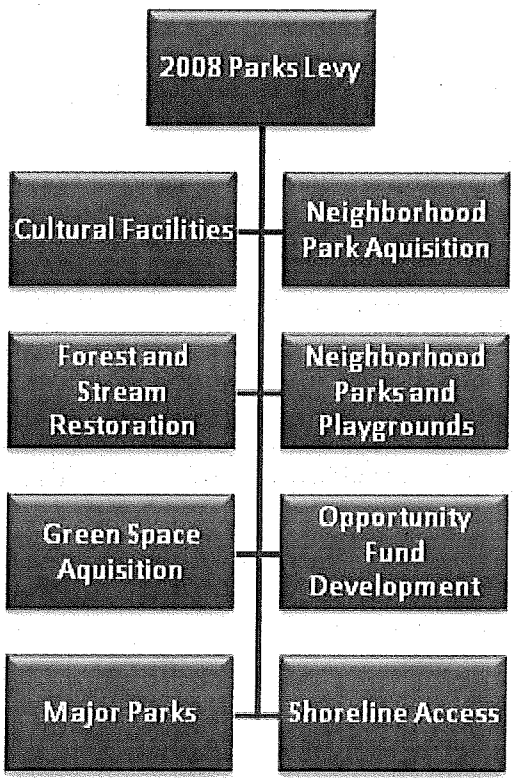
Arts, Culture & Recreation

2008 Parks Levy



Department Overview

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

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

DPR's appropriations for the 2008 Parks Levy are more specifically described in the 2013-2018 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 Fund and the majority of the Levy funded projects. With these Levy resources, the City will acquire new neighborhood park and green spaces; develop new and existing parks, playgrounds, trails, boulevards, playfields, and cultural facilities; and perform environmental restoration at various DPR

properties. The 2008 Parks Levy also includes a development opportunity fund for citizen-initiated projects called the Opportunity Fund.

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

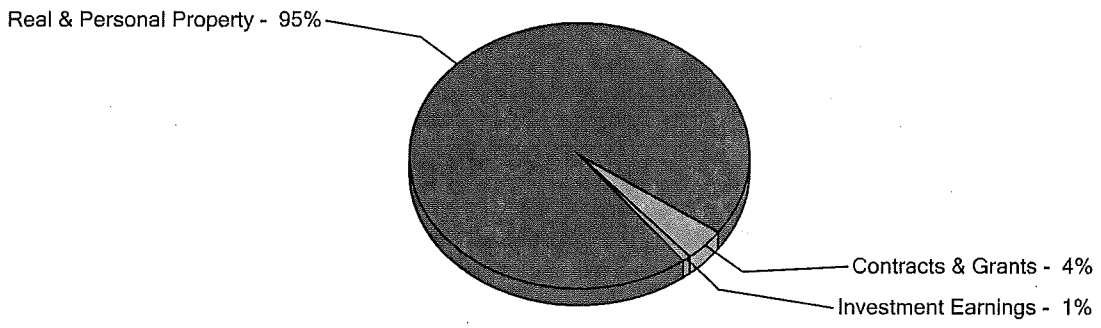
- **Park and Green Space Acquisition:** The Levy provides $36 million for neighborhood park and green space acquisitions. To date, DPR has appropriated over $17 million for property acquisitions. The Department has implemented a policy to land bank all newly acquired green space until funding for park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

- **Park Development Projects:** The Levy provides $87 million for 62 named development projects, three of which are Trail projects managed by the Seattle Department of Transportation. To date, $63 million has been appropriated for development projects. Funds from this category have been reallocated to the Opportunity Fund for various projects. Approximately $3.4 million of savings has been reallocated from this category to fund two more playfield renovations in 2011; and $9.8 million of inflation contingency funds were reallocated to fund 17 major maintenance projects in 2012.

- **Environmental Projects:** The 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 $6.3 million for environmental projects.

- **Opportunity Fund:** The Levy provides $15 million for citizen-initiated park projects to be recommended by the Levy Oversight Committee. In 2011, the Oversight Committee recommended funding two acquisitions and 13 development projects. DPR has appropriated $7.5 million for these projects, in addition to the appropriations from the Park Development category for the playfield and major maintenance projects.

2013 Proposed Budget - Revenue by Category



2008 Parks Levy

Budget Overview

The 2008 Parks Levy requires the Parks Levy Oversight Committee to make recommendations as to how Levy dollars are allocated. Their input helped shape development of the 2013-2018 CIP, which includes the individual Levy projects being funded in 2013 and 2014. The Oversight Committee will make the second and final round of recommendations for the Opportunity Fund in 2013.

Approximately $3.8 million is appropriated from the Levy in 2013, including initial funding for five development projects scheduled to start in 2013. Of this amount, $800,000 is appropriated in the Environmental Category based on the Levy Oversight Committee's April 23, 2012 recommendation to allocate the Environmental Category's inflation contingency to the Community Garden P-Patch Development project ($427,000) and the Urban Forestry, Green Seattle Partnership project ($983,000 from 2013-2015).

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

The following tables describe anticipated revenues and appropriations to the 2008 Parks Levy Fund for 2013 and 2014. 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.

2008 Parks Levy

Revenue Overview

2008 Parks Levy

2008 Parks Levy Fund

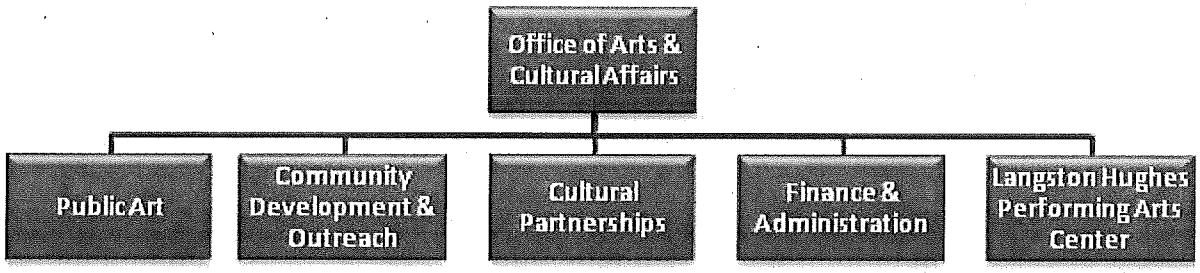
	2011 Actual	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**22,038,655**	**23,450,000**	**28,528,700**	**28,119,051**	**18,579,051**
Accounting and Technical Adjustments	-	-	-		-
Plus: Actual and Estimated Revenue	24,350,181	24,374,000	26,536,351	25,200,000	25,200,000
Less: Actual and Budgeted Expenditures (DPR)	17,216,794	28,728,000	25,354,000	30,640,000	15,188,000
Less: Actual and Budgeted Expenditures (SDOT)	643,341	5,509,000	1,592,000	4,100,000	739,000
Ending Fund Balance	**28,528,700**	**13,587,000**	**28,119,051**	**18,579,051**	**27,852,051**
Continuing Appropriations	42,399,032	20,103,000	37,453,032	6,495,032	(2,511,968)
Total Reserves	42,399,032	20,103,000	37,453,032	6,495,032	(2,511,968)
Ending Fund Balance - Unreserved	**(13,870,332)**	**(6,516,000)**	**(9,333,981)**	**12,084,019**	**30,364,019**
Note: Adopted and Forecast Appropriations					
Appropriations - Capital - (DPR)	29,059,000	18,321,000	22,000,000	3,782,000	6,920,000
Appropriations - Capital - (SDOT)	-	-	-	-	-

Office of Arts and Cultural Affairs

Michele Scoleri, Interim Director

Department Information Line: (206) 684-7171

On the Web at: http://www.seattle.gov/arts/



Department Overview

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 expanded to include five programs in the 2013-2014 Proposed Budget. In 2013, Langston Hughes Performing Arts Center (LHPAC) will join the four existing programs in the Office: Public Art; Cultural Partnerships; Community Development and Outreach; and Administrative Services. These programs are supported by two funding sources: the Arts Account, which is primarily funded through an allocation of 75% of the City's admission tax revenues, a General Fund revenue source; and the Municipal Arts Fund (MAF), which is primarily supported by 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 program is funded through the One Percent for Art program, which by ordinance requires eligible City capital projects to contribute one percent of their budgets to the Municipal Arts Fund for the commission, purchase, and installation of public artworks.

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

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

- The Administrative Services Program provides executive management and support services for the Office; supports the Seattle Arts Commission, a 16-member advisory board, which advises the

Office of Arts and Cultural Affairs

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.

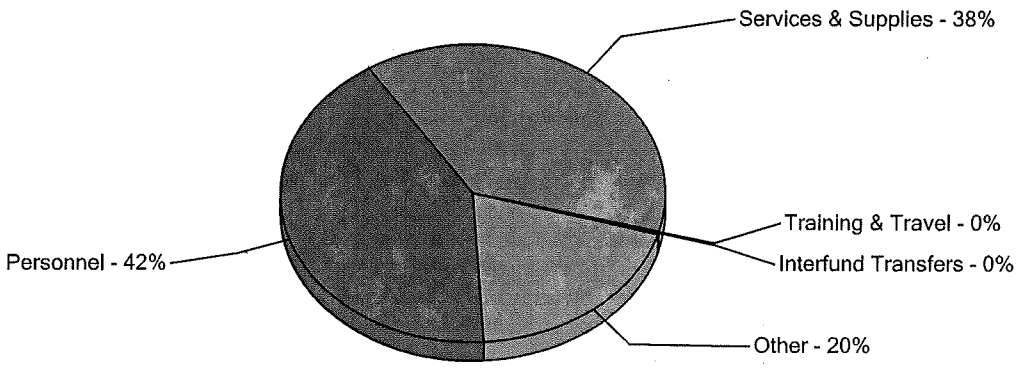
- The Langston Hughes Performing Arts Center (LHPAC) Program provides for the operation of the LHAPC, a cultural performing arts center that hosts classes, events, and programs, and whose goals are to provide quality cultural entertainment with educational components that meet the needs of the community. Until 2013, LHPAC operated out of the Department of Parks and Recreation.

Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	$0	$0	$270,000	$275,000
Other Funding - Operating	$6,108,088	$7,373,233	$6,807,112	$7,002,712
Total Operations	**$6,108,088**	**$7,373,233**	**$7,077,112**	**$7,277,712**
Total Appropriations	**$6,108,088**	**$7,373,233**	**$7,077,112**	**$7,277,712**
Full-time Equivalent Total*	20.60	19.85	27.59	27.59

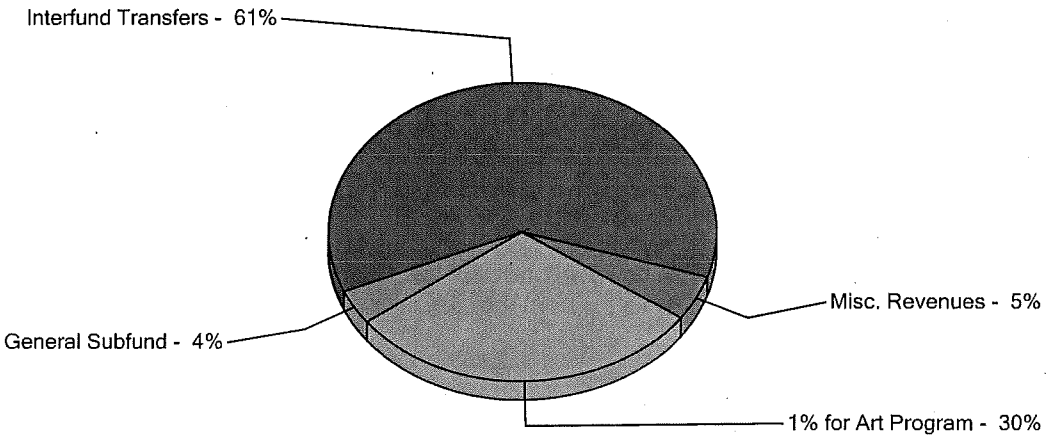
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

2013 Proposed Budget - Expenditure by Category



Office of Arts and Cultural Affairs

2013 Proposed Budget - Revenue by Category



Budget Overview

The 2013-2014 Proposed Budget for programs funded through the Arts Account was developed with a commitment to preserving arts programming. All core Arts Account programs - Civic Partners, Youth Arts, City Artists, smART ventures, and Neighborhood and Community Arts - remain funded at 2012 Adopted Budget levels. One-time funding scheduled to expire at the end of 2012 was removed from the Department's base budget prior to developing the 2013-2014 Proposed Budget. That funding was dedicated to two items: the Arts Means Business program, and the transfer of Admissions Tax revenues to the Department of Parks and Recreation (DPR) to support arts programming, including the Downtown Parks Arts Programming, the Outdoor Neighborhood Parks Activation projects, and the Langston Hughes Performing Arts Center operations.

Arts Account revenues, which come primarily from the Admission Tax, remain healthy and are forecast to increase from approximately $4.5 million in 2013 to almost $5.0 million by 2016. The 2013 revenues are based on the 2011 actual receipts of Admission Tax, so there is no volatility in 2013 in anticipating the level of revenue that will be received by the Fund.

Due to the expiration of the one-time programming costs and the health of the Admission Tax, funding is available in the OACA budget to accommodate the transfer of the Langston Hughes Performing Arts Center (LHPAC) from DPR. This transfer aligns with the mission of OACA and fits the purview of the Admission Tax, to fund "arts-related programs and one-time capital expenditures that keep artists living, working, and creatively challenged in Seattle." In 2011 and 2012, OACA provided funding for LHPAC via OACA's portion of the Admission Tax. By transferring the facility, OACA will be able to more closely manage LHPAC and incorporate the LHPAC budget into the arts funding structure. This action helps to more closely align the center with the broader arts community. OACA will also be working directly with LHPAC over the next two years to develop a long-term, self-sustaining financial strategy for the center. While LHPAC operations will transfer to OACA in 2013 in order to capitalize on OACA's strength in art programming and management,

DPR will retain ownership of the facility and will continue to provide for its maintenance, a function it performs for many other Parks-owned facilities throughout the City.

The 2013-2014 Proposed Budget also restores funding for the Mayor's Arts Awards and the One Reel Visual Arts Exhibit. Funding for these programs, which occur on the weekend of Bumbershoot, was removed in the 2011-2012 Adopted Budget. However, through the use of salary savings, the events continued to be staged through both 2011 and 2012, as feedback from the arts community indicated that the ceremony and programming had a larger impact on the community than was previously understood. The restoration of the budget for the ceremony and programming allows the events continue without the need to find savings elsewhere in the budget.

The Budget also allows for funding of the Arts Account reserve as established in Council Resolution 31327. The Resolution calls for a reserve of 8% of the annual Admission Tax revenues (with a minimum reserve of $400,000), to be established by January 1, 2015. The Proposed Budget fully funds this reserve, setting aside $400,000 by the end of 2014.

The 2013-2014 Proposed Municipal Arts Fund Budget has also been updated to reflect the 2013 estimated revenues that will be collected from departments from their 1% Public Art eligible capital projects.

Incremental Budget Changes

Office of Arts and Cultural Affairs

	2013 Budget	FTE	2014 Budget	FTE
Total 2012 Adopted Budget	**$ 7,373,233**	**19.85**	**$ 7,373,233**	**19.85**
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	$ 199,501	0.00	$ 398,074	0.00
Net-Zero Transfer Between BCLs to Align Budget with Actual Costs	$ 0	0.00	$ 30	0.00
Remove One-Time Funding	-$ 1,421,776	0.00	-$ 1,454,477	0.00
Proposed Policy Changes				
Restore Mayor's Arts Award Funding	$ 18,000	0.00	$ 18,360	0.00
Transition Langston Hughes to Office of Arts and Cultural Affairs	$ 737,005	7.09	$ 762,257	7.09
Increase Staffing for Public Arts Projects to Meet Workload Demands	$ 53,644	0.65	$ 55,208	0.65
Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	$ 117,505	0.00	$ 125,027	0.00
Total Incremental Changes	**-$ 296,121**	**7.74**	**-$ 95,521**	**7.74**
2013 - 2014 Proposed Budget	**$ 7,077,112**	**27.59**	**$ 7,277,712**	**27.59**

Office of Arts and Cultural Affairs

Description of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - $199,501

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

Net-Zero Transfer Between BCLs to Align Budget with Actual Costs

This adjustment transfers budget authority between BCLs to align the budget more accurately with actual spending.

Remove One-Time Funding - ($1,421,776)

This change removes one-time funding scheduled to expire at the end of 2012. This funding included $255,000 for the Arts Means Business program and $1,166,776 for arts programming in the Department of Parks and Recreation, including Langston Hughes, Downtown Parks Arts Programming, and the Outdoor Neighborhood Parks Activation projects.

Proposed Policy Changes

Restore Mayor's Arts Award Funding - $18,000

This change restores funding for the Mayor's Arts Awards and the One Reel Visual Arts Exhibit. Funding for these programs, which occur on the weekend of Bumbershoot, was removed in the 2011-2012 Adopted Budget. However, through the use of salary savings, the events continued to be staged through both 2011 and 2012. Since its inception in 2002, the Mayor's Arts Awards has grown into an event of great importance in the broader cultural community, and the work generated by the award is carried throughout the year. The restoration of the budget for the ceremony and programming allows the events to continue without needing to find savings elsewhere in the budget.

Transition Langston Hughes to Office of Arts and Cultural Affairs - $737,005/7.09 FTE

This action transfers the staff and other costs associated with operating the Langston Hughes Performing Art Center (LHPAC) from the Department of Parks and Recreation (DPR) to OACA. Funding for the program will come primarily from the Admission Tax. Other funding includes $71,000 from LHPAC revenues for facility rentals, and $270,000 from the General Fund. To capitalize on efficiencies, Parks will retain ownership of the facility and will continue to provide for its maintenance.

This transfer aligns with the mission of OACA and fits the purview of the Admission Tax, to fund "arts-related programs and one-time capital expenditures that keep artists living, working, and creatively challenged in Seattle." In 2011 and 2012, OACA provided funding for LHPAC via OACA's portion of the Admission Tax. By transferring the facility, OACA will be able to more closely manage LHPAC and incorporate the LHPAC budget into the arts funding structure. This action helps to more closely align the center with the broader arts community.

OACA will also be working directly with LHPAC over the next two years to develop a long-term self-sustaining financial strategy for the center.

Office of Arts and Cultural Affairs

Increase Staffing for Public Arts Projects to Meet Workload Demands - $53,644/.65 FTE

This adjustment adds funding to increase two part-time positions to full time. The positions, in the Public Art Program, were previously staffed at 0.85 FTE and 0.5 FTE. The Public Art Program currently manages 50 ongoing projects and is planning to identify at least eight additional projects this year, and another 10 to 15 in 2013. Projects associated with the Waterfront project will begin to ramp up next year and will continue to increase over the life of the project. In addition, there is a backlog of public art projects associated with Seattle City Light percent for art funds which require project management staffing. This increase in staffing provides the Public Art team with the additional capacity needed to be able to manage and complete the increasing project load.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - $117,505

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

Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Arts Account Budget Control					
Administrative Services - AT		322,256	384,164	412,047	424,077
Community Development and Outreach - AT		1,353,089	1,622,272	536,140	553,360
Cultural Partnerships - AT		2,689,910	3,043,100	2,874,968	2,945,379
Langston Hughes Performing Arts Center - AT		0	0	774,191	809,168
Total	**VA140**	**4,365,254**	**5,049,535**	**4,597,345**	**4,731,984**
Municipal Arts Fund Budget Control Level	**2VMAO**	**1,742,834**	**2,323,698**	**2,479,766**	**2,545,728**
Department Total		**6,108,088**	**7,373,233**	**7,077,112**	**7,277,712**
Department Full-time Equivalents Total*		**20.60**	**19.85**	**27.59**	**27.59**

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

Office of Arts and Cultural Affairs

Revenue Overview

2013 Estimated Revenues
Arts Account (00140)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
587001	Admission Tax	4,176,143	4,967,327	4,398,229	4,439,449
587001	General Subfund Support	0	0	270,000	275,000
	Total Interfund Transfers	**4,176,143**	**4,967,327**	**4,668,229**	**4,714,449**
461110	Interest Earnings	9,825	12,000	15,000	20,000
462900	Miscellaneous Revenues	0	0	70,880	70,880
469990	Miscellaneous Revenues	34	0	0	0
	Total Miscellaneous Revenues	**9,859**	**12,000**	**85,880**	**90,880**
379100	Use of (Contribution To) Fund Balance	179,252	70,208	-156,764	-73,345
	Total Use of Fund Balance	**179,252**	**70,208**	**-156,764**	**-73,345**
Total Revenues		**4,365,254**	**5,049,535**	**4,597,345**	**4,731,984**
Total Resources		**4,365,254**	**5,049,535**	**4,597,345**	**4,731,984**

2013 Estimated Revenues
Municipal Arts Fund (62600)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
541190	Interfund Transfers (1% for Art)	2,366,678	2,017,869	2,149,466	1,754,622
	Total 1% for Art Program	**2,366,678**	**2,017,869**	**2,149,466**	**1,754,622**
441990	Public Art Management Fees	196,300	185,864	186,000	186,000
461110	Interest Earnings	61,861	100,000	70,000	70,000
469990	Miscellaneous Revenues	210,019	8,500	9,000	9,000
	Total Miscellaneous Revenues	**468,180**	**294,364**	**265,000**	**265,000**
379100	Use of (Contribution To) Fund Balance	-1,090,030	11,465	65,300	526,106
	Total Use of Fund Balance	**-1,090,030**	**11,465**	**65,300**	**526,106**
Total Revenues		**1,744,828**	**2,323,698**	**2,479,766**	**2,545,728**
Total Resources		**1,744,828**	**2,323,698**	**2,479,766**	**2,545,728**

Appropriations By Budget Control Level (BCL) and Program

Arts Account Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administrative Services - AT	322,256	384,164	412,047	424,077
Community Development and Outreach - AT	1,353,089	1,622,272	536,140	553,360
Cultural Partnerships - AT	2,689,910	3,043,100	2,874,968	2,945,379
Langston Hughes Performing Arts Center - AT	0	0	774,191	809,168
Total	**4,365,254**	**5,049,535**	**4,597,345**	**4,731,984**
Full-time Equivalents Total*	10.50	9.75	16.84	16.84

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

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

Administrative Services - AT Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administrative Services - AT	322,256	384,164	412,047	424,077
Full-time Equivalents Total	3.50	3.50	3.50	3.50

Community Development and Outreach - AT Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Community Development and Outreach - AT	1,353,089	1,622,272	536,140	553,360
Full-time Equivalents Total	2.50	2.50	2.50	2.50

Office of Arts and Cultural Affairs

Cultural Partnerships - AT Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Cultural Partnerships - AT	2,689,910	3,043,100	2,874,968	2,945,379
Full-time Equivalents Total	4.50	3.75	3.75	3.75

Langston Hughes Performing Arts Center - AT Program

The Langston Hughes Performing Arts Center (LHPAC) Program provides for the operation of the LHAPC, a cultural performing arts center that hosts classes, events, and programs, and whose goals are to provide quality cultural entertainment with educational components that meet the needs of the community. Until 2013, LHPAC operated out of the Department of Parks and Recreation.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Langston Hughes Performing Arts Center - AT	0	0	774,191	809,168
Full-time Equivalents Total	0.00	0.00	7.09	7.09

Municipal Arts Fund Budget Control Level

The purpose of the Municipal Arts Fund Budget Control Level (BCL) is to fund the Public Art program which develops 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.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Municipal Arts Fund	1,742,834	2,323,698	2,479,766	2,545,728
Total	**1,742,834**	**2,323,698**	**2,479,766**	**2,545,728**
Full-time Equivalents Total*	10.10	10.10	10.75	10.75

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

Office of Arts and Cultural Affairs

Arts and Cultural Affairs Fund Table

Municipal Arts Fund (62600)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**5,787,826**	**4,198,645**	**6,868,570**	**5,758,086**	**5,692,785**
Accounting and Technical Adjustments	-11,280	0	0	0	0
Plus: Actual and Estimated Revenues	2,834,858	2,312,233	2,312,233	2,414,466	2,019,622
Less: Actual and Budgeted Expenditures	1,742,834	2,323,698	3,422,717	2,479,766	2,545,728
Ending Fund Balance	**6,868,570**	**4,187,180**	**5,758,086**	**5,692,785**	**5,166,680**
Encumbrance	1,115,995				
Total Reserves	**1,115,995**				
Ending Unreserved Fund Balance	**5,752,575**	**4,187,180**	**5,758,086**	**5,692,785**	**5,166,680**

Arts Account (00140)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**716,343**	**219,626**	**536,364**	**172,098**	**328,862**
Accounting and Technical Adjustments	-727	0	0	0	0
Plus: Actual and Estimated Revenues	4,186,002	4,979,327	4,979,327	4,754,109	4,805,329
Less: Actual and Budgeted Expenditures	4,365,254	5,049,535	5,343,593	4,597,345	4,731,984
Ending Fund Balance	**536,364**	**149,418**	**172,098**	**328,862**	**402,207**
Operating Reserve		149,418	170,000	300,000	400,000
Total Reserves		**149,418**	**170,000**	**300,000**	**400,000**
Ending Unreserved Fund Balance	**536,364**	**0**	**2,098**	**28,862**	**2,207**

Department of Parks and Recreation

Christopher Williams, Acting Superintendent

Department Information Line: (206) 684-4075

On the Web at: http://www.seattle.gov/parks/

Department of Parks and Recreation

Department Overview

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 185 athletic fields, 130 children's play areas, 11 off-leash areas, nine swimming beaches, 18 fishing piers, four golf courses, and 25 miles of boulevards. Other facilities include 151 outdoor tennis courts, 26 community centers, eight indoor and two outdoor swimming pools, 22 wading pools, eight spray features, 17 miles of paved trails, and more. The Woodland Park Zoological Society operates the zoo with City financial support and the Seattle Aquarium Society operates the City-owned Seattle Aquarium. Hundreds of thousands of residents and visitors use Parks and Recreation facilities to pursue their passions from soccer to pottery, kite flying to golf, swimming to community celebrations, or to sit in quiet reflection.

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

Funding for new parks facilities has historically come from voter-approved levies, county, state, or federal matching grants, tax-exempt borrowing, and City real estate excise tax revenue. 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; DPR received half of the total funding to build and/or renovate nine community centers. One year later, 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, enhance environmental programs and practices, and expand recreation opportunities for youth and seniors. The remaining projects to be completed as part of the 2000 Parks Levy include the First Hill Park acquisition; development of First Hill, Crown Hill, and University Heights Parks; the Magnuson Park Wetlands-Shoreponds restoration; and three trails projects managed by the Seattle Department of Transportation.

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 parks and recreation system, the money available to operate the Parks system is constrained. Parks relies heavily on the General Fund for financial support. In fact, the 2013 Proposed Budget for Parks is $127 million, $85 million of which - or 67% - comes from the General Fund. The remaining $42 million comes from user fees, rental charges, and payments from capital funds for the time staff spend working on capital projects. The cost of operating a growing Parks system exceeds the availability of General Fund resources, requiring the Department to make some difficult choices. Nonetheless, Parks continues to look for creative opportunities to redefine how it does business in order to preserve access for the community.

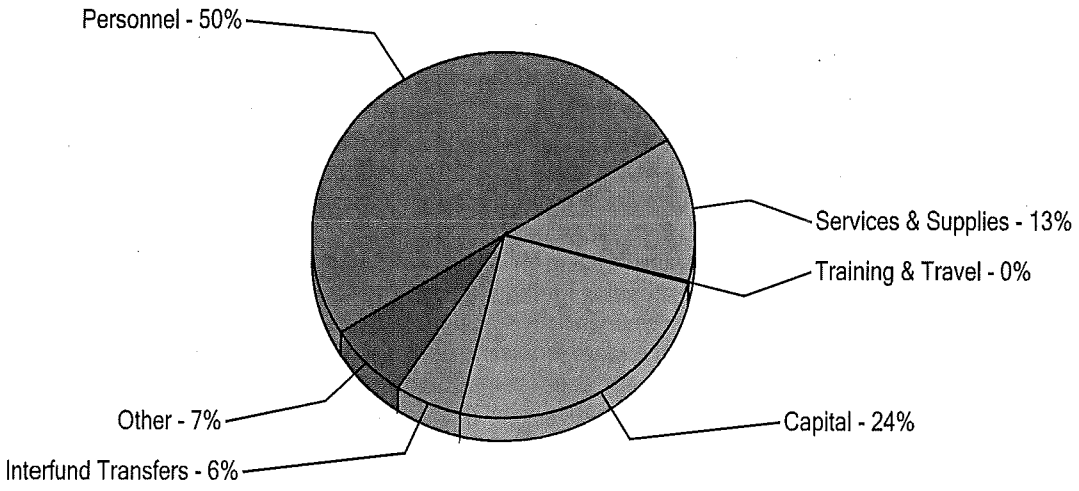
Department of Parks and Recreation

Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	$78,129,409	$81,463,581	$85,480,087	$90,966,675
Other Funding - Operating	$40,658,594	$41,492,830	$42,342,987	$44,049,727
Total Operations	**$118,788,003**	**$122,956,412**	**$127,823,074**	**$135,016,402**
Other funding - Capital	$34,540,515	$52,283,000	$40,572,000	$24,936,000
Total Appropriations	**$153,328,518**	**$175,239,412**	**$168,395,074**	**$159,952,402**
Full-time Equivalent Total*	890.89	863.09	856.07	856.07

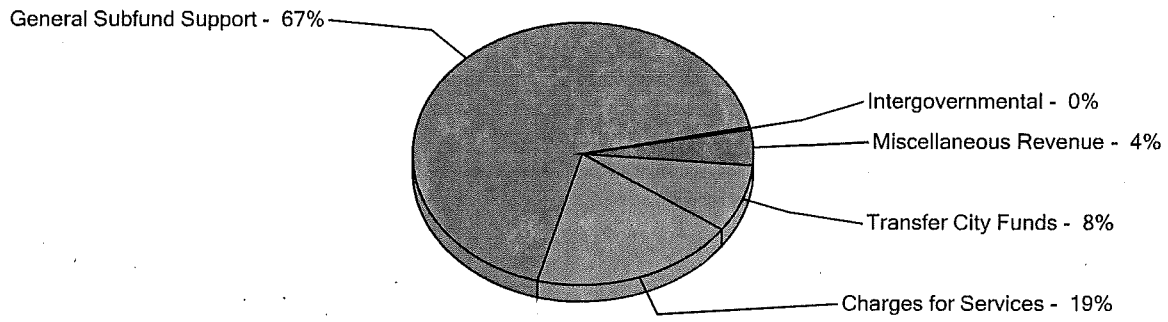
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

2013 Proposed Budget - Expenditure by Category



Department of Parks and Recreation

2013 Proposed Budget - Revenue by Category



Budget Overview

The General Fund is continuing to experience pressures in 2013 and 2014, requiring reductions to General Fund supported functions. The Department of Parks and Recreation (DPR) achieves savings through maintenance efficiencies and takes advantage of revenue opportunities to address the City's budget challenges, all of which minimize direct service level impacts to the public. In developing its budget for 2013 and 2014, DPR sought to protect access to facilities and maintain its assets.

The 2013-2014 Proposed Budget maintains funding for all City-funded swimming pools, continues wading pool operations at 2012 levels, provides funding for lifeguards at the City's public beaches, and supports the Volunteer Park Conservatory under a more financially sustainable operating model. Additional funding is also provided in the 2103-2104 Proposed Budget to expand community center hours at select community centers that serve at-risk youth and to provide enhancements to parks maintenance levels. Finally, the Rainier Beach Community Center and pool will reopen in 2013 following a two year closure for reconstruction.

Maintenance Efficiencies and Restoration

Irrigation Savings

The Department is able to achieve savings by reducing irrigation levels in less frequently used parks. In recent years, Parks has been moving increasingly toward a different type of turf maintenance in an effort to provide a more environmentally appropriate level of care that is based on current horticultural and water conservation thinking. Rather than using vast amounts of water to keep park lawns green all summer, the Department has reduced irrigation so that some park lawns go dormant during the summer months, and then become green when the rains return in September. The exception to this practice is for athletic field turf where the Department tries to maintain vigorous growth year-round in order to provide safe playing

surfaces, as well as certain horticultural displays. The Department piloted this approach in 2012 and expects to continue with this practice in 2013 and beyond.

Roof Cleaning Efficiencies

The Department also achieves savings without direct service level impacts by transferring responsibility for annual roof cleaning and inspection from the carpentry shop to the new (2012 implemented) installation maintenance workers in the Park Resources division.

Historically, the Facility Maintenance carpenter shop has assigned a maintenance laborer position responsibility for approximately 400+ preventive maintenance work orders for roof cleaning and inspection per year. These work orders include roof cleaning for community centers, pools, shelter houses, comfort stations, picnic shelters and all other buildings. With the deployment of the new installation maintenance workers to the eight geographically based parks resources crews in late 2012, the roof cleaning and inspection work for roofs on smaller buildings (picnic shelters, comfort stations, shelter houses, etc.) can be handled on a dispersed, first point of contact basis to achieve operating efficiencies.

The Facility Maintenance carpenter shop will continue to issue the preventive maintenance work orders for roof cleaning and inspection activities on major buildings. While this reduction may limit the ability of the Facility Maintenance shops to undertake special projects in-house, it is an important efficiency-based change that is manageable and will not result in any impacts to the public.

Shift Funding to the CIP

The Department achieves General Fund savings by shifting maintenance costs from the operating budget to the CIP based on actual facility maintenance needs. The Department has experienced an increase in the labor hours charged to numerous CIP projects for design reviews and inspections. In addition, there has been an increase in the amount of labor hours involved in implementing CIP projects such as the Boiler Replacement Program, Electrical System Replacement Program, Irrigation Replacement and Outdoor Infrastructure Program, and Roof & Building Envelope Program. This change has no impact on the overall maintenance of parks facilities, and it achieves savings without visible impacts to the public.

Restore Maintenance Levels During Peak Seasons

Through these and other efficiencies, some additional funding was identified that the Department will use to restore maintenance levels during peak seasons. In response to 2011 budget reductions, Parks reduced the parks resources crews responsible for basic grounds maintenance activities such as litter control, mowing, trimming, and leaf removal in parks throughout the city. The reductions have made it challenging to maintain service levels, primarily during peak season. This additional funding will allow for a partial restoration of the grounds maintenance activities that were previously cut. The appearance, safety, and cleanliness of parks will improve with increased attention to litter control, mowing and trimming, and leaf removal.

Leveraging Partnerships

Transition of Langston Hughes Performing Arts Center to Arts

The 2013-2014 Proposed Budget transfers the operations of the Langston Hughes Performing Art Center (LHPAC) from the Department of Parks and Recreation to the Office of Arts and Cultural Affairs (OACA). In 2011 and 2012, OACA provided funding for LHPAC via OACA's portion of the Admissions Tax. By transferring the facility to OACA, OACA will be able to more closely manage LHPAC and incorporate the LHPAC budget into the broader arts funding structure. Given that OACA's sole purpose is to support arts and cultural affairs throughout Seattle, this action helps to more closely align the LHPAC with the broader arts community. OACA will also be working directly with LHPAC over the next two years to develop a long-term self-sustaining financial strategy for the cultural center.

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New Fundraising Partnership with ARC

The Department is seeking additional capacity to raise private sector dollars to support its recreation and maintenance programs. To do this, the Department will provide additional funding to the Associated Recreation Council (ARC) to assist them in developing new donor and sponsor opportunities for the Department. ARC will research funding and sponsorship opportunities and develop relationships with private businesses with the goal of increasing revenue through cash contributions and partnership opportunities.

ARC will first conduct feasibility studies with donors and sponsors to determine the scope and scale of the fundraising efforts. They will then develop and begin implementation of a 2-5 year strategic business plan to systematically build the donation and sponsorship programs for ongoing recreational programs. ARC is anticipating to raise at least $150,000 annually during the first two years of this endeavor, and over time will more than repay the City's investment.

Woodland Park Zoo Parking Lot Investment

The 2013-2014 Proposed Capital Improvement Project Budget includes funding to support development of 180 surface lot parking spaces at the north-end of the Zoo, including all related site preparation. The City will cover 75% of the costs, leaving the remaining 25% of the costs to the Zoo. The addition of these parking spaces will mitigate the impacts of Zoo patrons parking in nearby neighborhoods and fits within the spirit of the operating agreement between the Zoo and the City for operations of the Woodland Park Zoo.

Leveraging Alternate Revenue Sources

In order to preserve direct services and alleviate General Fund pressures, DPR also seeks opportunities to enhance and make strategic use of revenues and other funding sources. Parks does this in a variety of ways, including an increase in swimming pool fees; use of fund balance; and modest and targeted fee increases.

Swimming Pool Fee Increases

The Department will increase swimming pool fees to generate additional revenues. Most of the fee increases are very modest. There are four categories of fees that will be increased, including: recreational swimming fees (family swim, lap swim, public swim, and adult swim); swim lesson fees (pre-registration group, Summer Swim League and personal instruction for all ages); fitness class fees (various water exercise classes and masters swimming); and pool rentals - swim team rental fees (ongoing rentals to teams serving youth and adults). The last swimming pool fee increase in these categories was in 2011. The proposed 2013-2014 fees are generally comparable to 2012 regional swimming pool fees in similar categories.

Use of Fund Balance

The Department will use $1.6 million of its Parks fund balance in 2013. Parks has a tradition of efficiently managing costs and has been able to accumulate additional fund balance beyond its $500,000 fund balance target over the past couple of years. Parks has strategically used these reserves over the past three years to help balance its budget, thereby reducing the need for scarce General Fund resources.

New Fees

For 2013, Parks is proposing several new fees in order to preserve direct services. All fees proposed in the 2013-2014 Proposed Budget comply with DPR's existing fees and charges policies. These policies require that revenues from fees and charges be used exclusively to support Parks facilities; that they be based on the cost of providing the service; and that a higher percentage cost is recovered for services where the benefits of the service accrue primarily to the individual and a lower percentage is recovered where the community as a whole also benefits. In addition to ensuring that the fees comply with these policies, the Department has also analyzed comparable fees charged by other public agencies and recreation service providers.

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The fee changes in 2013 include a new $4 admissions fee at Volunteer Park Conservatory, increased fees at the Langston Hughes Performing Arts Center (LHPAC) based on the new renovations, and fees for the new Challenge Course at Camp Long. The fee at Volunteer Park Conservatory is estimated to generate an additional $100,000 annually, which will be used to cover ongoing maintenance costs at the facility. The fee increases at LHPAC are anticipated to generate about $30,000 in 2013 based on the estimated increase in usage of the building. Although LHPAC is being transferred to the Office of Arts and Cultural Affairs, Parks will continue to collect and process revenues associated with LHPAC in 2013. The new Challenge Course is expected to generate an additional $55,000 annually.

Staffing Changes

Parks is also protecting the provision of direct services by identifying a combination of staffing efficiencies and position reductions starting in 2013. The Department approached staffing reductions with the goal of reducing positions that provide duplicative services and those in program areas that could be better aligned with required workloads. Parks looked broadly across all divisions and reduced positions in several different program areas resulting in a total general fund savings of approximately $500,000. These reductions were chosen based on their relatively minimal impacts on direct services being provided to the public.

Based on the overall slowdown in the Department's capital program over the past few years, two-and-a-half capital project positions are reduced in the Planning and Development division. This division ramped up when the 2008 Parks Levy was approved and when larger amounts of capital funds were available for projects. With the majority of the Levy projects complete and reduced levels of capital funding available, the Department is able to make commensurate reductions in program staff with no impacts on services for a total savings of $255,000.

Additional efficiencies are realized in the Human Resources division, the Accounting division, and the Facility Maintenance division. In 2013, the Department reallocates resources and modifies work duties within the Human Resources Unit and reduces non-personnel expenses by $50,000. By eliminating one part-time position and increasing two other part-time positions to full-time, Parks can better align current resources with priority areas such as employee safety while efficiently meeting the unit's communication, administration and retention responsibilities. A similar approach is taken in the Accounting Unit by eliminating a part-time accounting technician position and reallocating the work to existing staff. Finally, Parks eliminates a delivery worker position in the Facility Maintenance unit responsible for making the daily interoffice mail delivery. This work will be assigned to existing staff. None of these changes will result in service level impacts to the public.

Improving Access to Community Centers

Over the last two years, the operating model for community centers has undergone several changes. Budget reductions in 2011 resulted in reduced hours in five of the City's 26 community centers. In 2012, this model was replaced by a geographically-based model where centers were sorted into three tiers, with Tier 1 centers being fully staffed and typically offering approximately 70 hours of public drop-in use; Tier 2a centers having reduced staffing and offering approximately 45 hours of public hours; and Tier 2b centers only having half-time staff and offering 25 hours of public hours per week. Two of the Tier 2b centers (International District Chinatown and Magnolia) later received additional one-time funding to extend hours for 2012.

Through careful management and efficiencies, additional funding is identified in the 2013-2014 Proposed Budget to increase the hours of operation at seven community centers that are presently classified as Tier 2a or 2b sites that serve at-risk youth (Ballard, Delridge, Miller, Northgate, South Park, Van Asselt, and Yesler). The objective of this investment is to provide youth with safe outlets outside of school hours with the goal of enhancing public safety. Five of these community centers are connected to existing Seattle Youth Violence Prevention Initiative (SYVPI) activities (Van Asselt, South Park, Miller, Yesler, and Delridge). Northgate and Ballard hours will be extended to allow access to more late night recreational programs to teens in the north and northwest sectors of the City.

Department of Parks and Recreation

The SYVPI mission is to prevent and reduce youth violence, which has disproportionately affected communities of color in Seattle, through coordinated, accountable community mobilization to identify youth at risk of perpetuating or being a victim of violence and connect them with needed support in reaching their full potential. The Parks Department partners with SYVPI to offer a safe haven for youth and to provide challenging, constructive, hands-on educational and artistic activities. These extended hours offer youth a safe place to go with caring adults where they can play and record music in a studio, learn job skills, participate in sports tournaments, create wearable art and much more.

Ten hours of additional hours of public use per week are proposed at each of these six locations. In many cases, the additional hours will be targeted for Friday nights and Saturday afternoons and evenings. Late night hours at community centers have proven to be effective at preventing crimes by providing teens with a safe outlet for activities. For instance, the South Park Community Center currently closes at 7 pm on Fridays and 3 pm on Saturdays. Under this proposal, the South Park Community Center will stay open until 10 pm on both Friday and Saturday evenings. All seven centers will now have late night hours on both Friday and Saturday evenings.

In addition to the seven centers described above, the 2013-2014 Proposed Budget also maintains hours at two other Tier 2b sites, International District Chinatown and Magnolia. One-time contingency funding was provided to the Department in 2012 as the community center model was being implemented. The funds were to be used at centers that needed additional hours based on actual usage. After a few months of operating under the new model, the Department determined these two Tier 2b centers had the highest need for additional hours. The Magnolia Community Center has some of the highest usage rates for a Tier 2b center. While Parks data shows lower usage rates at the International District Chinatown Community Center, this facility predominately serves low-income seniors who may face cultural and language barriers to accessing services and who live within walking distance of the facility. During the summer months, Hing Hay Park is programmed by Community Center staff. Because of the large senior population, the Life Long Recreation uses this site for senior programming. Although this Center's usage rates are lower than average, it is critical to serving this particular population. The 2013-2014 budgets proposes to maintain these two centers at 2012 operating hours, which means the centers will continue to be open 35 hours per week and offering evening hours.

Enhance Downtown Parks

Additional funding is being provided for staff who work as concierges in downtown parks, with an emphasis on Hing Hay Park. The funding will help to improve programming and public safety at the park and help stem negative behavior. The Concierge program staff set up chairs and chess pieces in the parks each day, assist in setting up concerts and other activities, remove litter and perform minor custodial maintenance, and assist the park rangers in providing visitor information. The combination of the increased activation from the concierge program and the ongoing efforts of the park ranger program are intended to promote positive use of downtown parks and lead to a reduction of vandalism and other crimes.

Incremental Budget Changes

Department of Parks and Recreation

	2013 Budget	FTE	2014 Budget	FTE
Total 2012 Adopted Budget	**$ 122,956,412**	**863.09**	**$ 122,956,412**	**863.09**
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	$ 4,198,498	0.00	$ 8,233,320	0.00
Increase Funding for New Facilities Costs	$ 521,204	0.00	$ 662,621	0.00
Remove One Time Funding	-$ 329,000	0.00	-$ 329,000	0.00
Reopen MOHAI	$ 203,745	0.00	$ 203,745	0.00
Reopen Rainier Beach Community Center	$ 733,950	0.00	$ 1,727,467	0.00
Replace Lost Rental Revenue	$ 0	0.00	$ 0	0.00
Replace One Time Funding	$ 0	0.00	$ 0	0.00
Add Funding for Building 30 Debt Service	$ 375,416	0.00	$ 768,205	0.00
Proposed Policy Changes				
Streamline Teen Life Center Staffing	-$ 54,615	-0.50	-$ 56,747	-0.50
Capital Program Position Efficiencies	-$ 255,078	-2.50	-$ 264,177	-2.50
Reduce Annual Zoo Payment to Capture Debt Service Obligation	-$ 54,000	0.00	-$ 54,000	0.00
Transition Langston Hughes to Office of Arts and Cultural Affairs	-$ 737,005	-7.09	-$ 762,257	-7.09
Align Seattle Conservation Corp Budget	-$ 120,012	-1.00	-$ 123,916	-1.00
Improve Financial Sustainability of Volunteer Park Conservatory	-$ 120,331	-1.00	-$ 122,931	-1.00
Maintenance Efficiencies	-$ 534,363	-2.00	-$ 536,578	-2.00
Planning and Development Position Reductions	-$ 220,936	-1.75	-$ 228,392	-1.75
Support Staff Reductions	-$ 88,312	-1.13	-$ 91,956	-1.13
Add Hours to Selected Community Centers	$ 276,091	2.25	$ 284,555	2.25
Increase Community Center Data Project Position to Full Time	$ 24,425	0.25	$ 25,150	0.25
Increase Funding for Parks Concierge Program	$ 60,000	0.00	$ 60,000	0.00
Increase Partnership Opportunities	$ 75,000	0.00	$ 75,000	0.00
Provide Funding for New Challenge Course at Camp Long	$ 55,000	0.00	$ 55,000	0.00
Swimming Pool Revenue Increase	$ 0	0.00	$ 0	0.00
Support Staff Efficiencies	$ 19,130	1.00	$ 20,936	1.00
Continue Additional Hours at International District and Magnolia Community Centers	$ 107,182	1.00	$ 109,888	1.00
Add Funding for Peak Season Temporary Maintenance Staff	$ 200,000	0.00	$ 200,000	0.00

Open Belltown Community Center	$ 166,590	1.50	$ 172,711	1.50
Utility and Information Technology Increases	$ 350,400	0.00	$ 683,132	0.00
Use of Fund Balance	$ 0	0.00	$ 0	0.00
Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	-$ 251,425	0.00	-$ 348,328	0.00
Technical Adjustments	$ 265,109	3.20	$ 1,696,542	3.20
Total Incremental Changes	**$ 4,866,663**	**-7.77**	**$ 12,059,990**	**-7.77**
2013 - 2014 Proposed Budget	**$ 127,823,074**	**855.32**	**$ 135,016,402**	**855.32**

Description of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - $4,198,498

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

Increase Funding for New Facilities Costs - $521,204

Since 2009, the Department has been developing the projects called for in the 2008 Parks and Open Space Levy (Levy). The Levy did not include funding for the ongoing operation and maintenance of the new facilities, and the General Fund has had to support these increasing costs annually.

Remove One Time Funding - ($329,000)

In 2012, the Department received one time funding for additional community center hours ($100,000), infrared thermal imaging counters at 25 community centers ($205,000), and one time funds to install parking meters at Lake Union Park ($4,000). This funding was not intended to be ongoing and is removed in the 2013-2014 Budget. General Fund support is also decreased to recognize new rental revenue from the Department of Neighborhoods related to the consolidation of the Delridge Neighborhood Service Center with the Southwest Community Center in 2012 ($20,000).

Reopen MOHAI - $203,745

MOHAI is scheduled to reopen in November 2012. Per the terms of the operating agreement with the Museum of History and Industry (MOHAI), the City is obligated to provide $300,000 annually to support a portion of MOHAI's utility and maintenance costs. Parks has $100,000 of existing budget for MOHAI, and requires an additional $200,000 starting in 2013.

Reopen Rainier Beach Community Center - $733,950

Funding for the Rainier Beach Community Center (RBCC) was eliminated from the Department's budget in 2011 while the facility was being redeveloped. RBCC is scheduled to reopen in September 2013, and funding is being added back to support the center's operations, including the indoor pool. The 2013 budget assumes three months of operating costs and revenues. The 2014 budget assumes a full year of operating costs of $1.7 million. A total of 10.5 FTE are also being restored. This change is reflected in the Technical Position Adjustments.

Replace Lost Rental Revenue

The United States Postal Service (USPS) currently rents a parks owned building in the International District. The lease agreement with USPS runs through September 2013 and the lease will not be renewed. This item replaces three months of lost revenue in 2013 ($45,000) and a full year of revenue in 2014 ($179,000). The property is scheduled to be developed to expand Hing Hay Park. The project was named in the 2008 Parks and Open Space Levy and construction is scheduled to be complete in 2014.

This change does not decrease expenditure authority in 2013 or 2014. Rather, this adjustment swaps Parks Fund revenues with General Fund, which means the change is reflected on the revenue side of the budget.

Replace One Time Funding

In 2012, the use of alternative funding sources to free up General Fund was used as a budget savings strategy. The 20130-14 Proposed Budget adds back the General Fund to replace the one time use of Parks fund balance, the one-time use of admissions tax to fund arts related programs in Parks, and the use of Volunteer Park Conservatory funds to cover operating cost at the Conservatory. The total impact of this change is approximately $3.0 million.

This change does not decrease expenditure authority in 2013 or 2014. Rather, this adjustment swaps Parks Fund revenues with General Fund, which means the change is reflected on the revenue side of the budget.

Add Funding for Building 30 Debt Service - $375,416

The 2012 Adopted Budget and the 2012-2017 Adopted Capital Improvement Program (CIP) included funding for the first of two phases of improvements planned for Building 30 at Magnuson Park. The first phase was planned for 2012, with the second phase following in 2015. However, in early 2012, the decision was made to proceed with both phases of the project in 2012 and 2013 rather than in two phases. This option provides construction efficiencies and lower overall borrowing costs for the project. The $375,000 in additional funding will fund the increase in debt service costs associated with Phase 2 (Phase 1 debt service costs were already included in the Department's budget). The total debt service in 2013 is about $587,000, and Parks will cover approximately 50% of the debt service, or $295,000. Revenues from the renovated facility will cover the remaining $292,000.

The total cost to fully renovate the building is approximately $8.5 million. Improvements will include exiting upgrades, unreinforced masonry seismic upgrades, fire suppression sprinklers and fire alarm systems in the hangar and west wing, lighting, heating and ventilation upgrades, an elevator, ADA toilet rooms, and related work, depending on permitting requirements. Water service, natural gas systems, and primary electrical services to the building may also be upgraded to support the building renovations.

In its current condition, the majority of Building 30 is unusable by the community. However, the building has the potential to provide exceptional public space to new and existing tenants like Friends of the Library. The capital investment in the facility is the first step in transforming Building 30. In return, the revenues generated by increased usage will help offset the costs of the capital investment over time; all while providing tremendous benefits to arts and cultural organizations.

Proposed Policy Changes

Streamline Teen Life Center Staffing - ($54,615)/(.50) FTE

In order to unify the staffing structure at the three Teen Life Centers, this item realigns staff positions at the Garfield Teen Life Center and Southeast Late Night program to better meet program needs and standardize the staffing structure among the centers. This change can be accomplished by abrogating the existing 1.0 FTE Recreation Center Coordinator at the Garfield Teen Life Center and using the savings to add a 0.25 FTE to each of two existing 0.75 FTE Recreation Program Specialist positions. These staffing changes will provide improved support for both the Teen Life Centers and Late Night programs.

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Capital Program Position Efficiencies - ($255,078)/(2.50) FTE

Two separate capital program changes are made in 2013. First, the Department eliminates one half-time and two full-time, regular positions based on an overall slowdown in the capital improvement program. The slowdown is the result of successive years of REET reductions and the completion of most of the 2000 Park Levy capital projects and a major part of the 2008 Levy-funded capital projects. There are not enough ongoing or anticipated future capital improvement projects to support the current level of staffing, and as the number of projects decrease, permanent staff positions which were created to deliver those projects can be reduced commensurate with the level of projects and related fund sources.

The second change to the Capital Improvement Program (CIP) involves the shifting of $200,000 in labor costs from the operating budget to the CIP. The change is achievable based on the actual amount of maintenance staff hours billed to the CIP over the past few years. This change does not impact non-CIP related maintenance activities, and the Department does not anticipate any service level impacts from this change.

Reduce Annual Zoo Payment to Capture Debt Service Obligation - ($54,000)

This item reduces the annual support payment provided to the Woodland Park Zoo by $54,000. This adjustment will allow the City to capture the Zoo's portion of debt service owed for debt issued when the original parking garage was proposed in 2007. This approach is an administratively seamless way to relieve the Zoo of its debt service obligation.

Transition Langston Hughes to Office of Arts and Cultural Affairs - ($737,005)/(7.09) FTE

This item transfers the operations of the Langston Hughes Performing Art Center (LHPAC) from the Department of Parks and Recreation to the Office of Arts and Cultural Affairs (OACA).

As part of this transition, staff and other costs associated with operating LHPAC are transferred from Parks to the Office of Arts and Cultural Affairs. Parks will continue to maintain the building and pay utilities. Since OACA is not administratively suited to manage the collection of fees from outside parties, Parks will also continue to oversee this function via their CLASS registration and fee collection system. Revenues will then be transferred to OACA annually.

Align Seattle Conservation Corp Budget - ($120,012)/(1.00) FTE

The Department reduces the Seattle Conservation Corps budget to better match actual program expenditures and revenues. The Corps provides employment opportunities and access to housing for homeless individuals, and is a revenue backed program with support from contracting agencies both internal and external to the City. Since 2008, the Corps budget has not been fully spent each year, and this change right-sizes the program to better reflect actual spending patterns and needs. This adjustment eliminates one vacant position associated with the Corp, and Parks does not anticipate that the elimination of the positions will impact the Corps' operations or result in race and social justice impacts.

Improve Financial Sustainability of Volunteer Park Conservatory - ($120,331)/(1.00) FTE

In the 2012 budget, $50,000 from the Conservatory Donations Account in the Parks Fund was used to fund a consultant study to provide recommendations to help the Conservatory become more financially self sufficient. Since the study is complete, this item removes the budget authority for the work.

The consultant report recommended a reduction in the number of gardener positions, establishment of an admissions fee, and minor building improvements to increase earned and contributed income. This item reflects the recommendation to eliminate the Gardner position for a savings of $70,000. It brings staffing at the Volunteer Park Conservatory to a level commensurate with peer conservatory institutions elsewhere. It is not anticipated to have any impacts to any service.

This adjustment also includes the establishment of a $4 admission fee at the Conservatory. Parks estimates that the new fee will generate about $105,000 annually. Parks and the Friends of the Conservatory will establish days and/or times when the Conservatory is free, or a waiver program to ensure access for all Seattle residents. The small building improvements involve changes to the layout of the seasonal house and Parks will use existing budget to cover those costs, which are anticipated to generate an additional $3,000-$8,000 in revenues.

Maintenance Efficiencies - ($534,363)/(2.00) FTE

The Department achieves savings through various sustainable maintenance efficiencies. A change in how roof cleaning work is performed results in the elimination of one Maintenance Laborer position and a reduction in temporary labor dollars for a total savings of $197,000. The work will be undertaken by the new Installation Maintenance Worker (IMW) staff, who can cover a multitude of maintenance needs. These versatile workers are assigned to each of the park resources districts and they allow for a very direct and dispersed approach to various minor repair needs, including the roofs. This is a new strategy being taken in 2013 that will lead to maintenance efficiencies.

Parks also recognizes $55,000 in savings by reducing one Assistant Facility Maintenance Supervisor (AFMS) to part time. There are currently two Assistant Facility Maintenance Supervisors, each supervising five crew chiefs and then each responsible for other specific duties. This reduction shifts the supervisory responsibility of all the crew chiefs to the remaining AFMS. Parks does not anticipate that this shift will create undue hardship on the remaining AFMS.

The most significant maintenance efficiency is in irrigation. Parks will reduce the amount of water used for irrigation in designated parks to achieve $250,000 in savings. Turf in Seattle naturally turns brown in the summer; it requires supplemental water to keep it green. The Department will stop watering or reduce watering in designated parks during the irrigation season (June-Sept). There are approximately 300 parks that are irrigated; 30% would remain unaffected, 20-25% would be turned off, and the remainder would have some level of reduction. Designated parks are defined by level of public use and plant tolerance. High use regional parks and downtown parks will not be impacted by this reduction.

In order to prevent irreversible damage from reduced watering, Parks may implement a site rotation in subsequent years to mitigate any long term impacts to the plants. Site and neighborhood rotation may also more equally distribute the impacts of this reduction. The Department will monitor the impacts of change and make adjustments as needed to minimize the impacts.

The Finance and Administrative Services Department (FAS) currently pays Parks for a full time gardener to maintain the landscape around City Hall and the Justice Center. FAS reduces 50% of the funding for this position in 2013 resulting in Parks reducing the position to part time. The position currently maintains the green space around the buildings, including the green roofs, trees, shrubs, and interior plants. To minimize the impacts of this reduction, FAS will prioritize work tasks to focus on basic plant maintenance in spaces open to or visible to the public.

Planning and Development Position Reductions - ($220,936)/(1.75) FTE

A vacant Manager 3 position is eliminated in 2013. This position was responsible for providing support for planning and management for the Planning and Development Division. The reduction is based on the slowdown in capital improvement projects, and the position is no longer necessary.

A second change in the Planning and Development division includes the elimination of an Administrative Specialist I position and reclassification of a Manager 2 position to a Real Property Agent. The Administrative Specialist provides administrative support to the Real Estate Management Unit and the Manager 2 position provides approximately 25% of the overall real property management services for which the division is responsible

This action results in reduced administrative capacity in the Real Estate Management Unit, which will occasionally result in professional staff needing to do more administrative work. In addition, existing administrative staff

within the Planning and Development Division may occasionally need to provide support to the Real Estate Management Unit. The reclassification of the Manager 2 position (which will be vacant in late 2012 when the incumbent retires) may result in a reduction in technical knowledge. The Manager 2 position is relied upon for handling major real estate special projects such as building and land purchases and exchanges, resolution of parks property encroachment issues, building rental negotiations, employee moves, transfers of jurisdiction, resolution of interdepartmental and interagency property issues, etc. As a result of this reclassification, the remaining Manager 2 and the Sr. Real Property Agents may need to assist with some of the higher level property management work previously done by the Manager. Overall, this reduction will not result in significant impacts and staff will work more strategically to absorb the higher level property management tasks.

Support Staff Reductions - ($88,312)/(1.13) FTE

The Department reduces staff resources within the payroll section of the Accounting division. The Department will lose capacity to provide accounting and payroll support services to other divisions and will function with reduced capacity to prepare payroll related personnel documents and provide updated human resources information on employee salaries and benefits. Overall response times for accounting services may be slower, but the Department does not anticipate significant service level changes from this reduction.

A part time Delivery Worker position is eliminated in 2013. This position is responsible for making the daily interoffice mail delivery to approximately ten different Park Department locations. This work will be assigned to maintenance laborers in Special Event Crew's who already travel between parks locations and can add picking up the mail to their daily routes.

Add Hours to Selected Community Centers - $276,091/2.25 FTE

In order to provide additional late night hours Friday evenings and Saturday afternoons and evenings for at-risk youth, hours at seven community centers will be expanded by 10 hours per week in the 2013-2014 Proposed Budget. Data-driven analysis shows that the seven community centers that would receive funding under this proposal serve a large proportion of at-risk youth relative to other community centers. In order to implement the expanded hours, increased staffing is necessary. These extended hours offer youth a safe place to go with caring adults where they can play and record music in a studio, learn job skills, participate in sports tournaments, create wearable art and much more. For the three sites that are presently classified as Tier 2b (Ballard, Miller and Van Asselt) the 0.5 Recreation Center Coordinator and Recreation Attendant positions increase from .5 to .75, and a new part-time Maintenance Laborer (custodian) position is added.

For the four sites that are classified as Tier 2a sites (Delridge, Miller, South Park and Yesler) , the 0.75 Recreation Leader positions will be increased to full-time positions and funding is added for temporary recreation attendant hours for expanded hours and special events. In addition, $33,000 is allocated to provide for temporary intermittent maintenance laborer hours at all six sites for improved custodial care.

Increase Community Center Data Project Position to Full Time - $24,425/.25 FTE

In response to the reorganization of community centers in 2012, the 'Data Project' was established in the Recreation Division with the goal of collecting, organizing, and measuring information on programs and facility use that would help guide future programming, facility use and resource allocation. The project also includes installation and monitoring of the infrared thermal imaging counters in community centers. The Data Project will allow the Department to evaluate community center performance over the long-term and ultimately inform community center management decisions. The Data Project was assigned to an existing .75 FTE Strategic Advisor 1 in 2012 who is responsible for accounting and budget preparation work. The Department has found that the existing position is not able to absorb this new body of work without additional resources and is therefore proposing to increase the position to full-time. In addition to the position's current responsibilities, the additional resources will allow for more focused data collection and budget preparation for Outdoor Youth programs, Special Events, Environmental Learning Centers, and the Japanese Gardens operations; as well as developing organizational capabilities for data gathering and evaluation across the Department's separate data collection systems (CLASS and People Counters).

Department of Parks and Recreation

Increase Funding for Parks Concierge Program - $60,000

Additional funding is being provided for intermittent staff who work as concierges in downtown parks, with an emphasis on Hing Hay Park. The funding will help to improve programming and public safety at the park and help stem negative behavior. The Concierge program staff set up chairs and chess pieces in the parks each day, assist in setting up concerts and other activities, remove litter and perform minor custodial maintenance, and assist the park rangers in providing visitor information. The program works in tandem with the park ranger program.

The combination of the increased activation from the concierge program and the ongoing efforts of the park ranger program are intended to promote positive use of downtown parks and lead to a reduction of vandalism and other crimes. This change will improve park safety and cleanliness and help reduce park code enforcement issues in downtown parks and will also expand the program to Hing Hay Park.

Increase Partnership Opportunities - $75,000

The 2013-2014 Proposed Budget includes funding to allow the Associated Recreation Council (ARC) to expand its fundraising activities on behalf of the Seattle parks system. As the City continues to face constrained financial resources, efforts to leverage additional financial support for Parks helps the City sustain this important community resource. ARC, with is existing relationships with the business community and other private sector donors, is better positioned to leverage this support.

Provide Funding for New Challenge Course at Camp Long - $55,000

This item increases appropriation authority for the new Challenge Course at Camp Long. The Challenge Course is a new facility constructed in 2011 and 2012 at Camp Long with funding from three different grants. It consists of high platforms, interconnected activities, routes on slim beams, wobbly steps as well as swings and ropes to clutch onto or walk upon. Revenues are expected to fully cover the cost to operate the Challenge Course making this a budget neutral budget change. If revenues do not come in as anticipated, the Department will reduce a commensurate amount of costs.

Swimming Pool Revenue Increase

The Department will Increase swimming pool fees to generate $300,000 in additional revenues. Most of the fee increases are very modest, ranging from $.50 for recreational swimming, lessons, and fitness classes to $2 for private lessons. The biggest changes include a $10 increase on swimming lessons for summer swim leagues and a 20% increase on rentals. The proposed 2013-2014 fees are generally comparable to 2012 regional swimming pool fees in similar categories.

This change does not decrease expenditure authority in 2013 or 2014. Rather, this adjustment swaps Parks Fund revenues with General Fund, which means the change is reflected on the revenue side of the budget.

Support Staff Efficiencies - $19,130/1.00 FTE

In 2013, DPR reallocates resources and modifies work duties within Parks' Human Resources Unit to operate more efficiently and effectively, and reduces non-personnel expenses across the Finance and Administration Division for a total savings of $58,000. This change involves the elimination of one part-time position and an increase in two other part-time positions to full-time. As such the overall unit's FTE remains the same but the number of positions is reduced by one. This change will better align current resources with priority areas such as employee safety while efficiently meeting the unit's communication, administration and retention responsibilities.

A second staffing efficiency is made in event scheduling at Magnuson Park. Events at Magnuson Park are currently coordinated by a .50 Parks Special Events Scheduler. Due to the high volume of work and event bookings campus wide (average of 334 per year for the last three years) this position has worked full-time. This change increases a .50 Special Event Scheduler to full-time at a total cost of $33,000. Department will use existing funds to cover the increased staffing cost which makes this change budget neutral.

A staffing change is also made to the sailing and rowing centers. In 2010, the Green Lake Small Craft Center and Mount Baker Rowing & Sailing Center each had a one Recreation Leader, in addition to a Sr. Recreation Program Specialist. As a budget savings strategy in 2011, the two Recreation Leader positions were eliminated and two part-time Recreation Attendants were added. The Department has been struggling to make the reductions work over the past two years, and it has become apparent that the current staffing level is not sufficient to run the program and operate the facilities. The 2013-2014 Proposed Budget adds $77,000 for a 0.50 FTE Recreation Program Specialist and for additional temporary staff to work between the two small craft centers. This position is needed to provide additional program management and supervision, more effective office management, support on higher level projects, and coverage when the Sr. Recreation Program Specialists are away from the site.

Continue Additional Hours at International District and Magnolia Community Centers - $107,182/1.00 FTE

One-time contingency funding was provided to the Department in 2012 as the community center model was being implemented. The funds were to be used at centers that needed additional hours based on actual usage. After a few months of operating under the new model, the Department determined that the International District and Magnolia Community Centers had usage patterns that justified additional operating hours. The Magnolia Community Center has some of the highest use number. The International District Community Center serves a unique population that has few other recreation options. The 2012 funding allowed each community center to stay open for 10 additional hours per week.

The 2013-2014 Proposed Budget includes funding to maintain these expanded hours, allowing them to stay open 35 hours per week and to offer evening hours. Funding supports an increase in the Recreation Center Coordinator and Recreation Attendant positions from .5 to .75, consistent with current funding and staffing. An additional $22,000 is provided for enhanced custodial services.

Add Funding for Peak Season Temporary Maintenance Staff - $200,000

The 2013 budget adds $200,000 for temporary/intermittent peak season labor in the parks resources district crews. The additional funding will allow for a partial restoration of the grounds maintenance activities that were reduced in prior year budgets. This funding will allow for a flexible response to address peak season workload.

The available use of more temporary labor by the parks resource crews will result in more efficient grounds maintenance activities in parks across the city. The appearance, safety, and cleanliness of parks will improve with increased attention to litter control, mowing and trimming, and leaf removal.

Open Belltown Community Center - $166,590/1.50 FTE

This item adds positions to staff the new Belltown Community Center. These expenses will be reimbursed by the Associated Recreation Council (ARC). Originally ARC had intended to operate the Center themselves, but DPR and ARC later agreed that it was more appropriate to operate the Center with City staff, similar to how other community centers operate.

This model provides consistency across the centers and reduces any potential labor impacts. ARC will reimburse Parks for all staff and operating supply costs. The center will be operated in the same way as the existing community center '2b' sites, which are open 25 hours per week and require three part-time positions and funding for temporary staff to oversee facility rentals.

Utility and Information Technology Increases - $350,400

Due to increases in several utility costs, including natural gas, drainage, electricity, and sewer, the 2013 budget increases the utility budget for DPR. The Department practices strict conservation efforts in parks and recreation facilities, however, the unanticipated rate increases have created funding pressures that the Department was not able to manage without additional General Fund support.

Funding is also provided to cover increased information technology costs related to the mandatory upgrade to Windows Software Assurance with MDOP. As computers are replaced as part of the ongoing annual replacement schedule, the new software is being installed. The cost of the software licenses is spread over three years, and every three years the licenses need to be renewed. This adjustment provides funding to upgrade 548 licenses in 2013 and 2014. The Department of Information Technology (DoIT) will cover the cost of an additional 206 licenses in 2013. DPR will cover the cost of these computers in future years. This item also includes $30,000 to train DPR staff so that the upgrade can be performed internally rather than via a consultant.

Use of Fund Balance

The Department ended 2011 with higher than anticipated fund balance and will use $1.6 million in 2013 and $650,000 in 2014 to offset General Fund support. This change does not decrease expenditure authority in 2013 or 2014. Rather, this adjustment swaps Parks Fund balance with General Fund, which means the change is reflected on the revenue side of the budget.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - ($251,425)

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

Technical Adjustments - $265,109/3.20 FTE

Technical adjustments in the 2013-2014 Proposed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in DPR's service delivery. The Department adjusts revenue and expense budgets between or within Budget Control Levels (BCLs) to better reflect actual spending patterns. The technical adjustments also include the transferring of several lines of businesses to different BCLs to more accurately represent where program dollars are being spent.

The changes include adjustments to line items to account for revisions in salaries related to reclassifications or APEX-SAM salary adjustments. They also correct prior year expense and revenue budgets by BCL and account group to align with actual usage. The recreation revenue estimate is also adjusted based on 2011 actual revenues. This change increases the recreation revenue estimate by $330,000 and decreases general fund revenue by the same amount. An adjustment to the golf budget to account for revised revenue and expenditure forecasts in also reflected in the changes.

Technical adjustments are also required to add positions for Rainier Beach Pool and Community Center to match the funding already assumed in the 2013-2014 baseline budget. Rainier Beach Pool and Community Center closed December 2010; the facility was demolished and a new pool and community center will open in 2013. All full-time positions associated with these two facilities were eliminated during the 2011-12 budget process. This action adds back the positions needed to operate the new pool and community center.

The changes also include the elimination of Aquarium positions that transferred over to the Seattle Aquarium Society (SEAS) in 2012 per the agreement between the City and SEAS to transfer all city funded Aquarium staff to SEAS over a five year period starting in 2010.

Department of Parks and Recreation

Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Environmental Learning and Programs Budget Control Level	K430A	3,687,006	3,747,150	1,544,716	1,648,180
Facility and Structure Maintenance Budget Control Level	K320A	12,883,788	13,616,591	14,642,971	15,200,448
Finance and Administration Budget Control Level	K390A	9,579,786	7,885,329	7,975,440	8,247,209
Golf Budget Control Level	K400A	8,823,468	9,417,669	9,561,340	11,173,584
Golf Capital Reserve Budget Control Level	K410A	165,229	0	0	0
Judgment and Claims Budget Control Level	K380A	1,408,196	1,143,365	559,182	654,302
Natural Resources Management Budget Control Level	K430B	6,268,542	6,599,106	6,935,364	7,137,144
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	23,898,461	26,356,978	29,317,459	30,537,538
Planning, Development, and Acquisition Budget Control Level	K370C	6,173,681	6,250,827	5,992,858	6,193,819
Policy Direction and Leadership Budget Control Level	K390B	3,525,858	5,000,018	6,375,235	6,944,151
Recreation Facilities and Programs Budget Control Level	K310D	21,496,166	21,042,061	22,513,853	23,500,016
Seattle Aquarium Budget Control Level	K350A	3,759,465	3,875,585	3,340,125	3,460,178
Seattle Conservation Corps Budget Control Level	K320C	3,329,936	3,913,185	3,941,751	4,051,180
Swimming, Boating, and Aquatics Budget Control Level	K310C	7,460,860	7,520,821	8,457,299	9,448,624
Woodland Park Zoo Budget Control Level	K350B	6,327,561	6,587,726	6,665,481	6,820,029
Department Total		118,788,003	122,956,412	127,823,074	135,016,402
Department Full-time Equivalents Total*		890.89	863.09	856.07	856.07

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

Department of Parks and Recreation

Revenue Overview

2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
433010	Community Development Block Grant	0	0	508,000	508,000
462400	ST Space Facilities Rentals	4,129,715	3,467,684	4,000,062	4,712,138
462500	LT Space/Facilities Leases	479,371	495,680	554,741	554,741
462800	Concession Proceeds	88,467	80,000	80,000	80,000
462900	Rents and Use Charges	299,760	378,979	378,979	378,979
469100	Salvage Sales	48,637	0	0	0
469400	Judgments & Settlements	26,032	0	0	0
469970	Telephone Commission Revenue	594	1,300	1,300	1,300
499999	Miscellaneous Revenue	0	0	0	0
	Total Miscellaneous Revenue	**5,072,576**	**4,423,643**	**5,523,082**	**6,235,158**
441710	Sales of Merchandise	86,853	24,884	24,884	24,884
441990	Miscellaneous Charges & Fees	295,679	259,026	259,026	259,026
443870	Resource Recover Revenues	4,881,516	4,848,042	5,384,744	5,510,919
447300	Recreational Activity Fees	9,449,512	10,040,351	9,640,472	11,850,470
447350	Recreation Shared Revenues – ARC	379,511	817,565	831,365	831,365
447450	Recreation admission fees	2,033,342	1,790,256	2,171,378	2,171,378
447500	Exhibit Admission Fees	26,518	274,972	378,972	378,972
447550	Athletic Facility Fees	2,635,264	2,325,867	2,667,363	2,668,337
447600	Program Fees	2,792,631	2,455,336	2,721,026	2,721,752
462300	Parking Fees	0	104,792	104,792	104,792
469990	Miscellaneous Revenue	72,716	161,771	133,365	127,850
543970	Charges to Other City Dept	1,572,169	278,890	278,890	278,890
569990	Miscellaneous Revenue	1,033,132	1,207,041	75,470	75,470
	Total Charges for Services	**25,258,843**	**24,588,793**	**24,671,747**	**27,004,105**
587001	General Subfund Support	78,129,409	81,463,581	85,480,087	90,966,675
	Total General Subfund Support	**78,129,409**	**81,463,581**	**85,480,087**	**90,966,675**
433010	Federal Grants	63,222	0	0	0
434010	State Grants	10,541	0	0	0
439090	Private Contributions	265,669	441,400	452,400	452,400
	Total Intergovernmental	**339,431**	**441,400**	**452,400**	**452,400**
587900	Transfer from Donations Fund	100,842	209,000	0	0
587900	Transfers from CRS & Parks Levy	8,849,014	10,193,350	10,601,758	10,201,062
	Total Transfer from City Funds	**8,949,856**	**10,402,350**	**10,601,758**	**10,201,062**
Total Revenues		**117,750,115**	**121,319,767**	**126,729,074**	**134,859,400**
379100	Use of Fund Balance	1,035,945	1,636,645	1,602,000	665,000
	Total Use of Fund Balance	**1,035,945**	**1,636,645**	**1,602,000**	**665,000**
Total Resources		**118,786,060**	**122,956,412**	**128,331,074**	**135,524,400**

Appropriations By Budget Control Level (BCL) and Program

Environmental Learning and Programs Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Environmental Learning and Programs	3,687,006	3,747,150	1,544,716	1,648,180
Total	**3,687,006**	**3,747,150**	**1,544,716**	**1,648,180**
Full-time Equivalents Total*	32.44	32.19	14.77	14.77

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

Facility and Structure Maintenance Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Facility and Structure Maintenance	12,883,788	13,616,591	14,642,971	15,200,448
Total	**12,883,788**	**13,616,591**	**14,642,971**	**15,200,448**
Full-time Equivalents Total*	110.74	108.24	110.56	110.56

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Finance and Administration Budget Control Level

The purpose of the Finance and Administration Budget Control Level is to provide the financial, technological, and human resources support necessary to provide effective delivery of the Department's services.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Finance and Administration	9,579,786	7,885,329	7,975,440	8,247,209
Total	**9,579,786**	**7,885,329**	**7,975,440**	**8,247,209**
Full-time Equivalents Total*	54.00	52.50	43.00	43.00

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Department of Parks and Recreation

Golf Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Golf	8,823,468	9,417,669	9,561,340	11,173,584
Total	**8,823,468**	**9,417,669**	**9,561,340**	**11,173,584**
Full-time Equivalents Total*	25.00	25.00	24.00	24.00

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Golf Capital Reserve Budget Control Level

The purpose of the Golf Capital Reserve Budget Control Level 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 or program services delivered through this program.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Golf Capital Reserve	165,229	0	0	0
Total	**165,229**	**0**	**0**	**0**

Judgment and Claims Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Judgment and Claims	1,408,196	1,143,365	559,182	654,302
Total	**1,408,196**	**1,143,365**	**559,182**	**654,302**

Department of Parks and Recreation

Natural Resources Management Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Natural Resources Management	6,268,542	6,599,106	6,935,364	7,137,144
Total	**6,268,542**	**6,599,106**	**6,935,364**	**7,137,144**
Full-time Equivalents Total*	58.74	56.74	55.24	55.24

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

Park Cleaning, Landscaping, and Restoration Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Park Cleaning, Landscaping, and Restoration	23,898,461	26,356,978	29,317,459	30,537,538
Total	**23,898,461**	**26,356,978**	**29,317,459**	**30,537,538**
Full-time Equivalents Total*	203.84	211.74	222.91	222.91

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

Planning, Development, and Acquisition Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Planning, Development, and Acquisition	6,173,681	6,250,827	5,992,858	6,193,819
Total	**6,173,681**	**6,250,827**	**5,992,858**	**6,193,819**
Full-time Equivalents Total*	53.60	45.90	41.65	41.65

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

Department of Parks and Recreation

Policy Direction and Leadership Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Policy Direction and Leadership	3,525,858	5,000,018	6,375,235	6,944,151
Total	**3,525,858**	**5,000,018**	**6,375,235**	**6,944,151**
Full-time Equivalents Total*	23.50	30.25	41.25	41.25

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

Recreation Facilities and Programs Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Recreation Facilities and Programs	21,496,166	21,042,061	22,513,853	23,500,016
Total	**21,496,166**	**21,042,061**	**22,513,853**	**23,500,016**
Full-time Equivalents Total*	207.41	182.41	188.57	188.57

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

Seattle Aquarium Budget Control Level

The purpose of the Seattle Aquarium Budget Control Level 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.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Seattle Aquarium	3,759,465	3,875,585	3,340,125	3,460,178
Total	**3,759,465**	**3,875,585**	**3,340,125**	**3,460,178**
Full-time Equivalents Total*	50.50	47.00	38.50	38.50

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

Seattle Conservation Corps Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Seattle Conservation Corps	3,329,936	3,913,185	3,941,751	4,051,180
Total	**3,329,936**	**3,913,185**	**3,941,751**	**4,051,180**
Full-time Equivalents Total*	19.55	19.55	18.55	18.55

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

Swimming, Boating, and Aquatics Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Swimming, Boating, and Aquatics	7,460,860	7,520,821	8,457,299	9,448,624
Total	**7,460,860**	**7,520,821**	**8,457,299**	**9,448,624**
Full-time Equivalents Total*	51.57	51.57	57.07	57.07

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

Woodland Park Zoo Budget Control Level

The purpose of the Woodland Park Zoo Budget Control Level is to provide 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.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Woodland Park Zoo	6,327,561	6,587,726	6,665,481	6,820,029
Total	**6,327,561**	**6,587,726**	**6,665,481**	**6,820,029**

Department of Parks and Recreation

Parks and Recreation Fund Table

Park and Recreation Fund (10200)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**8,266,826**	**3,784,320**	**7,117,090**	**4,765,090**	**3,163,090**
Accounting and Technical Adjustments	-111,848	0	0	0	0
Plus: Actual and Estimated Revenues	117,750,115	121,319,767	119,284,000	126,221,074	134,351,400
Less: Actual and Budgeted Expenditures	118,788,003	122,956,412	121,636,000	127,823,074	135,016,402
Ending Fund Balance	**7,117,090**	**2,147,675**	**4,765,090**	**3,163,090**	**2,498,088**
Known Liabilities			1,000,000	1,000,000	1,000,000
Westbridge Debt		829,300	829,300	829,000	804,000
Total Reserves		**829,300**	**1,829,300**	**1,829,000**	**1,804,000**
Ending Unreserved Fund Balance	**7,117,090**	**1,318,375**	**2,935,790**	**1,334,090**	**694,088**

Department of Parks and Recreation

Capital Improvement Program Highlights

The 2013 CIP reflects a wide range of projects. With $39.4 million appropriated in 2013, Parks will continue to have a robust capital improvement program, despite the economic downturn. The 2008 Parks Levy provides $3.9 million of this funding, in addition to the $109 million appropriated from the Levy through 2012. The Cumulative Reserve Subfund (CRS) appropriation for the Department is $15.6 million in 2013, of which $13.8 million is REET funding for capital projects.

Capital maintenance is a vital component of Parks' Capital Improvement Program, with $17.3 million funded in 2013. Of this amount, $1.6 million is for projects funded by the 2008 Parks Levy. This funding addresses basic infrastructure across the Parks system, such as electrical system 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 and the Aquarium itself is funding renovation of the Harbor Seal Exhibit.

Funding has been increased in 2013 and 2014 by $500,000 for the Urban Forestry- Green Seattle Partnership project (GSP). The GSP receives between $900,000-$1.3 million annually through a combination of 2008 Parks Levy funds and REET. When the Levy ends in 2014, funding for the GSP will be reduced to about $583,000. The added REET funding in 2013 and 2014 will enhance the program over the next two years and then ensure that the program will be able to maintain current reforestation goals beyond 2014.

Parks will use federal Community Development Block Grant (CDBG) funds for the Seattle Conservation Corps in 2013 and 2014 and for accessibility improvements in 2014. The Seattle Conservation Corps (SCC) executes Parks improvement projects in low-income neighborhoods, while at the same time provides training and employment for formerly homeless adults. In 2013, $508,000 will be used to fund the SCC to improve approximately 15 parks. In 2014, the SCC program will be expanded with $300,000 in additional CDBG funds, bringing the total to $808,000, to improve approximately 25 parks. In order to make parks more accessible to all residents, $732,000 in CDBG funds will be used in 2014 to remove architectural and material barriers that restrict the mobility and accessibility of elderly or severely disabled persons in public facilities in parks throughout the City.

The 2013 CIP also includes funding for the renovation and expansion of an existing parking facility at the Woodland Park Zoo. Per terms of the original management agreement between the City and the Zoo, the City is obligated to support the development of a parking facility at the Zoo. Costs are to be shared 75%/25%. The Zoo estimates that the project will cost approximately $2.7 million, and the City will cover 75%, or up to $2 million.

The project provides for the development of a 180 space parking lot on the West side of the Zoo to help reduce parking and congestion on neighborhood streets. It will be funded with REET.

Of the 59 development projects funded by the 2008 Levy, 42 will be completed by 2013 and most of the rest underway. Most of these projects are play area renovations and neighborhood park developments. In 2012, implementation will continue for the environmental projects; restoration of forests, trails, wetlands, and shorelines; and development for P-Patches and shoreline access.

Park development continues for reservoir lids at Maple Leaf and West Seattle. Construction of the new Rainier Beach Community Center and Pool is expected to be completed in 2013. Also in 2013, the City will continue implementation of the Golf Master Plan which will provide major improvements at three City-owned golf courses (Jackson, Jefferson, and West Seattle), including building replacements, driving ranges, cart path improvements, and course and landscaping renovation. Future revenue from the golf courses will cover associated debt service payments. These improvements are being be phased over six or more years.

One remaining 2000 Pro Parks Levy acquisition remains to be completed, and acquisition of new neighborhood parks and green spaces continues with 2008 Parks Levy funding. The 2013-2018 Proposed CIP includes bond funding for completion of the Rainier Beach Community Center ($6.6 million), Golf Master Plan Implementation ($7.4 million) and Magnuson Park Building 30 Renovation ($5.2 million).

Additional information on the Parks CIP can be found in the 2013-2018 Adopted CIP online here:
http://www.seattle.gov/financedepartment/12proposedbudget/default.htm

Department of Parks and Recreation

Capital Improvement Program Appropriation

Budget Control Level	2013 Proposed	2014 Proposed
2008 Parks Levy - P-Patch Development: K720031		
2008 Parks Levy Fund	427,000	0
Subtotal	**427,000**	**0**
2008 Parks Levy- Forest & Stream Restoration: K720030		
2008 Parks Levy Fund	330,000	426,000
Subtotal	**330,000**	**426,000**
2008 Parks Levy- Green Space Acquisition: K720011		
2008 Parks Levy Fund	750,000	95,000
Subtotal	**750,000**	**95,000**
2008 Parks Levy- Major Parks: K720023		
2008 Parks Levy Fund	78,000	0
Subtotal	**78,000**	**0**
2008 Parks Levy- Neighborhood Park Acquisition: K720010		
2008 Parks Levy Fund	300,000	300,000
Subtotal	**300,000**	**300,000**
2008 Parks Levy- Neighborhood Parks and Playgrounds: K720020		
2008 Parks Levy Fund	1,900,000	5,700,000
Subtotal	**1,900,000**	**5,700,000**
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 I Subaccount (00163)	171,000	514,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	802,000	1,356,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	0	305,000
Subtotal	**973,000**	**2,175,000**
Building Component Renovations: K72444		
2013 Multipurpose LTGO Bond Fund	11,815,000	0
Community Development Block Grant Fund	0	732,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,329,000	3,643,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	2,331,000	1,608,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	140,000	840,000

Department of Parks and Recreation

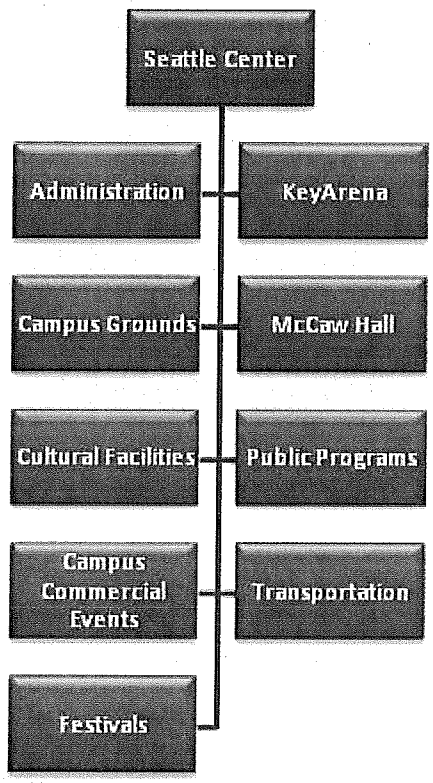
Subtotal	**16,615,000**	**6,823,000**
Citywide and Neighborhood Projects: K72449		
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,203,000	955,000
Subtotal	**1,203,000**	**955,000**
Debt Service and Contract Obligation: K72440		
Cumulative Reserve Subfund - REET I Subaccount (00163)	802,000	803,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,701,000	2,018,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,331,000	1,611,000
Subtotal	**3,834,000**	**4,432,000**
Debt Service and Contract Obligations: K72440		
2013 Multipurpose LTGO Bond Fund	7,371,000	0
Gasworks Park Contamination Remediation Fund	70,000	0
Subtotal	**7,441,000**	**0**
Docks/Piers/Floats/Seawalls/Shorelines: K72447		
Beach Maintenance Trust Fund	25,000	25,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,122,000	1,122,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	60,000	60,000
Subtotal	**1,207,000**	**1,207,000**
Forest Restoration: K72442		
Cumulative Reserve Subfund - REET I Subaccount (00163)	375,000	793,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	989,000	571,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	98,000	101,000
Subtotal	**1,462,000**	**1,465,000**
Parks Infrastructure: K72441		
Community Development Block Grant Fund	508,000	808,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,008,000	475,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	2,146,000	0
Subtotal	**3,662,000**	**1,283,000**
Pools/Natatorium Renovations: K72446		
Cumulative Reserve Subfund - REET II Subaccount (00161)	125,000	0
Subtotal	**125,000**	**0**
West Point Settlement Projects: K72982		
Shoreline Park Improvement Fund	190,000	0
Subtotal	**190,000**	**0**
Total Capital Improvement Program Appropriation	**40,572,000**	**24,936,000**

Seattle Center

Robert Nellams, Director

Department Information Line: (206) 684-7200

On the Web at: http://www.seattlecenter.com/



Department Overview

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

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

Seattle Center

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

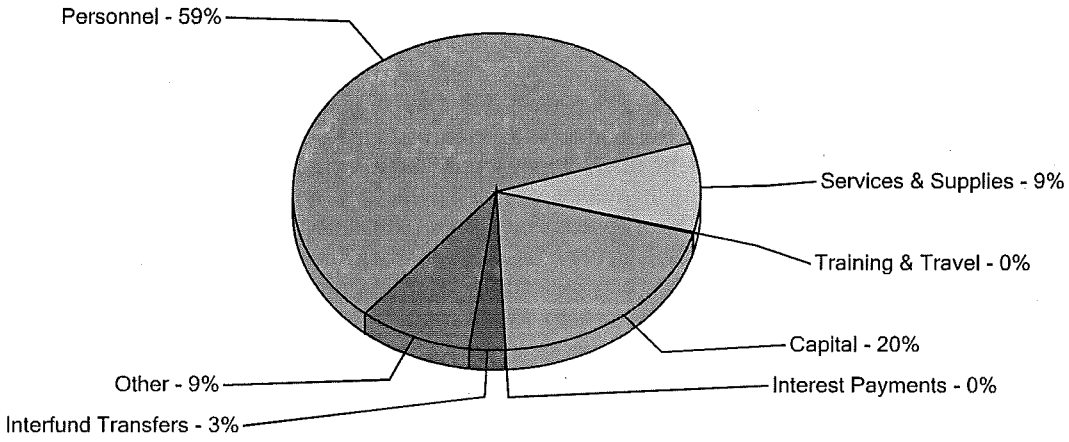
Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the Seattle Center. Over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

Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	$12,919,814	$12,875,760	$12,980,658	$13,466,114
Other Funding - Operating	$21,552,036	$21,586,368	$22,964,210	$23,409,994
Total Operations	**$34,471,850**	**$34,462,128**	**$35,944,868**	**$36,876,108**
Other funding - Capital	$6,815,855	$3,878,000	$8,980,000	$5,151,000
Total Appropriations	**$41,287,705**	**$38,340,128**	**$44,924,868**	**$42,027,108**
Full-time Equivalent Total*	245.12	245.12	241.62	241.62

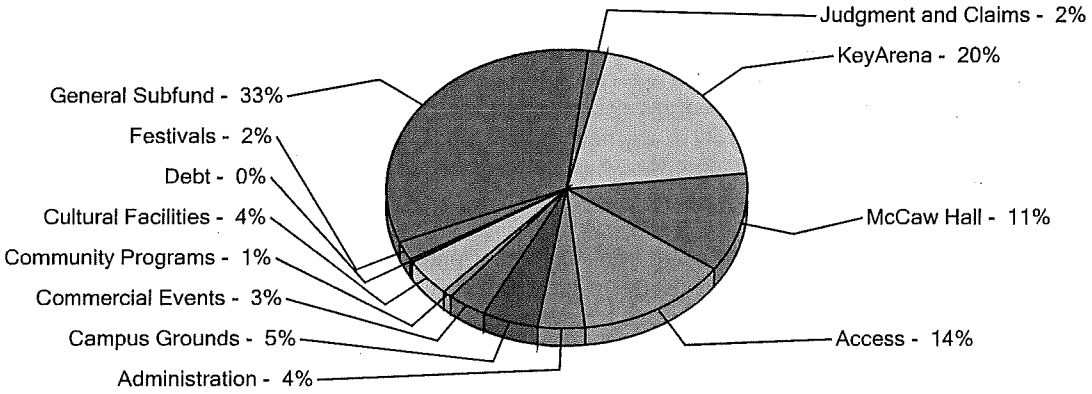
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

2013 Proposed Budget - Expenditure by Category



Seattle Center

2013 Proposed Budget - Revenue by Category



Budget Overview

In recent years, Seattle Center has faced the dual challenge of constrained General Fund resources as well as weakness to its other operating revenues. These challenges collided in 2009 when Seattle Center operated from a negative cash position, resulting in the execution of an interfund loan for Seattle Center in mid-2011, after a pre-existing loan expired on December 31, 2010. Since that time, Seattle Center has worked diligently to better align its operations with available revenues. While the loan duration will be extended to 2017, for 2013-2014, Seattle Center is projected to have made sufficient strides to ensure that the size of the loan does not grow beyond current projections.

The economic challenges brought on by the Great Recession have lead to weakness in Seattle Center's operating revenues. Seattle Center has more than 75 sources of earned revenue, with the largest being parking fees, facility rentals, programming at McCaw Hall, and sales of tickets and suites at Key Arena. Long-term facility leases are another large source of revenue and primarily consist of theaters, museums, and other arts groups, often referred to as "resident tenants." Long-term leases are Seattle Center's revenues sources that have been most constrained by the recent economic weakness. The discretionary income of arts patrons and donated income from funders contracted resulted in less income for Seattle Center's resident tenants, making it difficult for a number of them to pay the full amount of their contractual lease payments.

To ensure that its operating costs are aligned with its revenues, Seattle Center has spent the past year looking for efficiencies and cost savings. The 2013-2014 Proposed Budget reflects the results of this work and includes sufficient costs savings to ensure that Seattle Center's expenditures are aligned with its revenues. Budget reduction strategies for the 2013-2014 Proposed Budget focus on administrative and operational efficiencies that result in minimal direct service impacts. Reductions include: cuts to maintenance costs, contract fees, administrative consolidations, and the elimination of positions. Funding for programs at Seattle Center is retained, allowing visitors to Seattle Center to continue to have access to a vast array of events and performances. The 2013-2014 Proposed Budget assumes that Seattle Center's interfund loan will

extend through 2017. While Seattle Center has made significant progress in aligning its costs with its revenues, additional time is needed to identify financial strategies for paying off the interfund loan. Seattle Center will work in the coming year to identify longer-term strategies for paying off the loan. Possible solutions could include restructuring leases, setting up payment plans, and in some cases forgiving portions of the accumulated debt, or implementing other operational changes.

Not all Seattle Center revenues have suffered as a result of the recent economic weakness. Event bookings at KeyArena have continued to grow after hitting a low point in 2009 after the departure of the Seattle SuperSonics. Along with steady growth in bookings and more diverse programming, additional changes, including a restructured KeyArena management team, a new concessionaire, and an improved ticketing arrangement, have further enhanced revenues. By 2011, Seattle Center had succeeded in bringing the KeyArena back to operating at a profit. The City is currently considering proposals to build a new indoor sports and entertainment arena in the downtown core. Whatever the outcome of the proposal, Seattle Center looks forward to adapting to its role in any new environment, and continuing to maximize the utility of the venue. Any adjustments to the budget that may be necessary as a result of a new arena are not contemplated in the Proposed Budget.

McCaw Hall continues to have consistent event bookings and attendance. In addition to attracting new concerts and events, the building's primary users, Pacific Northwest Ballet and Seattle Opera, continue to draw large audiences for their productions. In 2012, Seattle Center opened a redeveloped food service area in the Armory (formerly known as the Center House), which features a number of upgraded restaurants and concessions. With these new tenants in place, the Center has added a modest increase to its commercial revenues to reflect the popularity of this new offering. Lastly, parking revenues are projected to increase based on the implementation of a new hourly rate system.

The City has also reached an agreement with local radio station KEXP for lease of the upper Northwest Rooms. Although a final date for their arrival has not yet been determined, Seattle Center is looking forward to welcoming KEXP as early as 2013.

Incremental Budget Changes

Seattle Center

	2013 Budget	FTE	2014 Budget	FTE
Total 2012 Adopted Budget	**$ 34,462,128**	**245.12**	**$ 34,462,128**	**245.12**
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	$ 1,319,780	0.00	$ 2,421,953	0.00
Net-Zero Transfer Between BCLs to Align Budget with Actual Costs	$ 0	0.00	$ 0	0.00
Proposed Policy Changes				
Administrative Efficiencies	-$ 146,000	-2.00	-$ 149,800	-2.00
Maintenance Reductions	-$ 129,000	0.00	-$ 130,000	0.00
Seattle Center Foundation FTE Reduction	-$ 156,000	-1.00	-$ 159,100	-1.00
Teen Tix Transition	$ 0	0.00	-$ 40,000	0.00
Food Service Management Reduction	-$ 61,000	-0.50	-$ 62,200	-0.50
One-Time Major Maintenance Spending	$ 397,600	0.00	$ 87,600	0.00

Seattle Center

Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	-$ 475,764	0.00	-$ 434,240	0.00
Technical Adjustment	$ 733,124	0.00	$ 879,767	0.00
Total Incremental Changes	**$ 1,482,740**	**-3.50**	**$ 2,413,980**	**-3.50**
2013 - 2014 Proposed Budget	**$ 35,944,868**	**241.62**	**$ 36,876,108**	**241.62**

Description of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - $1,319,780

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

Net-Zero Transfer Between BCLs to Align Budget with Actual Costs

These changes are net-zero adjustments between BCLs and accounts to align the budget with actual expenditures.

Proposed Policy Changes

Administrative Efficiencies - ($146,000)/(2.00) FTE

Consolidations in two areas will take place with this adjustment: admissions and campus catering. With the Admissions operations, the Admissions Manager 1 will be reduced from 1.0 FTE to 0.5 FTE, for a savings of $52,000, and a vacant Accounting Technician I will be eliminated for a savings of $64,000. The Manager 1 will now focus more on field operations, as some of the administrative duties will be reassigned to the facility managers who use admissions personnel. The vacant Accounting Technician I pocket was previously filled by a Regular Admissions Employee, and this work will be absorbed by the remaining 15 staff members whose work includes ticket-taking, showing customers to their seats, and monitoring the entrances.

Similar to the admissions reduction, the catering position, which coordinates the Campus Catering Program, also handles some administrative duties related to managing the contract process for commercial clients. This Administrative Specialist II position will be reduced from 1.0 to 0.5 FTE for a savings of $30,000 and will retain responsibility for coordinating the Catering Program as well as some functions related to contract facilitation. Other administrative duties relating to the contract process will be absorbed by other Campus Commercial Event staff.

Maintenance Reductions - ($129,000)

Seattle Center evaluated its maintenance budget and identified reductions in various areas including office supplies, maintenance supplies, and the elimination of a specialized vehicle. In most cases, these reductions will have a minimal impact to Seattle Center operations. For example, the reduction of a boom truck will be mitigated by utilizing a scissor lift Seattle Center has onsite, as well as the timely use of other vehicles that the Center rents at various times for events and special projects. However, if the Center experiences significant maintenance and repair issues, there may be delays in addressing items like graffiti removal or grounds restoration. Seattle Center will prioritize life safety functions (fire alarms, ADA access, etc.), revenue generation, and contractual responsibilities.

Seattle Center

Seattle Center Foundation FTE Reduction - ($156,000)/(1.00) FTE

This change eliminates City funding for the Strategic Advisor 3 position which currently acts as the Executive Director of the Seattle Center Foundation. The Executive Director will continue but will now be an employee of the Foundation. In order to provide financial support to the Foundation operation, Seattle Center will convert a storefront, previously run by Frontier Gallery and then used in 2012 to sell Seattle World's Fair memorabilia, into a permanent store run by the Foundation, with net profits used to fund Foundation administrative overhead. The Foundation will pay Seattle Center a reduced annual lease payment of $15,000. Seattle Center had previously assumed it would receive $100,000 in rent revenue if the space was rented out to a commercial vendor. Savings from eliminating funding for this position are partly offset by the loss of approximately $85,000 in lease revenue from the space. The net savings from this reduction is $71,000, or $156,000 minus forgone revenues of $85,000.

Teen Tix Transition

This change removes Teen Tix from Seattle Center's public program offerings in 2014 with the intention of transitioning the program to a non-profit organization to ensure the program's continuity. This transfer reduces Center's 2014 budget by $40,000. Started in 2005, Teen Tix serves teenagers by making Seattle's rich cultural life affordable to them. Approximately 7,500 day-of-show tickets were leveraged in 2011 for use at 37 participating organizations. The savings from this reduction come from the elimination of a contract position that coordinates the program. Seattle Center will work with the Seattle Center Foundation to transition the program to a viable non-profit by the end of 2013.

Food Service Management Reduction - ($61,000)/(.50) FTE

Seattle Center has 2.0 FTEs assigned to contracts and food service management: a Manager 2 and an Administrative Specialist 2. The Manager 2 previously functioned as the contracts manager for Seattle Center, with approximately 75% of their time related to food service operations. These duties have now been transferred to Levy Restaurants, the contractor that Seattle Center began working with in 2011 to manage the Armory food court. Additionally, a new Armory Operations Board is in place to provide overall facility oversight. This proposal reduces the Manager 2 from 1.0 FTE to 0.5 FTE to reflect the reduction in responsibilities that comes with having a professional food service management company operating the food court. The manager's remaining time will be fully spent on managing other Armory non-food vendor tenants, leasing of peripheral spaces, and contract management. The Administrative Specialist position currently supporting the Contracts Manager will be retained to process contracts and provide general administrative support to the new Operating Board.

One-Time Major Maintenance Spending - $397,600

In 2013 and 2014, Center will use McCaw Hall reserve funds, which are collected annually to fund the replacement of various pieces of equipment that have come to the end of their life cycle. The current reserve balance is approximately $1.3 million. It is expected that the facility, now 10 years old, will begin to utilize the reserves more regularly for maintenance and equipment replacement.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - ($475,764)

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

Technical Adjustment - $733,124

The technical adjustment is comprised of changes to the budget to accommodate the food court management contract, a change in an accounting practice, the adjustments for the most recent event forecast, and net-zero transfers of budget authority between BCLs to better align the Seattle Center's budget with actual spending.

Although the food court management contract with Levy Restaurants began in 2011 at an annual cost of $240,000, it was not included in the 2012 budget. The contract, which has recently been renegotiated, will now cost $120,000 annually beginning in 2013. This adjustment adds the contract with Levy Restaurants into Seattle Center's budget.

The change in accounting practices relates to third-party security charges. In the past, Center would work with the vendor and then pass the security charges to the clients who would then pay the vendor directly. To increase transparency and more accurately reflect the true cost of producing events, Seattle Center will now record the charges in the budget, and bill the clients themselves, making this add of $300,000 entirely revenue backed.

Another fully revenue backed change is the biennial adjustment of the budget to incorporate the most recent projection of how many, and what type of events are expected to take place over the next biennium at all campus venues. As event projections change from year to year as a result of entertainment industry trends and competition, Seattle Center's associated revenues and expenses also fluctuate. Based on the latest event projections for 2013-2014, an increase of approximately $313,000 of expense authority is needed. This expense authority is supported by revenue earned by the events themselves. The final component of this adjustment comprises net-zero adjustment between BCLs to better align the budget with actual spending.

Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Access Budget Control Level	SC670	1,101,651	1,135,412	1,209,050	1,249,107
Administration-SC Budget Control Level	SC690	7,465,293	6,920,926	6,893,147	7,170,263
Campus Grounds Budget Control Level	SC600	11,541,598	11,560,165	11,678,551	12,045,194
Commercial Events Budget Control Level	SC640	921,826	942,407	891,893	946,293
Community Programs Budget Control Level	SC620	1,978,208	2,037,462	2,060,255	2,078,338
Cultural Facilities Budget Control Level	SC630	146,941	212,848	220,830	229,145
Debt Budget Control Level	SC680	139,194	135,994	134,850	126,450
Festivals Budget Control Level	SC610	821,595	715,490	1,481,593	1,505,509
Judgment and Claims Budget Control Level	SC710	931,564	931,564	602,601	705,108
KeyArena Budget Control Level	SC660	5,488,518	5,800,596	6,297,392	6,613,284
McCaw Hall Budget Control Level	SC650	3,935,463	4,069,262	4,474,705	4,207,416
Department Total		34,471,850	34,462,128	35,944,868	36,876,108
Department Full-time Equivalents Total*		245.12	245.12	241.62	241.62

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

Seattle Center

Revenue Overview

2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
462300	Parking	4,302,181	4,601,944	4,377,247	4,351,817
462800	Monorail	447,842	450,000	450,000	450,000
	Total Access	**4,750,023**	**5,051,944**	**4,827,247**	**4,801,817**
441960	Seattle Center Fund	106,540	100,000	100,000	100,000
462900	Administration	21,283	7,000	12,000	12,000
481500	Lease Settlement	0	0	0	0
541490	CIP	1,199,787	1,550,085	1,371,877	1,402,522
	Total Administration	**1,327,610**	**1,657,085**	**1,483,877**	**1,514,522**
462500	Leases - Campus Grounds	782,184	1,207,432	894,151	1,134,207
462800	Amusement Park Concessions	737	0	0	0
462800	Center House Concessions	1,018,831	901,899	881,697	1,044,144
	Total Campus Grounds	**1,801,752**	**2,109,331**	**1,775,848**	**2,178,351**
462400	Campus Commercial Events	1,092,665	1,301,664	1,234,200	1,214,723
	Total Commercial Events	**1,092,665**	**1,301,664**	**1,234,200**	**1,214,723**
439090	Campus Sponsorships	2,000	350,000	250,000	250,000
441960	Seattle Center Productions	78,005	60,800	58,400	58,400
	Total Community Programs	**80,005**	**410,800**	**308,400**	**308,400**
462500	Leases - Cultural Facilities	1,409,516	1,265,362	1,556,711	1,513,899
	Total Cultural Facilities	**1,409,516**	**1,265,362**	**1,556,711**	**1,513,899**
462500	McCaw Hall Tenant Use Fees - Debt	69,596	67,997	67,425	63,225
587001	General Fund - McCaw Hall Debt	69,597	67,997	67,425	63,225
	Total Debt	**139,193**	**135,994**	**134,850**	**126,450**
441960	Festivals	598,170	528,079	780,835	793,814
	Total Festivals	**598,170**	**528,079**	**780,835**	**793,814**
587001	General Subfund Support	11,389,722	11,337,218	11,752,682	12,124,022
	Total General Subfund	**11,389,722**	**11,337,218**	**11,752,682**	**12,124,022**
587001	Judgment and Claims Allocation	931,564	931,564	602,601	705,108
	Total Judgment and Claims	**931,564**	**931,564**	**602,601**	**705,108**
441710	KeyArena Miscellaneous	-22,827	115,366	513,953	630,040
441960	KeyArena Reimbursables	2,003,262	1,711,414	2,257,997	2,254,282
462400	KeyArena Premium Seating	297,288	380,000	338,849	388,130
462400	KeyArena Rent	1,277,278	1,354,418	1,498,336	1,510,393
462800	KeyArena Concessions	808,334	604,854	1,218,331	1,261,984
462800	KeyArena Sponsorship	0	0	0	0
462800	KeyArena Ticketing	1,492,099	1,640,451	1,180,970	1,337,692

	Total KeyArena	**5,855,434**	**5,806,503**	**7,008,436**	**7,382,521**
441960	McCaw Hall Reimbursables	1,346,391	1,350,661	1,365,618	1,406,111
462400	McCaw Hall Rent	329,263	426,677	300,139	420,155
462500	McCaw Hall Tenant Use Fees	1,229,753	1,116,439	1,441,206	1,288,271
462800	McCaw Hall Catering & Concessions	316,275	335,000	270,000	270,000
462800	McCaw Hall Miscellaneous	160,911	182,974	146,668	166,585
587001	General Fund - McCaw Hall	528,931	538,981	557,950	573,759
	Total McCaw Hall	**3,911,524**	**3,950,732**	**4,081,581**	**4,124,881**
Total Revenues		**33,287,178**	**34,486,276**	**35,547,268**	**36,788,508**
379100	Use of (Contribution To) Fund Balance	0	-24,147	397,600	87,600
	Total Use of Fund Balance	**0**	**-24,147**	**397,600**	**87,600**
Total Resources		**33,287,178**	**34,462,129**	**35,944,868**	**36,876,108**

Appropriations By Budget Control Level (BCL) and Program

Access Budget Control Level

The purpose of the Access Budget Control Level is to provide the services needed to assist visitors in coming to and traveling from the campus while reducing congestion in adjoining neighborhoods.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Access	1,101,651	1,135,412	1,209,050	1,249,107
Total	**1,101,651**	**1,135,412**	**1,209,050**	**1,249,107**
Full-time Equivalents Total*	11.23	11.23	11.23	11.23

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Administration-SC Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administration-SC	7,465,293	6,920,926	6,893,147	7,170,263
Total	**7,465,293**	**6,920,926**	**6,893,147**	**7,170,263**
Full-time Equivalents Total*	22.61	22.61	20.11	20.11

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Seattle Center

Campus Grounds Budget Control Level

The purpose of the Campus Grounds Budget Control Level is to provide and maintain the gathering spaces and open-air venues at Seattle Center.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Campus Grounds	11,541,598	11,560,165	11,678,551	12,045,194
Total	**11,541,598**	**11,560,165**	**11,678,551**	**12,045,194**
Full-time Equivalents Total*	78.97	78.97	77.97	77.97

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Commercial Events Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Commercial Events	921,826	942,407	891,893	946,293
Total	**921,826**	**942,407**	**891,893**	**946,293**
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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Community Programs Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Community Programs	1,978,208	2,037,462	2,060,255	2,078,338
Total	**1,978,208**	**2,037,462**	**2,060,255**	**2,078,338**
Full-time Equivalents Total*	11.88	11.88	11.88	11.88

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Seattle Center

Cultural Facilities Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Cultural Facilities	146,941	212,848	220,830	229,145
Total	**146,941**	**212,848**	**220,830**	**229,145**
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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Debt Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Debt	139,194	135,994	134,850	126,450
Total	**139,194**	**135,994**	**134,850**	**126,450**

Festivals Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Festivals	821,595	715,490	1,481,593	1,505,509
Total	**821,595**	**715,490**	**1,481,593**	**1,505,509**
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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Judgment and Claims Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Judgment and Claims	931,564	931,564	602,601	705,108
Total	**931,564**	**931,564**	**602,601**	**705,108**

Seattle Center

KeyArena Budget Control Level

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena as the premier large scale entertainment venue in the Seattle region.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
KeyArena	5,488,518	5,800,596	6,297,392	6,613,284
Total	**5,488,518**	**5,800,596**	**6,297,392**	**6,613,284**
Full-time Equivalents Total*	65.99	65.99	65.99	65.99

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McCaw Hall Budget Control Level

The purpose of the McCaw Hall Budget Control Level is to manage and operate Marion Oliver McCaw Hall in partnership with Seattle Opera and Pacific Northwest Ballet.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
McCaw Hall	3,935,463	4,069,262	4,474,705	4,207,416
Total	**3,935,463**	**4,069,262**	**4,474,705**	**4,207,416**
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

Seattle Center Fund Table

Seattle Center Fund (11410)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**1,895,568**	**1,873,402**	**710,896**	**735,045**	**337,445**
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	33,287,178	34,486,276	34,486,276	35,547,268	36,788,508
Less: Actual and Budgeted Expenditures	34,471,850	34,462,128	34,462,128	35,944,868	36,876,108
Ending Fund Balance	**710,896**	**1,897,550**	**735,045**	**337,445**	**249,844**
Inventories		259,000			
McCaw Hall Reserves		1,087,000	1,200,000	700,000	600,000
Total Reserves		**1,346,000**	**1,200,000**	**700,000**	**600,000**
Ending Unreserved Fund Balance	**710,896**	**551,550**	**-464,955**	**-362,555**	**-350,156**

Seattle Center

KeyArena Settlement Proceeds Fund

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	1,015,000	683,000	682,000	537,000	0
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	0	0	0	0	0
Less: Capital Improvements	333,000	683,000	145,000	537,000	0
Ending Fund Balance	**682,000**	**0**	**537,000**	**0**	**0**

McCaw Hall Capital Reserve Fund

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	447,000	694,000	826,000	290,000	0
Plus: Actual and Estimated Revenue	400,000	400,000	400,000	500,000	500,000
Less: Capital Improvements	21,000	1,078,000	936,000	790,000	500,000
Ending Fund Balance	**826,000**	**16,000**	**290,000**	**0**	**0**

Seattle Center

Capital Improvement Program Highlights

Seattle Center's 2013-2018 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. In 2013, 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.

The 2013-2018 CIP includes funding for continued renovation of the Armory (formerly Center House) including mechanical systems, restrooms, and meeting rooms. Funding is also included for asset preservation investments in Seattle Center's other two large public assembly facilities, KeyArena and McCaw Hall, as well as for campus open space and the Seattle Center Monorail.

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

Funding for Seattle Center's 2013-2018 Proposed CIP comes primarily from the Cumulative Reserve Subfund, property sale proceeds, federal grant funds, and private sources.

More information and background on Seattle Center's CIP can be found in the 2013-2018 Proposed CIP Budget Book.

Capital Improvement Program Appropriation

Budget Control Level	2013 Proposed	2014 Proposed
Campuswide Improvements and Repairs: S03P01		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,924,000	1,145,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,030,000	30,000
Seattle Center Capital Reserve Subfund	220,000	0
Subtotal	**3,174,000**	**1,175,000**
Center House Rehabilitation: S9113		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,509,000	1,044,000
Subtotal	**1,509,000**	**1,044,000**
Facility Infrastructure Renovation and Repair: S03P02		
Cumulative Reserve Subfund - REET I Subaccount (00163)	779,000	200,000
Subtotal	**779,000**	**200,000**
Fisher Pavilion: S9705		
Cumulative Reserve Subfund - REET I Subaccount (00163)	35,000	50,000
Subtotal	**35,000**	**50,000**
Key Arena: S03P04		
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	200,000
Subtotal	**200,000**	**200,000**

Seattle Center

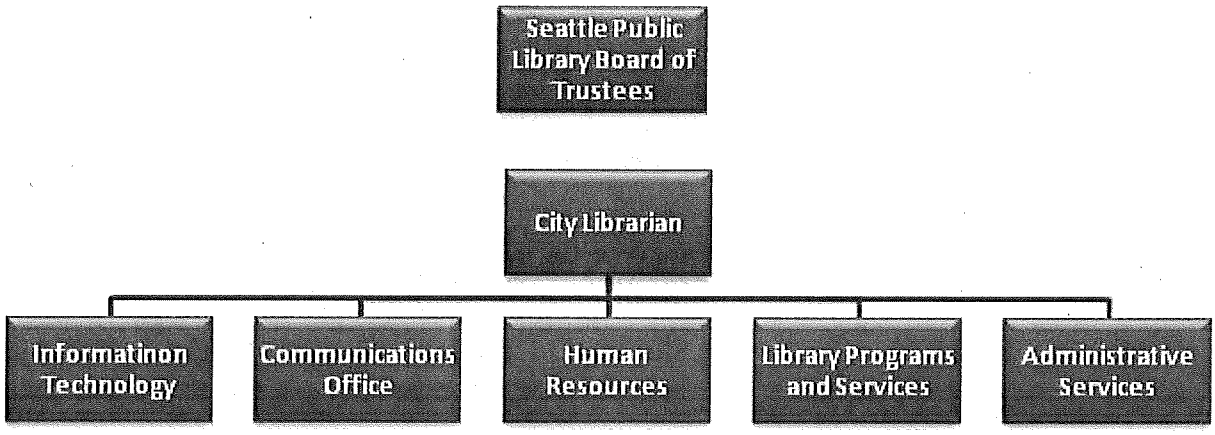
McCaw Hall Maintenance Fund: S0303		
McCaw Hall Capital Reserve	500,000	500,000
Subtotal	**500,000**	**500,000**
Monorail Improvements: S9403		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,113,000	1,317,000
Subtotal	**1,113,000**	**1,317,000**
Parking Repairs and Improvements: S0301		
Cumulative Reserve Subfund - REET I Subaccount (00163)	480,000	0
Subtotal	**480,000**	**0**
Public Gathering Space Improvements: S9902		
Cumulative Reserve Subfund - REET I Subaccount (00163)	700,000	300,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	90,000	90,000
Subtotal	**790,000**	**390,000**
Utility Infrastructure: S03P03		
2011 Multipurpose LTGO Bond Fund	125,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	275,000	275,000
Subtotal	**400,000**	**275,000**
Total Capital Improvement Program Appropriation	**8,980,000**	**5,151,000**

The Seattle Public Library

Marcellus Turner, City Librarian

Department Quick Information Line: (206) 386-4636

On the Web at: http://www.spl.org/



Department Overview

The Seattle Public Library, founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's website. The Central Library provides system wide 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.

More than 6.7 million people visited The Seattle Public Library in person in 2011, and almost 7.6 million visited virtually through the Library's catalog and website. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2011 usage noted), including:

- print and electronic books, media, magazines, newspapers (11.6 million items checked out);
- assisted information services in-person, virtual, and telephone (986,000 responses);
- on-site Internet access and classes (1.5 million patron Internet sessions);
- downloadable media, including e-books, audiobooks, music and video (640,000 downloads);
- sheet music and small practice rooms;
- electronic databases (426,000 sessions);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;

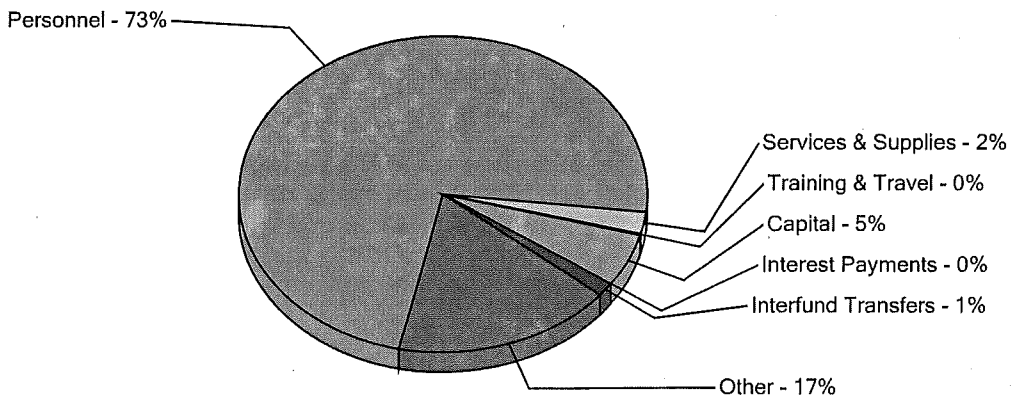
The Seattle Public Library

- over 6,400 literary and other programs and activities attended by 258,000 children, teens, and adults;
- Homework Help (7,500 students assisted in-person at branches and 19,000 on-line sessions);
- podcasts of public programs (51,000 downloads);
- 23 neighborhood meeting rooms (4,400 meetings of external groups);
- a large Central Library auditorium and 12 meeting rooms (nearly 349 meetings of external groups with a total of 18,200 participants); and
- Quick Information Center telephone reference service (386-INFO)

Budget Snapshot

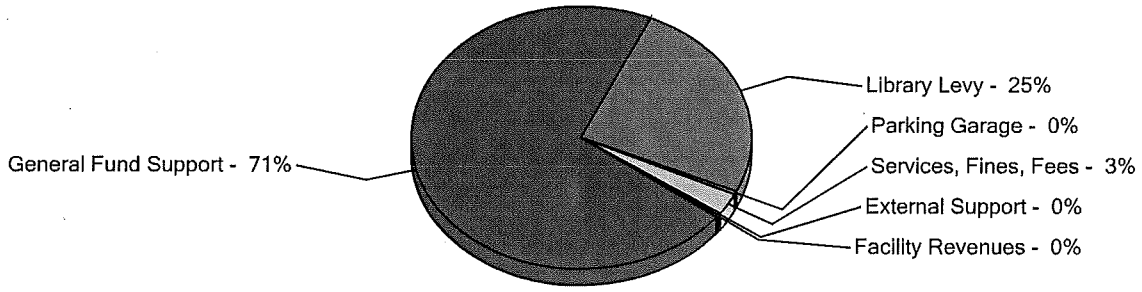
Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	$46,857,207	$49,355,585	$48,044,386	$50,131,066
Other Funding - Operating	$2,724,830	$2,448,051	$15,528,795	$15,137,718
Total Operations	**$49,582,037**	**$51,803,636**	**$63,573,181**	**$65,268,784**
Other funding - Capital	$1,508,577	$1,783,000	$3,425,000	$3,556,000
Total Appropriations	**$51,090,614**	**$53,586,636**	**$66,998,181**	**$68,824,784**

2013 Proposed Budget - Expenditure by Category



The Seattle Public Library

2013 Proposed Budget - Revenue by Category



Budget Overview

Supporting, maintaining and improving core library services and ensuring the Library can conduct appropriate facility maintenance is a priority for the Mayor, City Council, and Seattle residents. In August 2012, Seattle voters approved a seven-year, $123 million Library Levy to increase hours, purchase more books and materials, upgrade public computers and online services, and improve building maintenance. Without the approved levy, the Library would have had to delay important maintenance and public technology investments and implement further reductions including cuts to collections and open hours. In addition to supplying approximately $10 million in new funding beginning in 2013 to restore and enhance core Library services, the Library Levy offsets $4.15 million in reductions to the Library that could have been required to balance the 2013-2014 budget and replaces $820,000 in 2013 General Fund/Real Estate Excise Tax (REET) support for the Library's Capital Improvement Program (CIP), for a combined reduction of approximately $5 million.

The City's revenue forecast has modestly improved since the Library Levy was approved by voters in August of 2012 and some unanticipated REET revenue is now available. An additional allocation of $500,000 in REET funding is proposed for the Library's Capital Improvement Program in both 2013 and 2014. This funding will support efforts to restructure library spaces to address changes in usage patterns and encourage community engagement in Library spaces.

For the first time in five years and as a result of Levy funding, there will be no one-week closure of the entire Library system. In addition, all 26 neighborhood libraries will be open on Sundays, as Levy funding is used to restore Sunday hours at 15 branches. Two branches, Columbia and Northgate, shift to seven-day schedules. The Library will move from operating 15 branches five days a week and 11 branches seven days a week to operating 13 branches six days a week and 13 branches seven days a week. The Levy allows the Library to reduce wait times for popular titles, provide more variety in the collection, and to move more quickly in building its digital collection to meet growing demand. The Library Levy also makes possible significant technology and online services improvements.

The Seattle Public Library

Libraries are among the most intensively used public facilities in Seattle. After several years of restricted maintenance funding, the Levy enables the Library to implement a responsible program of asset management to improve regular care and major maintenance for the 26 branches and Central Library as they age.

The use of all 2013 Library Levy revenue is specified in detail in the City's operating and capital budgets. The Library Levy measure approved by the voters requires the Library to provide annual progress reports on use of Levy proceeds to sustain and improve services. The first report is due to the Mayor and City Council on March 1, 2014. Continuing the level of service established by the Levy beyond 2019 will require maintaining funding, either from renewal of the Levy at approximately the current level (adjusted for inflation), from increasing General Fund and REET support, or from some other funding mechanism. The Library will work with the Mayor and City Council in the intervening years to identify the best way forward.

Incremental Budget Changes

The Seattle Public Library

	2013 Budget	FTE	2014 Budget	FTE
Total 2012 Adopted Budget	**$ 51,803,635**	**0.00**	**$ 51,803,635**	**0.00**
Baseline Changes				
Citywide Adjustments for Standard Cost Changes	$ 2,790,198	0.00	$ 4,610,653	0.00
Eliminate Judgment and Claim Appropriation	-$ 245,600	0.00	-$ 252,970	0.00
Proposed Library Levy Changes				
Levy Funds to Offset General Fund Reduction	$ 0	0.00	$ 0	0.00
Increase Hours and Access	$ 3,321,899	0.00	$ 3,438,084	0.00
Expand Print and Digital Collections	$ 2,140,666	0.00	$ 2,200,542	0.00
Increase Technology and Online Services	$ 2,014,662	0.00	$ 1,273,599	0.00
Enhance Regular Facilities Maintenance	$ 1,256,931	0.00	$ 1,289,732	0.00
Levy Administration	$ 165,623	0.00	$ 171,113	0.00
Proposed Technical Changes				
Final Citywide Adjustments for Standard Cost Changes	$ 325,167	0.00	$ 734,396	0.00
Total Incremental Changes	**$ 11,769,546**	**0.00**	**$ 13,465,149**	**0.00**
2013 - 2014 Proposed Budget	**$ 63,573,181**	**0.00**	**$ 65,268,784**	**0.00**

The Seattle Public Library

Description of Incremental Budget Changes

Baseline Changes

Citywide Adjustments for Standard Cost Changes - $2,790,198

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

Eliminate Judgment and Claim Appropriation - ($245,600)

The Library's charges for Judgment and Claims will be included in the Finance General payments for Judgment and Claims because the Library's share of citywide payments has dropped below 2%. As a result, the Library no longer is required to budget for Judgment and Claims charges.

Proposed Library Levy Changes

Levy Funds to Offset General Fund Reduction

As called for in the Library Levy plan (Ordinance 123851), some revenue from the Levy is used to sustain the Library's 2012 level of service by replacing General Fund support with funding from the Levy. $4.15 million of General Fund support will be replaced by the Levy in 2013 and $4.29 million of General Fund support will be replaced by the Levy in 2014.

Increase Hours and Access - $3,321,899

Levy funding will allow all library branches to operate 52 weeks per year. As a result of budget challenges, the library branches had been closed for one week during the past four summers. The Levy funds also allow all 26 branches to be opened from 1-5 p.m. on Sundays. Previously, 15 branch libraries were closed on Sundays due to funding reductions. Two five-day branches, Columbia and Northgate, will be open seven days per week. On-site reference services will also be restored at eight small branches.

Expand Print and Digital Collections - $2,140,666

Levy funding will be used to expand the variety and depth of materials in all formats. Expanding the collections will reduce wait times for popular materials and allow the Library to increase limits on patron reserves for books, CDs, and DVDs. The downloadable materials collection will also be expanded with Levy funds.

Increase Technology and Online Services - $2,014,662

Levy funding will replace and upgrade computers and technology infrastructure that was purchased during the Libraries for All (LFA) capital program. The Levy will also fund improvements to online services, existing meeting room technology, and allow the Library to replace aging public printers and copiers.

Enhance Regular Facilities Maintenance - $1,256,931

Levy funding will be used to increase the daily maintenance level of service for all 26 branch libraries and the Central Library, to extend the functional life of the facilities, and to ensure a clean and welcoming environment for Library users.

Levy Administration - $165,623

Levy funding will support one position to coordinate implementation of the Library Levy programs, manage performance outcomes, and gather data associated with the Levy. This position will prepare yearly progress reports for the Library Board, Mayor, City Council, and public on how Levy funds are being utilized and how desired outcomes are being realized.

Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes - $325,167

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

Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administrative Services Budget Control					
Administrative Services Director		409,815	775,166	690,017	713,654
Facilities Maintenance and Materials Distribution Services		6,141,000	6,066,279	7,960,893	8,205,791
Finance Services		1,105,308	1,415,868	1,056,694	1,056,895
Safety and Security Services		1,058,832	1,118,405	1,379,856	1,427,904
Total	**B1ADM**	**8,714,954**	**9,375,717**	**11,087,459**	**11,404,244**
City Librarian's Office Budget Control					
City Librarian		335,274	436,068	466,670	481,513
Communications		470,560	594,003	541,357	557,787
Total	**B2CTL**	**805,834**	**1,030,071**	**1,008,027**	**1,039,300**
Human Resources Budget Control Level	**B5HRS**	**1,173,327**	**1,037,672**	**1,074,409**	**1,110,903**
Information Technology Budget Control Level	**B3CTS**	**3,209,336**	**3,241,948**	**5,527,071**	**4,907,955**
Library Services Budget Control					
Central Library Services		11,585,901	11,867,226	13,999,986	14,637,966
Neighborhood Libraries		16,372,581	17,225,694	21,164,679	22,172,709
Technical and Collection Services		7,720,102	8,025,309	9,711,550	9,995,707
Total	**B4PUB**	**35,678,585**	**37,118,228**	**44,876,215**	**46,806,382**
Department Total		**49,582,037**	**51,803,636**	**63,573,181**	**65,268,784**

The Seattle Public Library

Revenue Overview

2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
31940	Library Levy CIP	0	0	2,748,000	3,056,000
31940	Library Levy Operating	0	0	14,082,000	13,942,300
	Total Levy 2012 Baseline Support (sustain current services)	**0**	**0**	**16,830,000**	**16,998,300**
542810	Cable Franchise	190,000	190,000	190,000	190,000
	Total External Support	**190,000**	**190,000**	**190,000**	**190,000**
462400	Space Rentals	145,880	150,000	150,000	150,000
469112	Sale of Fixed Assets	62,498	50,000	50,000	50,000
	Total Facility Revenues	**208,378**	**200,000**	**200,000**	**200,000**
587001	General Subfund Support	46,857,207	49,324,622	48,044,386	50,131,066
	Total General Subfund Support	**46,857,207**	**49,324,622**	**48,044,386**	**50,131,066**
441610	Copy Services	39,871	60,000	60,000	60,000
441610	Pay for Print	153,919	159,000	159,000	159,000
459700	Fines and Fees	1,536,903	1,564,014	1,564,014	1,564,014
462800	Coffee Cart	2,978	3,000	3,000	3,000
469990	Miscellaneous Revenue	3,199	3,000	3,000	3,000
	Total Operating Services, Fines, Fees	**1,736,870**	**1,789,014**	**1,789,014**	**1,789,014**
462300	Central Library Parking Revenue	288,637	300,000	300,000	300,000
	Total Parking Garage	**288,637**	**300,000**	**300,000**	**300,000**
Total Revenues		**49,281,091**	**51,803,636**	**67,353,400**	**69,608,380**
379100	Use of (Contribution To) Fund Balance	0	0	-1,032,219	-1,283,596
	Total Use of Fund Balance	**0**	**0**	**-1,032,219**	**-1,283,596**
Total Resources		**49,281,091**	**51,803,636**	**66,321,181**	**68,324,784**

Appropriations By Program

Administrative Services

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administrative Services Director	409,815	775,166	690,017	713,654
Facilities Maintenance and Materials Distribution Services	6,141,000	6,066,279	7,960,893	8,205,791
Finance Services	1,105,308	1,415,868	1,056,694	1,056,895
Safety and Security Services	1,058,832	1,118,405	1,379,856	1,427,904
Total	**8,714,954**	**9,375,717**	**11,087,459**	**11,404,244**

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

Administrative Services Director Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Administrative Services Director	409,815	775,166	690,017	713,654

Facilities Maintenance and Materials Distribution Services Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Facilities Maintenance and Materials Distribution Services	6,141,000	6,066,279	7,960,893	8,205,791

Finance Services Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Finance Services	1,105,308	1,415,868	1,056,694	1,056,895

Safety and Security Services Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Safety and Security Services	1,058,832	1,118,405	1,379,856	1,427,904

The Seattle Public Library

City Librarian's Office

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City Librarian	335,274	436,068	466,670	481,513
Communications	470,560	594,003	541,357	557,787
Total	**805,834**	**1,030,071**	**1,008,027**	**1,039,300**

The following information summarizes the programs in City Librarian's Office Budget Control Level:

City Librarian Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City Librarian	335,274	436,068	466,670	481,513

Communications Program

The purpose of the Communications Program is to ensure that the public and Library staff are fully informed about Library operations, which includes 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.

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Communications	470,560	594,003	541,357	557,787

Human Resources

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Human Resources	1,173,327	1,037,672	1,074,409	1,110,903
Total	**1,173,327**	**1,037,672**	**1,074,409**	**1,110,903**

The Seattle Public Library

Information Technology

The purpose of Information Technology division is to coordinate the Library's Web services and 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.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Information Technology	3,209,336	3,241,948	5,527,071	4,907,955
Total	**3,209,336**	**3,241,948**	**5,527,071**	**4,907,955**

Library Services

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	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Central Library Services	11,585,901	11,867,226	13,999,986	14,637,966
Neighborhood Libraries	16,372,581	17,225,694	21,164,679	22,172,709
Technical and Collection Services	7,720,102	8,025,309	9,711,550	9,995,707
Total	**35,678,585**	**37,118,228**	**44,876,215**	**46,806,382**

The Seattle Public Library

The following information summarizes the programs in Library Services:

Central Library Services Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Central Library Services	11,585,901	11,867,226	13,999,986	14,637,966

Neighborhood Libraries Program

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.

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Neighborhood Libraries	16,372,581	17,225,694	21,164,679	22,172,709

Technical and Collection Services Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Technical and Collection Services	7,720,102	8,025,309	9,711,550	9,995,707

Library Fund Table

Library Fund (10410)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
Beginning Fund Balance	**933,000**	**0**	**625,055**	**625,052**	**1,657,271**
Accounting and Technical Adjustments	-7,000	0	0	0	0
Plus: Actual and Estimated Revenues	49,281,091	51,803,636	51,803,634	64,605,400	66,552,380
Less: Actual and Budgeted Expenditures	49,582,037	51,803,636	51,803,636	63,573,181	65,268,784
Ending Fund Balance	**625,055**	**0**	**625,052**	**1,657,271**	**2,940,867**
Ending Unreserved Fund Balance	**625,055**	**0**	**625,052**	**1,657,271**	**2,940,867**

The Seattle Public Library

Capital Improvement Program Highlights

The Seattle Public Library's facilities include 26 branch libraries and the Central Library, as well as a storage facility and leased shops space. In 2008, the Library completed the final building projects of a system wide capital program, known as "Libraries for All" (LFA). As a result of this $291 million program, which was funded by a combination of public and private sources, Seattle has a new Central Library and four new branch libraries at Delridge, International District/Chinatown, Northgate, and South Park. In addition, each of the 22 branch libraries that were in the system as of 1998 was renovated, expanded, or replaced. The LFA program increased the amount of physical space that the Library maintains by 80% to a total of over 600,000 square feet.

The voter-approved 2012 Library Levy will allow the Library to sustain LFA improvements with appropriate asset management. This effort is especially critical as all Library buildings will pass the ten-year mark from their LFA construction/renovation during the seven-year Levy period. The Library will use $2.75 million of Levy funds in 2013, combined with $500,000 in Real Estate Excise Tax (REET) funding, to maintain and improve facilities across the system. An additional $177,000 in REET funding will support ADA access improvements.

Library buildings are some of the most intensively-used public facilities in Seattle. The Central Library hosts approximately 2 million visitors annually, and library branches see another 5 million visitors. Even the quietest branch has more than 70,000 people walk through the door each year. The Library's historic landmark buildings have unique features such as brick facades, slate roofs, and other details, and it is important to use designs and materials consistent with their landmark status - all factors that increase major maintenance costs. The Central Library poses a different set of challenges. A building of its size, complexity, and intensity of use requires significant annual major maintenance to preserve core functionality and continually improve building efficiency.

Asset Preservation

The overriding priority of the Library's capital program is extending the useful life of buildings for as long as possible. Major repairs and replacement to roofs, building envelopes, HVAC and other critical building systems, doors, windows, flooring, and casework are examples of the asset preservation items that must be funded through the Library's CIP budget. The Library has allocated approximately $1,650,000 of its 2013 CIP to branch asset preservation work, including a package of modest but important refurbishment work at the NewHolly and Capitol Hill branches, both of which were among the earliest Libraries for All (LFA) construction projects. As buildings reach the ten year mark, they generally require attention to flooring, casework, finishes, and restroom fixtures. The Green Lake Branch is due for some major roof and building envelope repairs, and the Douglass-Truth Branch is slated for more minor roof work. At the Ballard Branch the Library will install a code-required noise shield for the HVAC system. Restrooms at several branches will be refurbished. Additional branch asset preservation work addresses doors, windows, and parking lot maintenance.

The Library has allocated approximately $460,000 in 2013 for asset preservation work at the Central Library. The Library will replace the uninterruptible power supply (UPS) in the data center that serves the entire system to ensure it can be serviced safely. Additional asset preservation work will address finishes, casework, and minor restroom refurbishment.

In addition to Levy funded CIP work, $500,000 in REET funding in both 2013 and2014 will be used to restructure library spaces to address changes in usage patterns and enhanced use of libraries as places for community engagement. As Library resources and programming evolve to meet customer interests, there are opportunities to use spaces in innovative ways that provide flexibility, expand learning opportunities, and encourage interaction.

Additional Library CIP work in 2013 will address operational efficiency and environmental sustainability goals, such as branch lighting and Central Library building system improvements. Safety and security work will include parking lot safety improvements. Finally, the entire 2013 allocation of $177,000 to the ADA Improvements Project will be allocated to the branches for a variety of building access improvements.

The Seattle Public Library

Capital Improvement Program Appropriation

	2013 Proposed	2014 Proposed
ADA Improvements - Library: B301112		
Cumulative Reserve Subfund - REET I Subaccount (00163)	177,000	0
Subtotal	**177,000**	**0**
Library Major Maintenance: B301111		
Cumulative Reserve Subfund - REET I Subaccount (00163)	500,000	500,000
Library Capital Subfund	2,748,000	3,056,000
Subtotal	**3,248,000**	**3,556,000**
Total Capital Improvement Program Appropriation	**3,425,000**	**3,556,000**