early morning, evening, nighttime, or weekend shifts would make more efficient use of staff and reduce overtime costs. Recommend a strategy and timeline for implementing any shift changes justified by the evaluation.
   B. Evaluate the efficiency of an 8-hour work day, 10-hour work day or other flexible work schedules for various job classifications. Identify job classifications for which certain work schedules enhance or detract from work performance on a seasonal or year-round basis and recommend preferred work hour schedules for those classifications.
   C. Identify whether seasonal, work-day, or time-of-day peak workloads could be more cost-effectively addressed through the use of seasonal, temporary or contracted labor.

3. Performance Benchmarks. Identify utility industry (or other relevant) performance benchmarks for work processes performed by City Light. Evaluate how City Light currently meets (or does not meet) the benchmarks and recommend any benchmark adjustments needed to address City-specific circumstances. Recommend how the benchmarks might be used to set worker or work-group performance expectations and serve as the basis for worker advancement or discipline.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Report due by August 1, 2011

6) Guidance to DoIT related to RFP to select cable television public access channel operator
SLI 37-1-A-1

Statement of Legislative Intent:
The Mayor's 2011-2012 Proposed Budget assumes a new model for providing public access television in Seattle. Under this new model, the Department of Information Technology (DoIT) will issue a Request for Proposals (RFP), inviting a variety of community and non-profit organizations to submit proposals to provide community digital media production services and to operate the public access cable television channels.

The City Council requests that DoIT, in issuing the RFP and evaluating proposals, seek a provider that will:

- provide outreach to individuals and groups that are currently using (or have recently used) SCAN (Seattle Community Access Network) facilities or equipment to produce public access television programs;
- embrace a goal that anyone who currently produces a show for public access television should be able to continue to do so;
- provide outreach to youth, communities of color, immigrant and refugee communities, and disadvantaged communities;
- provide education and training in video production, particularly for the groups listed above;
- make available studio space for videotaping (might be a small studio that could be operated by one or two people);
- make available space for post-production activities such as editing, adding graphics or music, etc.;
- reduce or waive fees to assist low-income residents in producing shows;
- lend equipment for producing videos; and
- express a commitment to local programming on the public access channels.

The Council requests that members of the Citizens Telecommunications and Technology Advisory Board (CTTAB) be involved in developing the RFP, evaluating proposals, and making a recommendation to the Director of DoIT.

The Council requests that one of the criteria that DoIT uses to evaluate proposals be the degree to which the proposer can generate significant non-City revenue from sources such as other governments, grants, donations, fees for services or earned income, etc.

The Council further requests that DoIT brief the Energy, Technology, and Civil Rights Committee (a) before issuing the RFP, so that Councilmembers can provide input and guidance; and (b) before executing a contract with the selected entity. If DoIT issues a "Request for Comment" or similar document in the process of developing an RFP, DoIT should similarly brief the Council committee during that process.

The Council encourages DoIT to move as quickly as possible while still allowing ample input, so as to get public access television under the new model in place as early in 2011 as is practicable.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Briefings due (a) during "Request for Comment" process, if used; (b) before issuing RFP, and (c) before executing final contract.

7) Pursue Grant Funding for Body-Mounted Camera Pilot Project in Police Department
SLI 56-1-A-2

Statement of Legislative Intent:
The Seattle Police Department is currently conducting a trial use of four body-mounted camera and video units to gain a better understanding of how the body-mounted camera technology works. The Council requests a written report detailing the outcomes of this trial use by the end of the second quarter of 2011. Part of this report should be a preliminary analysis of best practices for storing video footage; specifically, whether it makes fiscal sense to incorporate cloud based systems over server based systems for video storage and archiving. Cloud based systems are defined as data stored on multiple virtual servers, rather than local dedicated servers. The Council intends to use the findings of this report to consider options for funding in the 2012 budget.

Additionally, the Council requests that the Seattle Police Department pursue federal grant money to fund a significant body-mounted camera pilot project in order to develop a better understanding of this emerging technology. The Council requests a written report of measures taken to pursue federal grant money and the status of any grants applied for by the end of the second quarter of 2011.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Report due by June 30, 2011

8) Interpretation Coordination
SLI 91-1-A-1

Statement of Legislative Intent:
The Council requests the Office of Civil Rights submit a report that recommends how to create a set of stronger, more efficient interpretation and translation policies for the city. Other city departments will support the development of this report, which shall include the following elements:

1. Performance Measures: Identify best practices of other models in the nation for coordination of translation and interpretation services, and recommend best practices for providing interpretation and/or translation services to the public. The report should also develop recommendations for the most cost-efficient model for providing interpretation services and creating and disseminating translated materials in a timely manner, including the possibility of a centralized point of contact for language assistance to customers. This will include a focus on quality of translation and interpretation while identifying potential cost saving measures. This process should also strive to identify languages that are most interpreted / translated, and the extent to which the city can work to make interpretation / translation more effective for the audience for which they are intended. Research should be performed to determine how much money each department spends on interpretation / translation, including specifics about which languages are most interpreted / translated and how that correlates to the current demographics of the city.

2. Language Bank: Make proposals to strengthen the existing Language Bank as a resource for city departments. Proposals should consider possible incentives for employees to volunteer their personal time as well as other strategies to increase use in a productive manner.

3. Community Partnerships: Assess potential opportunities to partner with other community institutions and organizations, including schools. The assessment should include identifying if a community-based language bank would be more cost-efficient than the city's current in-house mechanism.

4. City-wide Practices: Review the city's current departmental standards for the quality of interpretation/translation and provide recommendations for revision and training.

It is anticipated that report recommendations may be the basis for a test period during which new practices will be applied and results monitored. Results may be used to reallocate resources toward the most effective methodologies during the Council's 2012 budget approval process.

Responsible Council Committee: Energy, Technology and Civil Rights

Date Due to Council: Report due by July 1, 2011

FINANCE & BUDGET COMMITTEE

9) FAS - Vehicle fleet reduction through car-sharing feasibility report
SLI 45-1-A-2

Statement of Legislative Intent:
The Council requests that the Department of Finance and Administrative Services (FAS) report to the Council on the feasibility of reducing a portion of Seattle's vehicle fleet by contracting with a car sharing company. The feasibility report will be used by the Council in determining whether to establish a pilot project.

The City of Seattle has a fleet of approximately 4000 vehicles. Many of these are special purpose vehicles needed for public safety, maintenance of City-owned utilities and facilities, and performance of regulatory duties. Others are used by employees for general governmental purposes in the course of day-to-day business. Approximately 24% of the fleet consists of small sedans and SUVs, some of which are maintained by FAS in a motor pool for general governmental purposes. The proposed budget allocates approximately $11.5 million to replace older portions of the fleet in 2011.

In recent years municipalities across the country, such as Philadelphia and Washington D.C., have realized savings by reducing the size of their vehicle fleets through contractual agreements with car sharing companies. The City of Philadelphia's program helped reduce the size of its fleet by 330 vehicles. Under these arrangements employees make reservations through a central system and pick vehicles up and return them to locations throughout the city.

It has been reported that these programs have had the second order consequence of reducing overall trips and vehicles miles traveled. For example, employees who might otherwise take a car home from a central motor pool for an evening meeting have the flexibility under a car sharing arrangement to check out a car from and return it to a location close to their home thus reducing the length of the trip and associated emissions.

The Council requests that the feasibility report include the following:

Cost / Savings Estimate: The feasibility report should identify which fleet vehicles are best suited for replacement with vehicles in a car-sharing program and estimate the capital and operating cost savings, if any, of implementing a program.

Barriers: The feasibility report should identify barriers to implementing a program including, but not limited to, contractual arrangements with vendors, adopted City policies and regulations, market conditions for potential car-share partners, and practicality for City-users.

Reduced Demand for Take-home Vehicle Program: The feasibility report should include an analysis of whether implementation of a car-share program would reduce the need for take-home vehicles and whether any associated changes should be made to criteria for take-home vehicles set out in Seattle Municipal Code § 3.126.010.

Additionally, and notwithstanding the feasibility of substituting car-share vehicles for take-home vehicles, FAS should analyze the feasibility and potential cost-savings associated with reimbursing

employees who are assigned take-home vehicles for the use of their personal vehicles for trips that otherwise would be made using an assigned take-home vehicle.

Trip Reduction and VMT Reduction: The feasibility report should propose a set of metrics that could be applied to a pilot to determine whether implementation results in reduced demand for vehicles, reduced vehicle miles traveled, and reduced emissions associated with City-trips.

Responsible Council Committee: Finance and Budget

Date Due to Council: Report due by June 30, 2011

10) Executive review of APEX/SAM and IT compensation programs
SLI 80-1-A-1

Statement of Legislative Intent:
The Executive intends to review the current Accountability Pay for Executives (APEX), Strategic Advisors and Managers (SAM), and Information Technology (IT) compensation programs in 2011 to determine if the programs provide the appropriate level of classification stratification. The Executive has not determined the parameters or process for this review. Any proposed changes to the programs have potential labor, personnel and fiscal impacts for the City.

The Council requests that the Council and Council Central Staff be included in this review process through either membership in a review committee, interdepartmental team or other process the Executive chooses. In addition, Council requests a quarterly written report on the progress of the review to the Council's Finance and Budget Committee.

Background. Prior to 1998 the City had one classification and compensation system. All City employee job titles were in the Step Progression Program (Step Program). In the Step Program, each job title has a designated pay range with discrete salary steps. Employees progress through the pay range based on length of service. The pay increases at each step of the pay range. In addition, employees receive an annual cost-of-living adjustment (COLA).

Most employees are hired at the first step and advance to step two after six months and to subsequent steps in yearly increments. Most job titles have five steps. When an employee reaches the top step in the job title, the employee is at the top pay for the job title. No matter how long the employee remains in that job title, the pay will not increase except for the annual COLA.

In 1998 the City, with the assistance of a consultant, created two new discretionary compensation programs: the Accountability Pay for Executives (APEX) and Strategic Advisor and Manager (SAM) compensation programs. Since then, additional discretionary pay programs have been added for titles in the Legislative Branch, IT Professionals, Electric Utility Executives, Power Marketers, Investments/Debt Director, Mayoral Assistants, and Assistant City Attorneys.

The City wanted compensation programs where compensation was based on performance not length of service and where appointing authorities had more flexibility over the compensation each employee receives. Every job title within the discretionary pay programs has a pay range. The appointing authority can determine where in the pay range to start a new hire and what if any annual salary adjustment to award. Employees in the discretionary pay programs do not receive a COLA. The only limitation on

compensation is that employees can not be paid outside the pay range for their job title. Initially there was also a performance pay component however, that has not been implemented for years due to budget constraints.

Currently there are four job titles and pay ranges in APEX; Executive 1- Executive 4. The Personnel Director has the authority to determine which positions are in the APEX Program, and these are limited to executive-level positions. In 1998, there were 148 positions in APEX; in 2005 there were 137 and in 2010 there are 188.

The SAM compensation programs each have three job titles and pay ranges: Strategic Advisor 1-3 and Manager 1-3. The Personnel Director determines which positions are in the SAM programs. Managers are accountable for translating City objectives into specific policy, programs or service delivery outcomes. Strategic Advisors are either key advisors to senior officials, employees who make recommendations that help shape major City policies or programs or representatives of the City in strategic areas who do not have full accountability for resources to achieve specific outcomes.

In 1998 there were 285 manager positions in SAM; in 2005 there were 289 and in 2010 there were 384. In 1998 there were 50 strategic advisors, in 2005 there were 231 and in 2010 there were 469.

Responsible Council Committee: Finance and Budget

Date Due to Council: Written quarterly reports due in March 31, June 30, September 30, and December 31, 2011

11) Review of workplace efficiencies by the Labor Management Leadership Committee
SLI 81-1-A-1

Statement of Legislative Intent:
In 2010 the City negotiated a new three-year extension to the collective bargaining agreements (agreements) with the Coalition of City Unions (Coalition). As part of these agreements, the parties agreed to work collaboratively to identify workplace efficiencies and to review management and employee suggestions for workplace efficiencies that can achieve cost savings. The City Council and Executive are interested in reviewing and finding operational efficiencies in areas such as work schedules, work assignments, work processes, and use of overtime, within and across City departments. The City Council and Executive are also interested in assisting injured employees return to work in an appropriate, cost effective and timely manner.

The forum for this work will be the City's Labor Management Leadership Committee (LMLC) which meets monthly.

The LMLC is a particularly good forum for this work because it is composed of representatives of six labor unions, the Mayor's Office, three Councilmembers, and six Department directors. The LMLC is staffed by the City's labor relations negotiators.

The Council requests that the Executive work with the LMLC co-chairs, and Council Central Staff to develop a written work plan and schedule for this work that will be presented to the LMLC and Council's Finance and Budget committee by February 28, 2011.

Responsible Council Committee: Finance and Budget

Date Due to Council: Workplan and schedule due by February 28, 2011

12) Executive's Review of the City's Human Resource Services
SLI 82-1-A-1

Statement of Legislative Intent:
In 2011 the Executive will continue to review the City's human resources delivery system including which services are best provided by the Personnel Department (Personnel) and which are best provided by individual city departments. As the leadership of the Personnel Director will be key to making changes in the City's human resources delivery system, the development and implementation of any significant changes will wait until Council confirms a permanent Personnel Director. Once the Director is in place and this review resumes, Council intends that the Council Staff will be involved in whatever process carries this work forward. It is anticipated implementation of staffing or budget changes will be part of the 2012 Proposed Budget at the earliest.

In the near term, an opportunity exists to focus attention on the City's approach to the management of employee health care costs. The Personnel Department currently has a significant role in implementing employees' health care benefits and shares financial and budgetary oversight of the associated Health Care Fund with the Budget Office and the Department of Finance and Administrative Services. However, there is not currently a forum to develop a City-wide strategic policy approach to this very significant driver of City labor costs. It is unlikely that significant cost control can be achieved without such an approach. The Executive is planning to create an Interdepartmental Team (IDT) in early 2011 to address this strategic deficit. The Council requests Council Central Staff be included in this IDT.

The Executive is requested to provide a written update regarding progress on the the City's human resources delivery system review and the Health Care IDT to the Finance and Budget Committee by July 31, 2011.

Background. As part of the 2010 Adopted Budget, Council passed a Statement of Legislative Intent (SLI 117-1-A-1) stating the Council's intent to work with the Executive in a review of the relative roles of the centralized human resources staff in Personnel and decentralized human resources staff in City departments. The goal was to identify best practices that would most effectively and efficiently provide human resource services to the City and its employees.

The Council considered hiring a consultant, or asking the City Auditor to conduct a review of the City's human resource system and make recommendations on work efficiencies. The Executive requested, that before hiring an outside consultant, they be given the opportunity to conduct an internal review of the human resource services provided by Personnel and the City departments. The Executive agreed to share the information with Council. Council agreed to this internal review since understanding the current system is a necessary first step to any further analysis.

In 2010 the Executive asked each City department to identify the number of staff dedicated to human resources issues, their specific duties and funding. This review led the Executive to propose the elimination of 15 FTE citywide in the Mayor's 2011-2012 Proposed Budget. In addition, the Personnel budget proposes the elimination of 10 FTEs, the reduction from full time to three quarters or half time for 3 FTEs, and the reclassification of 3 FTEs.

The Executive also asked the former Human Resources Manager for the Finance and Administrative Services (DFAS) Department to conduct a review of the City's human resources system and staffing and to provide a written report. DFAS absorbed the cost of this review and report in their 2010 budget. The report makes short-term and long-term recommendations including: developing a City-wide Human Resources Strategic Plan; improving the collaboration between Personnel and City departments; improving use of the City's human resources data system; improving the training and skill level of human resources staff; and reviewing specific areas such as benefits, hiring, safety, training, and the City's classification/compensation system.

The Executive's 2011 work will build upon this review and report.

Responsible Council Committee: Finance and Budget

Date Due to Council: Written progress report due by July 31, 2011

13) Develop a Sustainable Retirement Benefit
SLI 108-2-A-2

Statement of Legislative Intent:
The City of Seattle needs to find ways to make its employee retirement benefits more sustainable and affordable to the taxpayers and to employees themselves. The 2011-2012 Budget raises contributions from 16.06% of regular payroll to 20.06%, a dollar increase of nearly $24 million per year across all City funds. Employees will pay half of this, contributing 10.03% of their pay. The increase, while necessary, is probably insufficient to amortize the Retirement Fund's long-term shortfall, and future budgets are likely to require further increases.

In 2011, the City Council wishes to develop alternative policy options for the Seattle City Employees' Retirement System (SCERS). These policies will involve benefit changes for new hires and other system improvements designed to bring down the cost of the retirement benefit while maintaining the City's competitiveness as an employer. To that end:

- Council requests the creation of an Inter-Departmental Team (IDT), with representation from Council Central Staff, the City Budget Office, the Retirement Office, Finance and Administrative Services, and the Personnel Department.

- The IDT is directed to consult with relevant stakeholders in 2011, including the Mayor, the City Council, employees, labor unions, the SCERS Board of Administration and taxpayers about the cost and features of the retirement benefit.

- The IDT is directed to deliver a report to the Mayor, City Council, and SCERS Board of Administration no later than February 15, 2012 outlining system improvements and possible policy changes for new hires, along with the potential cost savings they would bring.

- The SCERS Board of Administration is requested to deliver its recommendations for policy changes by March 15, 2012.

- The report's findings and Board policy recommendations will be considered for legislation in 2012 and implementation effective January 1, 2013.

- A related budget action adds $250,000 of General Subfund appropriation to the Finance General Reserves Budget Control Level in 2011. These funds are for the IDT's costs of developing the report, including specialized consulting resources that may be required, such as actuarial scoring of alternate benefit designs. The Retirement Office is requested to devote whatever staff resources are necessary to participate actively in the process. A future budget supplemental may allocate these or additional costs to other City funds, such as the utilities, which have the largest share of SCERS enrollment.

Background

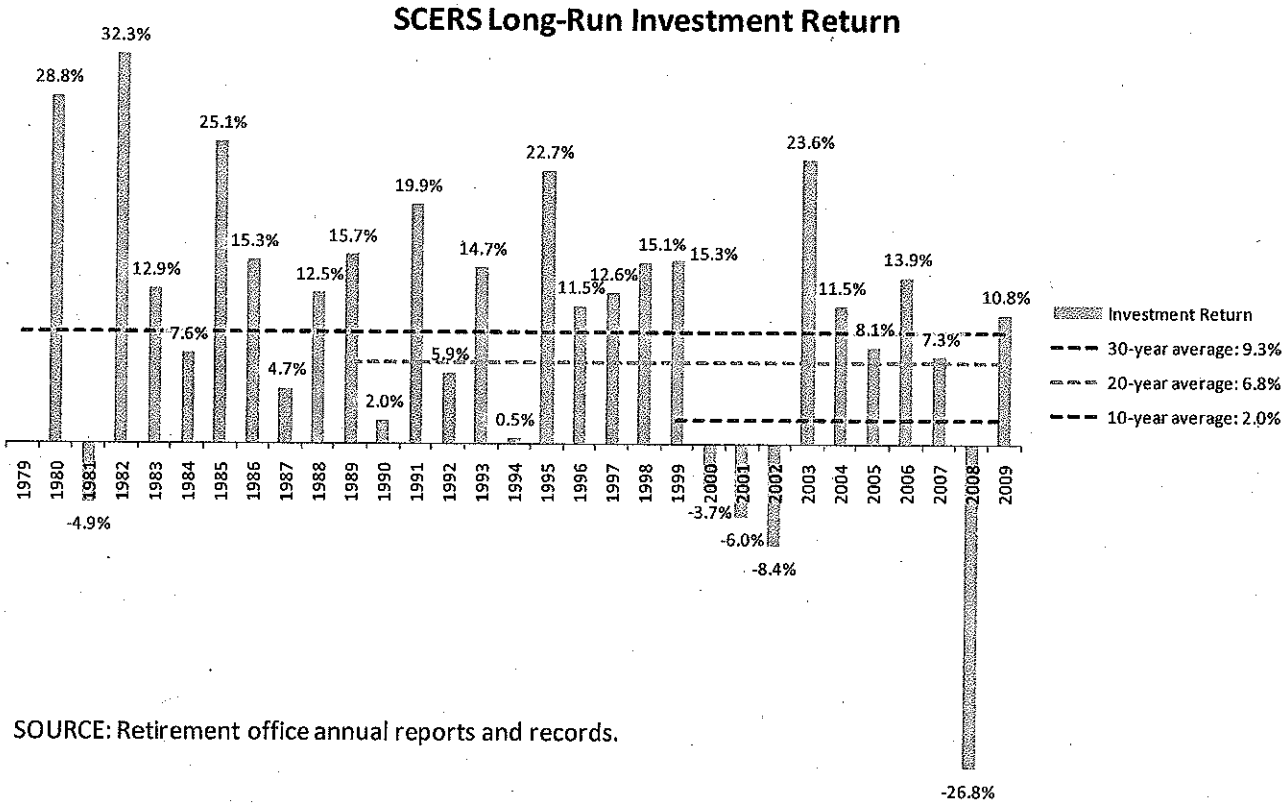
SCERS provides retirement and disability benefits to most City employees who are not in a separate Police or Firefighter pension system. The Retirement Fund is supplied by City contributions and payroll deductions from City employees. These funds are invested by the SCERS Board of Administration in a variety of stock, bond, real estate and other instruments in order to grow and provide sufficient resources to pay the promised benefits. The Retirement Fund currently has about $1.7 billion in assets invested.

Following the market dislocations of 2008 and the recent economic recession, state and local jurisdictions across the country are finding that their retirement funds are not as well capitalized as they should be. SCERS is no exception, having fallen from a 92% funding ratio at the beginning of 2008 to a 62% funding ratio at the beginning of 2010.[1] As a result of these market losses and longer employee lifespans, the system's unfunded liabilities for already-earned benefits total about $1 billion. While there is no near-term risk of running out of money to pay promised benefits, the City must take steps to address these long-run liabilities. The 2011-2012 Proposed Budget raises contributions to the Retirement Fund from the current 16.06% of regular payroll to 20.06% over the biennium, an increase of nearly $24 million per year over 2010 contribution rates. This contribution is currently paid in equal shares by employees and the City.

Actuarial projections show that this proposed increase will not amortize the system's unfunded liabilities over 30 years.[2] To do that, contributions would need to increase to over 25% of payroll. And even that calculation assumes that the SCERS investment portfolio will earn average annual returns of 7.75% going forward. Nationally, analysts are questioning the return rates that retirement systems can realistically achieve in the current market.

[1] To put this statistic in context, retirement analysts regard a funding ratio above 80% and stable or improving as a "safe" level. SCERS is still better capitalized than many comparable major city systems. Also, SCERS faced a similar funding ratio coming out of the early 1980s recession. Contribution rates were increased at that time, and the funding ratio improved slowly over more than a decade, buoyed by strong investment performance, eventually surpassing 100%.

[2] A 30-year amortization is not a requirement. Rather, it is one possible accounting standard recommended by the SCERS Actuary.



SOURCE: Retirement office annual reports and records.

Over the past 30 years, the Retirement Fund has earned an annual average return of 9.3%. However, most of the strongest years were back in the 1980s. Over the past 20 years, the average return was just 6.8%, and over the past 10 years, which saw two major market downturns, the return has averaged just 2.0%, lower even than the inflation rate over the same period. In the wake of 2008, the SCERS Board of Administration is redesigning its investment allocation strategy to improve returns and reduce risk. It is noteworthy that all of the potential portfolios that the Board had to choose from at a recent Investment Committee meeting were projected to earn slightly less than the actuarial assumption of 7.75% on a 30-year compounded basis.

A sensitivity analysis in the 2010 Actuarial Report showed that the investment return is by far the most important factor driving the City's retirement costs. Should the investment portfolio continue to fall short of 7.75% to a significant degree and over a significant length of time, it is not unrealistic to expect that the SCERS pension contributions would rise to more than 25% of payroll. At today's staffing levels, each 1% of payroll requires about $12 million per year in combined contributions from employees and the City.

CONCLUSION: The contribution rate increases in the 2011-2012 Proposed Budget take a significant step toward amortizing the City's unfunded pension liabilities, but they do not guarantee success. Significant risks remain that the City's unfunded retirement liabilities will increase, placing additional burden on City budgets. A new approach is needed.

Cost Containment Study Workplan

As the IDT conducts its research and consults with stakeholders, the City Council is interested in answering the following questions and generating the following analyses:

- How does Seattle's retirement benefit compare to those offered by other public and private entities? What level of benefits is necessary to make the City competitive as an employer?

- What market return can SCERS reasonably expect to earn going forward, and what implications does that have for the affordability of retirement benefits? Essentially, how much are employees, the City, and the taxpayers willing to pay for retirement benefits?

- Since any changes made now are likely to endure for future generations, what employment patterns are young people entering the workforce today likely to experience, and what style of retirement benefit would serve them best? How can the City optimize any tradeoffs between flexibility/portability and retirement security?

- What percentage of pre-retirement income should the City's retirement benefit aim to replace? Given increasing employee lifespans, what is a reasonable age to begin receiving retirement benefits?

- What alternate plan designs appear promising? The City Council would like to approach plan design holistically, taking into account the multiple sources of retirement income (pension, Social Security, and other retirement accounts) available to employees as part of a complete retirement package. Among the alternatives, Council would like see presented:

    1. An option with modest changes to the current SCERS defined benefit (DB) plan on such policy dimensions as:

        - The minimum retirement age and length-of-service combinations at which employees are eligible to begin receiving benefits, perhaps including incentives for later retirement;
        - The percentage of pay provided in retirement;
        - The interest rate paid on employee contributions;
        - Adjustments to annual cost-of-living updates.

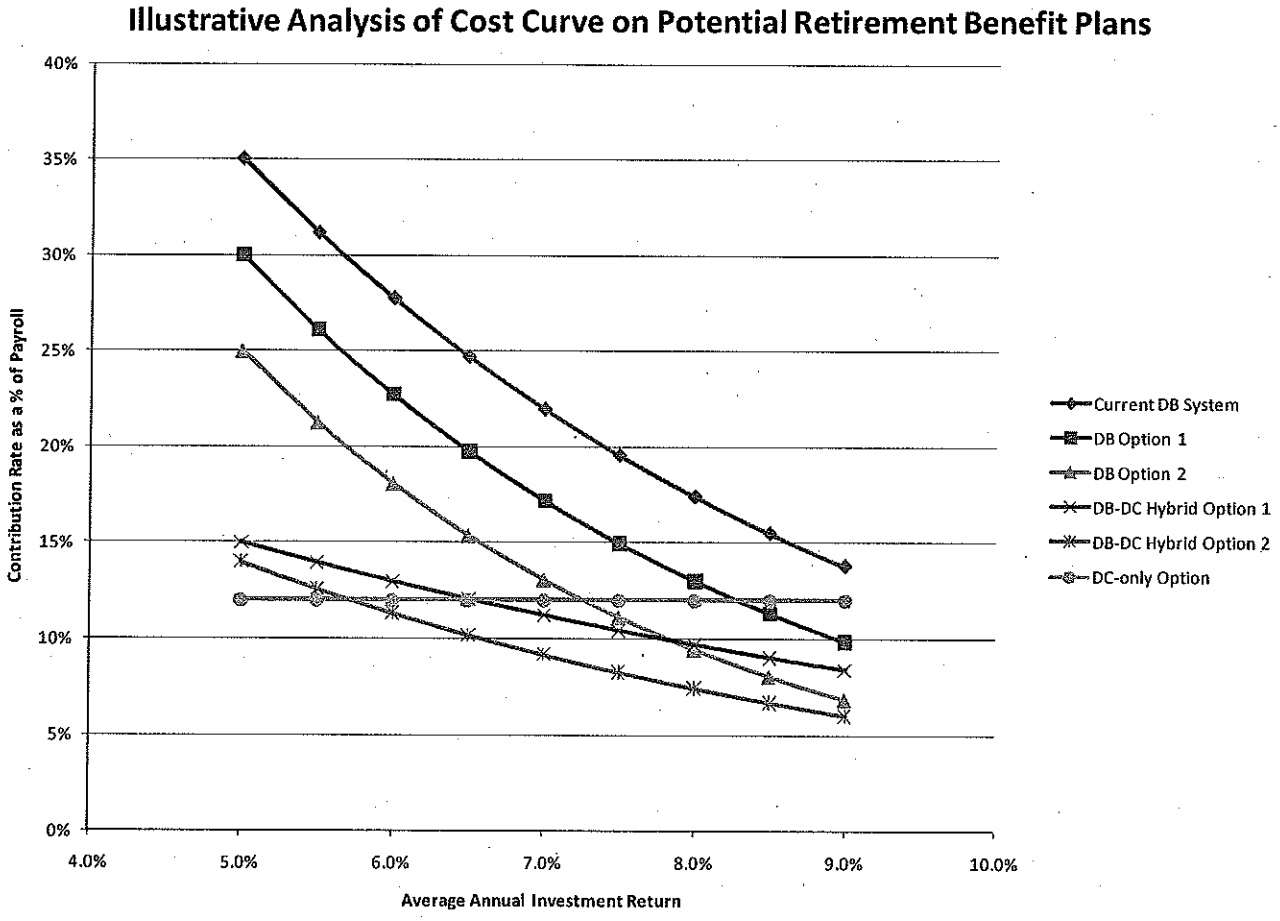
    2. An option with more substantial policy changes to the SCERS defined benefit plan.

    3. One or more hybrid plans such as the one available to Federal employees. These would feature both a defined benefit pension and a defined contribution (DC) account, like the Thrift Savings Plan, possibly with a City match on employee contributions. The guaranteed pension component would replace a lower level of pre-retirement income than SCERS currently does, to be supplemented by the DC account, which would provide employees with more control over their savings level and desired retirement income.

    4. A defined contribution-only plan with a City match on employee contributions. The report should present the likely investment options that would be available to employees, a discussion of how this plan shifts the burden of investment performance risk, and a

discussion of the added portability/flexibility that such plans bring.

- What savings could be achieved by changing the retirement policy? What transition costs must be planned for? For each plan design, the report should present actuarial analyses that project the City's required total contribution rate as a percentage of regular payroll over a range of investment performance scenarios. The result would be a chart in the following style (the figures below are for illustrative purposes only): [3]



- Should some employees (particularly newer members of SCERS who are not yet vested) have the option to choose between the old and new systems?

The Council expects that the IDT will have convened stakeholders and selected its consultants for this report by June 1, 2011. The report to Mayor and Council is due February 15, 2012. The SCERS Board of Administration should make its recommendations to Mayor and Council by March 15, 2012. Mayor and Council will consider legislative proposals in Spring-Summer 2012, with a potential effective date on or about January 1, 2013.

[3] The chart is meant to represent the future "normal" cost of various retirement benefit designs over a range of investment performance scenarios. Such plan changes, if implemented for new hires, would not change the costs associated with unfunded liabilities on already-earned benefits for current SCERS members and retirees. Any overall savings to the City would be gradual and incremental, as a generation of employees cycles through the new benefit.

Responsible Council Committee: Finance and Budget

Date Due to Council: IDT Report due by February 15, 2012; SCERS Report due by March 15, 2012

14) ***Policy Direction for Debt-Financed Municipal Energy Retrofit Projects***
SLI 142-2-A-1

Statement of Legislative Intent:

The Proposed 2011-2012 Budget includes approximately $6.2 million for energy retrofit projects that aim to lower electricity use in municipal facilities. Approaches include changing light fixtures to more energy-efficient alternatives and installing updated heating and air conditioning control systems. The projects are proposed to be financed with Limited Tax General Obligation (LTGO) debt, specifically through Seattle's allocation of federal Qualified Energy Conservation Bonds (QECBs), which offer low interest rates.

The projects involved are:

Department	Project Title	Project ID	2011 Allocation	2012 Allocation
Parks and Recreation	Municipal Energy Efficiency Program - Parks	K732433	$478,000	$0
Seattle Center	Municipal Energy Efficiency Program	S1003	$510,000	$0
Finance and Administrative Services	FAS: Municipal Energy Efficiency Projects	A1GM199	$692,000	$4,200,000
Total*			$1,680,000	$4,200,000

* CIP totals do not include approximately 3% cost of debt issuance.

Central Staff analysis of the project list for 2011 – which includes 36 specific facility retrofits in the three departments above – finds that the proposed portfolio may not meet the spirit of the City's LTGO debt policy, as memorialized in Resolution 30345. The debt policy states that funding sources other than debt should be considered first, and LTGO debt should only be used if the project achieves "positive net revenues after debt service . . . over the life of the debt . . . and on annual basis within the first five years after completion of the project." Similarly, the policy states that projects aimed at driving cost savings should achieve them within the first five years. While the policy does go on to make exceptions for projects under $10 million, the intent is clear that the economic payoff period of projects financed with debt should be short, as a safeguard against more speculative investments and to provide a clear margin of safety for the General Subfund's ability to pay.

In this context, the Council requests that Finance and Administrative Services (FAS), the City Budget Office, and the Office of Sustainability and Environment (OSE) work to improve the 2011 project list before proceeding and substitute some of the more marginal retrofits featuring long payback periods with others exhibiting better economic performance. The goal is for the 2011 project list to comply with the intent of LTGO debt policy, achieving positive net revenues within 5 years, to the extent possible, and in all cases over the life of the debt.

In addition, by June 1, 2011, Council requests that OSE and FAS provide an economic analysis of the forthcoming 2012 project list that includes the following features:

- The specific assets being installed in City facilities;
- The useful life of the assets being installed, noting any cases where the useful life of the asset exceeds the expected useful life of the facility into which it is being installed;
- The energy use reductions and dollar savings expected from the retrofits, including how the projects will satisfy the Internal Revenue Service's 20% energy reduction requirement for QECB financing;
- The capital costs incurred, including interest and debt issuance costs;
- The utility rate increase assumption used in the multi-year savings projections;
- Over what period each individual project and the portfolio as a whole will recover their capital and debt service costs;
- The net present value of each project and the portfolio as a whole;
- Any other quantified or unquantified positive externalities that the projects generate, such as aesthetic improvements or carbon emission reductions via increased wholesale power sales at Seattle City Light.

Responsible Council Committee: Finance and Budget

Date Due to Council: Report due by June 1, 2011

15) FAS-Business Permit and Licensing Review
SLI 48-1-A-1

Statement of Legislative Intent:
The Council requests that the Department of Finance and Administrative Services (FAS) identify and categorize all City-issued licenses and permits required to open and operate a business in Seattle. This review should be done in collaboration with the Office of Economic Development and departments with regulatory authority over business activities including, but not limited to, the Department of Planning and Development, the Seattle Department of Transportation, the Seattle Fire Department, and Seattle Public Utilities. This review should address all business types that could locate in Seattle. However, results may be aggregated by North American Industry Classification System grouping or similar subdivision. FAS is also requested to work with departments to analyze the original purpose of each license and permit requirement and analyze whether the license or permit continues to achieve its intended purpose.

Once completed, FAS is requested to provide a written report by August 1, 2011 that includes the review data, identifies any opportunities for consolidation or change of licensing and permitting requirements, and establishes a scope for analyzing the feasibility of developing a Master Licensing

system (one stop license and permit service) that the City would implement including what staff resources would be needed to do the analysis and a timeline for the analysis.

Responsible Council Committees: Finance and Budget (Lead Committee); Regional Development & Sustainability

Note: This SLI is listed under two Committees: FAB (Lead Committee) and RDS.

Date Due to Council: Report due by August 1, 2011

HOUSING, HUMAN SERVICES, HEALTH AND CULTURE COMMITTEE

16) ***Identifying and implementing efficiencies in administering Human Services Department agency contracts for 2012***
SLI 63-2-A-1

Statement of Legislative Intent:
The Human Services Department (HSD) is requested to provide the Council with the department's plan to modify agency contract administration. This proposal should achieve administrative efficiencies and General Fund (GSF) budget savings within HSD while maintaining acceptable levels of contract accountability, accuracy, oversight, agency coordination and technical assistance. The Council recognizes that budget reductions will likely result in changes to current contracting practices and HSD is encouraged to articulate the potential implications and how the department intends to mitigate and address those impacts. It is the Council's expectation that these changes will not result in any negative consequences for direct service delivery to Seattle residents by contracted community agencies.

As part of this exercise, Council requests that HSD consider and evaluate the following:

- Opportunities across the department's six divisions for consolidation or restructuring of contracting services that yield greater efficiency;
- The extent to which multiple contracts and multiple contract monitors (staff) are necessary for oversight involving only a single agency;
- Workload and work flow analysis and assessment by division with regard to both contract performance monitoring, negotiating and Request for Investment (RFI) processes;
- The value of standardizing procedures and practices across divisions and review of potential technology upgrades or enhancements that could streamline contracting;
- Consolidation of contracts and the potential implications of adopting a "minimum" funding amount for agency contracts such as the City of Austin has to encourage both efficiencies and collaboration among providers; and
- Industry best practices and survey other jurisdictions to evaluate alternative approaches to contracting processes and in particular to review studies already conducted by other jurisdictions such as the City of Berkeley on this topic.

The Council also encourages HSD to consult with contract monitoring staff to directly solicit recommendations for improving and streamlining contracting services.

HSD is requested to provide the Council's Housing, Human Services, Health and Culture Committee a report and briefing on changes to contract administration no later than July 1, 2011. It is the Council's expectation that HSD will meet the budget reduction target of $200,000 in ongoing GSF budget savings beginning in 2012.

Responsible Council Committee: Housing, Human Services, Health, & Culture

Date Due to Council: Report and briefing due by July 1, 2011

17) ***Review of Current City funded Shelters by the Human Services Department***
SLI 65-3-A-2

Statement of Legislative Intent:
The City currently funds more than 1,127 or (90%) of the adult shelter beds in the County. However, it is unclear whether the current funding approach is providing the most appropriate services in the most efficient way possible. For example, the current system may not be structured in a way that effectively meets the needs of the range of individuals seeking temporary shelter, including working individuals, couples, single parents with older children, families, victims of domestic violence, and chronic homeless. Although the City has invested in the Safe Harbors Homeless Management Information System, it is not currently deployed in a manner that provides "real time" information about the availability of beds on any given night.

The Human Services Department will be issuing a request for proposal (RFP) process in 2011 to fund shelter operations.

Prior to issuance of the 2011 RFP, the Council requests the Executive to examine the extent to which the City's current shelters (and system as a whole):

- Are at full occupancy on a month by month basis and the extent to which it is known when or if individual shelters are at full occupancy on a day to day basis;
- Meet(s) the needs of the different homeless populations being served by the shelter system (from working homeless, couples, families, victims of domestic violence, mentally ill/alcohol – drug dependent individuals, chronic homeless) in terms of hours of operation, cleanliness, ability to store personal items, ability of unmarried couples to stay together, etc. and whether models used elsewhere could be implemented to better meet the needs of such populations;
- Are providing the needed services and linkages to move individuals from shelter to housing as required by contracts;
- Should be required to do direct data entry into the Safe Harbors data system and participate in a real time, on line shelter bed reservation system provided as part of the Safe Harbors data system;
- Should be required to participate in at least quarterly meetings of other shelter operators to facilitate better communication and coordination among such providers; and
- Are operating consistent with best practices nationally.

Based on the findings of this work, HSD should recommend possible changes to the criteria for shelter services that would be funded in 2011 RFP. These recommendations should be provided to the City Council before issuance of the RFP.

Responsible Council Committee: Housing, Human Services, Health, & Culture

Date Due to Council: Recommendations due by April 1, 2011

18) Regional Review of Shelter or Interim Housing Capacity
SLI 65-4-A-1

Statement of Legislative Intent:
Homelessness is a national, state and local problem that cannot be ended without significant resources from all levels of government. The City of Seattle invests over $32 million a year in homeless services (shelters, day and hygiene centers, case management). In addition, the City has spent millions of dollars over the last 5 years for the development of permanent housing for the homeless. The City is a full

partner with the Committee to End Homelessness, in efforts to support and work towards ending homelessness in the region.

The City currently funds more than 1,127 or (90%) of the adult shelter beds in the County. Advocates continue to request that additional shelter beds or interim housing be provided to assist all of the region's homeless.

The determination as to whether new shelter beds or interim housing are needed should be made through conversations with our regional partners, including: King County, United Way, Committee to End Homelessness, faith-based organizations, and service providers who have an interest in better understanding the needs for additional shelter and interim housing and the appropriate location for such housing, given the geographic nature of homelessness and the location of the current shelter beds.

The City Council requests the Executive, in collaboration with the Committee to End Homelessness Funder's Group, King County, United Way, faith-based organizations, and service providers, to examine the supply and demand for shelter or interim housing (including indoor shelter, car camping, etc.), and consider the possible location of new housing in geographic areas currently lacking availability of such housing. This review should incorporate the work being done by an organization selected by the Committee to End Homelessness, to help faith-based communities to expand information and education on what these communities can provide in the way of housing and services for homeless.

Responsible Council Committee: Housing, Human Services, Health, & Culture

Date Due to Council: Report due by September 1, 2011

19) ***HSD New Citizen Initiative***
SLI 76-1-A-1

Statement of Legislative Intent:
The State Department of Social and Health Services' Economic Services Administration notified the Human Services Department that all state citizenship funds will be eliminated effective December 1, 2010. This represents a loss of $1,136,000 for the Human Services Department's New Citizen Initiative. It is the Council's understanding that the Initiative will now have $547,000 (combination from General Fund and Seattle Housing Authority) to operate the Initiative. The Council is supportive of the outcomes of this Initiative, but it requests that the Human Services Department provide an evaluation of the Initiative and propose recommendations to mitigate the impacts of these cuts. The report, due by June 20, 2011, shall include:

1. Background and Metrics: The report shall include significant background for the Initiative including intended results, actual results and a detailed description of what results the Human Services Department anticipates losing due to this cut. The report shall identify the actions being taken by local community groups to mitigate the losses. The report will also provide metrics on the results of the program from 2000 (when the City began funding the Initiative) to date, and project metrics as a result of the proposed cuts from the State.

2. Evaluation: The report will evaluate the program as it is currently operated and identify cost saving efficiencies. It should identify best practices around the country, provide Council with an

understanding of what the funding is used for and the prioritization of outcomes expected under this Initiative.

3. Alternative Funding Sources and Models: The report should identify alternative funding sources to support the Initiative in a sustainable manner. This would include alternative models for the program.

4. Outcomes: The report will indicate what outcomes this particular cut will have on the residents of Seattle and identify any unwanted impacts in particular communities in recognition of the City's Race and Social Justice Initiative.

It is anticipated that the report will be a basis for a test period during which new practices will be applied and results monitored. Results may be used to reallocate resources toward the most effective practices during the Council's 2012 budget approval process.

Responsible Council Committee: Housing, Human Services, Health, & Culture

Date Due to Council: Report due by June 20, 2011

20) Increasing housing opportunities for victims of domestic violence
SLI 74-3-A-1

Statement of Legislative Intent:
Raising awareness about domestic violence and increasing the effectiveness of the City's domestic violence programs is one of the Council's stated priorities for 2010. Consistent with this priority, the Council requests that the Human Services Department (HSD) work with the Office of Housing (OH) to study and explore opportunities for addressing the unmet housing needs of domestic violence survivors that reside in the City of Seattle. It is the Council's intent that HSD, with assistance from OH, complete the following in 2011:

1) Determine the extent to which the housing needs of domestic violence survivors in Seattle are unmet and develop recommendations for addressing those needs.

2) Identify and present a prioritized set of actions the City could take to increase the availability of emergency, transitional and permanent housing for victims of domestic violence. These actions should be informed by the research findings and recommendations resulting from the body of work described in 1), above. Policy measures or operational changes that might better prevent domestic violence survivors from experiencing homelessness or allow for rapid re-housing of displaced victims should also be considered.

3) Research the feasibility of partnering with financial institutions and other private entities to identify bank-owned properties that could be donated and converted into housing for victims of domestic violence and their families.

4) Consider the feasibility and possible design of a new City program that would encourage landlords to make privately-owned apartment units available to domestic violence survivors for free or reduced rent.

HSD's formal response to this SLI should take the form of a written report and be delivered to the memberships of the Council's Public Safety and Education (PS&E) and Housing, Human Services, Health, and Culture (HHSH&C) committees by no later than June 30, 2011. Staff presentations on the content of the SLI response will be scheduled for subsequent PS&E and/or HHSH&C committee meetings following the Council's receipt of the written report.

Responsible Council Committees: Public Safety and Education (Lead Committee); Housing, Human Services, Health, & Culture

NOTE: This SLI is listed under two Committees: PSE (Lead) and HHSHC.

Date Due to Council: Report due by June 30, 2011

PARKS AND SEATTLE CENTER COMMITTEE

21) Paid Parking Analysis by Department of Parks and Recreation
SLI 98-1-A-3

Statement of Legislative Intent:
The City Council requests the Department of Parks and Recreation (DPR), working in concert with the City Budget Office, the Seattle Department of Transportation and the Department of Finance and Administrative Services, prepare an analysis of and proposal for paid parking at surface parking lots at selected City parks. DPR should analyze the benefits, costs and effects of implementing paid hourly parking at a small number of sites in the city and should submit a report and proposal to the City Council's Parks and Seattle Center Committee no later than Friday, July 1, 2011.

Preliminary Report and Status Update. The City Council requests that the Parks Department prepare a preliminary report, to be delivered to the Council's Parks & Seattle Center Committee by February 28, 2011. The preliminary report should include a summary of similar analyses conducted in the prior decade, as well as an update on the parameters of this new analysis.

Final Report. The final report should include the following:

1. A list of potential locations – between five and ten parks – throughout the city, where paid parking could be implemented, including the rationale for selection and the number of parking spots included.
2. An analysis of benefits to Park users from paid parking, including increased turnover of existing parking spaces, increased availability of parking spaces at high-demand parks and other social benefits.
3. An analysis of pay-parking models at other public parks.
4. Analysis of transportation alternatives for Park users and access to transit at the selected parks.
5. Analysis of current use at the selected parking lots, including turnover rates, occupancy rates and current parking enforcement policies and practices.
6. Analysis of paid parking's impacts on park users, including disparate impacts to certain user groups and low-income users.
7. Analysis of impacts and effects on surrounding neighborhoods, including current parking availability and the potential need for additional Restricted Parking Zones (RPZs).
8. A discussion of possible rates, including differential rates for high-demand Parks facilities or high-demand times and days, and revenue potential.
9. An analysis of one-time and ongoing implementation costs, including any ancillary costs at the Seattle Department of Transportation, the Department of Finance and Administration and the Seattle Police Department related to signage, operations and maintenance of meters / pay stations and enforcement expenses.
10. An outreach and neighborhood implementation plan.

The City Council's Parks and Seattle Center Committee intends to review this analysis in the summer of 2011, in the context of the Parks Department budget proposal for 2012. City Council is also expecting Department of Parks and Recreation to conduct this analysis with existing staff resources.

Responsible Council Committee: Parks and Seattle Center

Date Due to Council: Preliminary report due by February 28, 2011; Final report due by July 1, 2011

22) Community Center Partnership and Planning Analysis
SLI 101-1-A-1

Statement of Legislative Intent:
The City Council requests that the Parks Department, working closely with their established community leaders and recreational partners (including the Associated Recreation Council and the City's Advisory Councils), the City Budget Office, the City Council and Parks Department employees, conduct research and analysis on:

1. Increased partnerships for the management and operations of the City's Community Centers,
2. Increased partnerships for planning and fundraising for the City's Community Centers,
3. Alternate management, operational and staffing models for the City's Community Centers.

This analysis should have the end goals of (a) increasing the public's utilization of Community Centers, (b) reducing the Community Centers' (almost complete) reliance on General Subfund support, (c) enhancing the Community Centers' ability to attain both short term and long-term financial stability and (d) enhancing the Community Centers' flexibility to make changes to operations to better address the needs and desires of their users.

This analysis should include a review of the following questions and/or issues:

A. What are the historic and anticipated funding trends for the City's Parks Department and for Community Centers? The assumption is that the General Subfund support is likely to become scarcer.
B. What opportunities are available for expanding partnerships with Parks Department's long-term recreational partner, the Associated Recreation Council, to operate and manage Community Centers?
C. What opportunities can be developed for expanding partnerships with other recreational, community or volunteer groups, such as the Boys' & Girls' Clubs, the YMCA, other community non-profits or community associations, to operate and manage Community Centers?
D. What alternative operational models have other cities, counties and governmental entities implemented for their community or recreation centers?
E. How can the Parks Department work more closely with its employees, their labor representatives, neighborhood leaders, and the City's Advisory Councils to find and implement efficiencies and to complete a "boots on the ground" analysis of Community Center operations?
F. Encourage the Parks Department to find efficiencies and alternative schedules to effectively staff the Community Centers. For example, can one Community Center Coordinator manage two Community Centers, instead of the one-to-one ratio in the Parks Department's current staffing model? As another example, do all Community Centers need the same basic structure and amount of staff (4.00 FTE Recreational, plus 1.00 FTE Custodial)?
G. Encourage the Parks Department to find efficiencies in the operational model for Community Centers. This might involve different drop-in hours at different Centers based on demand and need for services, or different drop-in hours depending on the time of year.
H. Encourage the Parks Department, in cooperation with Associated Recreation Council, to develop

consistent methodologies for collecting data on all community center users, including drop in use, classes or activities of interest to users, etc. and consider the use of current technologies in the collection of such data.

I. Encourage the Parks Department to pursue a different pricing model for Community Center services and charge higher entry and enrollment fees to some users, to generate additional revenue to support Community Center operations.

J. Encourage the Parks Department along with Council Central Staff and City Budget Office staff to review the upcoming analysis by the Seattle Parks Foundation regarding long term parks funding issues related to the operation and maintenance of parks and recreational facilities as applicable to community center operations.

The City Council expects that Council Central Staff will work closely with the Parks Department and the City Budget Office on this analysis, and that the Parks and Seattle Center Committee will review the results of the analysis beginning on or around June 2011, including any proposals for 2012 implementation.

Responsible Council Committee: Parks and Seattle Center

Date Due to Council: Report due by June 1, 2011

23) Rowing and sailing centers transition plan
SLI 103-1-A-1

Statement of Legislative Intent:
The Council requests that the Department of Parks and Recreation (DPR), in cooperation with the Associated Recreation Council and the advisory councils for the Green Lake Small Craft Center and the Mount Baker Rowing and Sailing Center, develop a transition plan for successful long-term operations of both centers. This plan should identify the operations goals of DPR's rowing and sailing program, evaluate utilization of the centers, analyze possible alternative management models, and, if possible, make recommendations about how the centers should be operated in the long-term. At least one management option should explore whether the centers could become self-sufficient under a concession agreement or other arrangement. The plan should evaluate the benefits and costs of different operating models. Comparison to models in other cities should be included.

The City's small craft centers serve adults and youth through an array of fee-based programs including rowing, sailing, canoeing, kayaking, sail boarding and conditioning. Both the Green Lake Small Craft Center and the Mount Baker Rowing and Sailing Center provide physical conditioning, team-building and competition opportunities for participants. Youth rowing programs at both centers have won multiple national championships and given young athletes opportunities for college scholarships. More recently, Rainier Valley Rowers has used the Mount Baker facility as its base for introducing rowing to more young people of color. Both facilities are successful due in large part to active community supporters who fundraise for operations, scholarships and capital improvements.

Seattle enjoys a unique advantage over many cities when it comes to water activities, but the advantage of lake access is not sufficient to ensure the success of the City's small craft centers. As DPR seeks ways to minimize General Subfund expenditures and maximize earned income, review of the operations of the small craft boating centers makes sense.

Council requests a draft plan be provided to the Parks & Seattle Center Committee by December 31, 2011.

Responsible Council Committee: Parks and Seattle Center

Date Due to Council: Draft plan due by December 31, 2011

PUBLIC SAFETY AND EDUCATION COMMITTEE

24) Police: Increase scope of Victim Advocates and establish their priority within the Department
SLI 52-2-A-1

Statement of Legislative Intent:
In approving the budget for the Police Special Victims BCL, it is the Council's intent that victim advocates support victims of malicious harassment (i.e., violations of SMC 12A.06.115 or RCW 9A.46.020). It is also the Council's intent that the Police Department and Executive give higher priority to victim advocacy in future budget deliberations.

The Department has seven victim advocates who attend to the medical, emotional and financial needs of crime victims and their family members, and of crime witnesses. They keep victims apprised of the status of crime investigations, and assist officers and prosecutors in strengthening criminal cases by maintaining communication between them and the victims. They provide these services from when the incident occurs until the criminal justice process is completed.

Of the seven advocates, one assists robbery victims; two assist the families of homicide victims and victims of other serious crimes investigated by the homicide unit; two assist victims of sexual assaults; and two assist victims of domestic violence. In reports in 2008 and 2009 on the City's enforcement of bias crimes, the City Auditor recommended that the advocates also support victims of malicious harassment. The Council intends that victim advocates also support victims of malicious harassment, and requests the Department to direct the victim advocates accordingly. The Council requests a written report by June 2011 on the degree to which victim advocates are assisting victims of malicious harassment.

The proposed 2011-2012 budget abrogates two victim advocate positions. A related green sheet (52-1-A) restores these two positions. According to the proposed budget, three of the other five victim advocate positions will be supported by Justice Assistance Grant funding in 2011 and, if this grant is renewed in 2012, also in 2012. The proposed abrogation of the two positions and the placement of three positions on uncertain grant funding reflected the Department's interpretation of the priority of this function in light of the Department's mission and the City's current fiscal situation.

The Council appreciates the clarity of the Department's functional priorities and the general consistency of its budget proposals with those stated priorities. By this statement of legislative intent the Council requests the Department to give victim advocacy substantially higher priority than it does currently. The Council expects victim advocacy to be maintained even without grant funding, and expects that future budget proposals will not propose reducing victim advocacy unless the City's fiscal situation becomes substantially more dire than today.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Report due by June 30, 2011

25) Crime Prevention Review (City Budget Office, Human Services, Neighborhoods, Police)
SLI 55-1-A-1

Statement of Legislative Intent:
In approving the budgets for the Human Services Department, Department of Neighborhoods and Police Department, it is the Council's intent to review the City's crime prevention efforts.

The Council's long term goal is to determine the best possible ways to implement crime prevention strategies that improve safety and the quality of life for citizens. How should these efforts be organized? Who should lead them? What are the specific outcomes we will seek? How will those outcomes be measured?

The first phase of this review, and the focus of this statement of legislative intent, will be an inventory of the City's current direct crime prevention services other than police. This includes services that have crime prevention as either a primary purpose or a secondary or indirect purpose. It does not include activities that may incidentally prevent crime. It also does not include the administration of law enforcement and criminal justice. That is, it does not include the work of civilians in the Police Department who provide organizational or mission support to policing, or the work of the Law Department's Criminal Division and Municipal Court in prosecuting and adjudicating misdemeanors.

The initial inventory will answer these questions:

> What civilian positions in what departments, including but not limited to Human Services, Neighborhoods and Police, provide services that have crime prevention as a primary or secondary purpose?
>
> What contracts executed by what departments provide services that have crime prevention as a primary or secondary purpose?
>
> What are the crime prevention outcomes sought by these services? What kinds of crimes are they trying to prevent, in what locations and circumstances, by what means? Do they involve the community, and if so, how? What information exists about their success in reducing and preventing crime?

The Council requests the City Budget Office to conduct this inventory and provide it to the Public Safety & Education Committee by March 2011.

A subsequent phase will review the effectiveness of the inventoried services and how they complement the proactive policing efforts called for by the Neighborhood Policing Plan. The Council also intends to continue reviewing the best available crime prevention and crime reduction strategies in law enforcement and otherwise, and looks forward to working with the Executive in this.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Report due by March 31, 2011

26) Municipal Court Revenue Reporting
SLI 62-1-A-1

Statement of Legislative Intent:
The City Council requests that the Municipal Court submit a quarterly written report to its Finance and Budget Committee beginning on April 15, 2011 and continuing to April 15, 2012, containing the following:

1. The amount of revenue generated year-to-date by the end of each quarter in both the current and previous year, by each of the following:
    a. The credit card convenience fee;
    b. The deferred finding administrative fee;
    c. The time payments fee;
    d. Garnishments;
    e. Re-issued red light tickets;
    f. Probation monitoring fee; and
    g. Overtime parking default penalty fee.
2. Any variance between the amounts of the fee actually imposed on each person and the $25 fee amount anticipated with the 2011 – 2012 Proposed Budget for the probation monitoring fee. This report should include the number of instances of waiver, or reduction in the fee, the amount of any fee reductions, and a general discussion of the reasons (such as indigence) for reductions or waivers. Each fee reduction or waiver need not be reported separately; it is acceptable to report total numbers of reductions within ranges, such as the number reduced to between 50% to 100% of the full fee; the number reduced to between 30% to 50%, the number reduced to between 10% and 30%, and the number completely waived.
3. For each item in #1 above an assessment of the reasons, such as seasonal variation, for any significant variance between actual revenues collected and the revenue estimated with the 2011 – 2012 Proposed Budget.
4. Total amount of traffic and parking fines referred to magistrates for mitigation hearings and the total amount ultimately imposed by the magistrates.
5. What proportion of those fines referred to in #4 above are imposed by the magistrates in the full amount referred to the magistrates, and what proportion receive reductions, by ranges of the reduction amounts as described in item #2 above.

Discussion:

The 2011 – 2012 Proposed Budget relies upon revenues from Municipal Court fee increases and revised collection measures for over $1.2 million in increased GSF revenue. The Council would like to stay informed of the actual collection of this revenue so that any General Subfund budget shortfalls may be addressed in a timely way.

Also, the Council is interested in the court's policy toward reduction or waiver of traffic and parking fines in mitigation hearings.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Quarterly Reports due by April 15, July 15, and October 15, 2011; January 15 and April 15, 2012

27) Municipal Court and other City collections contracting analysis
SLI 62-2-A-1

Statement of Legislative Intent:
The City Council requests that the Municipal Court and the City Budget Office prepare an analysis of contracts related to bad debt collection entered into by the Municipal Court, as well as other City departments, including:

1. How many contracts are issued by each City department?
2. What is the duration of each contract?
3. What services are to be provided under each contract?
4. How many sub-contractors are retained and for what services?
5. What rates and fees are paid to contractors?
6. What are the comparative collection success rates for each contractor?
7. Is the court in particular, and City in general, following best practices for debt collection as practiced in other cities?
8. Are there new practices that could be employed?
9. Is the collections agency used by the court the same as other departments use or do we use multiple agencies throughout the City?

Discussion:
The City Council would like to know if the City is following best practices with respect to the collection of bad debts. The Council seeks a clear picture of with whom and how we collect bad debts, including a comparison of collection success rates among the contractor(s) and sub-contractors used by the Municipal Court, as well as other City departments.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Report due by May 2, 2011

20) Increasing housing opportunities for victims of domestic violence
SLI 74-3-A-1

Statement of Legislative Intent:
Raising awareness about domestic violence and increasing the effectiveness of the City's domestic violence programs is one of the Council's stated priorities for 2010. Consistent with this priority, the Council requests that the Human Services Department (HSD) work with the Office of Housing (OH) to study and explore opportunities for addressing the unmet housing needs of domestic violence survivors that reside in the City of Seattle. It is the Council's intent that HSD, with assistance from OH, complete the following in 2011:

1) Determine the extent to which the housing needs of domestic violence survivors in Seattle are unmet and develop recommendations for addressing those needs.

2) Identify and present a prioritized set of actions the City could take to increase the availability of emergency, transitional and permanent housing for victims of domestic violence. These actions should be informed by the research findings and recommendations resulting from the body of work described in 1), above. Policy measures or operational changes that might better prevent domestic

violence survivors from experiencing homelessness or allow for rapid re-housing of displaced victims should also be considered.

3) Research the feasibility of partnering with financial institutions and other private entities to identify bank-owned properties that could be donated and converted into housing for victims of domestic violence and their families.

4) Consider the feasibility and possible design of a new City program that would encourage landlords to make privately-owned apartment units available to domestic violence survivors for free or reduced rent.

HSD's formal response to this SLI should take the form of a written report and be delivered to the memberships of the Council's Public Safety and Education (PS&E) and Housing, Human Services, Health, and Culture (HHSH&C) committees by no later than June 30, 2011. Staff presentations on the content of the SLI response will be scheduled for subsequent PS&E and/or HHSH&C committee meetings following the Council's receipt of the written report.

Responsible Council Committees: Public Safety and Education (Lead Committee); Housing, Human Services, Health, & Culture

NOTE: This SLI is listed under two Committees: PSE (Lead) and HHSHC.

Date Due to Council: Report due by June 30, 2011

28) 2011 Fire Fees Rates Process
SLI 87-2-A-1

Statement of Legislative Intent:
The City Council requests that the Fire Department and the City Budget Office present a report on its fire fee schedule to the Public Safety and Education committee by March 31, 2011. The report should resemble a utility rate study and include the following elements:

1. The set of costs that flow into fire fee rates and charges, including appropriate allocations for a share of overhead costs for central administration (Chief's office), City Central costs, space rent, etc. Any opportunities for cost savings via streamlining current work processes should be presented here as well.

2. The allocation method by which those raw costs are grouped into cost centers.

3. The allocation method by which those costs centers are mapped to customer classes. This mapping will identify the projected demand for each type of permit or fee and identify patterns of subsidy available to different customer classes.

4. The rate design by which customer classes are charged for specific items, which may include flat fees, initial vs. renewal fees, and/or hourly rates for time spent. Alternative rate designs for any fees requiring updates should be presented here as well.

The Council intends to set policy parameters for future fire fee ordinances in 2011, possibly including differential patterns of subsidy for the various customer classes who may have different price elasticities of demand. The Council intends to revisit fire fees periodically, possibly every two years at the beginning of each biennial budget.

Background

The Fire Department charges a variety of fees for permits, inspections and plan reviews that protect public safety by ensuring that hazards are registered and that businesses and venues adhere to the fire code. These fees are projected to take in about $4.2 million per year from a variety of clients, including hazardous materials handlers, special event organizers, and real estate developers. By department practice, but not by formal policy or ordinance, the fees are set at a level to recover about 75% of the Fire Department's costs associated with the permitting and review functions, mostly in the Fire Marshall's office. Around that average recovery rate, some fees recover more than 75% of their costs, others less. Any amounts not recovered by fees are subsidized by General Subfund revenues.

As discussed in budget review, Seattle's fire fees are generally higher than those charged by neighboring jurisdictions, some of which do not appear to link fee rates to specific cost recovery levels. Council is interested in examining the fee structure more closely, choosing an overall subsidy level (with due consideration of the potential budget impacts), setting policy on subsidy levels for different customer classes, and examining current costs to identify opportunities for savings.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Report due by March 31, 2011

29) Parking scofflaw program (Transportation, Municipal Court, Police, General Subfund revenue)
SLI 125-2-A-3

Statement of Legislative Intent:
In approving C. B. 117025 and creating a parking scofflaw program, it is the Council's intent that the new program be administered in a just and fair manner that (1) allows for the owner/operator of a vehicle to gain its immediate release, (2) allows for credit card, cash and time-payment plans, and (3) includes an advance-of-implementation public notification effort designed to alert violators that continued non-compliance will result in vehicle booting, towing, and possible sale of the vehicle.

For informational purposes, the Council requests that the Executive provide a draft copy of any RFI or RFP to the Public Safety and Education Committee prior to its release. The Council also requests that the executive provide a business plan for implementation of the program prior to implementation and subsequent quarterly reports for the first year of the program.

Because of the complexity of the proposed program, and because the potential impact on vehicle owners is significant, the Council requests that an interdepartmental team be formed to address planning, implementation, public notification and education, and issues related to the race and social justice impacts of the program. This interdepartmental team should be led by the Finance and Administrative Services department and include representatives from SPD, Municipal Court, SDOT and the Office for Civil Rights.

Background

C. B. 117025 creates a new program to boot and impound vehicles in parking scofflaw status. Scofflaws are vehicle owners with four or more outstanding parking infractions who have failed to respond to multiple Municipal Court instructions and warnings. In almost all cases, the past due accounts have been sent to a collection agency for action. The ordinance allows a scofflaw's vehicle to be immobilized with a boot. If the vehicle owner pays the past-due infractions and the booting fee within 48 hours of the boot being applied, the boot contractor will enable the owner to release the boot. If not, the vehicle will be towed. Full payment must be made or a time-payment arrangement agreed upon before the vehicle will be released. Per RCW 46.55, if the vehicle is not redeemed within 15 days the tow company may sell it. Overall, the scofflaw booting program is intended to increase parking availability, increase the incentives for scofflaws to pay their outstanding tickets, and increase compliance with parking regulations.

Currently over 25,000 vehicles are in scofflaw status. About 85% of scofflaw vehicles owe less than $1,000 in fines and penalties to the City. Current code allows the Police Department to tow for scofflaw if the vehicle is found in violation of another parking rule. Police Department research has found that nine out of ten vehicles, when found in scofflaw status, are not violating another parking rule. With the few that can be towed for scofflaw, owners often remove the required impound notice before the tow can be completed. If impounded, scofflaw violators are not required to pay any citations prior to vehicle release. Consequently, parking citations are often ignored and accumulate because there is little incentive for payment, resulting in reduced opportunities for effective parking management. Vehicles in scofflaw often are found parked in dense business and residential areas including downtown, Capitol Hill, and the University District, contributing to parking shortfalls for law-abiding residents.

The new program calls for time payment options at several points: first when the scofflaw receives the notification of scofflaw status and the vehicle's vulnerability to boot and impound; then if and when the vehicle is booted; and then, if the boot is not released, after the vehicle is impounded.

The Council's intent

The Council believes all drivers should follow the City's parking regulations. The Council also believes the Municipal Court provides good opportunities for someone cited for a parking violation to contest the citation, request reduction of the fine, request community service as an alternative to the fine, or make time payments. Parking scofflaws are persons who have failed to take these opportunities at least four times. The new program is intended to be a more effective means for enforcing parking citations and thus for enforcing parking regulations, and the Council concurs with this intent.

The new program nevertheless contains the potential of impounding and selling the vehicles of low-income persons who cannot immediately pay their outstanding parking fines and who use their vehicles for work or basic family responsibilities. In such cases the penalty may be greater than is justified by the offense. The Council wants to ensure that those who in good faith want to pay their outstanding parking fines are able to do so, and do not lose their vehicles from lack of opportunity to fulfill this obligation.

There are two points at which this opportunity is especially important. One is when the vehicle is booted, before it is towed. The program should provide a means for arranging time payments at this point, and for paying with cash. The other is after the vehicle is towed if the boot is not removed. The program should again provide adequate opportunity to arrange time payments before the vehicle is sold.

The Council requests the Executive to include detailed plans for time payments and cash payments as part of the business plan due to Council prior to implementation of the program. This report should also explain how the process by which persons returning a boot to the boot contractor after being allowed to release it will comply with the Americans with Disabilities Act, and what the most convenient options can be for returning the boot (for example, whether the boot could be left at a fire station).

The business plan should also include a description of the scope of the problem with scofflaw violators, including a listing of the number of individuals by the number of parking infractions and the outstanding financial value of the penalties, fees, and fines owing. This listing should have three columns as follows:

Number of Outstanding Parking Infractions	Number of Individuals	Financial Value of Penalties, Fines and Fees
1	000	$00,000
2	000	$00,000

The column titled "Number of Individuals" should report an individual only once in the report in the row that accurately reflects the highest number of outstanding parking infractions.

The Council also requests the Executive to report on the actual implementation of the program on a quarterly basis for one year following implementation. This report should include:

The number of vehicles booted, the number subsequently towed, and the number subsequently sold;

The number of persons who paid with cash to remove the boot;

The number of persons successfully arranging for time payments to remove the boot, and the number successfully arranging for time payments to remove the vehicle from impound;

The geographic distribution of vehicle bootings and tows under the program, and, if possible, the geographic distribution of residences of those whose vehicles were immobilized, both in comparison to the current geographic distribution of scofflaws;

The number of parking scofflaws who paid their outstanding fines after the program was announced or upon being notified of their scofflaw status, without having their vehicles booted;

The number of parking scofflaws who paid their outstanding fines after having their vehicles booted;

How the parking scofflaws who paid their outstanding fines compare in the number of outstanding fines to those not paying their fines; and

The estimated overall effect of the program on the number of parking scofflaws and the total outstanding parking fines owed to the City.

Responsible Council Committee: Public Safety and Education

Date Due to Council: Draft copy of RFP / RFI due prior to release; Business Plan due sixty days prior to implementation; Quarterly reports due for one year following implementation

REGIONAL DEVELOPMENT AND SUSTAINABILITY COMMITTEE

30) OED-Increasing Small Business Access to New Markets
SLI 23-1-A-2

Statement of Legislative Intent:
The Council requests that by June 30, 2011 the Office of Economic Development develop options for providing market research support to small businesses (those with 10-100 employees and revenues between $1 million and $50 million annually) within OED's targeted sectors that include Manufacturing and Maritime, Healthcare and Life Sciences, Content Technology, Energy Efficiency, and Retail, Food and Hospitality. Options considered should include those services that are currently in existence, for example the existing service offered by Western Washington University's Business Competitiveness Center, as well as identifying new options, for example the option of establishing a "corporate librarian" as part of the Seattle Public Library system. OED is requested to identify the options, identify the costs for each option, and provide recommendations on implementation in writing to the Committee.

Background:
One of the challenges for small business retention and expansion is the capability to do market research that assists businesses in accessing new markets. Services exist for large companies, but small companies cannot generally access or afford these services. Currently, OED's work in this area is limited to connecting companies to opportunities within the City of Seattle and informal match-making, but does not include providing GIS data, customer segmentation information, and other market research that large companies depend on to identify new markets.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Report due by June 30, 2011

31) OED-Citywide Business Advocacy Team
SLI 24-1-A-1

Statement of Legislative Intent:
The Council requests that the Citywide Business Advocacy Team be formally established as an on-going interdepartmental team (IDT). The Council requests that the Office of Economic Development (OED) convene the Advocacy Team and that key personnel be designated to participate on the Advocacy Team from OED, Seattle Public Utilities, Seattle Department of Transportation, Seattle City Light, the Seattle Fire Department, Department of Planning and Development, and Finance and Administrative Services.

The mission of the team would be to:

- provide business assistance and case management for businesses that need assistance in working through specific issues related to one or more city departments;
- identify systemic and/or recurring issues, barriers that unintentionally impact specific industries (e.g., biotech, farmers markets, street vendors, etc.) and regulatory challenges;
- provide input to departments on opportunities for continuous process improvements;
- recommend to the Council and the Executive policy modifications and process improvements.

The emphasis of the Citywide Business Advocacy Team would be on small and medium businesses, but would include business assistance and case management for large businesses when needed.

Beginning July 15, 2011, OED is requested to provide an annual briefing and a report in writing to committee on the issues and challenges identified by the Citywide Business Advocacy Team, and recommendations for policy modifications and process improvements that improve the City's responsiveness to businesses.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Annual report and briefing due starting July 15, 2011

32) OED-Environmental Services for Businesses
SLI 26-1-A-1

Statement of Legislative Intent:
The Council requests that the Office of Economic Development coordinate, integrate, and improve access to the array of City environmental sustainability services and the Seattle Climate Partnership Program components as part of OED's business expansion and retention program. This will involve working with other departments to identify and coordinate environmental services and to unify outreach and services to businesses. OED is requested to develop an outreach strategy that communicates this coordinated service to businesses. OED is also requested to identify systemic and/or reoccurring issues, process improvements, policy modifications, and ideas for new services and make recommendations to the Citywide Business Advocacy Team. OED is requested to report back in writing to committee on the results of its efforts by December 1, 2011.

Background:
The Office of Economic Development (OED) manages a business services program to support Seattle's business community. The program helps businesses navigate permitting and regulatory issues, access financing, and provides other technical resources. The goal is to support the start-up of new businesses and the growth of existing ones. City departments also offer a suite of environmental services to help businesses become more environmentally sustainable. One of these services is the Seattle Climate Partnership Business Program, which has recently moved to OED from the Office of Sustainability and Environment. This program works with businesses to reduce their carbon footprint and increase their competitiveness through the implementation of more energy efficient techniques and procedures. From a business owner's perspective, it can be challenging to navigate the array of environmental services that the city offers and evaluate what may be appropriate for their business.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Report due by December 1, 2011

33) ***OED-Business Services for Micro Businesses***
SLI 27-1-A-1

Statement of Legislative Intent:
The Council requests that by August 15, 2011 the Office of Economic Development (OED), provide, in writing, a review of the business support services provided to micro-businesses in Seattle, with a particular focus on how these services are promoted and communicated to micro-businesses. Micro-businesses are defined as companies with 5 or fewer employees. The report should identify collaborative efforts with community partners and efforts being made to let new micro-businesses know about City and community services tailored to their needs. The report should also identify opportunities for improving current services, and ideas for better communication with micro-businesses about the services that are available.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Report due by August 15, 2011

34) ***Clarifying the City's workforce development policies and investments in Office of Economic Development***
SLI 29-1-A-2

Statement of Legislative Intent:
The City can and must play a critical role in preparing our youth and residents for postsecondary and career success to support an equitable and sustainable economic recovery. Individuals with postsecondary education and/or training have the best opportunity at earning a family supporting wage. Yet, over half of Washington's working-age adults have no college degree. At the same time, it is projected that 67% of Washington State job vacancies will require post secondary degrees by 2018.

The City's investment in this area has historically been in the Seattle Jobs Initiative (SJI). SJI provides adult education and training to connect low-income/low-skill Seattle residents with jobs in growing local industry sectors that offer benefits and career advancement. In addition to skills training, SJI aligns support services – case management, housing, transportation, childcare, counseling, and college navigation – to support training completion, job placement and long-term job retention. These are important services provided to Seattle residents.

There are opportunities to leverage the City's investment in SJI to achieve greater alignment and scale of postsecondary attainment programs. SJI has recently piloted a strategy that focuses its client services toward post-secondary attainment (including technical, community college, or university credential). This could require a future shift in how SJI deploys its services.

In addition, there are also a number of entities that are beginning to focus on post-secondary attainment, including the Gates Foundation, Seattle Foundation, Seattle Community College District, Workforce Development Council, SkillUp Washington, and others. The City could play an important role in advocating for increased coordination and collaboration across these multiple efforts that may benefit the City's low-income working adults.

The Council requests that the Office of Economic Development (OED) complete the following work during 2011 related to clarifying the City's workforce development policies and investments:

1. Provide a report describing the program components and budget for the Seattle Job's Initiative's 2011 contract. Program component shall include, but not be limited to the provision of: adult education and training to connect low-income and low-skill Seattle residents with jobs in growing local industries that offer benefits and career advancement; and support services such as, case management, housing, transportation, childcare, counseling, and college navigation – to support training completion, job placement and long-term job retention. Due Date: January 30, 2011

2. Provide a report describing OED's proposed investments in workforce development and OED's approach for increasing regional alignment around workforce education and postsecondary attainment. The report should describe 1) the role of workforce development providers and investors including the Gates Foundation, Seattle Foundation, Seattle Community College District, Workforce Development Council, SkillUp Washington, and others; and 2) how the City's investments can leverage and maximize outcomes for low-income and low-skill adults. This should include the development of a common framework that includes goals, and methods to evaluate and measure progress. Due Date: April 2, 2011

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: SJI Report due by January 30, 2011; Overall Workforce Development Report due by April 2, 2011

35) ***Planning for Potential 2012 Library Levy***
SLI 33-1-A-3

Statement of Legislative Intent:
The Council requests that the City Librarian work with the Library Board, the Executive, the City Attorney's office and Council staff in 2011 to develop a potential Library Levy to provide ongoing funding for a portion of The Seattle Public Library's (SPL) budget. The anticipated date of a potential Library Levy is 2012, with funding available in 2013.

The City Librarian is requested to submit the following:

- by the end of first quarter 2011, a proposed workplan for developing a Library Levy and a timeline that displays the annual levy amounts for all existing and proposed City levies for the full term of each levy;
- by the end of second quarter 2011, a proposed public engagement strategy for developing a Library Levy; and
- by the end of 2011, a proposal for a Library Levy that would fund a portion of SPL's budget in place of current General Subfund support, and restore and expand support to achieve a more optimum level of library services.

The public engagement strategy may include the creation of a citizens advisory committee and/or public hearings. The proposal should include at least two Levy options that would provide SPL with different levels of funding.

Background:
SPL's heavy reliance on the General Subfund makes it particularly vulnerable to fluctuations in City revenues. Over the past two years, this vulnerability has grown increasingly apparent as competing pressures on the General Subfund have resulted in decreased operating hours at branch libraries and reductions to SPL's collections budget. As part of the 2010 budget process, the Council adopted a Statement of Legislative Intent (SLI 95-1-A-1) that called on the City Librarian to work with the Library Board, the Executive, the City Attorney's Office, and Council staff to explore potential new sources of ongoing revenue for SPL. In July 2010, the Council's Regional Development and Sustainability Committee was briefed on the results of this work and the Council moved to file Clerk File 310921, which contains SPL's formal response to the SLI.

After reviewing the financing options described in the City Librarian's SLI response, the Regional Development and Sustainability Committee expressed particular interest in using a voter-approved Library Levy to support a portion of SPL's budget on an ongoing basis.

The City's annual regular levy typically results in a rate that is less than its total statutory authority of $3.60 per $1,000 of assessed value. While there may be competing priorities for the City's unused levy capacity, at this time there is capacity to add a Library Levy. In 2011 and 2012, General Subfund support for SPL will be around $50 million per year. It is anticipated a Levy would provide a portion, but not all, of that amount in 2013 and beyond.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Workplan and timeline by March 30, 2011; Public Engagement Strategy by June 30, 2011; Library Levy Proposal by December 30, 2011

15) FAS-Business Permit and Licensing Review
SLI 48-1-A-1

Statement of Legislative Intent:
The Council requests that the Department of Finance and Administrative Services (FAS) identify and categorize all City-issued licenses and permits required to open and operate a business in Seattle. This review should be done in collaboration with the Office of Economic Development and departments with regulatory authority over business activities including, but not limited to, the Department of Planning and Development, the Seattle Department of Transportation, the Seattle Fire Department, and Seattle Public Utilities. This review should address all business types that could locate in Seattle. However, results may be aggregated by North American Industry Classification System grouping or similar subdivision. FAS is also requested to work with departments to analyze the original purpose of each license and permit requirement and analyze whether the license or permit continues to achieve its intended purpose.

Once completed, FAS is requested to provide a written report by August 1, 2011 that includes the review data, identifies any opportunities for consolidation or change of licensing and permitting requirements, and establishes a scope for analyzing the feasibility of developing a Master Licensing system (one stop license and permit service) that the City would implement including what staff resources would be needed to do the analysis and a timeline for the analysis.

Responsible Council Committees: Finance and Budget (Lead Committee); Regional Development & Sustainability

Note: This SLI is listed under two Committees: FAB (Lead Committee) and RDS.

Date Due to Council: Report due by August 1, 2011

36) Tribal Liaison Position in Office of Intergovernmental Relations
SLI 49-1-A-1

Statement of Legislative Intent:
The City Council intends that the work of the new tribal liaison position authorized in the budget for the Office of Intergovernmental Relations not be restricted to formal government-to-government interactions with the tribal governments of the region and state, but also extend to building stronger relationships with the broader native American community and specifically the native American residents of Seattle.

Background:
The Mayor's 2011-2012 proposed budget adds one new position to the Office of Intergovernmental Relations (OIR). Seattle Public Utilities, Seattle City Light and the Seattle Department of Transportation will provide much of the funding for the position as the departments frequently have important matters to discuss and negotiate with these tribal governments. It is clear from the budget document that this position would serve as a formal liaison between the City of Seattle and the native American tribes located here in the Puget Sound region and throughout the state.

The purpose of this SLI is to express Council's intent that the role of this new position not be limited to this formal role, but also to serve as a liaison who will work to build stronger relationships with the broader native American community of Seattle and the region.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: n/a - no due date

37) Coordinating and consolidating the City's public tree planting and education programs
SLI 114-2-A-1

Statement of Legislative Intent:
The Council requests that by May 16, 2011 the Office of Sustainability and Environment (OSE) provide a range of options for Council to consider regarding the administration of the City's tree planting and education programs that directly involve the public. OSE should be sure to coordinate with the Department of Neighborhoods (DON), Department of Parks and Recreation (DPR), Seattle Department of Transportation (SDOT), Seattle Public Utilities (SPU), and Seattle City Light (SCL) to determine how best to administer, coordinate, and perhaps further consolidate the City's tree planting and education programs.

The report should include the following:

1. Identify and evaluate current department tasks, staffing and funding related to tree planting and education programs that directly involve the public or have a public participation component.

2. Clarify relationship of public tree planting and education programs with Urban Forest Management Plan (UFMP) goals and implementation.

   While the 2011- 2012 Proposed Budget consolidates some monies dedicated to the purchase and planting of trees and public education related to tree care, it is unclear how the proposal fits into the broader context of the City's UFMP activities and how it will help to advance the goals of the UFMP.

2. Identify options to implement public tree planting and educational programs.

   To the extent possible, options should be developed that use the City's existing infrastructure and expertise. One option could contemplate the possibility of administering the program through the DON Neighborhood Matching Fund (NMF) while strengthening the NMF program to provide on-going tree maintenance and care, while another option could include administering the program through SPU's natural yard care or drainage program. However, the range of options should not necessarily be restricted to these two departments. In addition, OSE should address whether it makes sense to further consolidate the City's tree planting and outreach activities involving the public and identify which City department(s) is best positioned to administer and implement a newly consolidated program.

   Council will consider the following factors when evaluating the range of options:

   - Administrative efficiency & effectiveness
   - Availability of technical expertise and education to the community
   - Improvements in long-term tree survival via education and outreach
   - Maximization of grant funds and direct services available to the public

   Once Council has evaluated the proposed options and identified a preferred option for proceeding, it will lift the green sheet 114-1-a-1 proviso on funds for tree grants and tree education programs and transfer any funds as necessary to the appropriate department to administer.

Responsible Council Committee: Regional Development & Sustainability

Date Due to Council: Report due by May 16, 2011

SEATTLE PUBLIC UTILITIES AND NEIGHBORHOODS COMMITTEE

38) Refocusing and prioritizing DON's community outreach and engagement functions
SLI 113-5-A-1

Statement of Legislative Intent:
The City Council requests the Executive evaluate the Department of Neighborhoods (DON) community outreach and engagement functions and the resources used to support them. This evaluation should result in a report that does the following:

1. Identifies new approaches for implementing community outreach and engagement activities given that fewer resources are available for these activities;

2. Determines DON's most value-added community outreach and engagement activities that help strengthen communication and understanding between the City and neighborhoods and are most effective in engaging people who are unfamiliar with navigating city bureaucracy; and

3. Identifies options for how DON can best support other city departments in working with the community to conduct outreach and implement projects (this piece should be done in cooperation with other city departments);

4. Prioritizes the roles and responsibilities of the Neighborhood District Coordinators (NDCs) based on the responses to # 1, 2, and 3 above;

5. Determines whether the Executive needs to realign DON's 2011- 2012 departmental resources to help implement its primary mission, i.e. community-building and engagement, and if so, how it should be done.

6. As appropriate, addresses how DON's community outreach function can serve to support Council's goal of having the City develop and implement a streamlined approach to the application, evaluation and award of City-funded community grants. (This goal is further articulated in SLI 116-1-A-1.)

As part of its evaluation, the Executive should solicit feedback from the public using a variety of mediums, such as community meetings, online surveys, and focus groups. The Executive should seek feedback from existing stakeholder groups as well as the broader public that may be unaware of DON's services and activities.

While the Executive is carrying out this evaluation, it should provide briefings to the Seattle Public Utilities and Neighborhoods Committee on its progress and interim results.

Background
Since the budget process does not allow adequate time to evaluate the impacts of the Executive's decision to eliminate six NDC positions, Council is restoring three of the six NDC positions. This will result in a total of ten NDC positions funded in 2011- 2012.

While the Executive is conducting the evaluation requested in this SLI, Council expects DON will reallocate the NDC resources appropriated in the 2011- 2012 budget to ensure all thirteen of the City's Neighborhood Districts will continue to be served by the NDC's, albeit at a reduced level.

Council expects that any options proposed by the Executive for reorganizing or reprioritizing the work of the NDCs and DON generally will be sustainable and based upon existing resources appropriated within DON's 2011- 2012 budget.

Responsible Council Committee: Seattle Public Utilities & Neighborhoods Committee

Date Due to Council: Report due by July 1, 2011; Periodic briefings due to Committee during report development

39) ***Report on SDOT position for pay station graffiti control***
SLI 8-2-A-1

Statement of Legislative Intent:
The Council requests that by March 1, 2011 Seattle Public Utilities (SPU) and the Seattle Department of Transportation (SDOT) submit a report identifying how best to implement the Seattle Public Utilities and Neighborhoods (SPUN) Committee's recommendation for a tonnage tax-supported graffiti position in SDOT for pay station graffiti control.

During its review of 2011-2012 solid waste rates, the SPUN Committee considered recommendations from the 2010 City Auditor's report on City graffiti control efforts, and agreed with the recommendation to transfer a SPU graffiti position to SDOT for pay station graffiti control. By recommending a "transfer," the Committee assumed no significant cost increases or net new positions would be associated with the action (Technically, however, a budget action to transfer a position would eliminate a SPU position and add a SDOT position). Implementing the Committee's recommendation requires resolution of several issues including: Which position should be transferred? If a filled position is transferred, do job classification and work process issues needed to be resolved? What is the reasonable cost of the position in SDOT and what billing and payment procedures are needed for SDOT to obtain tonnage tax reimbursement from SPU?

The report requested in this Statement of Legislative Intent should describe how best to implement the Committee's recommendation, so that the following Council goals are accomplished:

- The position will ultimately be assigned to SDOT and the position's work plan directed by SDOT.
- SPU tonnage tax revenues will fund the position and associated vehicle and materials costs in 2011 and 2012 but not SDOT indirect cost recovery. It is anticipated that no more than $95,000 of tonnage tax revenues will be allocated to support the SDOT position over a 12-month period.
- Funding for the position must be accomplished with no further increases in tonnage taxes beyond those proposed in green sheet 8-1-A and C.B. 117029.

The report should include the method of adding the SDOT position (transfer of a filled SPU position, transfer of a vacant SPU position, etc), the recommended position to be transferred, how the position will be integrated into SDOT's work processes to best eradicate and prevent graffiti on pay stations, refined cost estimates for the position, and an agreement between SPU and SDOT on billing and

payment practices. If costs of the SDOT position are not entirely covered by the level of tonnage tax payment in the above-listed Council goals, the report should describe how SPU and SDOT will cover the excess costs.

It is anticipated that an ordinance to authorize the position and funding changes will be proposed in early 2011 based on the report's recommendations.

Responsible Council Committee: Seattle Public Utilities and Neighborhoods

Date Due to Council: Report due by March 1, 2011

40) HSD utility low income enrollment and outreach
SLI 11-1-A-1

Statement of Legislative Intent:
The Council requests that by May 1, 2011 the Human Services Department (HSD) submit a report that recommends how enrollment of low income customers can be significantly increased without increasing City staffing and funding. The report should be developed in coordination with Seattle Public Utilities (SPU) and Seattle City Light (SCL) and include the following elements:

1. Awareness. Identify a strategy for HSD to work in coordination with SPU and SCL to further increase low income customers' awareness of utility low income rate and assistance programs. The strategy should consider outreach through City and community websites, media campaigns, bill inserts and brochures, and partnering with community organizations.

2. Ease of enrollment and re-enrollment. Recommend an approach for significantly increasing the number of new enrollees and reducing attrition of eligible customers. The approach should consider assigning City staff to work in neighborhoods to proactively identify eligible customers and enroll them, contracting with community organizations to help enroll new customers, streamlining the application process for re-enrolling customers, and having enrollment staff who speak multiple languages.

3. Efficiency of enrollment and re-enrollment process. Evaluate business processes used for enrollment and re-enrollment and recommend changes that will reduce the number of City staff hours needed to enroll a customer without reducing the quality of customer service. The hours freed up by the recommended changes should allow staff to accommodate increased applications generated through increased outreach.

4. Performance measures. Provide input to SPU and SCL as they develop performance measures to supplement those in the Utility Assistance Program Memorandum of Agreement, beginning with a goal of significantly increasing enrollment by 2013. Performance measures could address the number of customers reached through various information and outreach efforts, the number of customers enrolled during their first contact with City enrollment staff, a target reduction in hours spent by City staff for each enrollment or re-enrollment, and a target reduction in attrition of customers who remain eligible but must re-enroll.

It is anticipated that report recommendations will be the basis for a test period in 2011 during which new practices will be applied and results monitored. Results of the test period may be used to reallocate staff

and resources toward the most effective enrollment and outreach activities as part of the Council's 2012 budget approval process.

Responsible Council Committee: Seattle Public Utilities and Neighborhoods

Date Due to Council: Report due by May 1, 2011

41) SPU work force efficiency and performance
SLI 12-1-A-1

Statement of Legislative Intent:
The Council requests that by May 1, 2011 Seattle Public Utilities (SPU) submit a report that includes management recommendations for improving work force efficiency and performance. Consistent with the recent contracts approved by 17 of the 19 unions in the Coalition of City Unions, Council intends that this information will be fed into ongoing discussions with these labor partners on how to enhance the efficiency of City service provision. Council is interested both in recommendations that can be implemented within current collective bargaining agreements and those that would require discussion as part of future contract negotiations. The report should include the following elements:

1. Multi-skill job classifications. Evaluate job classifications to identify whether unnecessarily narrow job duties contribute to work inefficiencies or higher costs from out-of-class and overtime pay. Where efficiencies or lower cost can be achieved, identify approaches for broadening job duties and/or reducing the number of job classifications. Include an approach that puts positions with similar job duties into a classification with broader job duties and a broader pay band, in which a worker can move up the pay band as their job skills and duties expand.

2. Shifts, work hours, and peak work loads.
   A. Evaluate seasonal, daily and time-of-day work loads and staff availability during low and high work load periods. Identify any work tasks for which early morning, evening, nighttime, or weekend shifts would make more efficient use of staff and reduce overtime costs. Recommend a strategy and timeline for implementing any shift changes justified by the evaluation.
   B. Evaluate the efficiency of an 8-hour work day, 10-hour work day or other flexible work schedules for various job classifications. Identify job classifications for which certain work schedules enhance or detract from work performance on a seasonal or year-round basis and recommend preferred work hour schedules for those classifications.
   C. Identify whether seasonal, work day, or time-of-day peak work loads could be more cost-effectively addressed through the use of seasonal, temporary or contracted labor.

3. Performance Benchmarks. Identify utility industry (or other relevant) performance benchmarks for work processes performed by SPU. Evaluate how SPU currently meets (or does not meet) the benchmarks and recommend any benchmark adjustments needed to address City-specific circumstances. Recommend how the benchmarks might be used to set worker or work group performance expectations and serve as the basis for worker advancement or discipline.

Responsible Council Committee: Seattle Public Utilities and Neighborhoods

Date Due to Council: Report due by May 1, 2011

42) Community Grant Opportunities
SLI 116-1-A-1

Statement of Legislative Intent:
The City Council requests that the Executive analyze the benefits and costs of consolidating the administration of community grant opportunities across the city and submit a report and action plan no later than April 1, 2011.

It is the intent of the Council to preserve and strengthen the community grant opportunities available to residents by ensuring that opportunities:

1. Are easily accessible to the public;
2. Support all communities in applying for grants including communities who have been historically underrepresented in civic projects, through education and technical assistance;
3. Maximize dollars being granted to communities by seeking administrative efficiencies.

The Executive should analyze the benefits and costs of consolidating the administration of community grants and prepare a report that includes:

1. A description of all community grant opportunities and a brief history of their development in individual departments. The analysis should include but is not limited to the: Neighborhood Matching Fund (Large Projects Fund, Small and Simple Projects Fund, Small Sparks Fund) Technology Matching Fund, Tree Fund, Neighborhood Street Fund, Parks Opportunity Fund, Neighborhood Waste Reduction Grants and the Neighborhood and Community Arts Program. Many of these are "matching funds" requiring volunteer time or financial matches to the funds. Others do not require a "match" but do require that the idea for the project be generated and supported by the neighborhood or community. The intent is to include both of these types of opportunities.
2. The administrative costs for each of the funds, and administrative efficiencies that could be achieved by consolidating the outreach, processing, review, technical support or contract administration for multiple funds and any drawbacks of such consolidation.
3. A clear rationale for consolidating or maintaining independent funds, based on the ability to accomplish the goals outlined by the Council, above.

Regardless of whether the city proceeds with consolidation, the Executive should develop an action plan to create a single informational point-of-access for all community grant opportunities. This should include, but is not limited to:

1. a web-portal,
2. written materials, and
3. staff trained to answers questions by phone and in person about all community grant opportunities.

Background
Seattle's neighborhood matching fund was founded in 1988 as a way to provide neighborhood groups with city resources for community-driven projects that enhance and strengthen their own neighborhoods. Over the past twenty years, it has developed into a national model for community building that has been replicated across the country. The matching fund model has also been replicated throughout the city of Seattle for technology, arts and other projects. Though the projects and review processes differ by Fund, each maintains the same principle that city dollars are extended through matching volunteer contributions and hours.

In addition to matching funds, the City has several community grant opportunities which do not require a match, but that support community building projects generated by organized neighbors and communities.

Seattle currently has at least eight community grant and matching fund opportunities, some of which are coordinated through a single review process, including District Council review, others of which are not. The result is a range of resources for the community, but lack of coordination. If a community member has a project idea, there is not a single place where they might go to find information about all of the funds that might support their project.

Finally, in a time when the city is cutting significant services, community grants provide an opportunity for neighborhood organizations to "fill in the gaps", since programs support everything from public safety, education, parks, transportation, and cultural programs and services. The Council is seeking ways to maximize the dollars in each of these funds available to communities through administrative efficiencies.

Responsible Council Committee: Seattle Public Utilities and Neighborhoods

Date Due to Council: Report and Action Plan due by April 1, 2011

TRANSPORTATION COMMITTEE

43) SDOT 2011 Neighborhood Paid Parking Rates
SLI 118-3-A-1

Statement of Legislative Intent:
Over the past few weeks, the Council and the Mayor have worked together to determine how best to manage limited on-street parking in neighborhood business districts. We have developed a specific and measurable outcome-based approach that will help retail businesses, provide more consistent parking availability, and reduce congestion and greenhouse gas emissions.

The proposed policy would direct the Seattle Department of Transportation (SDOT) to set rates to achieve approximately one or two open spaces per block face throughout the day. The policy objective is that visitors to neighborhood business districts should be able to find a parking spot near their destination (see Green Sheet 118-2-A). SDOT may both *raise* and *lower* rates in different areas as appropriate to meet the occupancy target.

Prior to implementing 2011 rates to achieve policy objectives, the Council requests that SDOT report to the Transportation Committee the findings of the fall 2010 city-wide occupancy study and the rates by neighborhood SDOT proposes to implement that will achieve established policy objectives. Council requests that SDOT include in its report to Transportation Committee for each neighborhood:

1. the observed parking occupancy rate for different day-parts (morning, midday, afternoon, evening);
2. the proposed new maximum rates by neighborhood;
3. the anticipated effect on occupancy by neighborhood of the proposed rates;
4. the anticipated effect (if any) on parking rates implementation and ongoing costs; and
5. the anticipated effect (if any) on parking rates revenues for each neighborhood.

Background
In fall 2010, SDOT will conduct a thorough, city-wide study of current on-street parking occupancy levels before changing rates to achieve the desired policy outcome

SDOT will divide those areas of the city where parking meters and pay stations are currently used into smaller neighborhood parking areas based on retail business patterns and parking occupancy. This division will result in more distinct parking areas throughout the City and will allow rates to be better tailored to neighborhood patterns. For example, the current downtown area may be sub-divided into new areas such as Belltown, Waterfront, Downtown Core, Pioneer Square, International District, and so forth.

Council expects that new rates will be implemented only once during 2011, and Council understands that variable rates by day-part will not be implemented during 2011.

Responsible Council Committee: Transportation

Date Due to Council: Report due by January 15, 2011

44) SDOT 2012 variable day-part paid parking rates
SLI 118-5-A-1

Statement of Legislative Intent:
After the Seattle Department of Transportation (SDOT) sets neighborhood paid parking rates in 2011 to achieve the policy objective of providing approximately one or two open spaces per block face throughout the day (see Statement of Legislative Intent 118-3-A), the Council expects SDOT to establish variable day-part parking rates in 2012 to maximize occupancy targets and parking space turnover. This is important for areas that have different patterns of use depending on the time of day. The Council requests that SDOT prepare business case options and recommendations (see Green Sheet 118-4-A) for 2012 implementation of variable rates by day-part period to achieve maximum use of on-street parking.

Under variable rates by day-part, SDOT may both raise and lower rates in different areas and times of day as appropriate to meet the occupancy target to provide more consistent parking availability and to reduce congestion and greenhouse gas emissions.

Council requests that SDOT report to the Transportation Committee by July 15, 2011, on the business case options and recommendations for implementing variable rates by day-part period.

Responsible Council Committee: Transportation

Date Due to Council: Report due by July 15, 2011

45) Grant funding for commercial parking operators who have exemplary TDM programs
SLI 126-2-A-2

Statement of Legislative Intent:
Some commercial parking operators use their revenues to support excellent and important Transportation Demand Management (TDM) programs. These TDM programs create incentives for travel using transit, bicycles, walking, and carpools. The City desires to support continuation and expansion of such programs because of their benefits to the transportation network and the environment.

Council requests that the Executive propose a plan for Council's consideration and possible approval that would establish a new grant program. The purpose of the new program would be to establish a pool of funds to be distributed annually on a competitive basis to those commercial parking operators whose grant applications demonstrate successful implementation of strategies to reduce significantly the number of single-occupant vehicle trips by employees, customers, clients, students, patients, and others.

Council expects that such a plan would require funding, and Council requests further than the Executive propose options for new funding to support the grant program. Among any other options that the Executive may wish to propose, Council requests that the Executive explore increasing the Commercial Parking Tax from 12.5% to 13.0% (a 0.5% increment) for all operators.

Council specifically requests that the Executive's proposal address (at least) the following issues:

1. Can the new program be administered using existing funding resources? If not, what additional funding and resources would be needed?
2. Should both public and private parking operators be eligible, and why?

3. Should there be a maximum number of grant recipients each year, and why?
4. Should there be a maximum grant amount set for eligible applicants, and why?
5. Should the program focus on trip reduction efforts for all trips or for specific markets (e.g., commute, school, special events, etc.)?
6. Should a portion of the grant program be established to incentivize new initiatives and programs (as opposed to providing financial support for existing programs)?
7. Should commercial parking operators be eligible to use grant funding to meet existing regulatory requirements (e.g., State Commute Trip Reduction law and City transportation management plans)?
8. What criteria does the Executive propose to use to evaluate grant applications?
9. What should be the calendar cycle of publishing applications, accepting applications, announcing grant awards, issuing grant awards?
10. What – if any – auditing requirements should be established to ensure proper use of the grant funding?
11. Should Transportation Management Associations who work with employers and property owners to encourage the implementation of commute trip reduction programs and strategies be eligible for grant funding?

Responsible Council Committee: Transportation

Date Due to Council: Report due by June 30, 2011