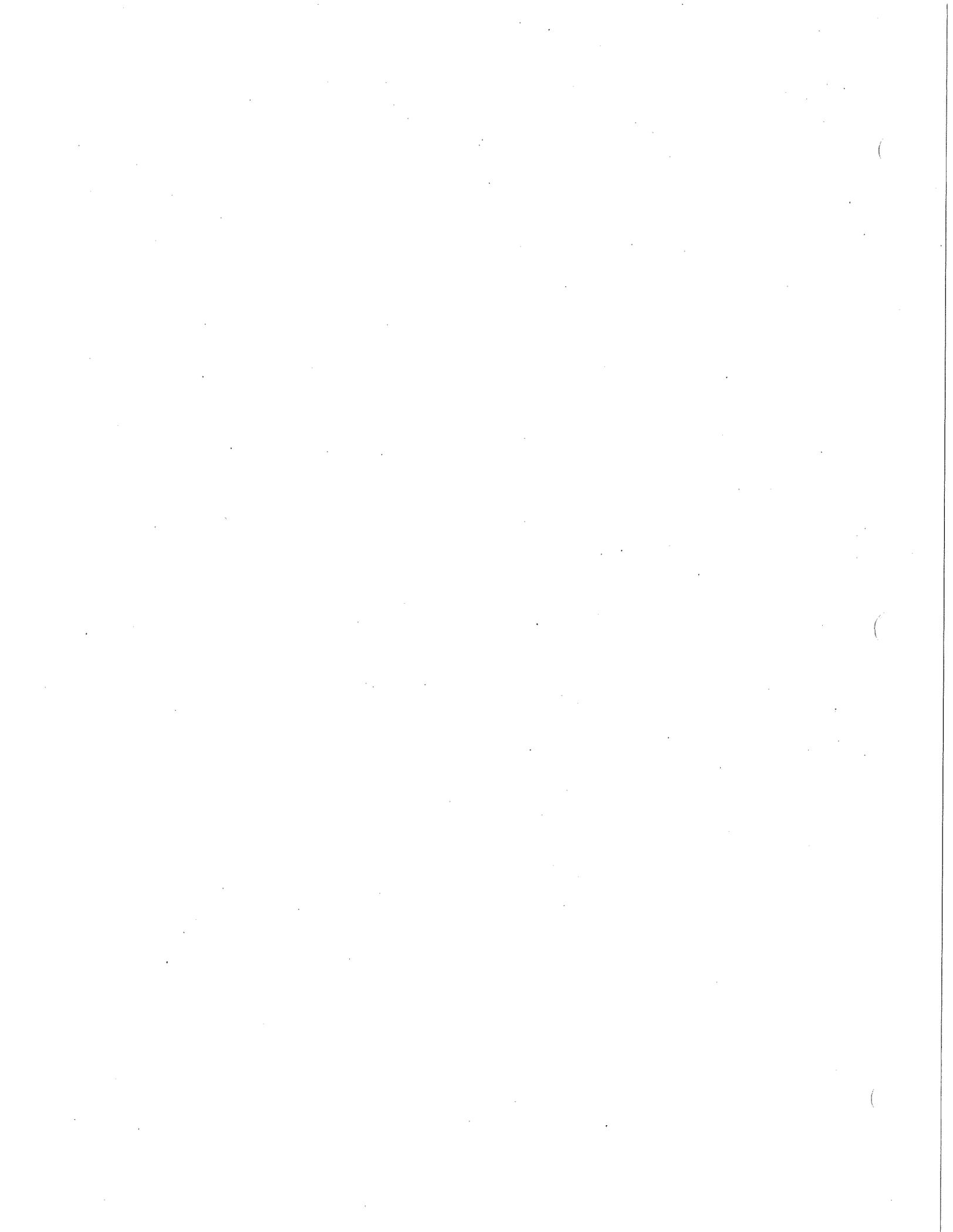


## **Administration**



# Cable Television Franchise Subfund

## Cable Television Franchise Subfund

### Department Overview

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a new franchise fee as compensation for cable television providers locating in the public right-of-way. A new franchise with Comcast was approved in 2006, and a second franchise, currently operated by Wave Division I, was approved in 2007. The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements; support of the Seattle Channel, including both operations and capital equipment; programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation; and use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

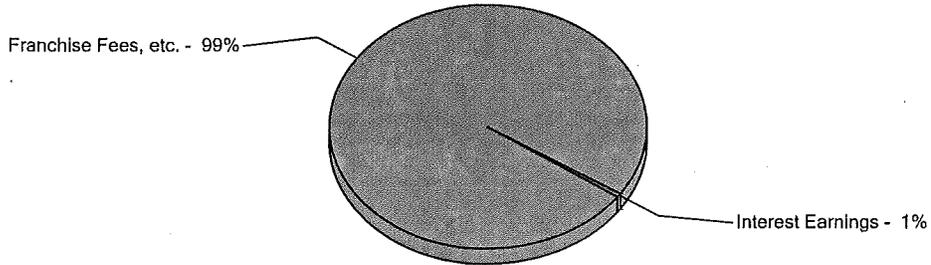
### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Other Funding - Operating	\$7,733,220	\$8,180,663	\$8,541,894	\$8,764,198
<b>Total Operations</b>	<b>\$7,733,220</b>	<b>\$8,180,663</b>	<b>\$8,541,894</b>	<b>\$8,764,198</b>
<b>Total Appropriations</b>	<b>\$7,733,220</b>	<b>\$8,180,663</b>	<b>\$8,541,894</b>	<b>\$8,764,198</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

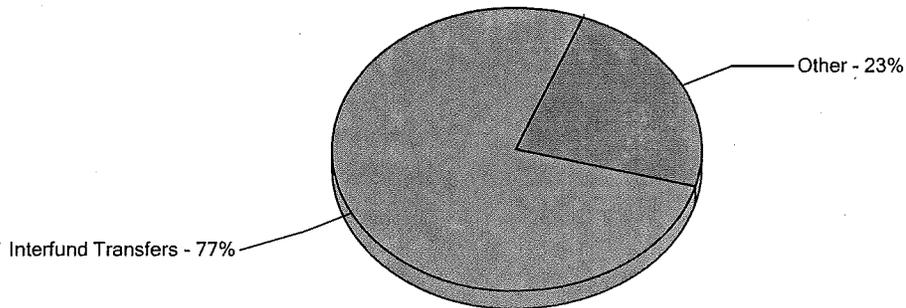
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

# Cable Television Franchise Subfund

## 2013 Proposed Budget - Revenue by Category



## 2013 Proposed Budget - Expenditure by Category



# Cable Television Franchise Subfund

## Budget Overview

Cable Television Franchise Fund (Cable Fund) revenues are generated by franchise fees from cable television providers and these funds support limited activities provided by DoIT. Over the last several years, the Department has used Cable Fund revenues to support additional, qualified technology access programs such as the portion of email support previously funded by the General Fund. The 2013 and 2014 Proposed Budget continues previous uses of the Cable Fund for project management for the web team, web application support service to City departments, and administrative support for community outreach.

The Cable Fund recently received a small increase in revenues as Comcast raised its rates on home television service. In 2012, the Cable Fund also received revenue from outstanding cable franchise fees found during DoIT's auditing process. These increased revenues were one-time occurrences. The fund is only projected to grow minimally in the near future. The Department expects that the fund will begin to see expenditure pressures as it is called upon to fund major technology overhauls and, by 2016 DoIT may have to propose cuts to existing programming paid for by the Cable Fund in order to keep the fund in balance.

For further details regarding the use of Cable Television Franchise Subfund, please refer to the DoIT budget.

## Incremental Budget Changes

### Cable Television Franchise Subfund

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 8,180,663</b>	<b>0.00</b>	<b>\$ 8,180,663</b>	<b>0.00</b>
<b>Baseline Changes</b>				
Align with Information Technology Fund	\$ 361,231	0.00	\$ 583,535	0.00
<b>Total Incremental Changes</b>	<b>\$ 361,231</b>	<b>0.00</b>	<b>\$ 583,535</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 8,541,894</b>	<b>0.00</b>	<b>\$ 8,764,198</b>	<b>0.00</b>

### Description of Incremental Budget Changes

#### Baseline Changes

#### Align with Information Technology Fund - \$361,231

These technical adjustments in the 2013 and 2014 Proposed Budget for the Cable Fund include changes that are part of the DoIT budget changes. Please refer to the DoIT budget pages for more detailed information.

## Cable Television Franchise Subfund

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
<b>Cable Fee Support to Information Technology Fund Budget Control</b>					
Cable Communications		716,220	723,260	745,244	766,477
Community Technology		1,295,264	1,317,207	1,238,350	1,272,133
Finance and Administration		290,196	299,689	373,754	386,050
Seattle Channel/Democracy Portal		2,755,440	2,747,014	3,149,911	3,199,017
Technology Infrastructure		1,426,428	1,412,146	1,571,415	1,662,290
Technology Leadership		276,060	264,980	314,158	321,271
Web Site Support		783,612	1,226,366	959,061	966,959
<b>Total</b>	<b>D160B</b>	<b>7,543,220</b>	<b>7,990,663</b>	<b>8,351,894</b>	<b>8,574,198</b>
<b>Cable Fee Support to Library Fund Budget Control Level</b>	<b>D160C</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Department Total</b>		<b>7,733,220</b>	<b>8,180,663</b>	<b>8,541,894</b>	<b>8,764,198</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

### Revenue Overview

#### 2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
421911	Franchise Fee Revenues, Licenses, Permits, and Fines	7,389,522	7,431,544	7,629,796	7,761,791
	<b>Total Franchise Fees, etc.</b>	<b>7,389,522</b>	<b>7,431,544</b>	<b>7,629,796</b>	<b>7,761,791</b>
461110	Arts Programming Interest Earnings	5,527	19,620	9,608	4,765
461110	Interest Earnings	32,725	26,554	30,614	26,286
	<b>Total Interest Earnings</b>	<b>38,252</b>	<b>46,174</b>	<b>40,222</b>	<b>31,051</b>
	<b>Total Revenues</b>	<b>7,427,774</b>	<b>7,477,718</b>	<b>7,670,018</b>	<b>7,792,842</b>
379100	Use of (Contributions to) Fund Balance	305,446	702,944	871,878	971,356
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>305,446</b>	<b>702,944</b>	<b>871,878</b>	<b>971,356</b>
	<b>Total Resources</b>	<b>7,733,220</b>	<b>8,180,662</b>	<b>8,541,896</b>	<b>8,764,198</b>

## Cable Television Franchise Subfund

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

#### Cable Fee Support to Information Technology Fund Budget Control Level

The purpose of the Cable Fee Support to Information Technology Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Department of Information Technology's Information Technology Fund. These resources are used by the Department for a variety of programs consistent with Resolution 30379.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Cable Communications	716,220	723,260	745,244	766,477
Community Technology	1,295,264	1,317,207	1,238,350	1,272,133
Finance and Administration	290,196	299,689	373,754	386,050
Seattle Channel/Democracy Portal	2,755,440	2,747,014	3,149,911	3,199,017
Technology Infrastructure	1,426,428	1,412,146	1,571,415	1,662,290
Technology Leadership	276,060	264,980	314,158	321,271
Web Site Support	783,612	1,226,366	959,061	966,959
<b>Total</b>	<b>7,543,220</b>	<b>7,990,663</b>	<b>8,351,894</b>	<b>8,574,198</b>

#### Cable Fee Support to Library Fund Budget Control Level

The purpose of the Cable Fee Support to Library Fund Budget Control Level is to authorize the transfer of resources from the Cable Television Franchise Subfund to the Seattle Public Library's Operating Fund. The Library uses these resources to pay for and maintain computers available to the public.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Citizen Literacy/Access	190,000	190,000	190,000	190,000
<b>Total</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>

## Cable Television Franchise Subfund

### Cable TV Fund Table

#### Cable Television Franchise Subfund (00160)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	5,073,264	4,697,061	4,760,194	4,481,046	3,609,170
Accounting and Technical Adjustments	-7,624	0	0	0	0
Plus: Actual and Estimated Revenues	7,427,774	7,477,718	7,901,516	7,670,018	7,792,842
Less: Actual and Budgeted Expenditures	7,733,220	8,180,663	8,180,663	8,541,894	8,764,198
<b>Ending Fund Balance</b>	<b>4,760,194</b>	<b>3,994,116</b>	<b>4,481,046</b>	<b>3,609,170</b>	<b>2,637,814</b>
Designation for Cable Programs	2,287,144	1,613,605	1,582,696	873,453	234,368
Reserves Against Fund Balance	1,759,983	1,827,099	1,827,098	1,881,284	1,914,630
<b>Total Reserves</b>	<b>4,047,127</b>	<b>3,440,704</b>	<b>3,409,794</b>	<b>2,754,737</b>	<b>2,148,998</b>
<b>Ending Unreserved Fund Balance</b>	<b>713,067</b>	<b>553,412</b>	<b>1,071,252</b>	<b>854,433</b>	<b>488,816</b>

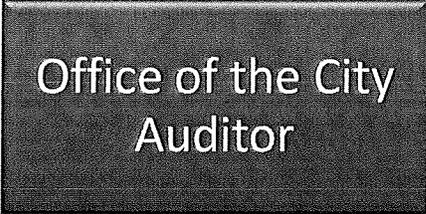
# Office of City Auditor

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David G. Jones, City Auditor

Department Information Line: (206) 233-3801

On the Web at: <http://www.seattle.gov/audit/>



Office of the City  
Auditor

## Department Overview

The Office of City Auditor is Seattle's independent audit function that was established by the City Charter. The City Auditor is appointed by a majority of the City Council to a four-year term of office.

The Office of City Auditor seeks to promote honest, efficient management, and full accountability throughout City government. It serves the public interest by providing the Mayor, the City Council, and City executive and management staff with accurate information, unbiased analyses, and objective recommendations on how best to use public resources in support of Seattle's citizens.

The Office of City Auditor conducts audits of City programs, departments, grantees, and contracts. Most of the Office's audits are performed in response to specific concerns or requests from City Councilmembers. The City Auditor also independently initiates audits to fulfill the Office's mission. If resources are available, the City Auditor responds to requests from the Mayor, City departments, and citizens.

Through its work, the Office of City Auditor answers the following types of questions:

- Are City of Seattle programs being carried out in compliance with applicable laws and regulations, and is accurate data furnished to the City Council and Mayor on these programs?
- Do opportunities exist to eliminate inefficient use of public funds and waste?
- Are programs achieving desired results?
- Are there better ways to achieve program objectives at lower costs?
- Are there ways to improve the quality of service without increasing costs?
- What emerging or key issues should the City Council and Mayor consider?

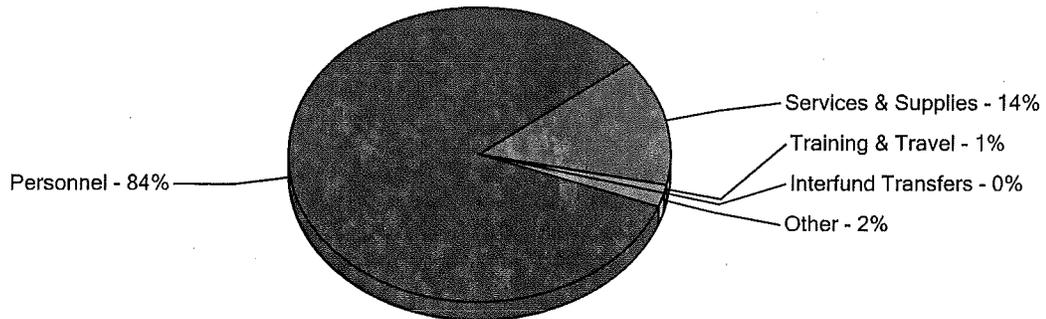
## Office of the City Auditor

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$905,019	\$1,250,544	\$1,509,751	\$1,355,818
<b>Total Operations</b>	<b>\$905,019</b>	<b>\$1,250,544</b>	<b>\$1,509,751</b>	<b>\$1,355,818</b>
<b>Total Appropriations</b>	<b>\$905,019</b>	<b>\$1,250,544</b>	<b>\$1,509,751</b>	<b>\$1,355,818</b>
Full-time Equivalent Total*	8.00	9.00	9.00	9.00

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

### 2013 Proposed Budget - Expenditure by Category



# Office of the City Auditor

## Budget Overview

The Office of City Auditor provides information to the public, Mayor, City Council, and City executive and management staff on City programs and activities.

The Office offers a way for City leaders to assess various public programs objectively to ensure the most efficient and effective service delivery options are being employed. It also offers the public a way to hold the City accountable for how public resources are used. The Office would need to reduce staff to achieve budget savings in 2013 and 2014, and the value of the services it provides outweighs the relatively small budget savings gained by such a reduction. Therefore, the 2013-14 Proposed Budget does not reduce the City Auditor's budget.

The Office of City Auditor will also initiate the second phase of a two part evaluation of the implementation of the City's Sick and Safe Leave ordinance, which took effect on September 1, 2012, and mandated that certain employers in Seattle offer their employees paid sick and safe leave. This work will be completed and presented to the City Council by March 2014.

## Incremental Budget Changes

### Office of City Auditor

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 1,250,544</b>	<b>9.00</b>	<b>\$ 1,250,544</b>	<b>9.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 54,983	0.00	\$ 97,698	0.00
<b>Proposed Policy Changes</b>				
Evaluation of Sick and Safe Leave Ordinance	\$ 198,000	0.00	\$ 0	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 6,224	0.00	\$ 7,576	0.00
<b>Total Incremental Changes</b>	<b>\$ 259,207</b>	<b>0.00</b>	<b>\$ 105,274</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 1,509,751</b>	<b>9.00</b>	<b>\$ 1,355,818</b>	<b>9.00</b>

# Office of the City Auditor

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$54,983

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.

### Proposed Policy Changes

#### Evaluation of Sick and Safe Leave Ordinance - \$198,000

This proposal will fund Phase 2 of the Office of City Auditor's evaluation of the City's Sick and Safe Leave regulations (Seattle Municipal Code 14.16) required by Ordinance 123698. Phase 1 funded a study conducted by the University of Washington to establish baseline conditions. Phase 2 will fund the follow-up comparison to determine the new regulation's impact on employers and employees. This work will be completed and presented to the City Council by March 2014.

### Proposed Technical Changes

#### Final Citywide Adjustments for Standard Cost Changes - \$6,224

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
Office of City Auditor Budget Control Level	VG000	905,019	1,250,544	1,509,751	1,355,818
Department Total		905,019	1,250,544	1,509,751	1,355,818
Department Full-time Equivalents Total*		8.00	9.00	9.00	9.00

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

## Office of the City Auditor

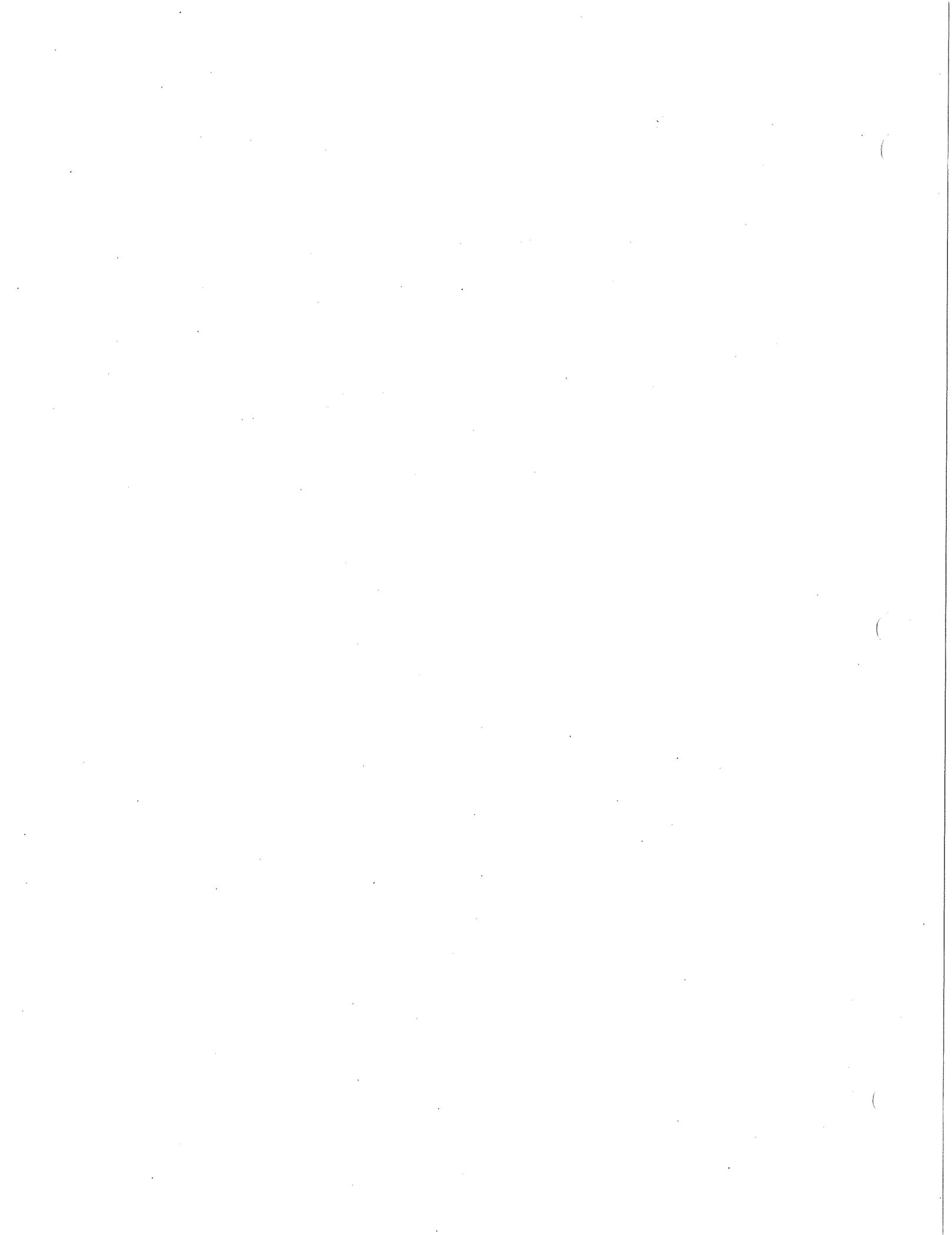
### Appropriations By Budget Control Level (BCL) and Program

#### Office of City Auditor Budget Control Level

The purpose of the Office of City Auditor is to provide unbiased analyses, accurate information, and objective recommendations to assist the City in using public resources equitably, efficiently, and effectively in delivering services to Seattle residents.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Office of City Auditor	905,019	1,250,544	1,509,751	1,355,818
<b>Total</b>	<b>905,019</b>	<b>1,250,544</b>	<b>1,509,751</b>	<b>1,355,818</b>
Full-time Equivalents Total*	8.00	9.00	9.00	9.00

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

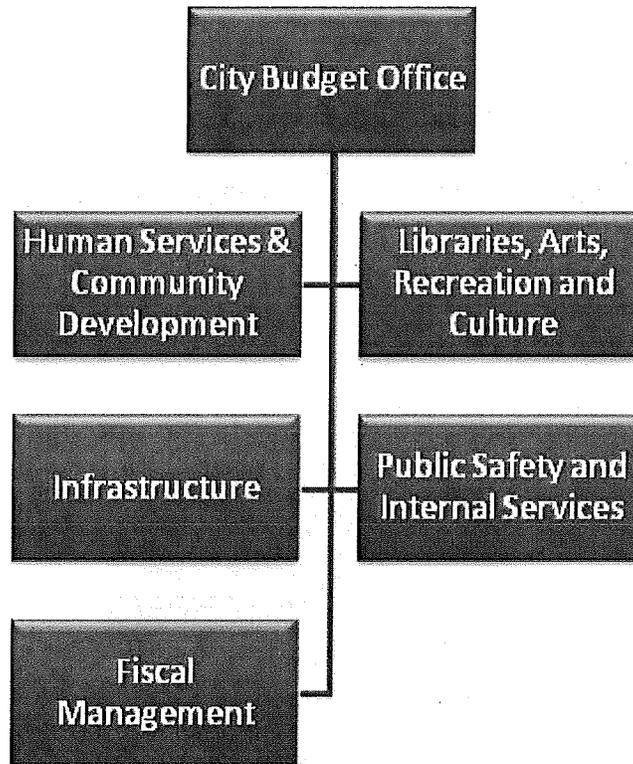


# City Budget Office

Beth Goldberg, Director

Department Information Line: (206) 615-1962

On the Web at: <http://www.seattle.gov/budgetoffice/>



## Department Overview

The City Budget Office (CBO) is responsible for developing and monitoring the City's annual budget, carrying out budget-related functions, and overseeing fiscal policy and financial planning activities. CBO provides strategic analysis relating to the use of revenues, debt, long-term issues, and special events. The department also provides technical assistance, training, and support to City departments in performing financial functions.

CBO was created as a department in July 2010, as part of the Mayor's re-structuring of several departments, including the former Department of Finance (DOF). This reorganization, which also created the Department of Finance and Administrative Services, was done to enhance the centralized oversight and monitoring of City finances.

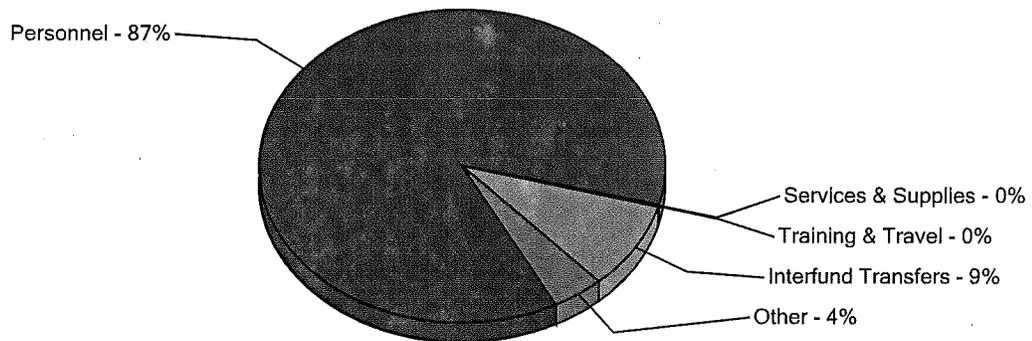
## City Budget Office

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$3,863,718	\$4,030,780	\$4,085,671	\$4,206,264
<b>Total Operations</b>	<b>\$3,863,718</b>	<b>\$4,030,780</b>	<b>\$4,085,671</b>	<b>\$4,206,264</b>
<b>Total Appropriations</b>	<b>\$3,863,718</b>	<b>\$4,030,780</b>	<b>\$4,085,671</b>	<b>\$4,206,264</b>
Full-time Equivalent Total*	28.50	27.50	28.50	28.50

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

### 2013 Proposed Budget - Expenditure by Category



# City Budget Office

## Budget Overview

The 2013-2014 Proposed Budget for the City Budget Office (CBO) reflects the results of prioritizing functions and services as well as the identification of efficiencies in the provision of those services. CBO is responsible for a variety of core functions, and provision of those core services will be sustained. In particular, a focus on increasing budget transparency and accessibility remains, existing capabilities for fiscal oversight and monitoring are retained, and resources needed to execute the annual budget process and related tasks throughout the year are preserved.

CBO's 2013 budget has primary two changes.

1. The first is a reduction to its budget for professional services and consulting, which will reduce the office's ability to respond to lower priority requests for analysis, although CBO will continue to prioritize work as the situation may require.
2. The second change is a temporary addition of funding to support an assessment of current city practices around internal service provision. This includes an examination of how information technology services, human resource services, finance services, and other citywide internal services are approached. The goal is to identify duplication that can be eliminated and other efficiencies that might be made in order to improve service or reduce total costs for departments. This effort is in line with the Mayor's emphasis on continually re-evaluating how the city does business and identifying areas for improvement and efficiency.

## Incremental Budget Changes

### City Budget Office

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 4,030,780</b>	<b>27.50</b>	<b>\$ 4,030,780</b>	<b>27.50</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 253,511	0.00	\$ 388,294	0.00
<b>Proposed Policy Changes</b>				
Reduction in Consultant and Supply Budgets	-\$ 64,000	0.00	-\$ 66,000	0.00
Review Citywide Internal Service Practices	\$ 150,815	1.00	\$ 150,947	1.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	-\$ 285,435	0.00	-\$ 297,757	0.00
<b>Total Incremental Changes</b>	<b>\$ 54,891</b>	<b>1.00</b>	<b>\$ 175,484</b>	<b>1.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 4,085,671</b>	<b>28.50</b>	<b>\$ 4,206,264</b>	<b>28.50</b>

# City Budget Office

## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$253,511**

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.

### Proposed Policy Changes

#### **Reduction in Consultant and Supply Budgets - (\$64,000)**

The City Budget Office will reduce its budget for consulting contracts and office supplies. Core functions will not be impacted by these changes, although the ability to respond to lower priority ad hoc analysis will be somewhat reduced.

#### **Review Citywide Internal Service Practices - \$150,815/1.00 FTE**

Funding is provided to staff an examination of the efficiency and effectiveness of the provision of internal services to city departments. As budget pressures persist for the General Fund and other City functions, it is important to examine whether there are opportunities for improvement in the cost and provision of these services. The focus is to identify areas for improvement to address best practices, eliminate redundancy where prudent, improve internal service where feasible, and better align the provision of IT, HR, finance and other internal services with department needs and citywide goals.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
City Budget Office Budget Control Level	CZ000	3,863,718	4,030,780	4,085,671	4,206,264
<b>Department Total</b>		<b>3,863,718</b>	<b>4,030,780</b>	<b>4,085,671</b>	<b>4,206,264</b>
<b>Department Full-time Equivalent Total*</b>		<b>28.50</b>	<b>27.50</b>	<b>28.50</b>	<b>28.50</b>

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

## City Budget Office

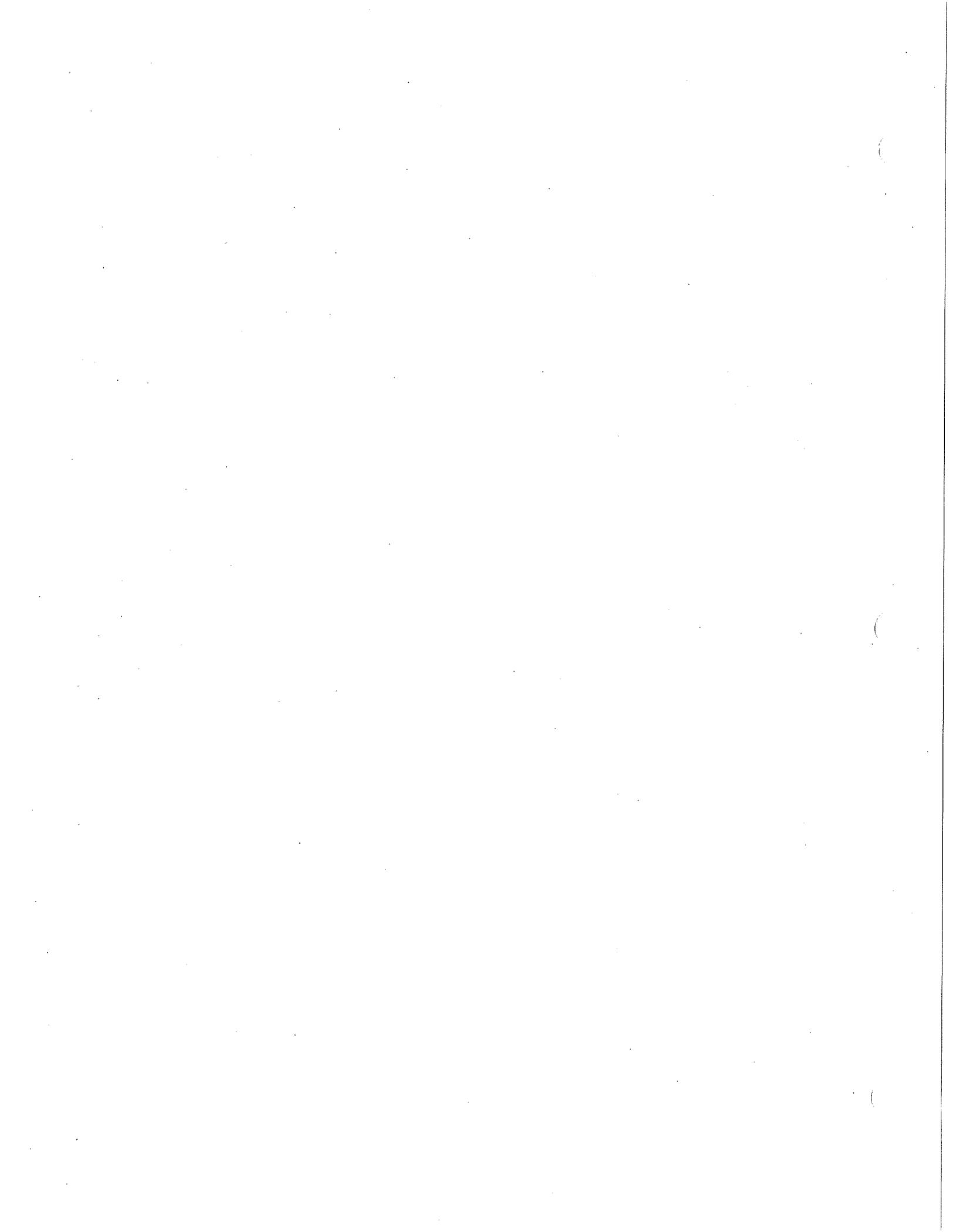
### Appropriations By Budget Control Level (BCL) and Program

#### City Budget Office Budget Control Level

The purpose of the City Budget Office Budget Control Level is to develop and monitor the budget, carrying out budget-related functions, oversee financial policies and plans, and provide financial and other strategic analysis.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
City Budget Office	3,863,718	4,030,780	4,085,671	4,206,264
<b>Total</b>	<b>3,863,718</b>	<b>4,030,780</b>	<b>4,085,671</b>	<b>4,206,264</b>
Full-time Equivalents Total*	28.50	27.50	28.50	28.50

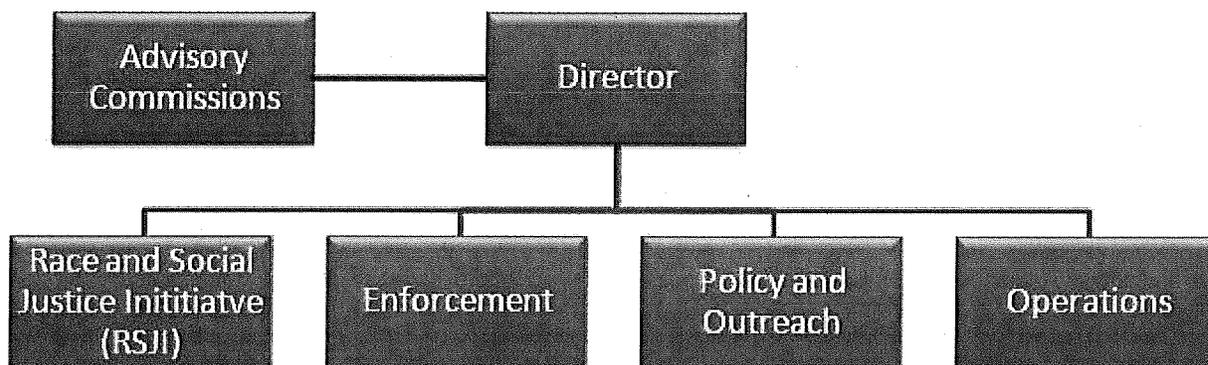
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.



# Seattle Office for Civil Rights

Julie Nelson, Director

Department Information Line: (206) 684-4500  
On the Web at: <http://www.seattle.gov/civilrights/>



## Department Overview

The Seattle Office for Civil Rights (SOCR) works to achieve social justice in Seattle and to ensure that everyone in Seattle has equal access to housing, employment, public accommodations, contracting, and lending. SOCR investigates and enforces City, state, and federal anti-discrimination laws, and provides public policy recommendations to the Mayor, the City Council, and other City departments. The Office develops and implements policies and programs promoting justice, fairness, and equity. It also administers the Title VI program of the 1964 Civil Rights Act which relates to physical access to governmental facilities, projects, and programs.

Since 2004, the Office has led the City's Race and Social Justice Initiative (RSJI). The Initiative envisions a city where racial disparities have been eliminated and racial equity achieved. RSJI's mission is to end institutionalized racism in City government and to promote multiculturalism and full participation by all city residents.

The goals are to:

- end racial disparities internal to the City;
- strengthen the way the City engages the community and provides services; and,
- eliminate race-based disparities in our communities.

Beginning September 1, 2012, SOCR is responsible for implementation and enforcement of the City's Paid Sick and Safe Leave Ordinance (Ordinance #123698). SOCR also develops anti-discrimination programs and policies, and enhances awareness through free education and outreach to businesses, community groups, and the general public. The Office works closely with immigrants, people of color, women, lesbian, gay, bisexual, transgender, and queer communities, and people with disabilities and their advocates, to inform them of their rights under the law. The Office publishes a wide array of printed materials, many of which are translated into other languages.

SOCR staffs four volunteer commissions - the Human Rights, Women's, the Lesbian, Gay, Bisexual, and Transgender, and People with Disabilities Commissions - which advise the Mayor and the City Council on relevant issues.

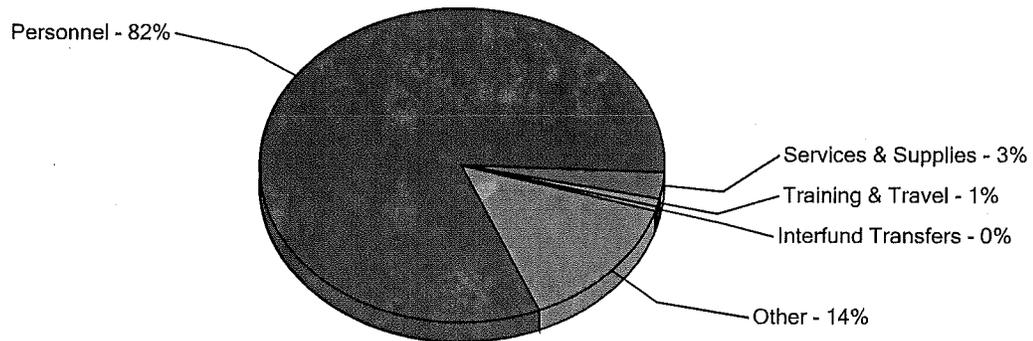
# Seattle Office for Civil Rights

## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$2,322,958	\$2,566,277	\$2,614,197	\$2,738,129
<b>Total Operations</b>	<b>\$2,322,958</b>	<b>\$2,566,277</b>	<b>\$2,614,197</b>	<b>\$2,738,129</b>
<b>Total Appropriations</b>	<b>\$2,322,958</b>	<b>\$2,566,277</b>	<b>\$2,614,197</b>	<b>\$2,738,129</b>
Full-time Equivalent Total*	21.50	22.50	22.50	22.50

\* 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.

## 2013 Proposed Budget - Expenditure by Category



# Seattle Office for Civil Rights

## Budget Overview

Through careful financial management and reductions that allow for a reprioritization of resources, the Seattle Office of Civil Rights (SOCR) will make strategic budget reductions. SOCR reviewed all program areas and in doing so, was able to preserve direct services by prioritizing enforcement activities. The 2013-2014 Proposed Budget provides resources for the Race and Social Justice Initiative (RSJI), enforcement and outreach functions, and maintains support to four commissions.

SOCR works in conjunction with the Equal Employment Opportunity Commission (EEOC) and Housing and Urban Development (HUD) to investigate discrimination in housing and employment cases as well as enforce anti-discrimination laws for the City of Seattle. In order to maintain these partnerships, SOCR has monthly case processing related performance measures that must be met for both EEOC and HUD. As department workloads and case processing schedules were reviewed, the Department prioritized functions to ensure that its ability to meet these performance criteria would be preserved.

SOCR will prioritize the Department's work to account for work plan commitments and high case processing periods, while still maintaining federal performance measures for case resolution timeframes. Continued support for RSJI is a priority for the Mayor and the City Council. In addition to working to end institutionalized racism and race-based disparities in City government, the next planned phase of RSJI is focused on eliminating racial inequity in the community.

In developing the 2013-2014 Proposed Budget recommendations, SOCR focused on providing direct services and meeting enforcement performance measures. The 2013-2014 Proposed Budget reduces operating expenses and professional service contracts. SOCR will leverage existing community partnerships to continue to support RSJI community trainings and events despite the proposed reductions.

## Incremental Budget Changes

### Seattle Office for Civil Rights

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 2,566,777</b>	<b>22.50</b>	<b>\$ 2,566,777</b>	<b>22.50</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 101,123	0.00	\$ 184,580	0.00
<b>Proposed Policy Changes</b>				
Reduce Professional Services	-\$ 15,000	0.00	-\$ 15,345	0.00
Reduce Operating Expenses	-\$ 25,000	0.00	-\$ 25,500	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	-\$ 13,703	0.00	\$ 27,617	0.00
<b>Total Incremental Changes</b>	<b>\$ 47,420</b>	<b>0.00</b>	<b>\$ 171,352</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 2,614,197</b>	<b>22.50</b>	<b>\$ 2,738,129</b>	<b>22.50</b>

# Seattle Office for Civil Rights

## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$101,123**

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.

### Proposed Policy Changes

#### **Reduce Professional Services - (\$15,000)**

SOCR-sponsored RSJI community trainings and events will continue; however, funding for professional services to support these efforts will be reduced.

#### **Reduce Operating Expenses - (\$25,000)**

Expenditures for advertising, printing, subscriptions and volunteer recognition are reduced and reprioritized. The reductions will not affect the department's ability to meet key RSJI goals in 2013 and 2014.

### Proposed Technical Changes

#### **Final Citywide Adjustments for Standard Cost Changes - (\$13,703)**

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."

# Seattle Office for Civil Rights

## Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Civil Rights Budget Control Level	X1R00	2,322,958	2,566,277	2,614,197	2,738,129
<b>Department Total</b>		<b>2,322,958</b>	<b>2,566,277</b>	<b>2,614,197</b>	<b>2,738,129</b>
<b>Department Full-time Equivalents Total*</b>		<b>21.50</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>

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

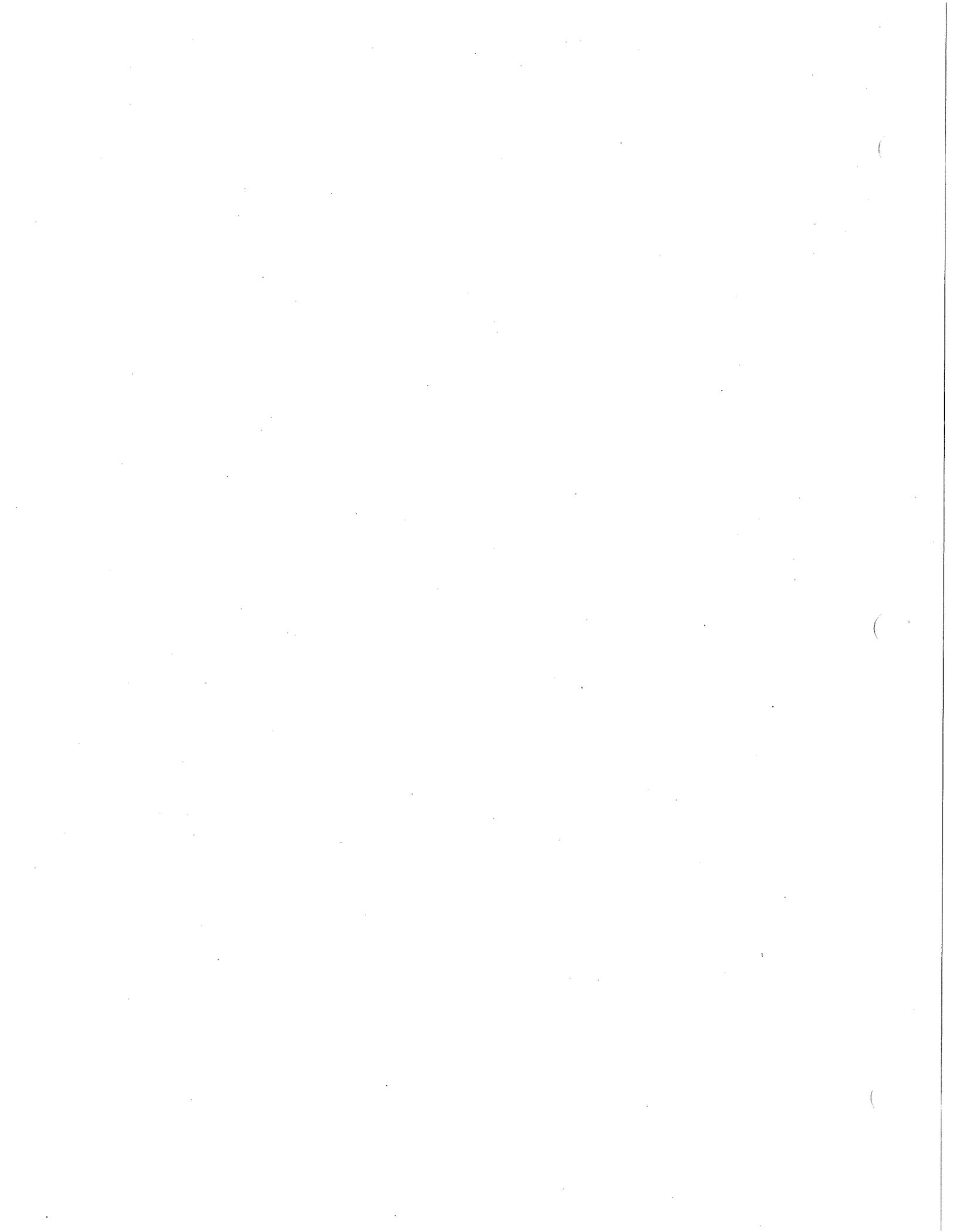
## Appropriations By Budget Control Level (BCL) and Program

### Civil Rights Budget Control Level

The purpose of the Civil Rights Budget Control Level is to work toward eliminating discrimination in employment, housing, public accommodations, contracting, and lending in Seattle through enforcement, policy and outreach activities. The Office seeks to encourage and promote equal access and opportunity, diverse participation, and social and economic equity. In addition, the Office is responsible for directing the Race & Social Justice Initiative, leading other City departments to design and implement programs which eliminate institutionalized racism.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Civil Rights	2,322,958	2,566,277	2,614,197	2,738,129
<b>Total</b>	<b>2,322,958</b>	<b>2,566,277</b>	<b>2,614,197</b>	<b>2,738,129</b>
<b>Full-time Equivalents Total*</b>	<b>21.50</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>

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



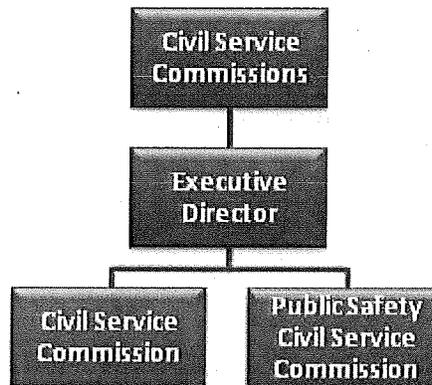
# Civil Service Commissions

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Jennifer A. Greenlee, Executive Director

Information Line: (206) 233-7118

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



## Department Overview

The Civil Service Commissions (CIV) is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission, quasi-judicial bodies charged with providing fair and impartial hearings of alleged violations of the City's personnel rules. Each Commission is governed by a separate three-member board, with one member appointed by the Mayor, one appointed by the City Council, and one elected by and representing employees. The term of each Commissioner is three years.

The **Civil Service Commission (CSC)** provides fair and impartial hearings of alleged violations of the City's personnel rules. Employees may file appeals with the CSC regarding all final disciplinary actions and alleged violations of the Personnel Ordinance, as well as related rules and policies. The CSC may issue orders to remedy violations and may also make recommendations to the Mayor and City Council regarding the administration of the personnel system.

In addition, the CSC investigates allegations of political patronage to ensure the City's hiring practices are established and carried out in accordance with the merit principles set forth in the City Charter. The CSC conducts public hearings on personnel related issues and may propose changes to Personnel rules, policies, and laws to the Mayor and City Council.

The mission and purpose of the **Public Safety Civil Service Commission (PSCSC)** is to implement, administer, and direct a civil service system for sworn personnel of the Seattle Police Department and uniformed personnel of the Seattle Fire Department. The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues.

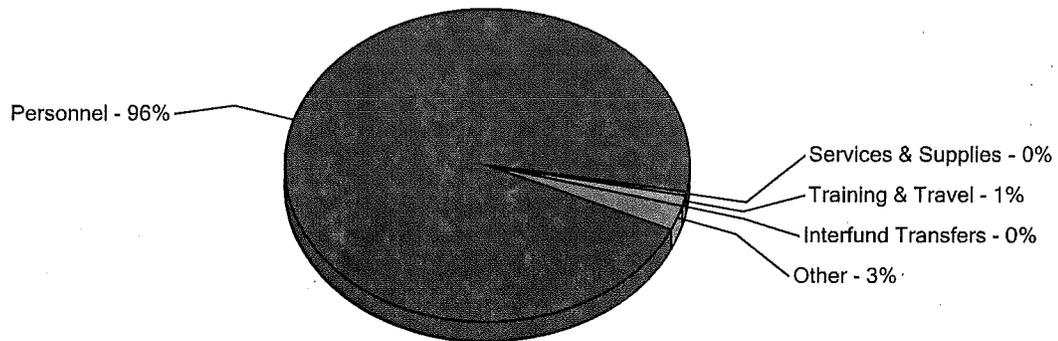
## Civil Service Commissions

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$0	\$344,266	\$373,371	\$385,887
Total Operations	\$0	\$344,266	\$373,371	\$385,887
Total Appropriations	\$0	\$344,266	\$373,371	\$385,887
Full-time Equivalent Total*	0.00	2.60	2.60	2.60

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

### 2013 Proposed Budget - Expenditure by Category



### Budget Overview

The 2012 Adopted Budget merged into a single unit the administrative support functions for the CSC and PSCSC. This reorganization in no way altered the responsibilities, duties, make-up, or scope of the two Commissions. Rather, it streamlined the administrative support services the Commissions rely on. The 2013 Proposed Budget continues the reorganization of 2012 and makes only incremental changes to the budget as a result of salary adjustments and inflation.

## Civil Service Commissions

### Incremental Budget Changes

#### Civil Service Commissions

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 344,266</b>	<b>2.60</b>	<b>\$ 344,266</b>	<b>2.60</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 15,320	0.00	\$ 27,427	0.00
Salary and Benefit Adjustments	\$ 12,396	0.00	\$ 12,649	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 1,390	0.00	\$ 1,546	0.00
<b>Total Incremental Changes</b>	<b>\$ 29,106</b>	<b>0.00</b>	<b>\$ 41,622</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 373,371</b>	<b>2.60</b>	<b>\$ 385,887</b>	<b>2.60</b>

### Description of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - \$15,320**

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.

##### **Salary and Benefit Adjustments - \$12,396**

The Proposed Budget increases the salary appropriation to fully fund the Executive Director position.

#### Proposed Technical Changes

##### **Final Citywide Adjustments for Standard Cost Changes - \$1,390**

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."

## Civil Service Commissions

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Civil Service Commissions Budget Control Level	V1CIV	0	344,266	373,371	385,887
<b>Department Total</b>		<b>0</b>	<b>344,266</b>	<b>373,371</b>	<b>385,887</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>

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

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

#### Civil Service Commissions Budget Control Level

The purpose of the Civil Service Commissions Budget Control Level is to provide administrative support to the Public Safety Civil Service Commission (PSCSC) and the Civil Service Commission (CSC). The PSCSC provides sworn police and uniformed fire employees with a quasi-judicial process for hearings on appeals concerning disciplinary actions, examination and testing, and other related issues. The CSC directs the civil service system for all other employees of the City. It investigates allegations of political patronage so the City's hiring process conforms to the merit system set forth in the City Charter. These commissions will at times improve the City personnel system by developing legislation for the Mayor and City Council.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Civil Service Commissions	0	344,266	373,371	385,887
<b>Total</b>	<b>0</b>	<b>344,266</b>	<b>373,371</b>	<b>385,887</b>
<b>Full-time Equivalents Total*</b>	<b>0.00</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>

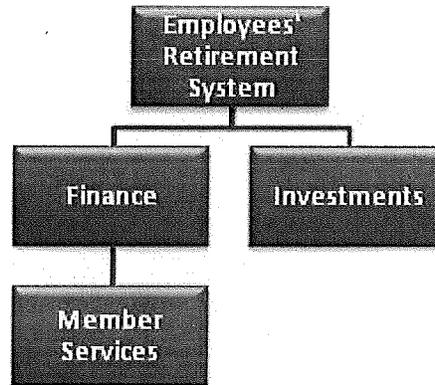
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

# Employees' Retirement System

Cecelia M. Carter, Executive Director

Department Information Line: (206) 386-1293

On the Web at: <http://www.seattle.gov/retirement/>



## Department Overview

The Employees' Retirement System has two major functions: administration of retirement benefits and management of the assets of the Retirement Fund. Employee and employer contributions, as well as investment earnings, provide funding for the System. Approximately 8,600 active employee members and 5,400 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options from which to collect their retirement benefit. The Retirement System is led by a seven-member Board of Administration and an Executive Director appointed by the Board.

Please note that the appropriations detailed in the following tables reflect only the costs to administer the system and do not reflect payment of retiree benefits. For additional details on retiree benefit payments, please visit the Retirement website: <http://www.seattle.gov/retirement/>

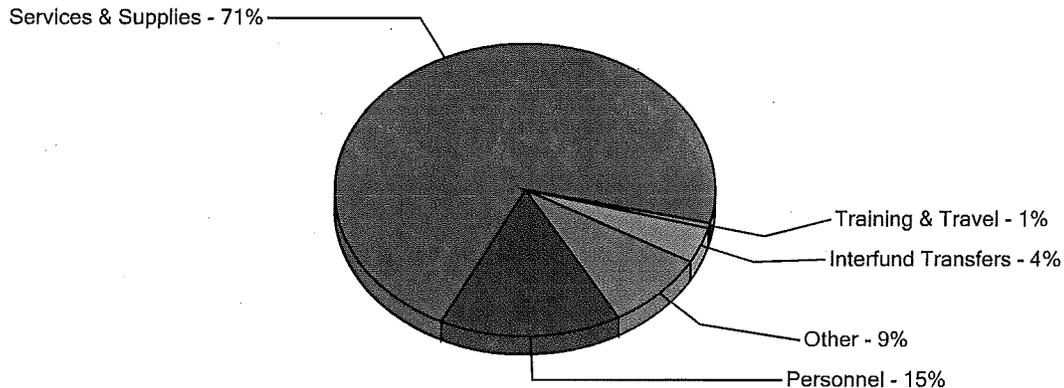
## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Other Funding - Operating	\$10,912,532	\$12,257,008	\$13,283,749	\$13,395,784
<b>Total Operations</b>	<b>\$10,912,532</b>	<b>\$12,257,008</b>	<b>\$13,283,749</b>	<b>\$13,395,784</b>
<b>Total Appropriations</b>	<b>\$10,912,532</b>	<b>\$12,257,008</b>	<b>\$13,283,749</b>	<b>\$13,395,784</b>
Full-time Equivalent Total*	15.50	18.00	18.00	18.00

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

# Employees' Retirement System

## 2013 Proposed Budget - Expenditure by Category



### Budget Overview

Like many other state and local pension funds, the Seattle City Employees' Retirement System (SCERS) faces significant financial challenges. Each year, SCERS receives contributions from the City and active members, and distributes benefits to retirees. For example, in 2011 SCERS received contributions from the City and covered City employees totaling \$101 million, while paying out \$141 million in benefits and refunds. The difference between contributions coming into the System and benefits and refunds paid out of the System must be covered by investment earnings or existing asset balances.

In years when the economy falters, investment earnings may not meet anticipated levels. During severe downturns the SCERS asset portfolio, as with most other retirement portfolios, may experience investment losses instead of gains. This was the case in 2008. At the beginning of 2008, SCERS held net assets worth \$2.1 billion, which amounted to 92% of the reserves needed to pay all promised retirement benefits. This is considered to be a relatively healthy funding level. In 2010, following sharp, worldwide financial market losses, SCERS net assets fell to \$1.6 billion which amounted to only 62% of the reserves necessary to pay promised future benefits. Performance over 2011 and 2012 leaves SCERS net assets at 68% of the reserves need to pay promised retirement benefits. This is an improvement from 2010 levels, but a significant gap remains and the City is taking steps to address the gap.

Given the total size of the SCERS portfolio, the System has ample resources on hand, combined with future contributions, needed to pay all near-term obligations to retirees. However, the decline in asset value described above must be made up over time in order to ensure full funding of retiree benefits in the long-term.

This shortfall can be made up in different ways. The easiest way to make up the gap is to have a better-than-anticipated investment returns on the SCERS portfolio. This was the case experienced in 2011 but not in 2012. SCERS cannot rely on better-than-anticipated investment returns every year, as some future years will again yield a lower return.

## Employees' Retirement System

Therefore, in order to proactively address the system shortfall, the Mayor, City Council, and Retirement Board, working with the City's labor unions, have taken important steps to increase the level of contributions paid into the Retirement System.

- First, beginning in 2011, the combined contribution rate paid by the City and by City employees enrolled in the retirement system increased from 16.06% (of covered salaries) to 18.06%, which increased total contributions to the Retirement System by an additional \$10 million in 2011 relative to 2010.
- Second, under the same legislation, passed in 2010, both the City and City employee contribution rates were scheduled to increase from 9.03% to 10.03% in 2012. However, after further actuarial analysis, the Mayor and City Council decided to increase the City's contribution rate from 9.03% to 11.01%, while raising the City employee contribution rate from 9.03% to 10.03% as originally planned.
- Third, in 2013, the total actuarial contribution rate is 22.92%. The City contribution rate will increase from 11.01% to 12.89% while the City employee contribution rate will remain at 10.03%. The employee contribution rate is capped under current labor agreements at 10.03%, so all increases required above this level must be covered solely by the City. The 2014 total contribution rate is expected to reach 24.31%. Therefore, the City contribution rate will increase to 14.28% and the employee contribution rate will remain at 10.03%. These changes will increase contribution levels by \$12 million in 2013 and \$22 million in 2014, relative to 2012 levels. The annual total contribution rates are the full actuarially determined contribution rates recommended to meet Retirement System obligations for 2013 and 2014, and is designed to fully fund the System over 30 years.

The System employs a common five-year asset smoothing policy under which portfolio gains or losses occurring in each year are recognized evenly over a five-year period, thereby smoothing out volatile year-to-year swings in asset values. This policy results in gradual changes in actuarially recommended contribution rates each year. Current projections indicate that contribution rates will likely continue to increase in 2015, and the City's six-year financial planning practices incorporate these changes into financial projections of future years.

Given projected future increases in City costs for retirement, in 2012 an interdepartmental team developed a report summarizing possible changes to the Retirement System that would enhance its fiscal sustainability over the long run. These options are currently under consideration and the City will continue to analyze the costs, benefits and feasibility of these and other changes to the Retirement System in the coming biennium. More details on this report can be found online: [http://www.seattle.gov/council/issues/retirement\\_system.htm](http://www.seattle.gov/council/issues/retirement_system.htm)

The 2013-2014 Proposed Budget includes a scheduled rent increase for the SCERS offices. The Budget will also include a consultant to assist in the upgrade of SCERS' recordkeeping and administrative data systems.

# Employees' Retirement System

## Incremental Budget Changes

### Employees' Retirement System

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 12,257,008</b>	<b>18.00</b>	<b>\$ 12,257,008</b>	<b>18.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 311,545	0.00	\$ 621,815	0.00
<b>Proposed Policy Changes</b>				
Retirement Recordkeeping Upgrade	\$ 260,000	0.00	\$ 0	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 335,196	0.00	\$ 393,961	0.00
Rent Increase	\$ 120,000	0.00	\$ 123,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,026,741</b>	<b>0.00</b>	<b>\$ 1,138,776</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 13,283,749</b>	<b>18.00</b>	<b>\$ 13,395,784</b>	<b>18.00</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$311,545

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.

### Proposed Policy Changes

#### Retirement Recordkeeping Upgrade - \$260,000

The 2013-2014 Proposed Budget includes one-time funding for 2013 for a consultant to review the existing Retirement Department's recordkeeping data system.

### Proposed Technical Changes

#### Final Citywide Adjustments for Standard Cost Changes - \$335,196

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."

## Employees' Retirement System

Rent Increase - \$120,000

The 2013-2014 Proposed Budget includes funding for scheduled rent increases for the Retirement Department following rent breaks in 2011 and 2012.

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Personnel, Maintenance, and Operations Budget Control Level	R1E10	10,912,532	12,257,008	13,283,749	13,395,784
<b>Department Total</b>		<b>10,912,532</b>	<b>12,257,008</b>	<b>13,283,749</b>	<b>13,395,784</b>
<b>Department Full-time Equivalents Total*</b>		<b>15.50</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

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

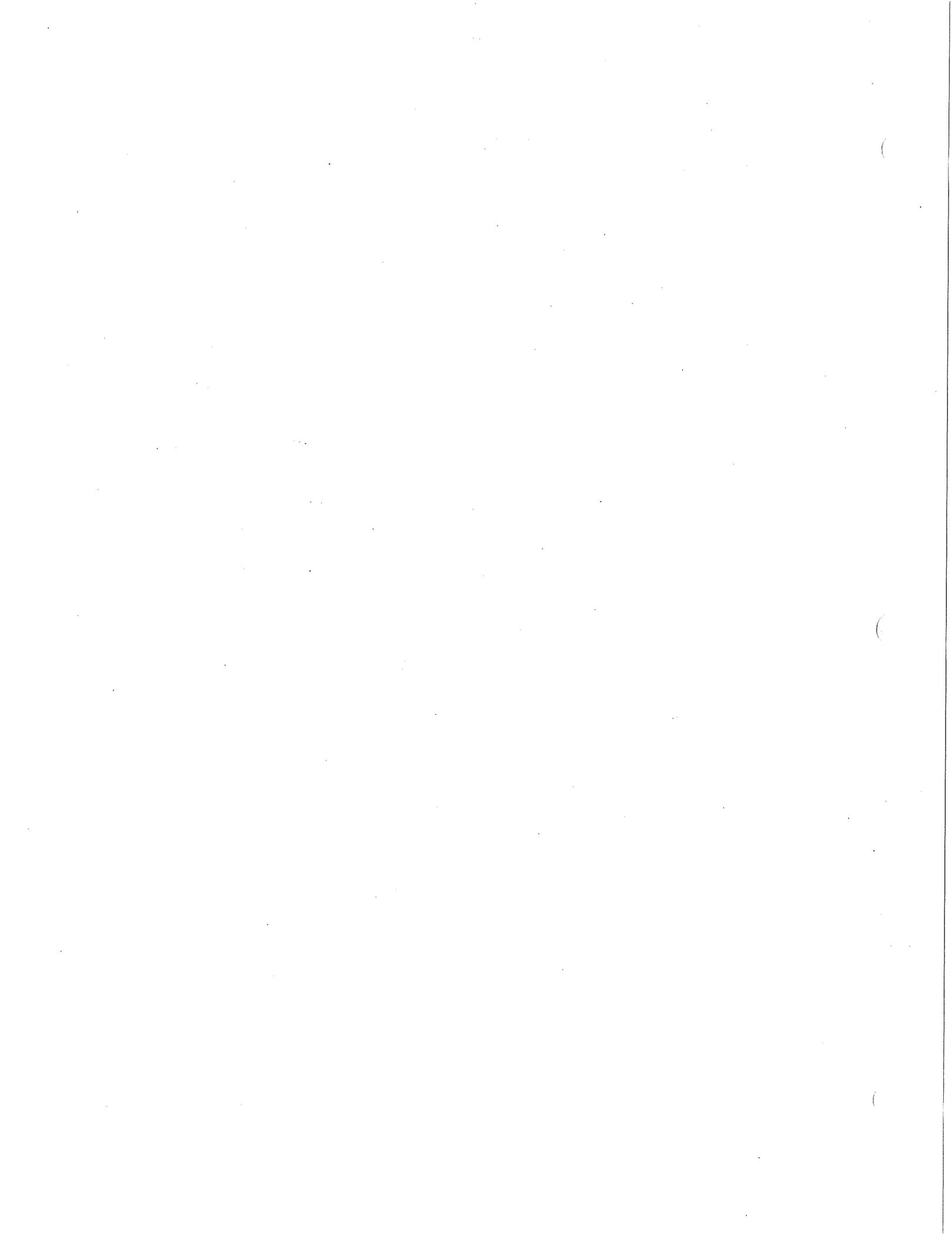
### Appropriations By Budget Control Level (BCL) and Program

#### Personnel, Maintenance, and Operations Budget Control Level

The purpose of the Employees' Retirement Budget Control Level is to manage and administer retirement assets and benefits.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Employees' Retirement	10,912,532	12,257,008	13,283,749	13,395,784
<b>Total</b>	<b>10,912,532</b>	<b>12,257,008</b>	<b>13,283,749</b>	<b>13,395,784</b>
<b>Full-time Equivalents Total*</b>	<b>15.50</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

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



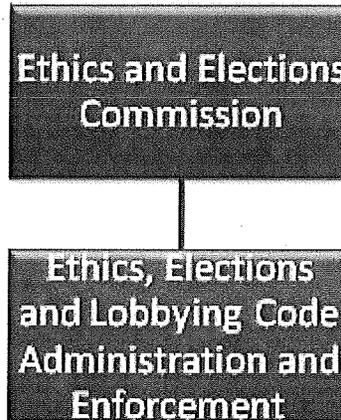
# Ethics and Elections Commission

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Wayne Barnett, Executive Director

Department Information Line: (206) 684-8500

On the Web at: <http://www.seattle.gov/ethics/>



## Department Overview

The Seattle Ethics and Elections Commission (SEEC) helps foster public confidence in the integrity of Seattle City government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The SEEC also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code.

In 2011, the SEEC entered into a three-year contract with the Seattle Public Schools to provide an independent and comprehensive ethics and whistleblower protection program to the district. The SEEC's Executive Director is now also serving as the Seattle Public School District's Ethics Officer. Also in 2011, the SEEC executed an agreement with the City of Kirkland to provide an independent ethics investigation program for that city.

The SEEC conducts ethics training for all City employees on request and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site.

The SEEC issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on the SEEC's website.

Through the Whistleblower Code, the SEEC helps to protect an employee's right to report improper governmental action and to be free from possible retaliation as a result of such reporting. The SEEC either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

The SEEC fulfills the public's mandate of full campaign disclosure by training every organization required to report contributions and expenditures in proper reporting procedures, auditing every organization that reports, working with those organizations to correct errors, and making all campaign finance information available to the public. Since 1993, the SEEC has made summary reports of campaign financing information available to the public. And since 1995, the SEEC has published campaign financing information on its website.

## Ethics and Elections Commission

The SEEC is charged with administering the City's lobbying regulations. The SEEC collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The SEEC also enforces compliance with the lobbying regulations.

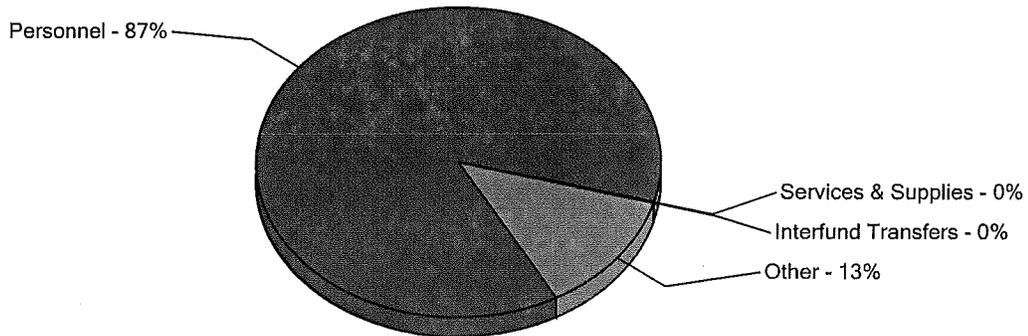
The SEEC produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County in odd-numbered years. The video voters' guide is funded with cable franchise fee revenue.

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$733,402	\$759,952	\$898,310	\$782,800
<b>Total Operations</b>	<b>\$733,402</b>	<b>\$759,952</b>	<b>\$898,310</b>	<b>\$782,800</b>
<b>Total Appropriations</b>	<b>\$733,402</b>	<b>\$759,952</b>	<b>\$898,310</b>	<b>\$782,800</b>
Full-time Equivalent Total*	5.20	6.20	6.20	6.20

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

### 2013 Proposed Budget - Expenditure by Category



### Budget Overview

Because of its small size and essential nature, the 2013-2014 Proposed Budget does not recommend any reductions to the Ethics and Elections Commission budget.

# Ethics and Elections Commission

## Incremental Budget Changes

### Ethics and Elections Commission

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 759,952</b>	<b>6.20</b>	<b>\$ 759,952</b>	<b>6.20</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 30,951	0.00	\$ 54,923	0.00
School District Contract Adjustment	\$ 0	0.00	-\$ 60,280	0.00
Voter Pamphlet Increase	\$ 78,500	0.00	\$ 0	0.00
<b>Proposed Policy Changes</b>				
Staff Reclassification	\$ 15,000	0.00	\$ 15,432	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 13,907	0.00	\$ 12,773	0.00
<b>Total Incremental Changes</b>	<b>\$ 138,358</b>	<b>0.00</b>	<b>\$ 22,848</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 898,310</b>	<b>6.20</b>	<b>\$ 782,800</b>	<b>6.20</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$30,951

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.

#### School District Contract Adjustment

In 2011, the Ethics and Elections Commission and the Seattle Public Schools (SPS) entered into a three-year agreement where City staff will provide ethics and whistleblower training and investigative services to SPS. The end date of this contract is June 2014. The baseline 2014 budget is adjusted to reflect the end of funding for this contract. It is anticipated that the contract will be renewed in 2014 and the budget will be amended through a subsequent ordinance, at that time.

#### Voter Pamphlet Increase - \$78,500

The cost of producing the voter's pamphlet varies each year. With few ballot items scheduled for 2012, Ethics and Elections offered a one-time reduction. The 2013-2014 Proposed Budget notes an increase to fund a larger voter's pamphlet with many city positions on the ballot.

# Ethics and Elections Commission

## Proposed Policy Changes

### Staff Reclassification - \$15,000

In 2012, a Senior Training and Education Coordinator was reclassified to a Strategic Advisor 1. This position spends 40% of their time in the service of the Seattle Public Schools (SPS) which will absorb a pro-rated share of the \$35,000 increase.

## Proposed Technical Changes

### Final Citywide Adjustments for Standard Cost Changes - \$13,907

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
Ethics and Elections Budget Control Level	V1T00	733,402	759,952	898,310	782,800
<b>Department Total</b>		<b>733,402</b>	<b>759,952</b>	<b>898,310</b>	<b>782,800</b>
<b>Department Full-time Equivalents Total*</b>		<b>5.20</b>	<b>6.20</b>	<b>6.20</b>	<b>6.20</b>

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

## Ethics and Elections Commission

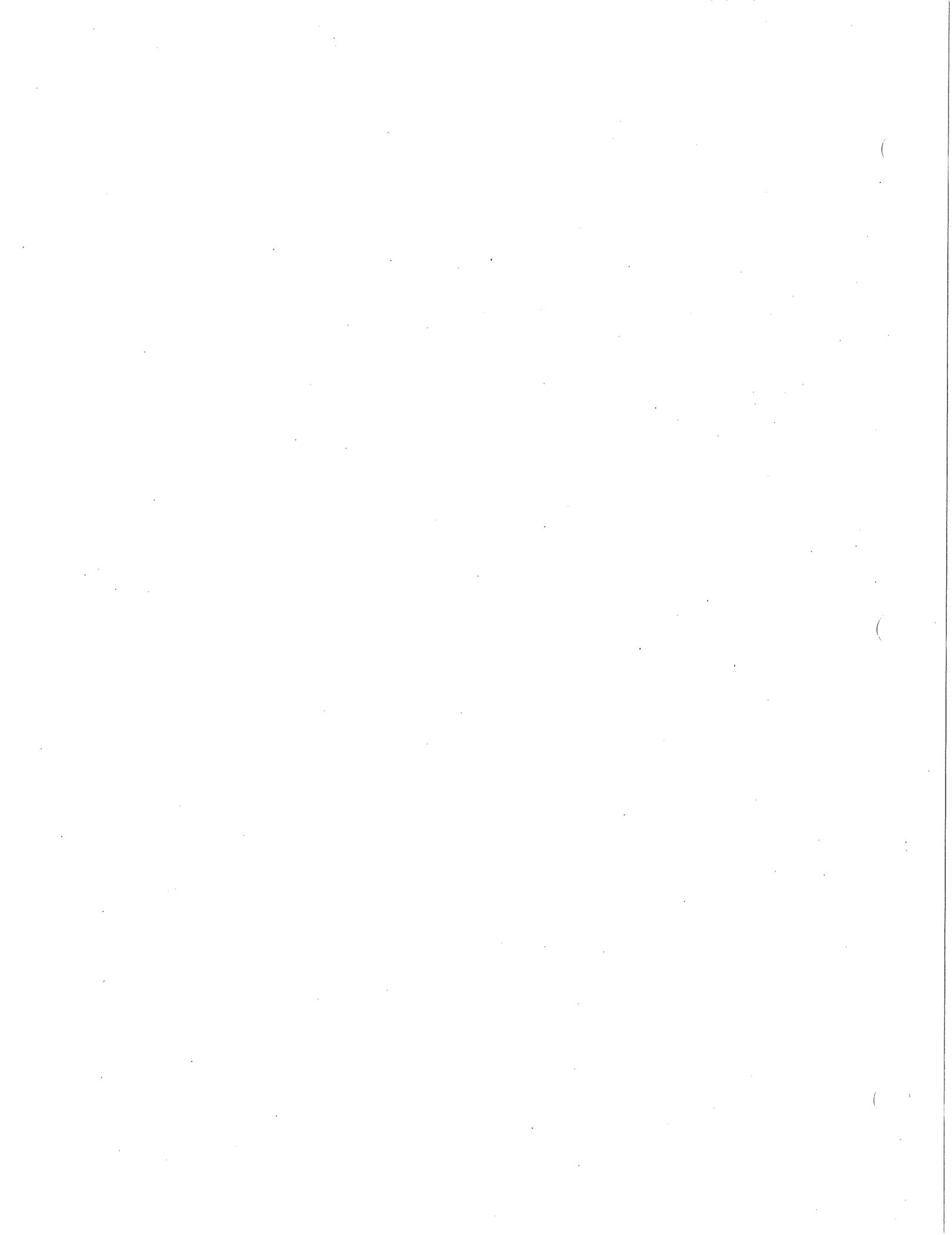
### Appropriations By Budget Control Level (BCL) and Program

#### Ethics and Elections Budget Control Level

The purpose of the Ethics and Elections Budget Control Level is to: 1) audit, investigate, and conduct hearings regarding non-compliance with, or violations of, Commission-administered ordinances; 2) advise all City officials and employees of their obligations under Commission-administered ordinances; 3) publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements; and 4) provide an independent and comprehensive Ethics and Whistleblower Protection program for the Seattle Public Schools.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Ethics and Elections	733,402	759,952	898,310	782,800
<b>Total</b>	<b>733,402</b>	<b>759,952</b>	<b>898,310</b>	<b>782,800</b>
Full-time Equivalents Total*	5.20	6.20	6.20	6.20

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



# Department of Finance & Administrative Services

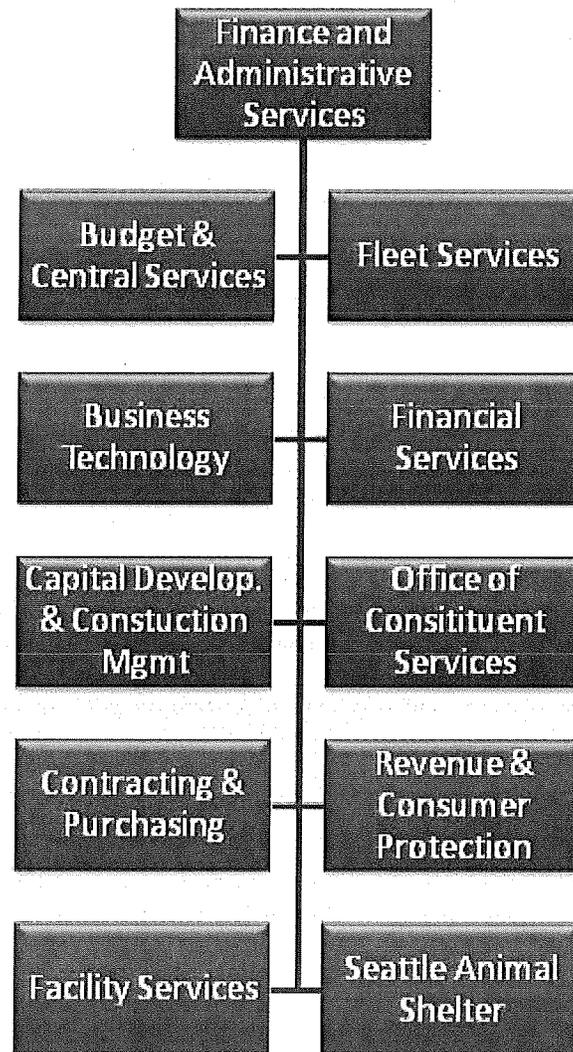
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Fred Podesta, Director

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On the Web at <http://www.seattle.gov/fas>



# Department of Finance and Administrative Service

## Department Overview

The Department of Finance and Administrative Services (FAS) is one of the most functionally diverse departments within City government and was created in 2010, as part of the Mayor's reorganization of City government (please see the 2011 Adopted Budget for a longer explanation of this consolidation). Examples of the Department's responsibilities include: maintaining databases of employee information and the City's financial system; building or renovating fire stations; negotiating purchasing contracts for City departments; assuring fair competition for City-funded construction projects; operating more than one-hundred City facilities; helping sell property the City no longer needs; managing the City's investments; overseeing the central accounting system; maintaining police patrol cars and fire engines; making sure gas pumps accurately measure out a gallon of gas; regulating the taxicab industry; issuing business licenses, collecting taxes; advocating for animal welfare; finding adoptive homes for animals; and assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get help solving problems, obtaining information, and resolving complaints).

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

- Business Technology, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.
- Capital Development and Construction Management, which manages the design and construction of City facilities (including upgrading, renovating, or replacing 32 of the City's 33 neighborhood fire stations), as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.
- Purchasing and Contracting, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- Facility Operations, which manages more than one-hundred public buildings and facilities (2.5 million square feet), including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.
- Financial Services, which receives City revenue and provides Citywide financial services, including debt management, treasury, central accounting (includes producing the Comprehensive Annual Financial Report), City investments and payroll (includes producing paychecks for more than 10,000 current and retired employees), business and licensing and tax administration, and risk management (which includes claims settlements).
- Fleets Services, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleets goals and practices.
- Revenue and Consumer Protection provides a variety of regulatory services (such as overseeing Seattle's taxicab industry), and consumer protection services (such as the Weights and Measures Unit, which tests gas pumps and supermarket checkout scanners to ensure consumers get what they pay for).
- Seattle Animal Shelter, which promotes public safety and animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.

## Department of Finance and Administrative Service

- Office of Constituent Services, which is a newly created office within FAS that advocates for service excellence throughout City government, answering more than 50,000 requests from constituents each year.

Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, animal licensing, the Weights and Measures program, and for-hire driver licenses. Finally, FAS receives General Fund support from the City to pay for several financial services as well as administration of the City's taxes and business licensing services. This transfer funds the following:

- The smaller General Fund departments' portion of the rate charges (which are paid directly out of Finance General rather than loaded into the small departments budgets).
- Specific functions that are not part of the rate pool, such as parking meter collection, economics and forecasting, nightlife coordination, and Mutually Offsetting Benefit property maintenance.
- The portion of non-rate pool functions - such as the Seattle Animal Shelter, for-hire driver licenses, or the Weights and Measures program - where revenues fall short of covering operating costs.

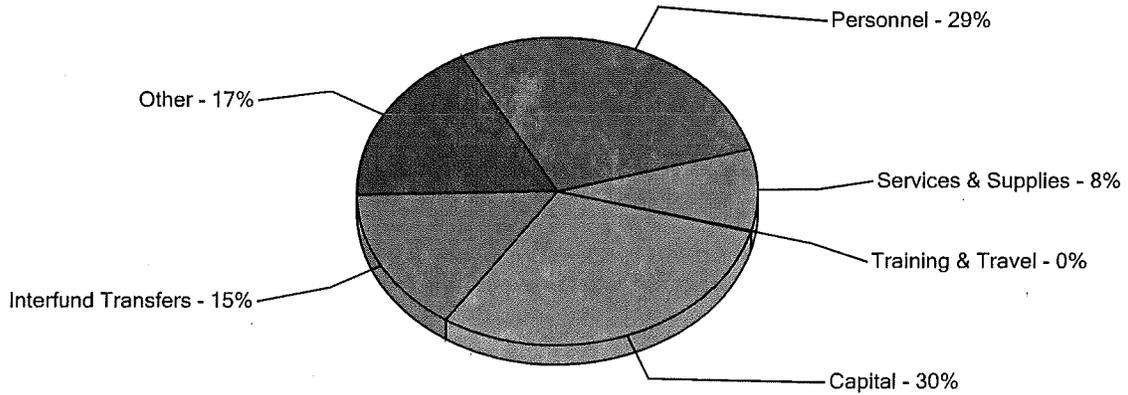
### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$19,682,762	\$21,332,015	\$21,542,807	\$22,803,990
Other Funding - Operating	\$115,546,325	\$132,171,868	\$136,654,133	\$138,966,497
<b>Total Operations</b>	<b>\$135,229,087</b>	<b>\$153,503,885</b>	<b>\$158,196,940</b>	<b>\$161,770,487</b>
Other funding - Capital	\$25,506,776	\$28,609,001	\$44,136,129	\$46,450,728
<b>Total Appropriations</b>	<b>\$160,735,863</b>	<b>\$182,112,886</b>	<b>\$202,333,069</b>	<b>\$208,221,215</b>
Full-time Equivalent Total*	482.25	521.75	541.75	530.75

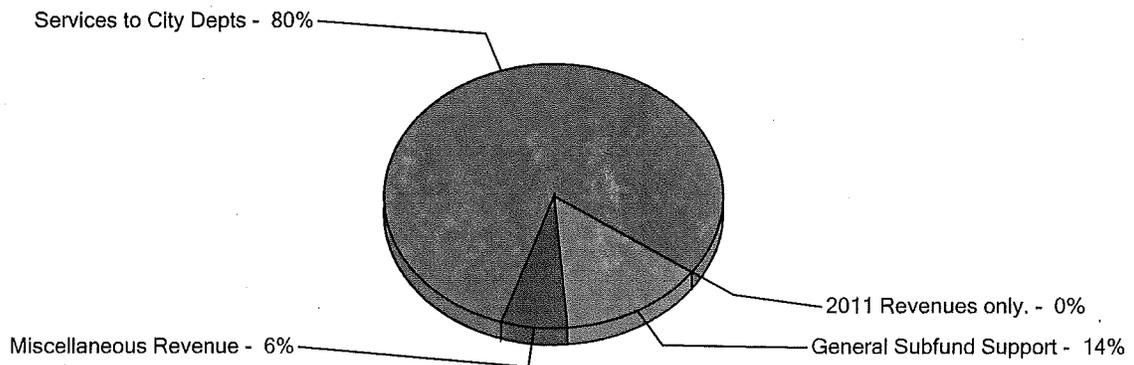
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

**Department of Finance and Administrative Service**

**2013 Proposed Budget - Expenditure by Category**



**2013 Proposed Budget - Revenue by Category**



# Department of Finance and Administrative Service

## Budget Overview

The 2013-2014 Proposed Budget includes reductions for most General Fund-dependent departments. FAS receives a General Fund transfer to support the general government activities in its operations, which include functions such as constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. To address the General Fund shortfall, FAS' 2013-2014 Proposed Budget includes operating reductions that will reduce its reliance on the General Fund and decrease the rates and allocations it charges to General Fund departments. In addition, savings from these changes will also accrue to non-General Fund users of FAS services. The 2013-2014 Proposed Budget reflects the Department's emphasis on core services. The FAS budget preserves those resources necessary for the day-to-day operations of City government, while streamlining all operations.

### Planning for the Next Generation Data Center

In 2000, the City's data center was moved to the Seattle Municipal Tower (SMT) and built to the standards of the time. In 2012, the City identified a power transmission problem in SMT that directly impacted the City's primary data center, and therefore affected the business operations of all City departments. In addition, separate IT infrastructure housed in the SMT but managed by the City Light Department and the Seattle Department of Transportation was also affected. The problem was repaired and underscored the need to upgrade the City's systems. The 2013-2014 Proposed Budget includes funding to plan for the next generation data center. In 2013, the City will begin planning and designing alternatives for a new data center that will provide more capacity, redundancy, and resiliency.

An engineering consultant report completed in 2012 developed preliminary options and costs for an upgraded system of data centers. The preliminary recommendation is to develop an integrated system with a new more redundant and reliable main data center, upgrade two existing City data centers to enhance redundancy and reliability, and to repurpose or decommission the remaining data centers. Preliminary estimates suggest the costs range from \$29 million to \$49 million depending on which choices are made to meet the City's needs. The project is expected to take three years to complete. In planning for the City's future data center needs, the Department of Information Technology and FAS, working in conjunction with other departments will take a holistic look at the City's comprehensive data center needs and assess the potential of serving those needs in facilities already maintained by the City. This options analysis will determine which systems should be housed in City facilities, which systems could be best accommodated in leased data center space, which applications may be candidates for cloud computing, and where the City needs redundancies to ensure reliable access to the City's business systems.

### Long Term Financial Stability

Over the past few years, FAS has embarked on a series of projects to help address the City's overall financial management requirements. In 2012, FAS received funding to facilitate a Citywide Financial Management and Accountability Program (FinMAP) to establish financial management policies and procedures. The policies and procedures were designed to standardize the use of the City's financial system (Summit) and balance the needs of individual departments with Citywide requirements for regulatory reporting, central financial oversight, and fiscal accountability. In 2013, this project will continue with an upgrade of the Summit financial system as well as the addition of a grants and contract module to track federal grants and respond to reporting requirements. Overall this project will allow for better financial management and accountability Citywide. Examples of standardized policies and procedures to be provided by FinMAP include, but are not limited to, establishing an approach to monitor and control capital spending; standardizing the process of tracking funding sources; and creating standards to provide effective monitoring of multi-department capital improvement projects.

During the 2012 Washington State Legislative Session, the Department of Revenue drafted a bill to move the control and administration of all local jurisdictions who issue B&O tax to the Department of Revenue. While this bill was ultimately not enacted, the State Legislature did confirm the need for a local license and tax portal for cities that administer and control B&O tax at a local level. The City of Seattle has been working with five Washington cities to implement a multi-city business and occupation license and tax filing portal to

## Department of Finance and Administrative Service

allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location. The 2013-2014 Proposed Budget provides funding in the Capital Improvement Program budget to create the portal.

FAS is adding additional staff to conduct a comprehensive review of policies, procedures, and practices related to the oversight of the City's finances. One position will focus on FAS internal controls to safeguard the City's assets and meet General Accepted Accounting Principles standards. A risk assessment for FAS will be completed and followed in future years by the development of internal control processes and procedures based on the assessment. The additional position will focus on the evaluation of Citywide internal control risks and identifying accounts receivable and accounts payable control failures.

### Changes in Regulatory Enforcement

Seattle's taxicab and for-hire vehicle industries are composed of 688 taxicabs and 199 for-hire vehicles licensed to approximately 600 small businesses. A 30% increase in the size of the industry since 2008, legislative changes, a significant increase in illegal activities by unlicensed for-hire vehicles and other additional regulatory responsibilities have led to a need for additional regulatory staff. FAS will add additional staff for inspection, enforcement, and administrative licensing activities. An increase in taxicab and for-hire vehicle fees and an increase in for-hire driver license fees will cover the additional costs of the increased staffing. Separate administrative staffing will be provided for the new limousine enforcement program that is covered by limousine license fee revenues from the State of Washington.

During 2012, legislation was introduced to cap fees for involuntary vehicle tows from private property, provide regulation of the tow industry, protect visitors and residents from predatory towing practices, and established license fees beginning in January 2013. Predatory towing practices include: charging unwarranted or excessive fees, overcharging consumers for involuntary tows, and holding a vehicle owner's personal belongings until all tow fees have been paid. The proposed regulatory framework for all tow companies and drivers includes: background checks for truck operators, operating and conduct standards, personnel who are available to the public 24x7 to release an impounded vehicle, posting appropriate signage regarding fees and redemption procedures, and complaint investigation procedures. The 2013-2014 Proposed Budget adds an inspector and an administrative position to implement this program, the cost of which will be covered by revenues generated by the new fees.

The Office of Sustainability and Environment's Energy Benchmarking and Reporting Program was previously funded by federal and private grants. In this budget, the program is funded by fees. This program requires commercial and multifamily building owners to provide benchmarking for energy use. FAS is adding staff to cover the additional enforcement workload related to this program. FAS is also adding staff to the Regulatory Enforcement Unit to identify and collect delinquent business license fees and taxes.

### Animal Shelter Changes

The Seattle Animal Shelter (SAS) is proposing a number of changes to increase the number of licensed pets and respond to the needs of the pet owners in the city. FAS will add a position to implement a Pet License Partnership program that will expand and manage pet license sales locations throughout the city, market pet licensing, coordinate special licensing events, attend local fairs and community gatherings, and work to increase pet-license sales and compliance in Seattle. The Spay and Neuter Clinic will provide a new service of spaying and neutering privately owned rabbits. In addition, the pet license fee will be waived for feral cats that are brought in to be spayed or neutered to assist in managing the size of the feral cat colonies. The small animal adoption fee for hamsters, guinea pigs, rabbits, birds and reptiles is currently set at \$5.00 and will be raised to \$15.00 to bring the fee more in line with cost of the animal. The Director will be allowed to set special adoption fees for exotic animals that come into the shelter. Lastly, a permit fee for live animal trapping will be implemented to recover the costs associated with resident-initiated trap requests.

### Transforming How the City Does Business

FAS currently operates an internal warehouse for vehicle maintenance parts for six City vehicle maintenance locations. The six maintenance shops purchase approximately \$4.5 million in parts each year. FAS is

## Department of Finance and Administrative Service

proposing to outsource the warehouse operations to a private vendor that will provide the same service starting in 2014 for cost savings and service efficiency. This will result in a \$312,000 cost savings starting in 2014 and a \$900,000 one-time revenue increase to the General Subfund for the sale of the existing inventory to the vendor.

Since 1981, the FAS Fleet Division has maintained the vehicles for Public Health - Seattle and King County (PHSKC). Starting in 2013, approximately 198 vehicles will be transferred from FAS to the King County Fleet Administration Division. This transfer was requested by King County to consolidate all PHSKC vehicles under the King County Fleet Administration Division.

The City has a decentralized capital improvement process in that individual departments are responsible for designing, constructing and maintaining their own capital improvement projects. The City, as a Title II local government entity, is subject to federal Americans with Disabilities Act (ADA) standards and requirements in addition to state and local accessibility requirements. FAS is proposing to add staff to centralize ADA quality assurance/quality control, and monitor departments' active CIP projects to ensure that capital projects will be designed and constructed in compliance with ADA standards. In addition, an existing position in FAS that works on ADA compliance and the funding for this position will be shifted from the General Subfund to capital projects where this work is focused.

Providing social equity in construction contractor workforce hiring is a major policy commitment of the City. FAS is proposing to create a Public Works Labor Program and add staff to develop, implement and enforce programs that ensure social equity in construction contractor workforce hiring. This will provide essential resources to manage and enforce complex issues of diversity in construction hiring, and provide for associated labor agreements on City construction project sites. The top priorities and objectives of the program include: seeking pathways for worker diversity on City construction sites; continuing management of the City contracts that provide apprenticeship and pre-apprenticeship workers a path to new careers; and managing City commitments for Community Workforce Agreements.

The Treasury Services Division is adding additional staff to process a new payment processing workload moving over from Seattle City Light and Seattle Public Utilities. Additionally, a position will be added to support the creation of the Local Improvement District associated with the Alaskan Way Viaduct and Seawall Replacement Project.

The Purchasing Services Division implemented a test program in 2010 for rebates on certain City contracts. Due to this program's success, FAS will recognize the rebate revenues and reduce allocation fees to departments.

The Contracting Services Division will shift funding for the Prevailing Wage and Monitoring Analyst to be 75 percent funded from General Subfund due to the work provided by this position for the Office of Housing. Currently, this position is funded through the Division's contracting allocation model which results in costs being allocated only to departments with capital projects. However, the position works approximately 75 percent of their time on City-funded affordable housing projects that are not part of the City's capital improvement programs. Shifting the funding source to the General Subfund better aligns the work to the appropriate funding source.

### Facility Services & Maintenance Changes

In 2013, FAS will conduct a space utilization review of existing tenant spaces in Seattle Municipal Tower (SMT) to determine the best use of the space in this building. This study could lead to freeing up space for moves from City-leased space to City-owned space, or to freeing up space to be offered to private tenants.

The Facility Operations Division is proposing reductions in their programs to save money and reduce space rent costs for the departments. These reduction measures include reducing the frequency of preventative maintenance on the emergency generators and rollup doors, saving energy costs by setting the temperatures in City-operated buildings at established setpoints, and reducing the landscape maintenance at the City Hall and Justice Center.

## Department of Finance and Administrative Service

The Facility Operations Division also manages the SeaPark and SMT garages. To keep up with pricing and remain competitive, the cost for parking will increase for the general public, employees and City employees participating in the Commute Trip Reduction program. Additionally, Facility Operations manages the Pacific Place Garage and will be adding a position to provide management oversight of the garage and will be funded by revenues from the parking garage.

### Managing Technology

Due to increases in technology, the Business Licensing and Tax Administration Division will reduce costs by implementing paperless tax reporting for all City of Seattle business license customers. The savings will be realized by reduced costs for printing and mailing paper forms to the businesses.

The Fleet Services Division will implement a new fleet management interface software system that will allow information to flow more easily and frequently between the existing fleet management system and the City's accounting system. This will allow the billing process to gain efficiencies by eliminating the existing separate, standalone interface that requires dedicated support.

The Business Technology Division will cut staffing and costs by reducing support to the FAS business systems, decreasing spending on outside vendors for routine technical development services and reducing costs for payroll processing due to a renegotiated contract.

## Incremental Budget Changes

### Department of Finance & Administrative Services

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 153,503,883</b>	<b>521.75</b>	<b>\$ 153,503,883</b>	<b>521.75</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 3,384,666	0.00	\$ 6,597,420	0.00
Alignment of Budget with Actual Costs	\$ 681,248	0.00	\$ 152,812	0.00
Budget Neutral Transfers	\$ 0	0.00	\$ 0	0.00
Increase for Utility Rates and CPI Increases	\$ 111,350	0.00	\$ 117,100	0.00
One-Time Funding Reductions	-\$ 2,692,800	0.00	-\$ 2,754,732	0.00
Software Licensing Increases	\$ 635,000	0.00	\$ 652,555	0.00
<b>Proposed Policy Changes</b>				
Data Center Infrastructure Study	\$ 300,000	0.00	\$ 0	0.00
Implement Upgrade of Financial Management System and New Tax Portal	\$ 136,408	0.00	\$ 1,486,898	0.00
Add Regulatory and Enforcement Staffing	\$ 913,000	7.00	\$ 943,400	7.00
Internal Auditing Changes	\$ 280,800	2.00	\$ 238,600	2.00
Animal Shelter Fee Increases and Changes	\$ 73,700	1.00	\$ 71,200	1.00
Outsource Fleet Parts Warehousing Services and Fleet Reductions	\$ 0	0.00	-\$ 311,700	-11.00
SMT Utilization Study	\$ 125,000	0.00	\$ 0	0.00
Increase SMT and SeaPark Parking Garage Rates	\$ 135,000	1.00	\$ 139,000	1.00

## Department of Finance and Administrative Service

Staffing Changes in Treasury Services	\$ 320,000	3.00	\$ 318,500	3.00
ADA Inspector Changes	\$ 539,000	4.00	\$ 553,000	4.00
Add Staffing for Community Workforce Agreements	\$ 338,000	2.00	\$ 345,000	2.00
Changes in Contracting Services	\$ 0	0.00	\$ 0	0.00
License and Standards Inspector Change	\$ 0	0.00	\$ 0	0.00
Reductions in Facility Services and Maintenance	-\$ 124,000	0.00	-\$ 124,500	0.00
Business Technology Reductions	-\$ 98,100	-0.50	-\$ 100,300	-0.50
Implement Paperless Tax Reporting	-\$ 100,000	0.00	-\$ 102,300	0.00
Software Upgrades	\$ 96,000	0.00	\$ 6,000	0.00
<b>Proposed Technical Changes</b>				
Technical Adjustments	-\$ 1,006,974	0.50	-\$ 413,030	0.50
Final Citywide Adjustments for Standard Cost Changes	\$ 645,759	0.00	\$ 451,681	0.00
<b>Total Incremental Changes</b>	<b>\$ 4,693,057</b>	<b>20.00</b>	<b>\$ 8,266,604</b>	<b>9.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 158,196,940</b>	<b>541.75</b>	<b>\$ 161,770,487</b>	<b>530.75</b>

### Description of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - \$3,384,666**

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.

##### **Alignment of Budget with Actual Costs - \$681,248**

These baseline changes align the budget with actual costs for fuel, staffing, and postage.

##### **Budget Neutral Transfers**

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

##### **Increase for Utility Rates and CPI Increases - \$111,350**

This baseline adjustment aligns the budget with increases in utility rates and the Consumer Price Index.

##### **One-Time Funding Reductions - (\$2,692,800)**

This reduces budget for one-time items that were only funded for one year in 2012, including initial funding for the FinMAP project and funding for roof repairs on the Mutually Offsetting Benefit buildings.

##### **Software Licensing Increases - \$635,000**

This baseline budget change covers increased software application licensing costs for the Constituent Relationship Management and Summit systems.

# Department of Finance and Administrative Service

## Proposed Policy Changes

### **Data Center Infrastructure Study - \$300,000**

In 2012, the City identified a power transmission problem in the Seattle Municipal Tower (SMT) that directly impacted the City's primary data center, and therefore affected the business operations of all City departments. The problem was repaired and underscored the need to upgrade the City's systems. In 2013, the City will begin planning and designing alternatives for a new data center that will provide more capacity, redundancy and resiliency. This options analysis will determine which systems should be housed in City facilities, which systems could be best accommodated in leased data center space, which applications may be candidates for cloud computing, and where the City needs redundancies to ensure reliable access to the City's business systems. The FAS infrastructure study will provide information on options for data center facilities.

### **Implement Upgrade of Financial Management System and New Tax Portal - \$136,408**

This proposal implements a full upgrade of the City's Oracle/PeopleSoft Financial Management System (Summit) including a module for grants and contracts over the next three years. In addition, in conjunction with other municipalities, the City is implementing a business and occupation license and tax filing portal to allow businesses operating in multiple cities to register for a business license, file business taxes, and make tax payments at one online location.

### **Add Regulatory and Enforcement Staffing - \$913,000/7.00 FTE**

This proposal adds five positions for the Limousine, Taxicab and For-Hire Vehicle Regulatory program where the workload has increased 33% since 2008. Funding is also added for the City's new program to regulate the towing industry to establish and enforce minimum standards for tow truck operators, including a cap on private property impound towing and storage rates.

Additional staffing is added to the Regulatory Enforcement Unit to identify and collect delinquent business license fees and taxes. This add is expected to bring in \$958,000 of additional General Subfund revenues that will offset the costs of the two positions. Staffing is also provided to support the City's new Energy Benchmarking Program run by the Office of Sustainability and Environment. This will allow the City to track energy use in commercial and multifamily buildings to increase energy efficiency.

### **Internal Auditing Changes - \$280,800/2.00 FTE**

This item adds a position to review FAS' internal controls, policies, procedures, and practices related to the oversight of the City's finances. A position is also added to serve in a Citywide accounting/internal controls audit capacity and evaluate Citywide internal control risks.

### **Animal Shelter Fee Increases and Changes - \$73,700/1.00 FTE**

This item proposes a number of changes to the Seattle Animal Shelter (SAS) including implementing a Pet License Partnership Program to further enhance and coordinate pet license sales efforts in Seattle. In addition, the following new fees are established: a rabbit surgery fee in line with other private providers; and implementation of a live animal trapping permit fee to cover the costs of carrying out the necessary tasks associated with this type of trap.

SAS proposes to exempt the pet licensing requirement for feral cats that are brought into the shelter for sterilization to reduce the feral cat population. Small pet adoption fees will be increased from the current \$5.00 amount to \$15.00 and allow the Director to set special adoption fees for exotic animals. In 2013, to increase pet license compliance, SAS will have a pet license amnesty period to allow pet owners to purchase or renew delinquent licenses without penalties.

# Department of Finance and Administrative Service

## **Outsource Fleet Parts Warehousing Services and Fleet Reductions**

The City currently provides internal warehouse services for vehicle maintenance parts supply. This item proposes to contract out these services to an outside vendor to provide cost savings and service efficiency starting in 2014. This will result in \$312,000 in savings beginning in 2014 and an additional \$900,000 of revenue to the General Subfund due to selling existing inventory to the vendor. FAS will also realize one-time revenues of \$80,000 for the General Subfund due to a reduction in the FAS fleet and selling the vehicles at auction.

In 2013, the FAS Fleets Division will transfer responsibility of the 198 Public Health - Seattle and King County vehicles to King County Fleet Administrative Division. The transfer is being made at the request of King County.

## **SMT Utilization Study - \$125,000**

FAS will prepare a comprehensive study of the City owned Seattle Municipal Tower (SMT) space to determine the best use of space in this building and to free up space to reduce the number of leases on non-City owned buildings.

## **Increase SMT and SeaPark Parking Garage Rates - \$135,000/1.00 FTE**

This proposal increases parking rates at the SeaPark and SMT garages for both members of the general public and City employees, including fees for the Commute Trip Reduction program. FAS will also add staff to perform more intensive management oversight to the Pacific Place Garage.

## **Staffing Changes in Treasury Services - \$320,000/3.00 FTE**

The Treasury Services Division will add three FTEs. Two cashier positions will process new workload moving over from City Light and Seattle Public Utilities. Another FTE plus \$50,000 for mailings is added midyear 2013 to provide support for the new Alaskan Way Viaduct and Seawall Replacement Project Local Improvement District work.

## **ADA Inspector Changes - \$539,000/4.00 FTE**

This proposal shifts \$136,000 of funding for the Americans with Disabilities Act (ADA) Coordinator from the General Subfund to capital projects funding where this workload is focused. Four additional positions are added to create a centralized ADA Compliance unit to ensure that City capital projects comply with the current ADA standards.

## **Add Staffing for Community Workforce Agreements - \$338,000/2.00 FTE**

This proposal adds staffing to develop, implement and enforce programs that provide social equity in construction contractor workforce hiring. They will also manage any project labor agreements executed by the City for public works capital improvement projects.

## **Changes in Contracting Services**

In 2010, FAS negotiated rebates from vendors on certain City contracts. Due to this program's success, FAS will recognize the rebate revenues and reduce allocation fees to departments by \$35,000. This proposal also shifts \$72,000 of General Subfund to fund the Prevailing Wage Monitoring Analyst that performs verifications of prevailing wage solely on Office of Housing issues. Currently, this position is funded through the Division's contracting allocation model which results in costs being allocated only to departments with capital projects. However, the position spends approximately 75 percent of their time on City-funded affordable housing projects that are not part of the City's capital improvement programs. Shifting the funding source to the General Subfund better aligns the work to the appropriate funding source.

## **License and Standards Inspector Change**

This item reduces a vacant part-time License and Standards Inspector position and increases a filled License and Standards Inspector position to full-time in the Consumer Protection and Regulatory Enforcement division. This change brings the current workload into alignment and is a budget neutral transaction.

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### **Reductions in Facility Services and Maintenance - (\$124,000)**

This item reduces the frequency of preventative maintenance activities that FAS performs on the emergency generators and rollup doors for a savings of \$63,000 and is not expected to have a negative effect on the operation of these items. FAS will reduce the costs for heating and cooling City buildings by changing set points for temperatures for a savings of \$36,000. Finally, FAS will reduce the amount of maintenance purchased from the Parks Department for the landscaping at City Hall and the Justice Center for a \$50,000 savings.

### **Business Technology Reductions - (\$98,100)/(.50) FTE**

This proposal reduces a half-time position in the Business Technology division that provides support to FAS business systems and results in \$60,000 of savings. Additionally, an \$18,000 reduction will decrease spending on outside vendors for routine technical development services, but will still allow for emergency related technical services if necessary. A renegotiated contract for payroll processing costs results in an additional \$20,000 in savings that has no impacts on service levels.

### **Implement Paperless Tax Reporting - (\$100,000)**

This proposal will implement mandatory electronic tax filing for all City of Seattle business license customers saving costs in postage and printing forms. This change is not expected to impact compliance or revenues and is already mandated by the State of Washington. Customers will still be able to file a paper form for an additional fee.

### **Software Upgrades - \$96,000**

Funds are requested in 2013 to upgrade the interface between the Fleet Anywhere management software and Summit. The internally created Fleet Anywhere Billing and Reporting System will be eliminated.

### **Proposed Technical Changes**

### **Technical Adjustments - (\$1,006,974)/.50 FTE**

These adjustments include bringing the fuel budget in line with the rate allocation, adjusting a one-time add from 2012 for Americans with Disabilities training, increasing a position to full-time to reflect actual workload and reductions in the debt service amounts due to lower rates.

### **Final Citywide Adjustments for Standard Cost Changes - \$645,759**

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."

## Department of Finance and Administrative Service

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Budget and Central Services Budget Control Level	A1000	3,778,843	3,930,628	4,436,362	4,524,762
Business Technology Budget Control Level	A4520	9,925,953	10,270,274	11,214,309	12,856,142
<b>City Purchasing and Contracting Services Budget Control</b>					
Contracting Services		1,248,792	1,437,935	2,389,253	2,465,019
Purchasing Services		1,504,847	1,566,788	1,643,337	1,694,398
<b>Total</b>	<b>A4540</b>	<b>2,753,638</b>	<b>3,004,722</b>	<b>4,032,590</b>	<b>4,159,416</b>
Facility Services Budget Control Level	A3000	61,951,242	65,818,737	64,719,965	65,253,169
<b>Financial Services Budget Control</b>					
Accounting		3,153,793	4,002,900	3,675,809	3,786,514
Business Licensing & Tax Administration		2,630,182	2,717,005	3,054,486	3,147,639
City Economics & Financial Management		1,694,904	1,723,823	1,785,058	1,839,753
Risk Management		1,314,878	1,247,371	1,304,552	1,343,611
Treasury		3,321,349	3,548,220	4,012,470	4,120,604
<b>Total</b>	<b>A4510</b>	<b>12,115,105</b>	<b>13,239,319</b>	<b>13,832,375</b>	<b>14,238,120</b>
<b>Fleet Services Budget Control</b>					
Vehicle Fueling		8,487,281	9,125,684	9,937,388	10,137,416
Vehicle Leasing		9,686,914	17,889,587	18,211,631	18,166,861
Vehicle Maintenance		17,267,017	18,689,282	19,158,107	19,353,362
<b>Total</b>	<b>A2000</b>	<b>35,441,212</b>	<b>45,704,553</b>	<b>47,307,126</b>	<b>47,657,639</b>
Judgment & Claims Budget Control Level	A4000	361,975	361,975	190,922	223,399
<b>Office of Constituent Services Budget Control</b>					
Office of Constituent Services		1,002,712	2,842,203	2,756,022	2,854,257
<b>Total</b>	<b>A6510</b>	<b>1,002,712</b>	<b>2,842,203</b>	<b>2,756,022</b>	<b>2,854,257</b>
Revenue and Consumer Protection Budget Control	A4530	2,306,352	2,348,202	3,376,751	3,491,953
Seattle Animal Shelter Budget Control Level	A5510	2,972,896	3,037,926	3,255,553	3,349,394
<b>Technical Services Budget Control</b>					
Capital Development and Construction Management		2,619,159	2,945,347	3,074,966	3,162,235
<b>Total</b>	<b>A3100</b>	<b>2,619,159</b>	<b>2,945,347</b>	<b>3,074,966</b>	<b>3,162,235</b>
<b>Department Total</b>		<b>135,229,087</b>	<b>153,503,885</b>	<b>158,196,940</b>	<b>161,770,487</b>
<b>Department Full-time Equivalents Total</b>		<b>482.25</b>	<b>521.75</b>	<b>541.75</b>	<b>530.75</b>

## Department of Finance and Administrative Service

### Revenue Overview

#### 2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
433010	Federal Grants	694,137	0	0	0
434010	State Grants	94,813	0	0	0
441930	Private reimbursements - CDCM	17,450	0	0	0
461320	Unrealized Gains/Losses-Inv GASB31	31,822	0	0	0
462900	Other Rents & Use Charges	13,175	0	0	0
463000	Insurance Premiums & Recovery	48,412	0	0	0
485200	Insurance Recoveries-Fixed Assets - Vehicle Leasing	2,436,459	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	416,374	0	0	0
544590	Pet Population Control Fund	112,549	0	0	0
	<b>Total 2011 Revenues only.</b>	<b>3,865,192</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	IF ALLOC Mail Messenger - GF	329,510	344,710	371,271	384,816
587001	IF ALLOC Real Estate Svc Chrgs - GF	413,499	423,980	264,863	273,503
587001	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,402,630	1,368,136	1,553,072	1,565,589
587001	IF ALLOC Warehousing Charges - GF	23,782	23,465	16,902	17,107
587001	IF Other Misc Revenue - ADA Coordinator	125,000	148,750	0	0
587001	IF Other Misc Revenue - Benaroya Passthrough	493,435	0	0	0
587001	IF Other Misc Revenue - CHH Lease	0	0	0	75,000
587001	IF Other Misc Revenue - City Hall Shelter	0	34,687	35,380	36,195
587001	IF Other Misc Revenue - Events Management	150,490	162,055	171,280	177,700
587001	IF Other Misc Revenue - MOB	350,000	350,000	350,000	350,000
587001	OPER TR IN-FR GENERAL FUND - Benaroya Concert Hall Passthrough	0	344,930	350,669	361,189
587001	OPER TR IN-FR GENERAL FUND - Business Licensing	1,283,917	1,382,743	1,100,440	1,139,639
587001	OPER TR IN-FR GENERAL FUND - Citywide Accounting	2,059,649	2,413,978	2,139,663	2,209,525
587001	OPER TR IN-FR GENERAL FUND - Claims Processing	166,771	172,449	186,560	192,973
587001	OPER TR IN-FR GENERAL FUND - Constituent Services	427,644	425,337	388,918	402,793

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587001	OPER TR IN-FR GENERAL FUND - Consumer Protection	647,407	624,151	0	0
587001	OPER TR IN-FR GENERAL FUND - Contracting Services	0	0	72,300	72,300
587001	OPER TR IN-FR GENERAL FUND - Debt Management	139,007	112,776	118,089	121,641
587001	OPER TR IN-FR GENERAL FUND - Economics & Forecasting	447,194	461,219	469,481	485,878
587001	OPER TR IN-FR GENERAL FUND - Facility Operations	0	0	102,448	0
587001	OPER TR IN-FR GENERAL FUND - FAS Applications	1,163,402	1,139,858	1,072,602	1,107,195
587001	OPER TR IN-FR GENERAL FUND - Fiscal Policy & Mgmt	540,691	778,412	901,343	930,606
587001	OPER TR IN-FR GENERAL FUND - Garden of Remembrance Passthrough	0	165,566	168,321	173,371
587001	OPER TR IN-FR GENERAL FUND - HRIS	1,074,538	931,900	1,013,838	1,045,457
587001	OPER TR IN-FR GENERAL FUND - Investments	216,834	218,179	169,129	174,386
587001	OPER TR IN-FR GENERAL FUND - Judgment/Claims Fund	0	0	39,842	72,319
587001	OPER TR IN-FR GENERAL FUND - Neighborhood Service Centers	0	91,277	9,646	50,893
587001	OPER TR IN-FR GENERAL FUND - Parking Meter Collections	527,889	525,395	544,691	563,496
587001	OPER TR IN-FR GENERAL FUND - Purchasing Services	452,033	503,623	575,984	597,158
587001	OPER TR IN-FR GENERAL FUND - Regulatory Enforcement	633,926	632,871	1,582,929	1,637,789
587001	OPER TR IN-FR GENERAL FUND - Remittance Processing	128,167	132,506	202,300	208,700
587001	OPER TR IN-FR GENERAL FUND - Risk Management	248,083	256,458	228,771	235,803
587001	OPER TR IN-FR GENERAL FUND - Seattle Animal Shelter	1,980,134	2,033,788	1,895,975	2,010,075
587001	OPER TR IN-FR GENERAL FUND - Spay & Neuter Clinic	107,144	230,965	149,320	169,976
587001	OPER TR IN-FR GENERAL FUND - SUMMIT	1,903,264	1,801,699	2,026,153	2,585,367
587001	OPER TR IN-FR GENERAL FUND - Tax Administration	1,832,515	2,199,487	2,335,410	2,412,347
587001	OPER TR IN-FR GENERAL FUND - Treasury Operations	874,957	896,665	935,217	963,204
	<b>Total General Subfund Support</b>	<b>20,143,512</b>	<b>21,332,015</b>	<b>21,542,807</b>	<b>22,803,990</b>
421600	Professional and Occupational Licenses	1,092,368	1,065,800	622,400	645,400

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441930	Cable Reimbursement	0	86,439	88,076	88,076
441960	Weights and Measures Fees	235,978	212,978	1,303,754	1,362,486
442300	Animal Licenses	1,335,223	950,000	1,377,500	1,367,500
442490	Other Protective Inspection Fees	40,021	36,626	36,000	36,000
443930	Animal Control Fees and Forfeits	149,150	129,000	139,500	139,500
443936	Spay and Neuter Fees	188,521	200,000	207,500	207,500
444300	Vehicle and Equipment Repair Charges	81,955	81,578	0	0
444500	Fuel Sales	55,962	64,875	0	0
444590	Other Protective Inspection Fees	0	93,275	233,800	233,800
447800	Training	30,320	41,000	25,000	25,000
461110	Interest Earnings - Residual Cash	232,298	280,000	183,500	183,500
462190	Motor Pool	1,059	1,296	0	0
462250	Vehicle and Equipment Leases	739,457	808,388	0	0
462300	Parking Fees - Private at SeaPark Garage	859,054	982,607	905,000	905,000
462300	Parking Fees - Private at SMT Garage	858,822	1,108,716	898,000	898,000
462500	Bldg/Other Space Rent Charge - Private at AWC	882,634	879,874	852,734	852,734
462500	Bldg/Other Space Rent Charge - Private at City Hall	91,228	92,541	73,982	73,982
462500	Bldg/Other Space Rent Charge - Private at SMT	1,173,095	1,050,000	1,175,000	1,175,000
462500	Bldg/Other Space Rent Charge - Private Misc	217,153	169,370	220,000	220,000
469990	Co-locator Revenues	0	3,312	3,418	3,418
469990	Other Miscellaneous Revenues	576,708	212,191	373,312	373,312
469990	Passport Revenues	0	370,000	350,000	325,000
562300	IF Parking Fees - SeaPark Garage	335,752	425,000	415,800	447,150
562300	IF Parking Fees - SMT Garage	249,305	272,620	310,200	338,850
	<b>Total Miscellaneous Revenue</b>	<b>9,426,062</b>	<b>9,617,486</b>	<b>9,794,476</b>	<b>9,901,208</b>
444560	IF Other Misc Revenue - Purchasing Rebates	0	0	140,000	140,000
541490	IF Administrative Fees and Charges - Citywide Accounting	1,946,135	2,011,553	1,975,865	2,040,379
541490	IF Administrative Fees and Charges - Contracting	1,264,326	1,420,243	2,468,818	2,554,166
541490	IF Administrative Fees and Charges - CUPS	0	1,251,855	1,640,394	1,698,573
541490	IF Administrative Fees and Charges - Debt Management	250,260	203,035	212,600	218,996

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541490	IF Administrative Fees and Charges - Facilities (Data Center)	0	0	195,552	0
541490	IF Administrative Fees and Charges - Investments	215,537	216,874	270,397	278,798
541490	IF Administrative Fees and Charges - Misc. Facility	426,187	260,000	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	920,750	780,266	698,659	723,586
541490	IF Administrative Fees and Charges - Purchasing Services	1,176,329	1,310,581	1,192,463	1,236,303
541490	IF Administrative Fees and Charges - Remittance Processing	774,416	800,632	799,178	824,459
541490	IF Administrative Fees and Charges - Risk Management	938,377	967,845	1,073,397	1,108,571
541490	IF Administrative Fees and Charges - Treasury	1,100,565	1,303,199	1,619,040	1,669,373
541830	IF DP - Applications Development - Applications	469,425	469,730	631,938	652,314
541830	IF DP - Applications Development - HRIS	962,474	889,285	885,973	913,452
541830	IF DP - Applications Development - SUMMIT	3,113,230	3,180,873	3,566,319	4,550,617
541830	IF DP - Applications Development - Technology Capital	70,970	0	0	0
541921	IF Property Management Service Charges	89,678	100,504	0	0
541930	IF Custodial/Janitorial/Security	79,614	47,684	75,000	75,000
542830	IF Mail Messenger Charges	166,932	137,259	176,490	176,490
542831	IF ALLOC Mail Messenger - Departments	244,609	255,005	269,050	278,865
543210	IF Architect/Engineering Services - Capital Programs	2,841,113	3,486,410	3,858,100	3,988,590
544300	IF Vehicle and Equipment Repair	8,919,134	10,925,542	10,925,542	10,432,350
544500	IF Fuel Sales	8,464,523	9,316,013	10,007,879	10,208,037
548921	IF ALLOC Warehousing Charges - Departments	1,307,482	1,295,511	1,281,238	1,296,756
548922	IF ALLOC Real Estate Svc Chrgs - Departments	430,377	441,285	362,317	374,137
562150	IF Motor Pool Rental Charges	466,158	512,429	805,962	813,466
562250	IF Vehicle and Equipment Leases	22,219,846	23,516,988	24,414,470	24,873,248
562500	IF Building/Other Space Rental	4,605,616	5,497,635	5,652,932	5,798,820
562510	IF ALLOC Rent - Bldg/Other Space	45,864,054	46,121,120	46,727,544	47,268,312
569990	IF Other Misc Revenue - AWV LID	0	0	111,000	102,500
569990	IF Other Misc Revenue - Facilities	462,346	380,000	380,000	380,000

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569990	IF Other Misc Revenue - FAS Accounting	-6,692	25,182	52,855	54,712
569990	IF Other Misc Revenue - HCF	138,000	142,000	149,140	154,400
569990	IF Other Misc Revenue - REET (ADA Coordinator)	0	0	136,361	141,180
569990	IF Other Misc Revenue - Subfund 46010 (DT Parking Garage Coordinator)	0	0	135,000	139,000
569990	IF Other Misc Revenue - Transportation Benefits District	8,700	54,583	56,980	59,035
<b>Total Services to City Depts</b>		<b>109,930,471</b>	<b>117,321,121</b>	<b>123,208,453</b>	<b>125,484,485</b>
<b>Total Revenues</b>		<b>143,365,237</b>	<b>148,270,622</b>	<b>154,545,736</b>	<b>158,189,683</b>
379100	Use of (Contribution To) Fund Balance	0	5,233,266	3,651,204	3,580,804
<b>Total Use of (Contribution To) Fund Balance</b>		<b>0</b>	<b>5,233,266</b>	<b>3,651,204</b>	<b>3,580,804</b>
<b>Total Resources</b>		<b>143,365,237</b>	<b>153,503,888</b>	<b>158,196,940</b>	<b>161,770,487</b>

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

#### **Budget and Central Services Budget Control Level**

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Budget and Central Services	3,778,843	3,930,628	4,436,362	4,524,762
<b>Total</b>	<b>3,778,843</b>	<b>3,930,628</b>	<b>4,436,362</b>	<b>4,524,762</b>
Full-time Equivalents Total*	35.50	34.50	37.00	37.00

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

## Department of Finance and Administrative Service

### Business Technology Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Business Technology	9,925,953	10,270,274	11,214,309	12,856,142
<b>Total</b>	<b>9,925,953</b>	<b>10,270,274</b>	<b>11,214,309</b>	<b>12,856,142</b>
Full-time Equivalents Total*	42.50	44.50	43.00	43.00

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

### City Purchasing and Contracting Services Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Contracting Services	1,248,792	1,437,935	2,389,253	2,465,019
Purchasing Services	1,504,847	1,566,788	1,643,337	1,694,398
<b>Total</b>	<b>2,753,638</b>	<b>3,004,722</b>	<b>4,032,590</b>	<b>4,159,416</b>
Full-time Equivalents Total*	28.00	27.00	33.00	33.00

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

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

### Contracting Services Program

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Contracting Services	1,248,792	1,437,935	2,389,253	2,465,019
Full-time Equivalents Total	13.00	13.00	19.00	19.00

### Purchasing Services Program

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$44,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines and policies for purchases.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Purchasing Services	1,504,847	1,566,788	1,643,337	1,694,398
Full-time Equivalents Total	15.00	14.00	14.00	14.00

### Facility Services Budget Control Level

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

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Facility Services	61,951,242	65,818,737	64,719,965	65,253,169
<b>Total</b>	<b>61,951,242</b>	<b>65,818,737</b>	<b>64,719,965</b>	<b>65,253,169</b>
Full-time Equivalents Total*	92.50	87.50	88.50	88.50

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

## Department of Finance and Administrative Service

### Financial Services Budget Control Level

The purpose of the Financial Services Budget Control Level (BCL) is to oversee and provide technical support to the financial affairs of the City. This BCL performs a wide range of technical and operating functions, such as economic and fiscal forecasting, debt issuance and management, Citywide payroll processing, investments, risk management tax administration, and revenue and payment processing services. In addition, this BCL develops and implements a variety of City financial policies related to the City's revenues, accounting procedures, and risk mitigation. Finally, the BCL provides oversight and guidance to financial reporting, City retirement programs, and public corporations established by the City.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Accounting	3,153,793	4,002,900	3,675,809	3,786,514
Business Licensing and Tax Administration	2,630,182	2,717,005	3,054,486	3,147,639
City Economics and Financial Management	1,694,904	1,723,823	1,785,058	1,839,753
Risk Management	1,314,878	1,247,371	1,304,552	1,343,611
Treasury	3,321,349	3,548,220	4,012,470	4,120,604
<b>Total</b>	<b>12,115,105</b>	<b>13,239,319</b>	<b>13,832,375</b>	<b>14,238,120</b>
Full-time Equivalents Total*	79.50	97.50	102.50	102.50

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

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

#### **Accounting Program**

The purpose of the Accounting Program is to establish and enforce Citywide accounting policies and procedures, perform certain financial transactions, process the City's payroll, and provide financial reporting, including preparation of the City's Comprehensive Annual Financial Report.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Accounting	3,153,793	4,002,900	3,675,809	3,786,514
Full-time Equivalents Total	33.50	25.50	27.50	27.50

#### **Business Licensing and Tax Administration Program**

The purpose of the Business Licensing and Tax Administration Program is to license businesses, collect business-related taxes, and administer the Business and Occupation (B&O) Tax, utility taxes, and other taxes levied by the City.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Business Licensing and Tax Administration	2,630,182	2,717,005	3,054,486	3,147,639
Full-time Equivalents Total	0.00	25.00	25.00	25.00

## Department of Finance and Administrative Service

### City Economics and Financial Management Program

The purpose of the City Economics and Financial Management Program is to ensure that the City's financial affairs are consistent with State and Federal laws and policies, City Code, and the City's Adopted Budget. This includes establishing policy for and overseeing City accounting, treasury, risk management, and tax administration functions on behalf of the Director of Finance and Administrative Services. In addition, the Program provides financial oversight of City retirement programs and public corporations established by the City. The Program provides economic and revenue forecasts to City policy makers and administers the City's debt portfolio. Program staff members provide expert financial analysis to elected officials and the City Budget Office to help inform and shape the City's budget.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City Economics and Financial Management	1,694,904	1,723,823	1,785,058	1,839,753
Full-time Equivalents Total	8.00	11.00	11.00	11.00

### Risk Management Program

The purpose of the Risk Management Program is to advise City departments on ways to avoid or reduce losses, provide expert advice on appropriate insurance and indemnification language in contracts, investigate and adjust claims against the City, and to administer all of the City's liability, property insurance policies, and its self-insurance program.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Risk Management	1,314,878	1,247,371	1,304,552	1,343,611
Full-time Equivalents Total	9.00	9.00	9.00	9.00

### Treasury Program

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

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Treasury	3,321,349	3,548,220	4,012,470	4,120,604
Full-time Equivalents Total	29.00	27.00	30.00	30.00

## Department of Finance and Administrative Service

### Fleet Services Budget Control Level

The purpose of the Fleet Services Budget Control Level is to provide fleet vehicles to City departments; assess and implement environmental initiatives related to both the composition of the City's fleet and the fuels that power it; actively manage and maintain the fleet; procure and distribute fuel; and operate a centralized motor pool. The goal of these functions is to create and support an environmentally responsible and cost-effective Citywide fleet that helps all City departments carry out their work as efficiently as possible.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Vehicle Fueling	8,487,281	9,125,684	9,937,388	10,137,416
Vehicle Leasing	9,686,914	17,889,587	18,211,631	18,166,861
Vehicle Maintenance	17,267,017	18,689,282	19,158,107	19,353,362
<b>Total</b>	<b>35,441,212</b>	<b>45,704,553</b>	<b>47,307,126</b>	<b>47,657,639</b>
Full-time Equivalents Total*	131.00	127.00	127.00	116.00

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

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

#### **Vehicle Fueling Program**

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

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Vehicle Fueling	8,487,281	9,125,684	9,937,388	10,137,416
Full-time Equivalents Total	1.00	1.00	1.00	1.00

#### **Vehicle Leasing Program**

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

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Vehicle Leasing	9,686,914	17,889,587	18,211,631	18,166,861
Full-time Equivalents Total	11.00	10.00	11.00	11.00

#### **Vehicle Maintenance Program**

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

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Vehicle Maintenance	17,267,017	18,689,282	19,158,107	19,353,362
Full-time Equivalents Total	119.00	116.00	115.00	104.00

## Department of Finance and Administrative Service

### Judgment and Claims Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Judgment and Claims	361,975	361,975	190,922	223,399
<b>Total</b>	<b>361,975</b>	<b>361,975</b>	<b>190,922</b>	<b>223,399</b>

### Office of Constituent Services Budget Control Level

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to consistently provide services that are easily accessible, responsive, and fair. This includes assistance with a broad range of City services, such as transactions, information requests, and complaint investigations. This BCL includes the City's Customer Service Bureau, the Neighborhood Payment and Information Service Centers, Citywide public disclosure responsibilities, and service-delivery analysts.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Office of Constituent Services	1,002,712	2,842,203	2,756,022	2,854,257
<b>Total</b>	<b>1,002,712</b>	<b>2,842,203</b>	<b>2,756,022</b>	<b>2,854,257</b>
Full-time Equivalents Total*	11.25	27.75	26.75	26.75

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

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

#### **Office of Constituent Services Program**

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to consistently provide services that are easily accessible, responsive, and fair. This includes assistance with a broad range of City services, such as transactions, information requests, and complaint investigations. This BCL includes the City's Customer Service Bureau, Citywide public disclosure responsibilities, and service-delivery analysts.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Office of Constituent Services	1,002,712	2,842,203	2,756,022	2,854,257
Full-time Equivalents Total	11.25	27.75	26.75	26.75

## Department of Finance and Administrative Service

### Revenue and Consumer Protection Budget Control Level

The purpose of the Revenue and Consumer Protection Budget Control Level is to provide regulatory and consumer protection services.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Revenue and Consumer Protection	2,306,352	2,348,202	3,376,751	3,491,953
<b>Total</b>	<b>2,306,352</b>	<b>2,348,202</b>	<b>3,376,751</b>	<b>3,491,953</b>
Full-time Equivalents Total*	8.50	23.00	30.00	30.00

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

**The following information summarizes the programs in Revenue and Consumer Protection Budget Control Level:**

#### **Revenue and Consumer Protection Program**

The purpose of the Consumer Protection Program is to provide Seattle consumers with a fair and well-regulated marketplace. This program includes taxicab inspections and licensing, the weights and measures inspection program, vehicle impound, and consumer complaint investigation.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Revenue and Consumer Protection	2,306,352	2,348,202	3,376,751	3,491,953
Full-time Equivalents Total	8.50	23.00	30.00	30.00

### Seattle Animal Shelter Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Seattle Animal Shelter	2,972,896	3,037,926	3,255,553	3,349,394
<b>Total</b>	<b>2,972,896</b>	<b>3,037,926</b>	<b>3,255,553</b>	<b>3,349,394</b>
Full-time Equivalents Total*	32.50	32.00	33.00	33.00

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

## Department of Finance and Administrative Service

### Technical Services Budget Control Level

The purpose of the Technical Services Budget Control Level is to plan and administer FAS' Capital Improvement Program. This division attempts to ensure that the City develops high-quality and environmentally sustainable capital facilities for City staff and functions.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Capital Development and Construction Management	2,619,159	2,945,347	3,074,966	3,162,235
<b>Total</b>	<b>2,619,159</b>	<b>2,945,347</b>	<b>3,074,966</b>	<b>3,162,235</b>
Full-time Equivalents Total*	21.00	21.00	21.00	21.00

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

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

#### **Capital Development and Construction Management Program**

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

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Capital Development and Construction Management	2,619,159	2,945,347	3,074,966	3,162,235
Full-time Equivalents Total	21.00	21.00	21.00	21.00

### **Finance and Administrative Services Fund Table**

#### Finance and Administrative Services Fund (50300)

	<b>2011 Actuals</b>	<b>2012 Adopted</b>	<b>2012 Revised</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
<b>Beginning Fund Balance</b>	<b>12,186,152</b>	<b>19,610,301</b>	<b>19,610,301</b>	<b>13,153,682</b>	<b>9,502,478</b>
Plus: Actual and Estimated Revenues	143,365,237	148,270,619	148,776,506	154,545,736	158,189,683
Plus: Inter-fund Transfers		3,500,000	3,500,000	3,500,000	3,500,000
Less: Actual and Budgeted Expenditures	135,229,087	153,503,883	154,758,125	158,196,940	161,770,487
Less: Capital Improvements		3,500,000	3,500,000	3,500,000	3,500,000
<b>Ending Fund Balance</b>	<b>20,322,301</b>	<b>14,377,037</b>	<b>13,628,682</b>	<b>9,502,478</b>	<b>5,921,674</b>
Working Capital - Fleets	712,000	475,000	475,000		
<b>Total Reserves</b>	<b>712,000</b>	<b>475,000</b>	<b>475,000</b>		
<b>Ending Unreserved Fund Balance</b>	<b>19,610,301</b>	<b>13,902,037</b>	<b>13,153,682</b>	<b>9,502,478</b>	<b>5,921,674</b>

# Department of Finance and Administrative Service

## Capital Improvement Program Highlights

The 2003 Fire Facilities and Emergency Response Levy Program (FFERP) is a 9-year \$167 million property tax levy that voters approved in November 2003. In 2013 FAS will continue to execute the Fire Facilities Levy Program with the construction of eleven neighborhood fire stations and begin or continue design on five stations.

The Asset Preservation Program preserves and extends the useful life and operational capacity of existing FAS-managed facilities, and is funded by facility space rent paid by City departments. Examples of 2013-2014 projects planned include replacing aged and failing systems at the Animal Shelter including rebuilding pumps, installing new heaters and plumbing, and replacing electrical panels. Drainage improvements, lighting, and HVAC improvements are planned for the Airport Way Center complex building D and E. The Seattle Municipal Tower will continue in the second year of a 5-year weatherization program which includes a comprehensive wet seal replacement for the aluminum glass framing system at the sloped glass roof.

FAS coordination of Citywide work continues with City departments on facility improvements related to improving accessibility, as is consistent with the Americans with Disabilities Act (ADA). Funding in 2013-2014 has been included for a position to continue assisting departments track ADA improvement projects. FAS conducted a Citywide prioritization process to allocate \$3 million in 2013 for ADA improvements among the four implementing departments: Parks and Recreation, Seattle Center, Seattle Public Library, and FAS. Funding of \$626,000 is appropriated in the FAS CIP to fund ADA improvements to update or modify various FAS facilities that focus on public access at FAS owned buildings including the Seattle Justice Center, City Hall, Police Facilities and Seattle Municipal Tower.

Regulatory compliance in City fire stations will continue to be addressed through the capital project for enhanced fire resistance for sleeping quarters in fire stations.

New projects added to the FAS CIP included:

### **North Precinct**

This project in 2013-2014 funds the due diligence and land acquisition for a new North Precinct facility from which the Seattle Police Department will serve the north end of the city. Conceptual planning considers replacing the existing facility with a new 60,000 square foot facility at a different location, adding approximately 43,000 square feet of precinct space, including holding cells and locker rooms, and a parking structure. Future project work includes, but is not limited to, verifying operational programming, building design, permitting and construction.

### **Airport Way Building Envelope Replacement**

Airport Way Center Building A will receive a full envelope replacement that will upgrade the exterior of the building, replace windows and assemblies which are seriously failing. The major maintenance improvements will permanently prevent water intrusion and curtail further interior damage. Additional \$500,000 funding provided by the 2012 Washington State Energy Efficiency Grant expands the scope of the project to include exterior cladding replacement and mechanical improvements which lower the facilities energy consumption.

### **Public Safety Facilities - Police Harbor Patrol Bulkhead and HVAC and East Precinct**

Two projects are funded which replace the failing bulkhead that serves the SPD Harbor Patrol facility and install a new mechanical system for the Harbor Patrol facility. Design is funded in 2014 with permitting and construction to begin in 2015 for the new bulkhead. This project will replace the existing bulkhead and address all planning and environmental permitting requirements as identified in the 2010 engineering study. The new mechanical system will include new equipment, ducts and controls. Security and telecommunication upgrades are planned at the East Precinct.

### **Charles Street Shops and Yards Facility Improvements**

Two major maintenance projects are planned for 2013-2014 to address failing systems at separate facilities: a roof replacement and structural repair at the Charles Street Materials Test Lab and a domestic water galvanized piping replacement at Charles Street 805 Building.

# Department of Finance and Administrative Service

**MOB Building Improvements**

This project provides critical, non-roof repairs at five of the City's Mutual and Offsetting Benefit (MOB) buildings. Work includes but is not limited to HVAC replacement and upgrades, electrical system replacement and upgrades, and plumbing replacement and upgrades at specific facilities.

**Information Technology**

FAS plans two major information technology projects. The Summit Upgrade/FinMAP project upgrades the City's financial management system, Summit and includes major standardization and redesign of the City's accounting structure. The Multi-City Tax Portal Project implements a multi-city business and occupation license and tax filing portal, allowing all businesses operating in multiple cities to register for a business license, file business taxes and make tax payments for multiple cities in one location.

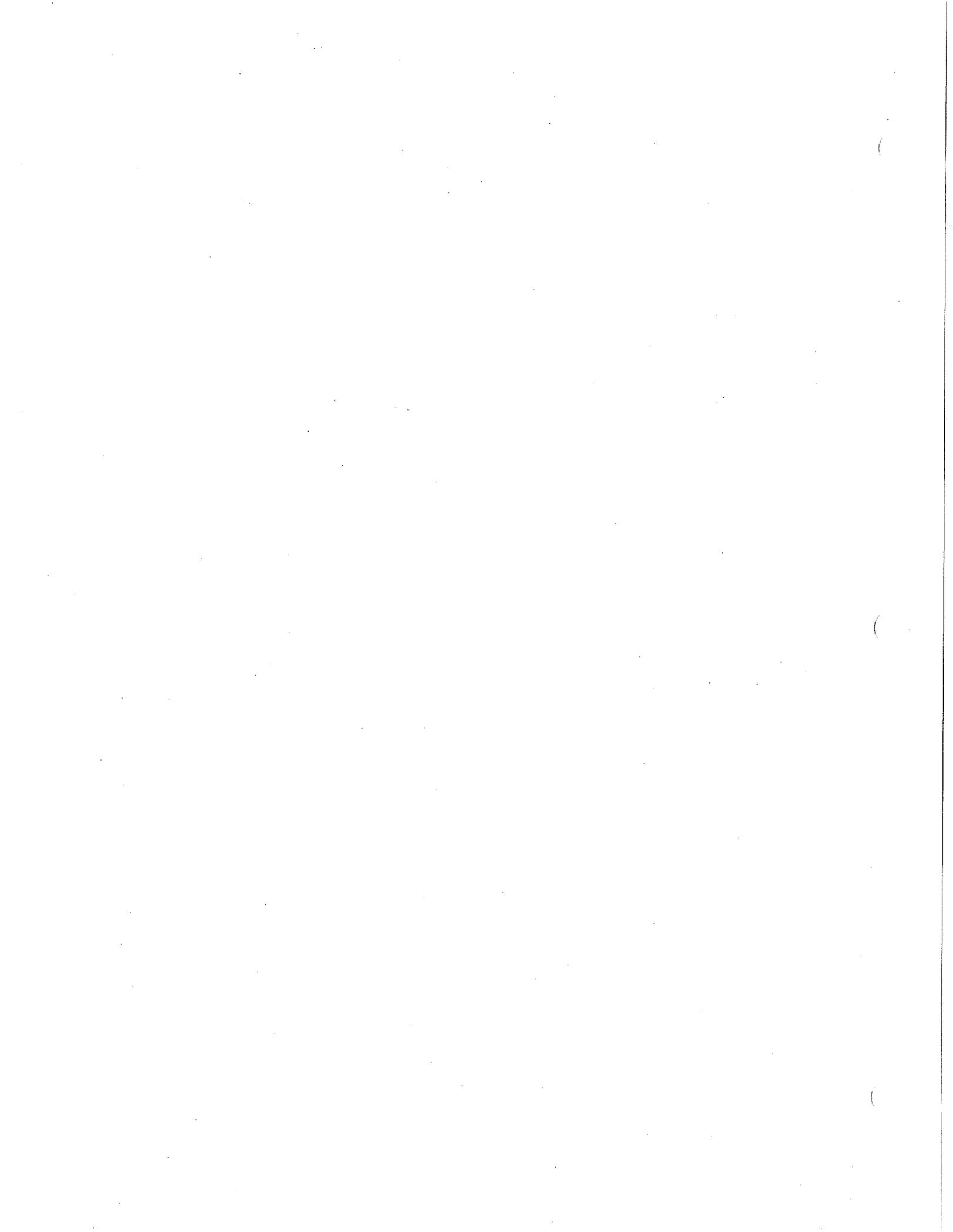
Additional information on FAS' CIP can be found in the 2013-2018 Proposed CIP online here:  
<http://www.seattle.gov/financedepartment/1318proposedcip/default.htm>

**Capital Improvement Program Appropriation**

Budget Control Level	2013 Proposed	2014 Proposed
<b>ADA Improvements - FAS: A1ADA</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	625,714	0
<b>Subtotal</b>	<b>625,714</b>	<b>0</b>
<b>Asset Preservation - Civic Core: A1AP1</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,100,000	800,000
<b>Subtotal</b>	<b>1,100,000</b>	<b>800,000</b>
<b>Asset Preservation - Public Safety Facilities: A1AP6</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	600,000	400,000
<b>Subtotal</b>	<b>600,000</b>	<b>400,000</b>
<b>Asset Preservation - Seattle Municipal Tower: A1AP2</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,500,000	1,800,000
<b>Subtotal</b>	<b>1,500,000</b>	<b>1,800,000</b>
<b>Asset Preservation - Shops and Yards: A1AP4</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	600,000	800,000
<b>Subtotal</b>	<b>600,000</b>	<b>800,000</b>
<b>Garden of Remembrance: A51647</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	23,897	24,781
<b>Subtotal</b>	<b>23,897</b>	<b>24,781</b>
<b>General Government Facilities - Community-Based: A1GM2</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	312,000	0

## Department of Finance and Administrative Service

<b>Subtotal</b>	<b>312,000</b>	<b>0</b>
<b>General Government Facilities - General: A1GM1</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	136,000	141,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
<b>Subtotal</b>	<b>3,636,000</b>	<b>3,641,000</b>
<b>Information Technology: A1IT</b>		
2013 Multipurpose LTGO Bond Fund	12,518,000	1,000,000
2014 Multipurpose LTGO Bond Fund	0	7,038,000
<b>Subtotal</b>	<b>12,518,000</b>	<b>8,038,000</b>
<b>Maintenance Shops and Yards: A1MSY</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,370,000	2,552,000
<b>Subtotal</b>	<b>1,370,000</b>	<b>2,552,000</b>
<b>Neighborhood Fire Stations: A1FL1</b>		
2003 Fire Facilities Subfund (34440)	1,248,079	0
2013 Multipurpose LTGO Bond Fund	12,725,518	0
2014 Multipurpose LTGO Bond Fund	0	8,649,947
Cumulative Reserve Subfund - REET I Subaccount (00163)	6,706,921	1,880,000
<b>Subtotal</b>	<b>20,680,518</b>	<b>10,529,947</b>
<b>Public Safety Facilities - Police: A1PS1</b>		
2013 Multipurpose LTGO Bond Fund	750,000	0
2014 Multipurpose LTGO Bond Fund	0	17,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	420,000	365,000
<b>Subtotal</b>	<b>1,170,000</b>	<b>17,865,000</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>44,136,129</b>	<b>46,450,728</b>



# Finance General

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Beth Goldberg, Director  
Department Information Line: (206) 615-1962

A dark rectangular box with the text "Finance General" in white, bold, sans-serif font.

## Finance General Overview

The purpose of Finance General is to allocate General Subfund resources in the form of appropriations to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for Council, Mayor, or City Budget Office oversight.

## Budget Overview

Finance General is organized to pay for ongoing City costs, subsidize the operations of City departments, and provide contributions to outside organizations. It is also an area to hold appropriations temporarily until the appropriate managing department is determined, or act as a contingency reserve to respond to unpredictable situations, or cover costs that vary with economic conditions.

The 2013-2014 Proposed Budget modifies existing programs to reflect different funding approaches, adds new programs to support outside organizations, and adjust recurring appropriations with updated cost information.

### Strengthening Financial Sustainability and Financial Reporting Capabilities

The 2013-2014 Proposed Budget allocates funds needed to ensure financial sustainability. This is critical to maintaining the City's bond rating and low cost of borrowing, in addition to positioning the City to be able to respond to unanticipated changes in economic conditions or address other emerging issues that may arise in coming years. In particular, General Funds are provided to bridge a funding gap for the City-owned Pacific Place Parking Garage. Additionally, staff will work with community partners to identify a long-term financially sustainable approach to the operations of Langston Hughes Community Arts Center. Funding is transferred from Finance General to the Garage Fund and to the Office of Arts and Cultural Affairs, respectively, for these purposes.

Funds are provided to continue to support administrative costs and financial reporting requirements of the Seattle Indian Service Commission and also for preliminary work on the planned redevelopment the City's central budget systems.

### Investments in Public Safety, Business Districts and Neighborhood Revitalization Efforts

The 2013-2014 Proposed Budget establishes a reserve to fund actions necessary to comply with the Department of Justice settlement agreement with the City of Seattle. This reserve will allow the City to quickly make available spending authority to implement an action agenda once a monitor and Police Commission are in place.

## Finance General

Funds are also set aside to support investments in business districts as well as the revitalization of the Yesler Terrace neighborhood. Funding also is included to continue work on the proposed SODO arena project, which will involve continued partnership with a variety of stakeholders. These costs would be reimbursed by the developer.

Through strategic investments these areas and others identified in other departments, the 2013-2014 Proposed Budget targets key priorities with limited resources available.

### **Addressing Equal Federal Tax Treatment for City Employees**

A reserve of \$185,000 has been set up to address inequities in federal tax policies for same-sex married couples that work for the City of Seattle. While the City does not have the ability to directly alter federal tax law, the City continues to promote equality and strives for just and equal treatment of all people, both in the provision of public services as well as through City employment practices.

### **Energy Sustainability Initiatives**

Additional changes are reflected in the Finance General budget pertaining to energy initiatives, including a reduction of costs for the provision of streetlights driven by a recent switch to more energy efficient lighting. Funding is also proposed to support enhancing energy capacity in First Hill by partnering on a private district energy project.

Details on the above projects can be found below in the incremental change descriptions as well as in the relevant department sections.

# Finance General

## Incremental Budget Changes

### Finance General

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 380,741,122</b>	<b>0.00</b>	<b>\$ 380,741,122</b>	<b>0.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	-\$ 5,861,951	0.00	-\$ 1,140,387	0.00
<b>Proposed Policy Changes</b>				
Budget System Planning	\$ 200,000	0.00	\$ 200,000	0.00
Department of Justice Public Safety Reserve	\$ 4,587,500	0.00	\$ 4,591,200	0.00
District Energy Feasibility Study	\$ 175,000	0.00	\$ 0	0.00
Efficiency Improvements for Streetlights	-\$ 462,813	0.00	-\$ 1,942,601	0.00
Fire Station 39 Housing Reserve	\$ 0	0.00	\$ 950,000	0.00
Langston Hughes Performing Arts Center	\$ 270,000	0.00	\$ 275,000	0.00
Neighborhood Business District Capital Projects	\$ 500,000	0.00	\$ 500,000	0.00
Pacific Place Garage Support	\$ 2,813,058	0.00	\$ 2,031,760	0.00
Same-Sex Marriage Inequitable Tax Treatment Reserve	\$ 185,000	0.00	\$ 185,000	0.00
Seattle Indian Service Commission	\$ 50,000	0.00	\$ 0	0.00
Seattle Arena Proposal Work	\$ 1,000,000	0.00	\$ 0	0.00
Yesler Terrace Project Support	\$ 150,000	0.00	\$ 0	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 3,459,006	0.00	\$ 16,536,663	0.00
<b>Total Incremental Changes</b>	<b>\$ 7,064,800</b>	<b>0.00</b>	<b>\$ 22,186,635</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 387,805,922</b>	<b>0.00</b>	<b>\$ 402,927,756</b>	<b>0.00</b>

# Finance General

## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$5,861,951)**

Citywide technical adjustments made in the "Baseline Phase" include inflationary and program scope changes, movement of budgets to departments, and elimination of contingency resources. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. One time funding included in the 2012 Adopted Budget is also removed for 2013 and 2014. Some notable changes include the removal of one-time 2012 funding of \$350,000 for 3rd Avenue capital improvements and \$8.1 million related to the Rubble Yard sale proceeds. Other one-time 2012 funding that is removed for 2013 and 2014 includes the License and Tax Portal Reserve of \$1.2 million, which is funded now through debt financing.

### Proposed Policy Changes

#### **Budget System Planning - \$200,000**

\$200,000 has been reserved in 2013 and in 2014 to support the standardization of the City's budgeting systems in parallel with upgrades to the City's financial systems. This is necessary to ensure that department budget systems are consistent and comply with the City-wide financial system requirements. In addition, current systems are also near the end of their useful lives and require replacement.

#### **Department of Justice Public Safety Reserve - \$4,587,500**

In July 2012, the Department of Justice and the City of Seattle reached a comprehensive settlement agreement and memorandum of understanding (MOU) to ensure that police services are delivered in a manner that fully complies with the Constitution and laws of the United States. The structure of the Settlement Agreement and MOU and the timelines contained therein are such that City officials will not know precisely what resources are needed until a monitor and a Police Commission have been appointed. As such, the 2013-2014 Proposed Budget contains a \$4,400,000 reserve for implementing both the Settlement Agreement and the MOU. These funds will be appropriated out of the reserve once the monitor and Police Commission are in place and there is more clarity on the specific steps required to implement the Settlement Agreement and the MOU.

Additional details regarding the settlement agreement and MOU requirements may be found in the Seattle Police Department budget book section.

#### **District Energy Feasibility Study - \$175,000**

\$175,000 is appropriated in Finance General for possible reimbursement for a study on the feasibility of district energy expansion on First Hill. The study will analyze grade feasibility of the potential to serve the redeveloped Yesler Terrace and First Hill hospitals with a district energy system, as well as explore opportunities for service to other new development on First Hill. The City hopes the feasibility analysis will result in the development of a modern district energy system on First Hill that supports renewable and alternative fuels, provides economic benefit to Seattle through the use of local resources, and meets the energy needs of the key First Hill stakeholders - Harborview Hospital, Virginia Mason Hospital, Swedish Hospital, Seattle Housing Authority and Seattle Steam.

#### **Efficiency Improvements for Streetlights - (\$462,813)**

City Light began replacing residential streetlights with energy-efficient Light Emitting Diode (LED) streetlights in 2010, and will complete the conversion of the residential streetlight system in 2014. The new LED streetlights require less energy and on-going maintenance, and will reduce the City's streetlight bill by \$463,000 in 2013 and \$1.9 million in 2014.

# Finance General

## **Fire Station 39 Housing Reserve**

This item reserves \$950,000 in 2014 to support one-time capital costs associated with the development of the ground floor space of the former Fire Station 39 building, located in the Lake City neighborhood. This site is a City owned facility, but is being redeveloped as it is excess to the needs of the Seattle Fire Department. The building has recently been used as a temporary cold weather shelter, and in 2013, the City is involving community stakeholders in process to determine the future use of this building.

## **Langston Hughes Performing Arts Center - \$270,000**

This action supports the transfer of staff and other costs associated with operating the Langston Hughes Performing Art Center (LHPAC) from the Department of Parks and Recreation (DPR) to the Office of Arts and Cultural Affairs (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 (reflected here in Finance General). 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 manage LHPAC and incorporate the LHPAC budget into the arts funding structure. 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.

## **Neighborhood Business District Capital Projects - \$500,000**

Under a new program proposed for 2013-2014, business districts with parking meters can apply for capital improvement grant funding through the Office of Economic Development (OED) "Only in Seattle" program to enhance their streetscapes and the pedestrian environment. Examples of eligible projects could include streetscape and parking improvements, directional signage, lighting, and drainage. Grant applications will be reviewed by an interdepartmental panel including OED, Seattle Department of Transportation, Department of Planning and Development, Parks and Recreation, and the Department of Neighborhoods. Grants will be evaluated based on the following criteria:

- project enhancement of the business district
- project need and potential impact
- engagement of business district stakeholders
- project prioritization in an existing neighborhood plan
- project completion of initial design and engineering work

## **Pacific Place Garage Support - \$2,813,058**

Consistent with the City's commitment to conservative financial management practices, the 2013-2014 Proposed Budget allocates an average of \$2.4 million annually from the General Fund in order to cover the Pacific Place Garage Fund's annual operating shortfall. Absent this financial injection, the Garage Fund's financial position would decline without a clear path to financial stability. Please see the Parking Garage Operations Fund budget section for additional detail.

## **Same-Sex Marriage Inequitable Tax Treatment Reserve - \$185,000**

Employees do not have to pay federal income taxes on City-sponsored health coverage for their opposite sex spouses. However, employees in same-sex marriages are required by the Internal Revenue Code (IRC) to pay income taxes on the City-paid portion of the partner's health coverage (so called "imputed income"). This inequitable tax on imputed income is a consequence of the federal Defense of Marriage Act (DOMA) effect on the IRC. The City wishes to mitigate this differential tax treatment and provide for greater equality in the benefits offered to all employees, consistent with its policy not to discriminate on the basis of sexual orientation. This reserve provides funding to rectify this inequality.

## Finance General

### **Seattle Indian Service Commission - \$50,000**

Additional \$50,000 is budgeted in 2013 to cover bookkeeping and accounting services and related emergency repairs associated with the Pearl Warren Building, which is owned by the Seattle Indian Services Commission, a City-chartered Public Development Authority.

### **Seattle Arena Proposal Work - \$1,000,000**

Finance General includes \$1 million in funding in 2013 to support further development of transaction documents related to the SODO arena proposal. This proposal, transmitted by the Mayor to the City Council in May 2012, represents a partnership between the City, King County, and ArenaCo (a group of investors proposing to develop and operate the new arena). As part of the proposal, ArenaCo has agreed to reimburse the City and County for costs associated with development, financial and legal work on the project, and those revenues are captured in revenue estimates for the General Fund. This \$1 million represents an initial estimate of costs anticipated in 2013 related to this work. The City Council is currently considering the Mayor's arena proposal as this document goes to print.

### **Yesler Terrace Project Support - \$150,000**

The redevelopment of Yesler Terrace is the one of the City's most significant community redevelopment/revitalization project in recent memory. This funding will leverage community partnerships for the redevelopment and revitalization of Yesler Terrace and the surrounding neighborhood through support of the Center for Community Leadership. The Seattle Foundation is creating this virtual Center to facilitate opportunities for cross-sector, multi-issue problem solving and engage and build local leadership in communities most impacted by poverty and racial disparities. The City will support the Center to convene key institutional stakeholders, philanthropic organizations, private entities, nonprofits, community development financial intermediaries and the community around a common vision and agenda for the neighborhood.

### **Proposed Technical Changes**

#### **Final Citywide Adjustments for Standard Cost Changes - \$3,459,006**

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."

## Finance General

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
<b>Appropriation to General Fund Subfunds and Special Funds Budget Control</b>					
Cumulative Reserve Subfund - Revenue Stabilization Account		750,000	1,950,000	4,058,000	4,226,000
Emergency Subfund		0	385,000	0	889,000
Finance and Administrative Services Fund		19,682,762	21,332,015	21,542,807	22,803,990
Garage Fund Loan Repayment		0	0	2,813,058	2,031,760
General Bond Interest/Redemption Fund		11,116,422	13,091,563	13,694,500	16,772,663
Housing Operating Fund		0	39,472	0	0
Information Technology Fund		3,921,162	4,149,718	4,609,011	4,977,292
Insurance		3,797,977	4,961,250	5,172,338	5,430,955
Judgment/Claims Subfund		1,191,062	1,191,062	648,080	758,323
Arts Account - Admission Tax for Art Programs		4,176,143	4,967,327	4,668,229	4,714,449
Cumulative Reserve Subfund - Capital Projects Account		0	500,000	500,000	500,000
<b>Total</b>	<b>2QA00</b>	<b>44,635,528</b>	<b>52,567,407</b>	<b>57,706,023</b>	<b>63,104,432</b>
<b>Reserves Budget Control</b>					
3rd Ave Initiative Capital Improvements		0	350,000	0	0
Budget System Reserve		0	0	200,000	200,000
Department of Justice Settlement Agreement Public Safety Reserve		0	0	4,587,500	4,591,200
District Energy Feasibility Study		0	0	175,000	0
Fire Station 39 Housing Services		0	0	0	950,000
Food Policy Work Coordination		0	0	0	0
Get Engaged: City Boards and Commissions		31,334	31,961	32,696	33,416
License and Tax Portal Reserve		0	1,200,000	0	0
Neighborhood Business District Capital Projects		0	0	500,000	500,000
Paid Sick Leave Reserve		0	150,000	150,000	150,000
Recurring Reserve for Portable Art Rental and Maintenance		256,743	264,186	275,536	283,802
Recurring Reserve-Dues/Memberships		13,824	0	0	0
Recurring Reserve-Election Expense		788,654	700,000	950,000	700,000
Recurring Reserve-Fire Hydrants		6,605,794	7,000,089	7,531,213	8,142,525
Recurring Reserve-Industrial Insurance Pensions Payout		1,519,719	2,500,000	2,000,000	2,000,000

## Finance General

Recurring Reserve-Office of Professional Accountability Auditor	132,073	145,800	153,090	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	397,964	408,493	420,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	724,111	746,971	750,000	768,750
Recurring Reserve-Street Lighting	11,779,761	12,250,273	12,363,223	11,486,259
Recurring Reserve-Transit Pass Subsidy	2,946,039	3,100,000	3,225,000	3,555,000
Recurring Reserve-Voter Registration	968,724	988,380	995,000	995,000
Retirement Benefit Study	124,000	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	0	185,000	185,000
Seattle Arts and Culture Capital Award	286,109	0	0	0
Seattle Indian Services Commission	85,299	50,000	50,000	0
SODO Arena Proposal	0	0	1,000,000	0
Tax Refund Interest Reserve	539,918	497,000	500,000	500,000
Transportation Reserve from Rubble Yard Proceeds	0	8,100,000	0	0
University of Washington Reserve	0	500,000	500,000	500,000
Yesler Terrace Project Support	0	0	150,000	0
<b>Total</b>	<b>2QD00</b>	<b>27,320,065</b>	<b>39,108,153</b>	<b>36,818,259</b>
<b>Support to Community Development Budget Control</b>				
Sound Transit Local Contribution - Sales Tax Offset	749,447	0	0	0
Wing Luke Asian Museum	28,921	0	0	0
<b>Total</b>	<b>2QF00</b>	<b>778,368</b>	<b>0</b>	<b>0</b>
<b>Support to Operating Funds Budget Control</b>				
Drainage and Wastewater Fund	1,098,502	1,205,361	1,139,072	1,166,569
Firefighters Pension Fund	17,758,533	18,874,972	18,272,657	18,060,245
Housing Operating Fund-Supp to Op Fund	504,875	0	0	0
Human Services Operating Fund	52,311,143	54,352,239	57,469,360	59,532,757
Library Fund	46,857,207	49,324,620	48,044,387	50,131,066
Low Income Housing Fund	0	46,462	0	0
Neighborhood Matching Subfund	2,851,396	2,779,022	2,991,284	3,066,138
Parks and Recreation Fund	78,129,409	81,463,580	85,480,087	90,966,676
Planning and Development Fund	8,880,445	9,195,693	9,248,550	9,546,756
Police Relief and Pension Fund	22,251,490	21,312,128	18,987,071	18,557,893
Seattle Center Fund	12,919,814	12,875,760	12,980,658	13,466,114

## Finance General

Solid Waste Fund		40,293	0	0	0
Transportation Fund		38,624,237	37,635,726	38,668,515	39,072,415
Water Fund		41,514	0	0	0
<b>Total</b>	<b>2QE00</b>	<b>282,268,858</b>	<b>289,065,562</b>	<b>293,281,640</b>	<b>303,566,628</b>
<b>Department Total</b>		<b>355,002,819</b>	<b>380,741,122</b>	<b>387,805,922</b>	<b>402,927,756</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

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

### Appropriation to General Fund Subfunds and Special Funds Budget Control Level

The purpose of the Appropriation to General Fund Subfunds and Special Funds Budget Control Level is to appropriate General Subfund resources, several of which are based upon the performance of certain City revenues, to bond redemption or special purpose funds. These appropriations are implemented as operating transfers to the funds, subfunds, or accounts they support.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Arts Account - Admission Tax for Art Programs	4,176,143	4,967,327	4,668,229	4,714,449
Cumulative Reserve Subfund - Capital Projects Account	0	500,000	500,000	500,000
Cumulative Reserve Subfund - Revenue Stabilization Account	750,000	1,950,000	4,058,000	4,226,000
Emergency Subfund	0	385,000	0	889,000
Finance and Administrative Services Fund	19,682,762	21,332,015	21,542,807	22,803,990
Garage Fund Loan Repayment	0	0	2,813,058	2,031,760
General Bond Interest/Redemption Fund	11,116,422	13,091,563	13,694,500	16,772,663
Housing Operating Fund	0	39,472	0	0
Information Technology Fund	3,921,162	4,149,718	4,609,011	4,977,292
Insurance	3,797,977	4,961,250	5,172,338	5,430,955
Judgment/Claims Subfund	1,191,062	1,191,062	648,080	758,323
<b>Total</b>	<b>44,635,528</b>	<b>52,567,407</b>	<b>57,706,023</b>	<b>63,104,432</b>

## Finance General

### Reserves Budget Control Level

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
3rd Ave Initiative Capital Improvements	0	350,000	0	0
Budget System Reserve	0	0	200,000	200,000
Department of Justice Settlement Agreement Public Safety Reserve	0	0	4,587,500	4,591,200
District Energy Feasibility Study	0	0	175,000	0
Fire Station 39 Housing Services	0	0	0	950,000
Food Policy Work Coordination	0	0	0	0
Get Engaged: City Boards and Commissions	31,334	31,961	32,696	33,416
License and Tax Portal Reserve	0	1,200,000	0	0
Neighborhood Business District Capital Projects	0	0	500,000	500,000
Paid Sick Leave Reserve	0	150,000	150,000	150,000
Recurring Reserve for Portable Art Rental and Maintenance	256,743	264,186	275,536	283,802
Recurring Reserve-Dues/Memberships	13,824	0	0	0
Recurring Reserve-Election Expense	788,654	700,000	950,000	700,000
Recurring Reserve-Fire Hydrants	6,605,794	7,000,089	7,531,213	8,142,525
Recurring Reserve-Industrial Insurance Pensions Payout	1,519,719	2,500,000	2,000,000	2,000,000
Recurring Reserve-Office of Professional Accountability Auditor	132,073	145,800	153,090	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	397,964	408,493	420,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	724,111	746,971	750,000	768,750
Recurring Reserve-Street Lighting	11,779,761	12,250,273	12,363,223	11,486,259
Recurring Reserve-Transit Pass Subsidy	2,946,039	3,100,000	3,225,000	3,555,000
Recurring Reserve-Voter Registration	968,724	988,380	995,000	995,000

## Finance General

### Reserves Budget Control Level (cont.)

The purpose of the Reserves Budget Control Level is to provide appropriation authority to those programs for which there is no single appropriate managing department, or for which there is Council and/or Mayor desire for additional budget oversight.

Retirement Benefit Study	124,000	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	0	185,000	185,000
Seattle Arts and Culture Capital Award	286,109	0	0	0
Seattle Indian Services Commission	85,299	50,000	50,000	0
SODO Arena Proposal	0	0	1,000,000	0
Tax Refund Interest Reserve	539,918	497,000	500,000	500,000
Transportation Reserve from Rubble Yard Proceeds	0	8,100,000	0	0
University of Washington Reserve	0	500,000	500,000	500,000
Yesler Terrace Project Support	0	0	150,000	0
<b>Total</b>	<b>27,320,065</b>	<b>39,108,153</b>	<b>36,818,259</b>	<b>36,256,696</b>

### Support to Community Development Budget Control Level

The purpose of the Support to Community Development Budget Control Level is to appropriate General Subfund resources for services or capital projects that are not directly administered by a City department.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Sound Transit Local Contribution - Sales Tax Offset	749,447	0	0	0
Wing Luke Asian Museum	28,921	0	0	0
<b>Total</b>	<b>778,368</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Finance General

### Support to Operating Funds Budget Control Level

The purpose of the Support to Operating Funds Budget Control Level is to appropriate General Subfund resources to support the operating costs of line departments that have their own operating funds. These appropriations are implemented as operating transfers to the funds or subfunds they support.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Drainage and Wastewater Fund	1,098,502	1,205,361	1,139,072	1,166,569
Firefighters Pension Fund	17,758,533	18,874,972	18,272,657	18,060,245
Housing Operating Fund-Supp to Op Fund	504,875	0	0	0
Human Services Operating Fund	52,311,143	54,352,239	57,469,360	59,532,757
Library Fund	46,857,207	49,324,620	48,044,387	50,131,066
Low Income Housing Fund	0	46,462	0	0
Neighborhood Matching Subfund	2,851,396	2,779,022	2,991,284	3,066,138
Parks and Recreation Fund	78,129,409	81,463,580	85,480,087	90,966,676
Planning and Development Fund	8,880,445	9,195,693	9,248,550	9,546,756
Police Relief and Pension Fund	22,251,490	21,312,128	18,987,071	18,557,893
Seattle Center Fund	12,919,814	12,875,760	12,980,658	13,466,114
Solid Waste Fund	40,293	0	0	0
Transportation Fund	38,624,237	37,635,726	38,668,515	39,072,415
Water Fund	41,514	0	0	0
<b>Total</b>	<b>282,268,858</b>	<b>289,065,562</b>	<b>293,281,640</b>	<b>303,566,628</b>

# Office of Hearing Examiner

Sue Tanner, Hearing Examiner

Department Information Line: (206) 684-0521

On the Web at: <http://www.seattle.gov/examiner/>

Office of Hearing  
Examiner

## Department Overview

The Office of Hearing Examiner is Seattle's quasi-judicial forum for reviewing factual and legal issues raised by the application of City Code requirements to specific people or property. As authorized by the Seattle Municipal Code, the Office conducts hearings and decides appeals in cases where citizens disagree with a decision made by a City agency. Many of the matters appealed to the Hearing Examiner relate to land use and environmental permit decisions and interpretations made by the Department of Planning and Development. The Hearing Examiner also hears appeals in many other subject areas and makes recommendations to the City Council on rezone petitions, major institution master plans, and other Council land-use actions. Pursuant to authority granted in 2004, the Hearing Examiner provides contract hearing examiner services to other local governments as well.

The Hearing Examiner and Deputy Hearing Examiners, appointed by the Hearing Examiner, handle all pre-hearing matters, regulate the conduct of hearings, and prepare decisions and recommendations based upon the hearing record and applicable law. The Code requires all examiners to be attorneys with training and experience in administrative hearings. The Hearing Examiner also appoints an administrative analyst to oversee the administrative areas of the office, a paralegal to assist with hearings and decision preparation, and an administrative specialist to support all other office positions and provide information to the public.

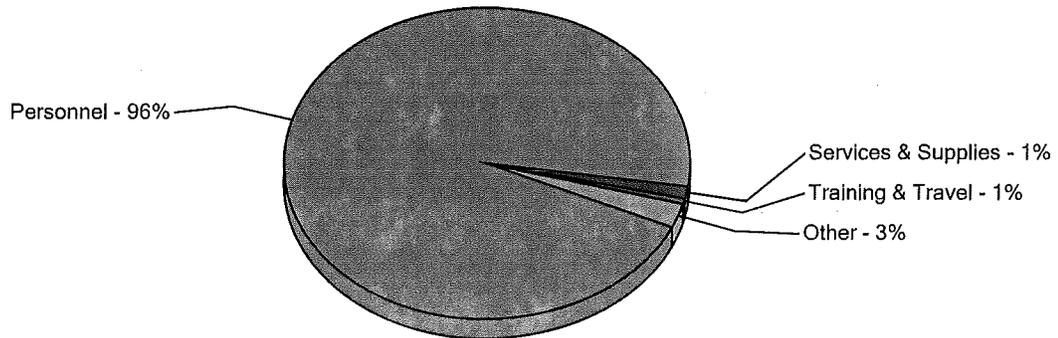
## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$559,513	\$607,710	\$635,099	\$656,328
<b>Total Operations</b>	<b>\$559,513</b>	<b>\$607,710</b>	<b>\$635,099</b>	<b>\$656,328</b>
<b>Total Appropriations</b>	<b>\$559,513</b>	<b>\$607,710</b>	<b>\$635,099</b>	<b>\$656,328</b>
Full-time Equivalent Total*	4.63	4.63	4.63	4.63

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

# Office of Hearing Examiner

## 2013 Proposed Budget - Expenditure by Category



### **Budget Overview**

Because of its small size and essential nature, the 2013-2014 Proposed Budget does not recommend any reductions to the Hearing Examiner's budget.

## Office of Hearing Examiner

### Incremental Budget Changes

#### Office of Hearing Examiner

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 607,710</b>	<b>4.63</b>	<b>\$ 607,710</b>	<b>4.63</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 26,760	0.00	\$ 47,865	0.00
Retirement Payout Adjustment	-\$ 15,480	0.00	-\$ 15,789	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 538	0.00	\$ 971	0.00
Salary Adjustment	\$ 15,571	0.00	\$ 15,571	0.00
<b>Total Incremental Changes</b>	<b>\$ 27,389</b>	<b>0.00</b>	<b>\$ 48,618</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 635,099</b>	<b>4.63</b>	<b>\$ 656,328</b>	<b>4.63</b>

### Description of Incremental Budget Changes

#### Baseline Changes

##### Citywide Adjustments for Standard Cost Changes - \$26,760

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.

##### Retirement Payout Adjustment - (\$15,480)

Remove one-time add from baseline which appropriated funds in 2012 to cover a retirement payout.

#### Proposed Technical Changes

##### Final Citywide Adjustments for Standard Cost Changes - \$538

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."

##### Salary Adjustment - \$15,571

In 2012, the Hearing Examiner was reappointed to a new four-year term of office by the Council with an increased salary. To maintain the salary differential between Hearing Examiner and the Deputy Hearing Examiner, the Deputy Hearing Examiner's salary will increase in 2013. This increment of \$15,571, for both positions, is added to the 2013-2014 Proposed Budget.

# Office of Hearing Examiner

## Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Hearing Examiner Budget Control Level	V1X00	559,513	607,710	635,099	656,328
<b>Department Total</b>		<b>559,513</b>	<b>607,710</b>	<b>635,099</b>	<b>656,328</b>
<b>Department Full-time Equivalents Total*</b>		<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>

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

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

<b><u>Office of Hearing Examiner Budget Control Level</u></b>				
The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 75 subject areas) and to issue decisions and recommendations consistent with applicable law.				
Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Hearing Examiner	559,513	607,710	635,099	656,328
<b>Total</b>	<b>559,513</b>	<b>607,710</b>	<b>635,099</b>	<b>656,328</b>
<b>Full-time Equivalents Total*</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>

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

# Immigrant and Refugee Affairs

Magdaleno Rose-Avila, Director

Department Information Line: (206)-233-3886

On the Web at <http://www.seattle.gov/council/issues/oira.htm>

## Office of Immigrant and Refugee Affairs

### Department Overview

The purpose of the Office of Immigrant and Refugee Affairs (OIRA) is to facilitate the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life, to celebrate their diverse cultures and contributions to Seattle, and to advocate on behalf of immigrants and refugees.

OIRA works with the Immigrant and Refugee Commission, community partners, and City departments to define and achieve desired outcomes for City investments for immigrant and refugees, including setting specific measurable outcomes related to employment, economic development, public health, student achievement, citizenship, public safety and criminal justice, civic engagement, and protection of civil rights. According to the 2010 U.S. Census, immigrants comprise 17% of the City's population. It is OIRA's job to ensure that these residents are effectively connected with City services.

OIRA is dedicated to improving services and better engaging immigrant and refugee communities, in partnership with other City departments, government agencies, community organizations, and the private sector, all consistent with the City's Race and Social Justice Initiative.

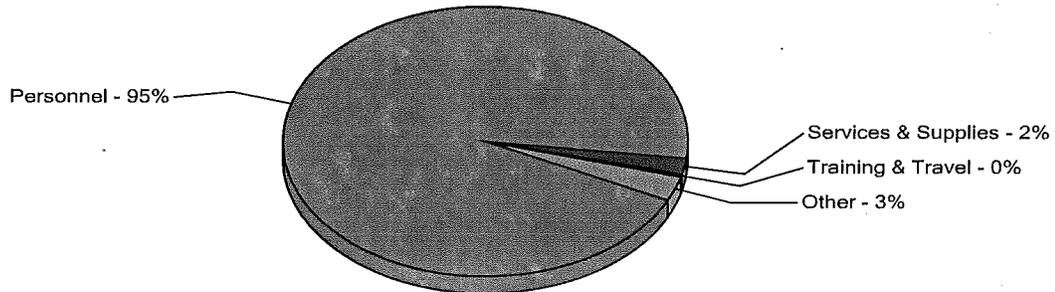
### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$0	\$238,000	\$361,097	\$372,688
<b>Total Operations</b>	<b>\$0</b>	<b>\$238,000</b>	<b>\$361,097</b>	<b>\$372,688</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$238,000</b>	<b>\$361,097</b>	<b>\$372,688</b>
Full-time Equivalent Total*	0.00	2.00	3.00	3.00

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

# Immigrant and Refugee Affairs

## 2013 Proposed Budget - Expenditure by Category



### **Budget Overview**

General Fund budget pressures in 2013 and future years require the Office of Immigrant and Refugee Affairs to work as efficiently as possible in its first full year as a City department. OIRA will review City programs to determine whether programs are effectively serving refugee and immigrant communities. OIRA will measure the effectiveness of City programs by developing and reviewing measurable outcomes related to economic development, the protection of civil rights, public safety and criminal justice, public health, and student achievement. After reviewing City programs, OIRA will work with the City, community stakeholders, and the Immigrant and Refugee Commission to develop a strategy to improve current efforts.

OIRA is currently staffed with two positions, the Director and one analyst who gathers and analyzes data. In 2013, one administrative assistant will be added to the department to allow the Director to focus on implementing the department's work plan and connecting with Seattle's diverse immigrant and refugee communities. The administrative assistant will also engage in outreach efforts to immigrant and refugee communities.

# Immigrant and Refugee Affairs

## Incremental Budget Changes

### Immigrant and Refugee Affairs

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 238,000</b>	<b>2.00</b>	<b>\$ 238,000</b>	<b>2.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 10,405	0.00	\$ 18,721	0.00
<b>Proposed Policy Changes</b>				
Administrative Staffing Support	\$ 86,730	1.00	\$ 89,865	1.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 25,962	0.00	\$ 26,102	0.00
<b>Total Incremental Changes</b>	<b>\$ 123,097</b>	<b>1.00</b>	<b>\$ 134,688</b>	<b>1.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 361,097</b>	<b>3.00</b>	<b>\$ 372,688</b>	<b>3.00</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$10,405

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.

### Proposed Policy Changes

#### Administrative Staffing Support - \$86,730/1.00 FTE

A key component of the OIRA's mission is communicating with the City's immigrant and refugee communities to ensure their voices are all heard. This position will assist the Director with developing communications networks, providing outreach and support, and planning and coordinating events for diverse community groups.

### Proposed Technical Changes

#### Final Citywide Adjustments for Standard Cost Changes - \$25,962

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."

## Immigrant and Refugee Affairs

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Immigrant and Refugee Affairs Budget Control Level	X1N00	0	238,000	361,097	372,688
<b>Department Total</b>		<b>0</b>	<b>238,000</b>	<b>361,097</b>	<b>372,688</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

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

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

#### Office of Immigrant and Refugee Affairs Budget Control Level

The purpose of the Office of Immigrant and Refugee Affairs Budget Control Level is to facilitate the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life, to celebrate their diverse cultures and contributions to Seattle, and to advocate on behalf of immigrants and refugees.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Immigrant and Refugee Affairs	0	238,000	361,097	372,688
<b>Total</b>	<b>0</b>	<b>238,000</b>	<b>361,097</b>	<b>372,688</b>
<b>Full-time Equivalents Total*</b>	<b>0.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>

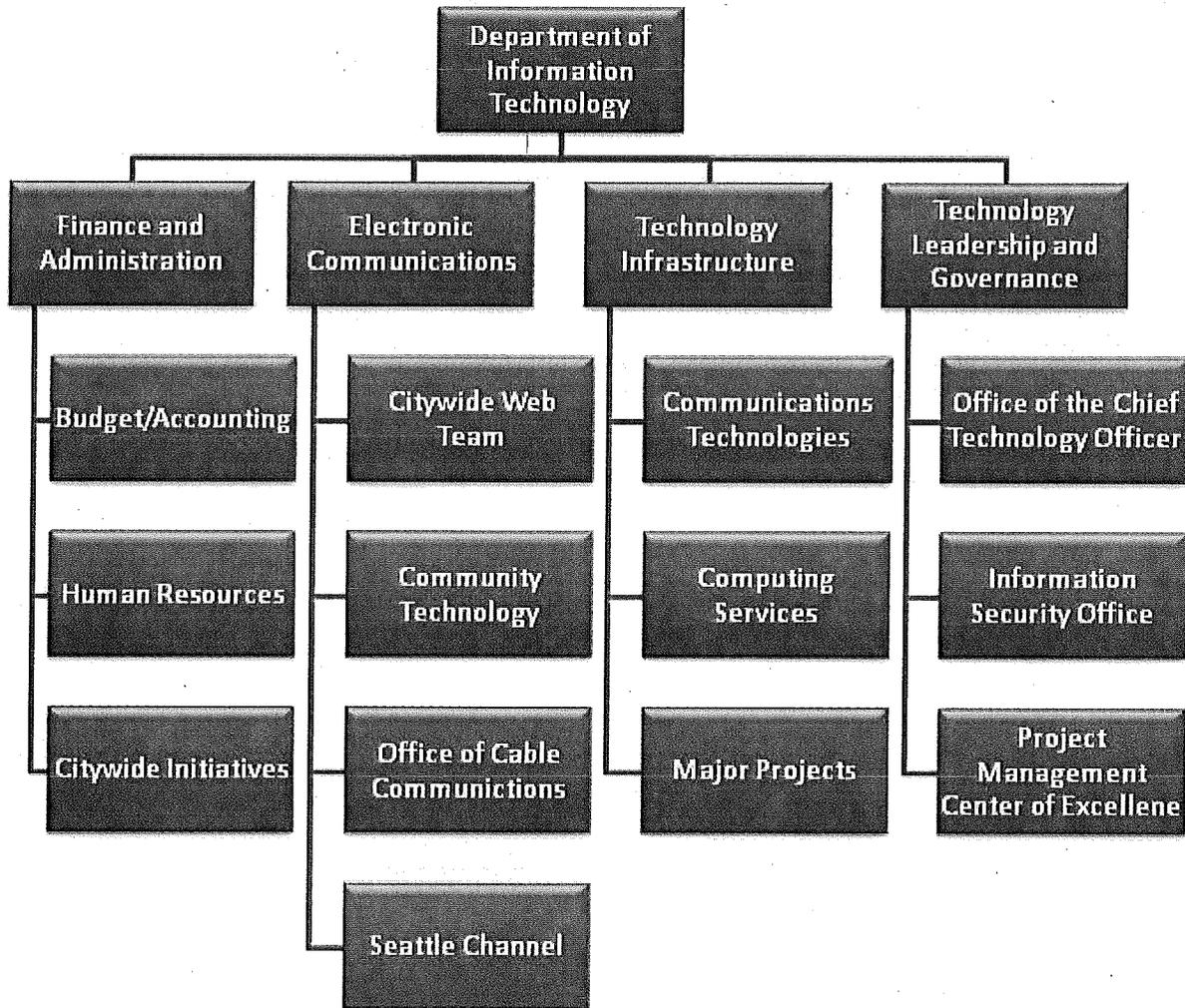
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

# Department of Information Technology

Erin Devoto, Acting Director & Chief Technology Officer

Department Information Line: (206) 684-0600

On the Web at: <http://www.seattle.gov/doi/>



## Department Overview

The Department of Information Technology (DoIT) manages the City's information technology infrastructure and performs strategic information technology (IT) planning to help City government serve Seattle's residents and businesses. DoIT is organized into four major divisions: Technology Infrastructure; Technology Leadership and Governance; Office of Electronic Communications; and Finance and Administration.

The Technology Infrastructure Division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power,

## Department of Information Technology

water, recreation, public safety, and human services to the people of Seattle. DoIT builds and operates a wide variety of technology tools and systems supporting the missions of every department in City government. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The Technology Leadership and Governance Division provides strategic direction and coordination on technology for the City, including development of a multi-year strategic plan for Information Technology, development of common standards and architectures to deliver City services more efficiently and effectively, and IT project oversight and monitoring.

The Office of Electronic Communications Division oversees and operates the City's government-access television station (the Seattle Channel) and websites ([seattlechannel.org](http://seattlechannel.org) and [seattle.gov](http://seattle.gov)). Services provided include: new television and on-line programming, live Web streaming, indexed videos on demand, web-based applications, and other interactive services aimed at improving access to government services, information, and decision makers. It also oversees the City's cable television franchises with Comcast and Wave Division I and it manages the Department's community outreach programs, including the Technology Matching Fund (TMF) program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The Finance and Administrative Services Division provides finance, budget, accounting, human resources, administrative, and contracting services for DoIT.

DoIT provides services to other City Departments, who, in turn, pay DoIT for those services they purchase. As such, DoIT receives revenue from most of the major fund sources within the City, including the General Fund, Seattle City Light, Seattle Public Utilities, Seattle Department of Transportation, Seattle Department of Planning and Development, and the Retirement Fund. DoIT also receives funds from the City's Cable Television Subfund, as well as from grants, and from other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle, etc.) who buy DoIT services for special projects.

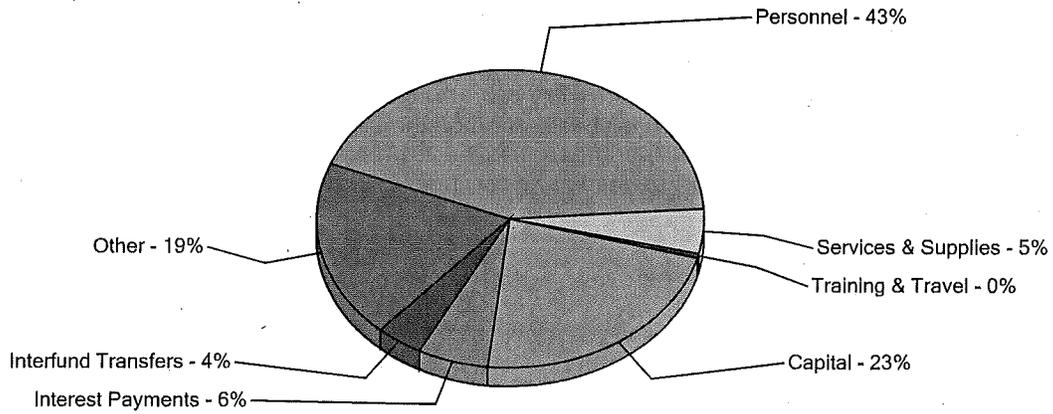
### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$3,921,162	\$4,149,718	\$4,609,011	\$4,977,292
Other Funding - Operating	\$35,335,699	\$37,097,117	38,798,736	\$40,759,189
<b>Total Operations</b>	<b>\$39,256,861</b>	<b>\$41,246,835</b>	<b>\$43,407,747</b>	<b>\$45,736,481</b>
Other funding - Capital	\$7,894,492	\$7,904,486	\$12,457,424	\$41,391,152
<b>Total Appropriations</b>	<b>\$47,151,353</b>	<b>\$49,151,321</b>	<b>\$55,865,171</b>	<b>\$87,127,634</b>
Full-time Equivalent Total*	195.00	190.25	192.25	192.25

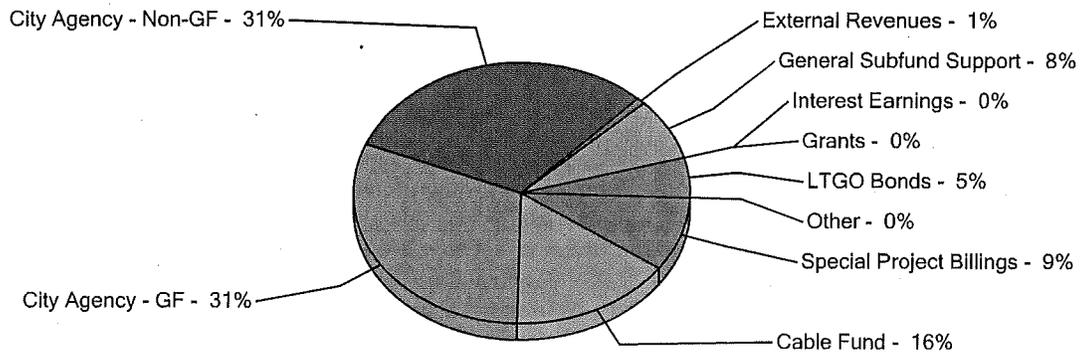
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

## Department of Information Technology

### 2013 Proposed Budget - Expenditure by Category



### 2013 Proposed Budget - Revenue by Category



# Department of Information Technology

## Budget Overview

General Fund budget pressures continued into 2013 and 2014 and have required DoIT to make further budget reductions. As an internal service department, other City departments pay DoIT for the services provided. As a result all of DoIT's operating costs are billed to customer departments. In order to help close the General Fund gap, DoIT's 2013- 2014 Proposed Budget includes operating reductions that lead to decreased charges to the General Subfund and to General Subfund departments. In addition, savings will also accrue to non-General Fund supported departments.

The Department's highest priority continues to be placed on direct support for public safety services, including the ability for City government to maintain and operate core communication and computing functions during and after emergencies. Next in priority are those functions that on an ongoing basis ensure the telecommunications environment is reliable and secure. The 2013 and 2014 Proposed Budget protects these key services while making reductions to internal support functions that are not by themselves part of the Department's defined mission.

### Planning for the Next Generation Data Center

In 2012, the City identified a power transmission problem in the Seattle Municipal Tower (SMT) that directly impacted the City's primary data center, and therefore affected the business operations of all City departments. In addition, separate IT infrastructure housed in the SMT but managed by City Light and the Department of Transportation was also affected. The problem was repaired and underscored the need to upgrade the City's systems. The 2013- 2014 Proposed Budget includes funding for the next generation data center. In 2013, the City will begin planning and designing alternatives for a new data center that will provide more capacity, redundancy, and resiliency.

An engineering consultant report completed in 2012 developed preliminary options and costs for an upgraded system of data centers. The preliminary recommendation is to develop an integrated system with a new more redundant and reliable main data center, upgrade two existing City data centers to enhance redundancy and reliability, and to repurpose or decommission the remaining data centers. Preliminary estimates suggest the costs to range from \$29 million to \$49 million depending on which choices are made to meet the City's needs. The project is expected to take three years to complete. In planning for the City's future data center needs, DoIT and the Department of Finance and Administrative Services, working in conjunction with other City departments will take a holistic look at the City's comprehensive data center needs and assess the potential of serving those needs in facilities already maintained by the City. This options analysis will determine which systems should be housed in City facilities, which systems could be best accommodated in leased data center space, which applications may be candidates for cloud computing, and where the City needs redundancies to ensure reliable access to the City's business systems.

### Technology Initiatives

The City has been using Microsoft Windows as its operating system since it first deployed desktop computers. The City's 10,000 desktops and laptops are currently running Windows XP as their operating system. Starting on April 8, 2014, Microsoft will stop supporting this system. In order to ensure the lowest risk approach, protect the City's data, and deter potential security breaches, the City will upgrade the operating system to Windows 7 in 2013 for a cost of \$1.9 million. This will also allow the City to take advantage of enhanced functionality and efficiencies from the Windows 7 operating system. The majority of this project will be funded from the DoIT fund balance and the rest from a small rate increase.

The City is currently using Microsoft Exchange 2007 as its primary email system. This system was installed in 2009 and is scheduled for a hardware and software upgrade in 2014. Instead of proceeding with the scheduled upgrade, DoIT is proposing to instead upgrade to Microsoft Office 365 in 2014. Office 365 includes email calendaring, Office suite, Lync, and Sharepoint. This upgrade will allow DoIT to move City email to the cloud and will enhance functionality for the departments.

## Department of Information Technology

The City's use of wireless networking throughout the WiFi system is undergoing a major expansion as the number of access points within City buildings has increased from 30 in 2008 to 395 in 2012. In order to keep up with this increasing demand, DoIT is transferring an existing position to work exclusively on the management, maintenance, operation, and ongoing expansion of secure and reliable WiFi system.

### Transparency / Open Government

DoIT currently operates the NearPoint email archiving application which is used for email record preservation and the Law Department manages the eDiscovery client of the NearPoint product, which provides search functionality for email. The NearPoint product is no longer going to be supported by the vendor and the City needs to replace the existing system. In selecting a new system, the City will seek a package that will allow the City to manage the retention of electronic records in all formats, provide efficient search and delivery tools for responding to business needs, public records requests, and other legal matters, and allow direct online access to records of wide public interest. In 2013, the effort to implement a comprehensive Citywide electronic records management system will begin. A detailed plan will be developed for the replacement of the City's existing email archiving system in 2013 and in 2014 the replacement will be implemented. Additional phases expanding capabilities will follow in subsequent years.

### Transforming How the City Does Business to Protect Funding for Core Services

DoIT continues to examine ways it can reduce expenditures while preserving its core public safety, communication, and computing services functions. As part of this effort, the Department is proposing to eliminate purchasing smartphones for exempt City employees, but allow them to use their own personal smartphones to access City email and calendaring. In 2012, DoIT conducted a successful pilot on exempt employees using their personal smartphones for work-related phone calls using software that segregates City and personal information and provides security on the phone. The City will pay for installation and licensing of software that will allow employees to carry only one device instead of both their personal and work smartphone.

### Asset Preservation

DoIT does not recover the full costs of capital assets in the initial purchase year preferring instead to build the depreciation of those assets into its revenue collections model over the life of the asset. For the 2013-2014 Proposed Budget, DoIT completed a detailed analysis of the capital asset depreciation built into the rates and allocations. Based on the results of this analysis, DoIT is able to lower the rates and allocations charges to customers for 2013 and 2014 by \$400,000 in each year. The depreciation collection costs will be re-evaluated again for the next biennium budget cycle.

### Cable Television Franchise Fee

Cable Television Franchise Fund (Cable Fund) revenues are generated by franchise fees from cable television providers. Over the last several years, the Department has used Cable Fund revenues to support technology access programs previously funded by the General Fund. The 2013-2014 Proposed Budget continues previous uses of the Cable Fund for project management for the Web Team, web application support service to City departments, and administrative support for community outreach. In 2013, the Cable Fund will fund the Video Voters' Guide that provides election coverage with a variety of videos. In addition, the Seattle Channel will reduce capital funding for purchasing equipment slowing the transition to high definition.

The Cable Fund recently received a small increase in revenues as Comcast raised its rates on home television service. In 2012, the Cable Fund also received revenue from outstanding cable franchise fees found during DoIT's auditing process. These increased revenues were one-time occurrences. The fund is only projected to grow minimally in the near future. The Department expects that the fund will begin to see expenditure pressures as it is called upon to fund major technology overhauls and DoIT may have to propose cuts by 2016 to existing programming paid for by the Cable Fund in order to keep the fund in balance.

# Department of Information Technology

## Incremental Budget Changes

### Department of Information Technology

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 49,151,321</b>	<b>190.25</b>	<b>\$ 49,151,321</b>	<b>190.25</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 3,286,471	0.00	\$ 6,549,686	0.00
Alignment of Budget with Actual Costs	-\$ 4,142	0.00	-\$ 324	0.00
Budget Neutral Transfers	\$ 0	0.00	\$ 0	0.00
Increased Software and Maintenance Costs	\$ 178,353	0.00	\$ 139,823	0.00
One-Time Funding Reduction	-\$ 672,926	0.00	-\$ 686,072	0.00
Reduction of Inflation on Capital Items	-\$ 66,132	0.00	-\$ 118,624	0.00
<b>Proposed Policy Changes</b>				
Next Generation Data Center	\$ 2,693,906	2.00	\$ 30,527,644	2.00
Citywide Upgrade to Windows 7 and Office 365	\$ 1,661,688	0.00	-\$ 846,443	0.00
Support for Internal Wi-Fi Networks	\$ 12,565	0.00	\$ 11,245	0.00
Funding for Electronic Records Management System Planning	\$ 150,000	0.00	\$ 3,087,500	0.00
Smartphone Efficiencies	-\$ 167,830	0.00	-\$ 266,500	0.00
Support for COP System	\$ 0	0.00	\$ 0	0.00
Reduce Data Network Expenses and Depreciation Costs	-\$ 255,947	0.00	-\$ 255,947	0.00
Technology Efficiency	-\$ 54,384	0.00	-\$ 54,945	0.00
Computing Services Staffing Changes	-\$ 27,331	0.00	-\$ 28,651	0.00
Reduce Software, Supplies and Training for Web Team	-\$ 67,000	0.00	-\$ 68,541	0.00
Add Funding for Video Voters Guide	\$ 38,442	0.00	\$ 0	0.00
Seattle Channel Capital Funding Savings	-\$ 100,000	0.00	-\$ 100,000	0.00
Budget Neutral Funding Shift	\$ 0	0.00	\$ 0	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 86,870	0.00	\$ 64,638	0.00
Technical Adjustments	\$ 21,247	0.00	\$ 21,824	0.00
<b>Total Incremental Changes</b>	<b>\$ 6,713,850</b>	<b>2.00</b>	<b>\$ 37,976,313</b>	<b>2.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 55,865,171</b>	<b>192.25</b>	<b>\$ 87,127,634</b>	<b>192.25</b>

# Department of Information Technology

## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$3,286,471**

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.

#### **Alignment of Budget with Actual Costs - (\$4,142)**

This baseline adjustment aligns the budget with actual costs for salary/benefit adjustments, space rent, and debt service costs.

#### **Budget Neutral Transfers**

This budget neutral baseline adjustment aligns the proposed budget with the correct rate pool where the actual expenditures are occurring.

#### **Increased Software and Maintenance Costs - \$178,353**

This baseline budget increase is to cover the increased costs for use of the Department of Planning and Development report server and maintenance for the 800MHz system.

#### **One-Time Funding Reduction - (\$672,926)**

This item reduces budget for one-time projects and positions that were only funded for one year in 2012, including Windows 7 project planning, Tech Matching Fund increases and funding for Web Team positions in the Seattle Police Department and the Seattle Fire Department.

#### **Reduction of Inflation on Capital Items - (\$66,132)**

This item reduces inflation that was added to capital items that do not need to be inflated.

### Proposed Policy Changes

#### **Next Generation Data Center - \$2,693,906/2.00 FTE**

The City's data center is reaching the end of its useful lifecycle and this funding initiates work to identify options to move to a new environment. Alternatives for data storage will be explored including use of the cloud, a new data center and redundant systems.

#### **Citywide Upgrade to Windows 7 and Office 365 - \$1,661,688**

Starting in April 2014, Microsoft will no longer support the City's current operating system, Windows XP. This proposal provides funding for the City to upgrade to Microsoft Windows 7 in order to continue effective and secure operations of the City's technology system. In addition, the City will upgrade the email system from Exchange to Office 365, which will provide both local and cloud licensing for key office products including email, calendaring, Office, Lync and Sharepoint.

#### **Support for Internal Wi-Fi Networks - \$12,565**

Use of the City's internal WiFi systems have increased to approximately 395 wireless access points in 2012 up from approximately 30 in 2008. Additional resources are needed to maintain this increase in service. This proposal will transfer and fund the increment necessary for an existing position to provide oversight and maintenance of the City's internal WiFi systems.

# Department of Information Technology

## **Funding for Electronic Records Management System Planning - \$150,000**

This proposal initiates the effort to implement a comprehensive Citywide electronic records management system. The funds in 2013 will allow development of a detailed plan for the replacement of the City's existing email archiving system, followed by funds in 2014 for the implementation of that replacement. Additional phases expanding the capabilities of the system will follow in subsequent years.

## **Smartphone Efficiencies - (\$167,830)**

With minimal exceptions, the City will no longer purchase smartphones for exempt employees, but allow them to use their own personal smartphones to access City email and calendaring. The City will pay for installation and licensing of software that segregates City and personal information and provides security on the phone. This will allow employees to carry only one device instead of both their personal and work smartphone, and save the City money.

## **Support for COP System**

The Seattle Police Department (SPD) is implementing a Common Operating Picture (COP) System that will allow coordination of incident response and public safety related events. This information will be housed in servers that will be maintained by DoIT and a \$53,000 increase in fees to SPD will cover those additional expenditures.

## **Reduce Data Network Expenses and Depreciation Costs - (\$255,947)**

DoIT completed a detailed analysis of the large capital asset depreciation built into its rates and allocations for 2013 and 2014 and determined that the rates could be lowered by \$400,000 to reflect extended lifespan of specific assets. This is not anticipated to have any operating impacts. In addition, \$256,000 of expenditures will be reduced for non-capital equipment and supplies by delaying replacement and upgrades.

## **Technology Efficiency - (\$54,384)**

This proposal reduces costs for the City's existing telephone system due to changes in technology and a new lower cost contract for the same level of service. Additionally, DoIT will capture savings due to changes in technology for how the City provides security for its externally facing web applications that make replacing a server unnecessary.

## **Computing Services Staffing Changes - (\$27,331)**

This proposal merges two halftime IT professional positions, one of which is currently vacant, into one full-time position without any operational impacts. Additionally, an IT Professional B is reduced to halftime and reassigned to different duties and a part-time IT Professional C will become fulltime in order to increase support for large projects.

## **Reduce Software, Supplies and Training for Web Team - (\$67,000)**

The City's Web Team will reduce expenditures for subscriptions, publications, office supplies, postage, software and training. These reductions are not expected to have a direct impact operations.

## **Add Funding for Video Voters Guide - \$38,442**

This proposal adds funding for the Video Voters' Guide, a set of videos that allow candidates to introduce themselves to voters and covers ballot initiatives, propositions, and levies. Funding for this effort is included in DoIT's budget in alternative years.

## **Seattle Channel Capital Funding Savings - (\$100,000)**

This proposal reduces capital funding for the Seattle Channel and will delay the purchase of high definition camera and studio equipment. This will result in a delay in producing and broadcasting high definition programs.

# Department of Information Technology

## **Budget Neutral Funding Shift**

These budget neutral funding shifts will not impact the services currently provided by DoIT. The first aligns the current costs of email support which is supported by the Cable Fund for costs that were inadvertently left out of the 2012 budget and results in a General Fund savings of \$44,000 in 2013 and \$108,000 in 2014. The second is related to Seattle Public Utilities replacing the City standard call monitoring system with another product and results in a shift of \$22,000 of costs from SPU to the Cable Fund.

## **Proposed Technical Changes**

### **Final Citywide Adjustments for Standard Cost Changes - \$86,870**

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 - \$21,247**

These adjustments include utility rate increases, aligning costs with the correct rate pool and reducing one-time costs from the previous budget. These changes do not have an impact on DoIT's service delivery.

## Department of Information Technology

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
<b>Finance and Administration Budget Control</b>					
Finance and Administration		2,114,626	2,143,359	2,625,525	2,713,931
General and Administration		3,486,912	4,155,674	8,087,798	36,338,981
<b>Total</b>	<b>D1100</b>	<b>5,601,539</b>	<b>6,299,033</b>	<b>10,713,323</b>	<b>39,052,912</b>
<b>Office of Electronic Communications Budget Control</b>					
Citywide Web Team		1,743,221	2,444,798	2,082,106	2,149,251
Community Technology		1,099,730	1,294,156	1,214,230	1,247,624
Office of Cable Communications		669,940	712,171	733,013	753,171
Seattle Channel		2,758,684	2,797,221	3,200,786	3,242,254
<b>Total</b>	<b>D4400</b>	<b>6,271,576</b>	<b>7,248,347</b>	<b>7,230,135</b>	<b>7,392,300</b>
<b>Technology Infrastructure Budget Control</b>					
Communications Shop		1,508,550	1,682,100	1,797,287	1,855,789
Data Network Services		3,037,020	3,581,936	3,962,394	4,109,214
Enterprise Computing Services		7,753,762	7,076,057	8,343,106	9,356,655
Messaging, Collaboration and Directory Services		1,816,613	1,862,663	2,505,760	3,486,285
Radio Network		1,093,574	1,076,316	1,226,644	1,264,909
Service Desk		1,379,286	1,329,159	1,242,912	1,276,546
Technical Support Services		1,744,988	1,852,196	2,018,271	2,078,283
Technology Engineering and Project Management		3,938,660	4,705,933	4,686,636	4,828,011
Technology Infrastructure Grants		643,121	0	0	0
Telephone Services		9,655,033	9,279,955	8,876,979	9,088,241
Warehouse		627,350	1,185,848	1,241,110	1,272,303
<b>Total</b>	<b>D3300</b>	<b>33,197,958</b>	<b>33,632,163</b>	<b>35,901,098</b>	<b>38,616,236</b>
<b>Technology Leadership and Governance Budget Control</b>					
Citywide Technology Leadership and Governance		2,080,280	1,971,778	2,020,614	2,066,186
<b>Total</b>	<b>D2200</b>	<b>2,080,280</b>	<b>1,971,778</b>	<b>2,020,614</b>	<b>2,066,186</b>
<b>Department Total</b>		<b>47,151,353</b>	<b>49,151,321</b>	<b>55,865,171</b>	<b>87,127,634</b>
<b>Department Full-time Equivalents Total*</b>		<b>195.00</b>	<b>190.25</b>	<b>192.25</b>	<b>192.25</b>

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

## Department of Information Technology

### Revenue Overview

#### 2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
542810	Cable Fund Allocation	7,543,220	7,990,663	8,351,895	8,574,198
	<b>Total Cable Fund</b>	<b>7,543,220</b>	<b>7,990,663</b>	<b>8,351,895</b>	<b>8,574,198</b>
541490	Technology Allocation (GF Depts)	4,204,860	7,341,800	11,071,676	11,369,302
541710	Rates (GF Depts)	50,306	0	0	0
541810	Rates	81,867	79,253	161,776	126,972
541810	Rates (GF Depts)	67,547	64,567	185,370	148,610
542810	Rates	4,621,832	4,270,673	1,251,619	1,291,791
542810	Rates (GF Depts)	5,084,641	5,465,205	2,581,346	2,665,523
542810	Special Project Billings	151,134	0	0	0
542810	Special Project Billings (GF Depts)	155,848	0	0	0
542850	Rates	156,211	162,229	185,712	191,694
542850	Rates (GF Depts)	619,373	838,922	985,849	1,017,608
562210	Rates (GF Depts)	57,740	71,790	70,970	72,638
	<b>Total City Agency - GF</b>	<b>15,251,359</b>	<b>18,294,439</b>	<b>16,494,318</b>	<b>16,884,138</b>
541490	Customer Rebates	0	-44,936	0	0
541490	Technology Allocation	16,023,361	13,263,760	16,552,910	16,753,182
541710	Rates	32,274	0	0	0
562210	Rates	46,390	54,004	55,166	56,463
	<b>Total City Agency - Non-GF</b>	<b>16,102,025</b>	<b>13,272,828</b>	<b>16,608,076</b>	<b>16,809,645</b>
441710	Rates	2,380	0	0	0
442810	Rates	250,332	104,268	140,143	142,300
442810	Special Project Billings	1,280,135	1,295,208	0	0
442850	Rates	346,659	65,682	187,991	194,047
447600	Rates	576	0	0	0
462210	Rates	136,951	81,424	103,194	104,052
469990	Other Miscellaneous Revenues	59,334	0	0	0
	<b>Total External Revenues</b>	<b>2,076,367</b>	<b>1,546,582</b>	<b>431,328</b>	<b>440,399</b>
587001	Rates (pure GF)	0	0	156	160
587001	Technology Allocation (pure GF)	3,921,385	4,149,718	4,155,401	4,513,068
	<b>Total General Subfund Support</b>	<b>3,921,385</b>	<b>4,149,718</b>	<b>4,155,557</b>	<b>4,513,228</b>
433010	Federal Grants - Indirect	729,658	0	0	0
439090	Private Contributions & Donations	122,265	0	0	0
	<b>Total Grants</b>	<b>851,923</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Finance - External	221,042	0	0	0

## Department of Information Technology

	<b>Total Interest Earnings</b>	<b>221,042</b>	<b>0</b>	<b>0</b>	<b>0</b>
569990	Long-Term General Obligation (LTGO) Bonds - Capital Assets Replacement	0	0	0	3,170,096
569990	Long-Term General Obligation (LTGO) Bonds - Electronic Records Management	0	0	0	3,000,000
569990	Long-Term General Obligation (LTGO) Bonds - Next Generation Data Center	0	0	2,625,000	29,465,000
	<b>Total LTGO Bonds</b>	<b>0</b>	<b>0</b>	<b>2,625,000</b>	<b>35,635,096</b>
469400	Radio Frequency Settlement	7,688,170	0	0	0
	<b>Total Other</b>	<b>7,688,170</b>	<b>0</b>	<b>0</b>	<b>0</b>
542810	Special Project Billings	591,023	4,801,484	4,942,688	5,085,362
	<b>Total Special Project Billings</b>	<b>591,023</b>	<b>4,801,484</b>	<b>4,942,688</b>	<b>5,085,362</b>
	<b>Total Revenues</b>	<b>54,246,514</b>	<b>50,055,714</b>	<b>53,608,862</b>	<b>87,942,066</b>
379100	Use of (Contributions to) Fund Balance	-7,095,163	-904,390	2,256,312	-814,432
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>-7,095,163</b>	<b>-904,390</b>	<b>2,256,312</b>	<b>-814,432</b>
	<b>Total Resources</b>	<b>47,151,351</b>	<b>49,151,324</b>	<b>55,865,174</b>	<b>87,127,634</b>

## Department of Information Technology

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

#### Finance and Administration Budget Control Level

The purpose of the Finance and Administration Budget Control Level is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Finance and Administration	2,114,626	2,143,359	2,625,525	2,713,931
General and Administration	3,486,912	4,155,674	8,087,798	36,338,981
<b>Total</b>	<b>5,601,539</b>	<b>6,299,033</b>	<b>10,713,323</b>	<b>39,052,912</b>
Full-time Equivalents Total*	19.50	19.00	21.00	21.00

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

*The following information summarizes the programs in Finance and Administration Budget Control Level:*

#### **Finance and Administration Program**

The purpose of the Finance and Administration Program is to provide human resources, contracting, finance, budget, and accounting services (planning, control, analysis, and consulting) to the Department.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Finance and Administration	2,114,626	2,143,359	2,625,525	2,713,931
Full-time Equivalents Total	19.50	19.00	21.00	21.00

#### **General and Administration Program**

The purpose of the General and Administration Program is to provide general administrative services and supplies to the Department's internal programs.

<b>Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
General and Administration	3,486,912	4,155,674	8,087,798	36,338,981

## Department of Information Technology

### Office of Electronic Communications Budget Control Level

The purpose of the Office of Electronic Communications Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs so that technology delivers services and information to residents, businesses, visitors, and employees in an effective way.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Citywide Web Team	1,743,221	2,444,798	2,082,106	2,149,251
Community Technology	1,099,730	1,294,156	1,214,230	1,247,624
Office of Cable Communications	669,940	712,171	733,013	753,171
Seattle Channel	2,758,684	2,797,221	3,200,786	3,242,254
<b>Total</b>	<b>6,271,576</b>	<b>7,248,347</b>	<b>7,230,135</b>	<b>7,392,300</b>
Full-time Equivalents Total*	34.00	35.00	35.00	35.00

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

## Department of Information Technology

*The following information summarizes the programs in Office of Electronic Communications Budget Control Level:*

### Citywide Web Team Program

The purpose of the Citywide Web Team Program is to provide leadership in using Web technology and a Web presence for residents, businesses, visitors, and employees so that they have 24-hour access to relevant information and City services.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Citywide Web Team	1,743,221	2,444,798	2,082,106	2,149,251
Full-time Equivalents Total	12.25	12.75	12.75	12.75

### Community Technology Program

The purpose of the Community Technology Program is to provide leadership, education, and funding so that all residents have access to computer technology and online information.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Community Technology	1,099,730	1,294,156	1,214,230	1,247,624
Full-time Equivalents Total	4.25	4.25	4.25	4.25

### Office of Cable Communications Program

The purpose of the Office of Cable Communications Program is to negotiate with and regulate private cable communications providers so that residents receive high-quality and reasonably priced services.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Cable Communications	669,940	712,171	733,013	753,171
Full-time Equivalents Total	2.75	2.75	2.75	2.75

### Seattle Channel Program

The purpose of the Seattle Channel Program is to inform and engage residents in Seattle's governmental, civic, and cultural affairs by using television, the Web, and other media in compelling ways.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Seattle Channel	2,758,684	2,797,221	3,200,786	3,242,254
Full-time Equivalents Total	14.75	15.25	15.25	15.25

## Department of Information Technology

### Technology Infrastructure Budget Control Level

The purpose of the Technology Infrastructure Budget Control Level is to build and operate the City's corporate communications and computing assets so that the City can manage information more effectively, deliver services more efficiently, and make well-informed decisions.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Communications Shop	1,508,550	1,682,100	1,797,287	1,855,789
Data Network Services	3,037,020	3,581,936	3,962,394	4,109,214
Enterprise Computing Services	7,753,762	7,076,057	8,343,106	9,356,655
Messaging, Collaboration and Directory Services	1,816,613	1,862,663	2,505,760	3,486,285
Radio Network	1,093,574	1,076,316	1,226,644	1,264,909
Service Desk	1,379,286	1,329,159	1,242,912	1,276,546
Technical Support Services	1,744,988	1,852,196	2,018,271	2,078,283
Technology Engineering and Project Management	3,938,660	4,705,933	4,686,636	4,828,011
Technology Infrastructure Grants	643,121	0	0	0
Telephone Services	9,655,033	9,279,955	8,876,979	9,088,241
Warehouse	627,350	1,185,848	1,241,110	1,272,303
<b>Total</b>	<b>33,197,958</b>	<b>33,632,163</b>	<b>35,901,098</b>	<b>38,616,236</b>
Full-time Equivalents Total*	126.50	123.50	123.50	123.50

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

**The following information summarizes the programs in Technology Infrastructure Budget Control Level:**

#### Communications Shop Program

The purpose of the Communications Shop Program is to install, maintain, and repair the dispatch radio infrastructure and mobile and portable radios for City departments and other regional agencies for common, cost-effective communications.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Communications Shop	1,508,550	1,682,100	1,797,287	1,855,789
Full-time Equivalents Total	11.00	11.00	11.20	11.20

#### Data Network Services Program

The purpose of the Data Network Services Program is to provide data communications infrastructure and related services to City employees so that they may send and receive electronic data in a cost-effective manner, and so residents may electronically communicate with City staff and access City services.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Data Network Services	3,037,020	3,581,936	3,962,394	4,109,214
Full-time Equivalents Total	13.00	11.00	14.75	14.75

## Department of Information Technology

### Enterprise Computing Services Program

The purpose of the Enterprise Computing Services Program is to provide a reliable production computing environment that allows departments to effectively operate their technology applications, operating systems, and servers.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Enterprise Computing Services	7,753,762	7,076,057	8,343,106	9,356,655
Full-time Equivalents Total	25.00	24.00	24.25	24.25

### Messaging, Collaboration and Directory Services Program

The purpose of the Messaging, Collaboration and Directory Services Program is to provide, operate, and maintain an infrastructure for e-mail, calendar, directory, and related services to City employees and the general public so that they can communicate and obtain City services.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Messaging, Collaboration and Directory Services	1,816,613	1,862,663	2,505,760	3,486,285
Full-time Equivalents Total	12.00	12.00	12.25	12.25

### Radio Network Program

The purpose of the Radio Network Program is to provide dispatch radio communications and related services to City departments and other regional agencies so that they have a highly available means for mobile communications.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Radio Network	1,093,574	1,076,316	1,226,644	1,264,909
Full-time Equivalents Total	1.00	1.00	1.00	1.00

### Service Desk Program

The purpose of the Service Desk Program is to provide an initial point of contact for technical support, problem analysis and resolution, and referral services for customers in non-utility departments.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Service Desk	1,379,286	1,329,159	1,242,912	1,276,546
Full-time Equivalents Total	11.00	11.00	9.75	9.75

### Technical Support Services Program

The purpose of the Technical Support Services Program is to provide, operate, and maintain personal computer services for City employees so that they have a reliable computing environment to conduct City business and to provide services to other government entities and the public.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Technical Support Services	1,744,988	1,852,196	2,018,271	2,078,283
Full-time Equivalents Total	13.50	13.50	14.25	14.25

# Department of Information Technology

## Technology Engineering and Project Management Program

The purpose of the Technology Engineering and Project Management Program is to engineer communications systems and networks, to manage large technology infrastructure projects for City departments, and to facilitate reliable and cost-effective communications and technology.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Technology Engineering and Project Management	3,938,660	4,705,933	4,686,636	4,828,011
Full-time Equivalents Total	7.00	7.00	6.00	6.00

## Technology Infrastructure Grants Program

The purpose of the Technology Infrastructure Grants Program is to display expenditures related to technology projects funded by City and non-City sources and where appropriations for such projects are often made outside of the budget book.

Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Technology Infrastructure Grants	643,121	0	0	0

## Telephone Services Program

The purpose of the Telephone Services Program is to provide, operate, and maintain a telecommunications infrastructure, and to provide related services to City employees so that they have a highly available means of communication.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Telephone Services	9,655,033	9,279,955	8,876,979	9,088,241
Full-time Equivalents Total	30.00	30.00	27.05	27.05

## Warehouse Program

The purpose of the Warehouse Program is to acquire, store, and distribute telephone, computing, data communications, and radio components to the Department so that equipment is available when requested.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Warehouse	627,350	1,185,848	1,241,110	1,272,303
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Department of Information Technology

### **Technology Leadership and Governance Budget Control Level**

The purpose of the Technology Leadership and Governance Budget Control Level is to provide departments with strategic direction and coordination on technology for their respective investment decisions.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Citywide Technology Leadership and Governance	2,080,280	1,971,778	2,020,614	2,066,186
<b>Total</b>	<b>2,080,280</b>	<b>1,971,778</b>	<b>2,020,614</b>	<b>2,066,186</b>
Full-time Equivalents Total*	15.00	12.75	12.75	12.75

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

**The following information summarizes the programs in Technology Leadership and Governance Budget Control Level:**

#### **Citywide Technology Leadership and Governance Program**

The purpose of the Citywide Technology Leadership and Governance Program is to establish strategic directions; identify key technology drivers; support effective project management and quality assurance; and provide information, research, and analysis to departments' business and technology managers.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Citywide Technology Leadership and Governance	2,080,280	1,971,778	2,020,614	2,066,186
Full-time Equivalents Total	15.00	12.75	12.75	12.75

## Department of Information Technology

### Information Technology Fund Table

#### Information Technology Fund (50410)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>36,000,342</b>	<b>12,458,010</b>	<b>23,638,874</b>	<b>19,464,331</b>	<b>17,208,022</b>
Accounting and Technical Adjustments	-19,456,629	0	0	0	0
Plus: Actual and Estimated Revenues	54,246,514	50,055,714	52,542,100	53,608,862	87,942,066
Less: Actual and Budgeted Expenditures	47,151,353	49,151,321	56,716,643	55,865,171	87,127,634
<b>Ending Fund Balance</b>	<b>23,638,874</b>	<b>13,362,403</b>	<b>19,464,331</b>	<b>17,208,022</b>	<b>18,022,454</b>
	17,143,313	12,347,686	14,981,353	13,692,163	14,059,625
<b>Total Reserves</b>	<b>17,143,313</b>	<b>12,347,686</b>	<b>14,981,353</b>	<b>13,692,163</b>	<b>14,059,625</b>
<b>Ending Unreserved Fund Balance</b>	<b>6,495,561</b>	<b>1,014,717</b>	<b>4,482,978</b>	<b>3,515,859</b>	<b>3,962,829</b>

### Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages, and maintains City government information technology infrastructure including radio, data, communications, and computer networks. DoIT also manages the Seattle Channel, the City's central data center, and the development of computer application projects on behalf of the City. The central data center houses most of the City's computer servers and computing architecture. The Capital Improvement Program (CIP) supports DoIT's mission by providing for new investments, upgrades, maintenance, and improvements to the City's existing technology networks and systems.

The DoIT 2013-2018 Proposed CIP focuses on the usual maintenance, replacement, and upgrades for existing systems. The one exception is the addition of the Data Center Next Generation project. In 2012, the City identified a power transmission problem with "bus B" in the Seattle Municipal Tower that directly impacts the City's primary data center and IT infrastructure. The problem was repaired and underscored the need to upgrade the City's systems. The Data Center Next Generation project is an effort to plan for the next generation computer data center. DoIT will begin planning and designing alternatives that will give the data center more capacity, redundancy and resiliency. The other 2013 projects include upgrades to the alternate data center; installation of additional fiber optic cable links; planning, repair, replacement, and modification of software, hardware, and electronics in the City's data and communications infrastructure; replacement and upgrades of equipment in the 800 MHz radio network program; replacement and upgrades of software and hardware in the computing services architecture environment and replacement of equipment for the Seattle Channel.

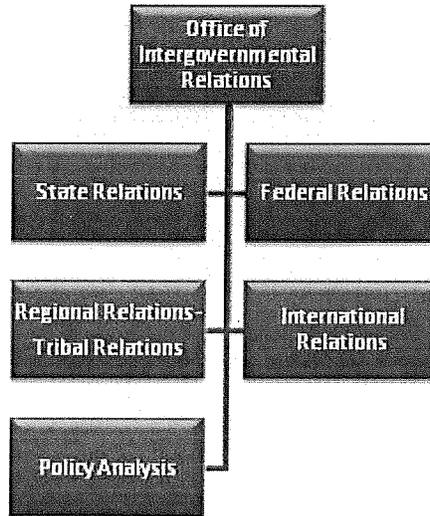
Additional information on DoIT's CIP can be found in the 2013-2018 Proposed CIP online here: <http://www.seattle.gov/financedepartment/1318proposedcip/default.htm>

# Office of Intergovernmental Relations

Marco Lowe, Director

Department Information Line: (206) 684-0213

On the Web at: <http://www.seattle.gov/oir/>



## Department Overview

The Office of Intergovernmental Relations (OIR) provides advice and information to, and on behalf of, City elected officials, City departments, and external customers. The primary goal of these efforts is to ensure the City's interests are advanced with international, tribal, federal, state, and regional entities to enable the City to better serve the community.

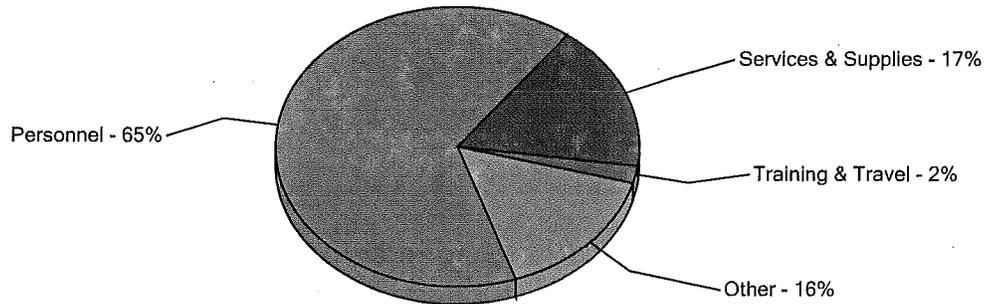
## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$1,887,622	\$2,091,092	\$2,017,569	\$2,080,184
<b>Total Operations</b>	<b>\$1,887,622</b>	<b>\$2,091,092</b>	<b>\$2,017,569</b>	<b>\$2,080,184</b>
<b>Total Appropriations</b>	<b>\$1,887,622</b>	<b>\$2,091,092</b>	<b>\$2,017,569</b>	<b>\$2,080,184</b>
Full-time Equivalent Total*	11.50	10.50	10.50	10.50

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

## Office of Intergovernmental Relations

### 2013 Proposed Budget - Expenditure by Category



#### **Budget Overview**

The Office of Intergovernmental Relations (OIR) is responsible for engaging with other jurisdictions and governmental entities in order to collaborate and advocate for outcomes that are in the interest of the City and region. This is a particularly difficult task given the current fiscal environment at all levels of government. It becomes even more important now to ensure external funding for critical services and programs is retained as residents and businesses in Seattle slowly begin to recover from impacts of the Great Recession.

Even so, OIR will respond to the budget challenges facing the General Fund for 2013 and 2014 with administrative and operational reductions. Each OIR staff member will take two days of unpaid furloughs in 2013 and 2014 and OIR will reduce its travel and periodical subscription budgets. Despite these reductions, OIR will continue to develop and enhance the dissemination of information to the public regarding regional, state, and federal issues of importance. Core OIR work with local, regional, state and federal partners will continue.

# Office of Intergovernmental Relations

## Incremental Budget Changes

### Office of Intergovernmental Relations

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 2,091,092</b>	<b>10.50</b>	<b>\$ 2,091,092</b>	<b>10.50</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 72,267	0.00	\$ 134,849	0.00
Removal of One-Time 2012 Costs	-\$ 132,600	0.00	-\$ 135,650	0.00
<b>Proposed Policy Changes</b>				
Travel Budget Reductions	-\$ 16,701	0.00	-\$ 17,300	0.00
Reduce Subscription Costs	-\$ 4,500	0.00	-\$ 4,500	0.00
Department Furloughs	-\$ 8,900	0.00	-\$ 9,194	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 16,911	0.00	\$ 20,888	0.00
<b>Total Incremental Changes</b>	<b>-\$ 73,523</b>	<b>0.00</b>	<b>-\$ 10,907</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 2,017,569</b>	<b>10.50</b>	<b>\$ 2,080,184</b>	<b>10.50</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$72,267

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.

#### Removal of One-Time 2012 Costs - (\$132,600)

OIR's baseline is reduced to reflect the removal of two one-time appropriations approved for OIR's use in the 2012 budget. The two appropriations to be removed in the 2013-2014 baseline are: 1) \$50,000 for one-time support of the Puget Sound Regional Council; and 2) \$80,000 to support an annual National League of Cities Conference hosted by Seattle in 2013.

# Office of Intergovernmental Relations

## Proposed Policy Changes

### **Travel Budget Reductions - (\$16,701)**

OIR uses its travel budget to attend out-of-state and international conferences and to promote the City's interest with other governments at all levels. OIR will further prioritize travel and use video conferencing to maintain relationships with out-of-state governments and officials.

### **Reduce Subscription Costs - (\$4,500)**

OIR negotiated a reduction in its annual subscription costs to the Congressional Quarterly during 2013 and 2014 and will cancel its subscription to Federal Leadership in 2013 and 2014.

### **Department Furloughs - (\$8,900)**

All OIR employees will take two days of unpaid furlough leave in 2013 and 2014. OIR will manage staff resources to minimize impact on City departments.

## Proposed Technical Changes

### **Final Citywide Adjustments for Standard Cost Changes - \$16,911**

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**

<b>Appropriations</b>	<b>Summit Code</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Intergovernmental Relations	X1G00	1,887,622	2,091,092	2,017,569	2,080,184
Budget Control Level					
<b>Department Total</b>		<b>1,887,622</b>	<b>2,091,092</b>	<b>2,017,569</b>	<b>2,080,184</b>
<b>Department Full-time Equivalents Total*</b>		<b>11.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

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

## Office of Intergovernmental Relations

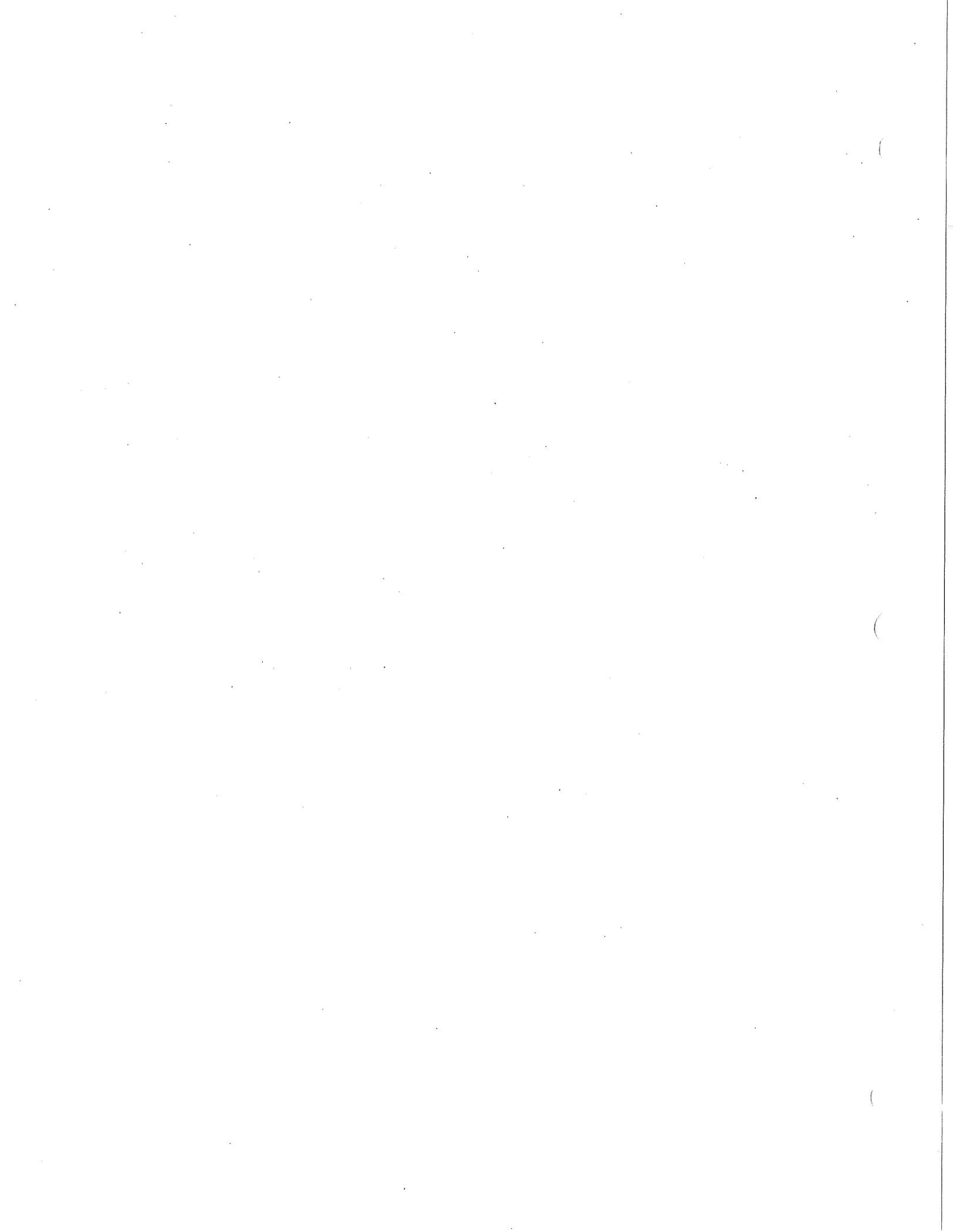
### Appropriations By Budget Control Level (BCL) and Program

#### Intergovernmental Relations Budget Control Level

The purpose of the Intergovernmental Relations Budget Control Level is to promote and protect the City's federal, state, regional, and international interests by providing strategic advice, representation, and advocacy to, and on behalf of, City elected officials on a variety of issues. These include: federal and state executive and legislative actions; issues and events relating to the City's international relations; and jurisdictional issues involving King County, suburban cities, and regional governmental organizations.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Intergovernmental Relations	1,887,622	2,091,092	2,017,569	2,080,184
<b>Total</b>	<b>1,887,622</b>	<b>2,091,092</b>	<b>2,017,569</b>	<b>2,080,184</b>
Full-time Equivalents Total*	11.50	10.50	10.50	10.50

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



# Legislative Department

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Sally J. Clark, Council President

Department Information Line: (206) 684-8888 TTY: (206) 233-0025

On the Web at: <http://www.seattle.gov/council/>

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Legislative  
Department

## Department Overview

The Legislative Department includes the Seattle City Council, the City's representative electoral body composed of nine at-large, non-partisan, elected Councilmembers. In addition to the City Council, the Legislative Department has three other programs: the Office of the City Clerk, Central Staff, and General Expense. Each program in the Department supports some aspect of the representative role of the City Council, and works with citizens and City departments to develop effective and responsive public policy.

The roles of the nine Councilmembers are to establish City laws, approve the Mayor's annual operating and capital improvement budgets, provide oversight to the City's Executive departments, and create policy for the City. Each Councilmember has a staff of Legislative Assistants who help accomplish this work. Communications staff, also a part of the City Council program, assist Councilmembers and the Council as a whole with communicating values and priorities to the public.

The Office of the City Clerk facilitates the City's legislative process; maintains and makes publicly accessible the Council's work product; coordinates public records disclosure requests for the Legislative Department; oversees and facilitates Citywide compliance with records retention laws; preserves and provides access to the City's official and historical records; and provides operational support to the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board. Operational support includes information technology, human resources, and department operations. The Office of Professional Accountability Review Board was created in 2002 to provide citizen oversight of the Office of Professional Accountability, housed in the Police Department.

Central Staff provides policy and budget analysis for Councilmembers and their staff as well as finance, budget, accounting, payroll, and consultant contracting services for the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board.

General Expense funds are necessary for the operation of the entire department and are not attributable to a specific program.

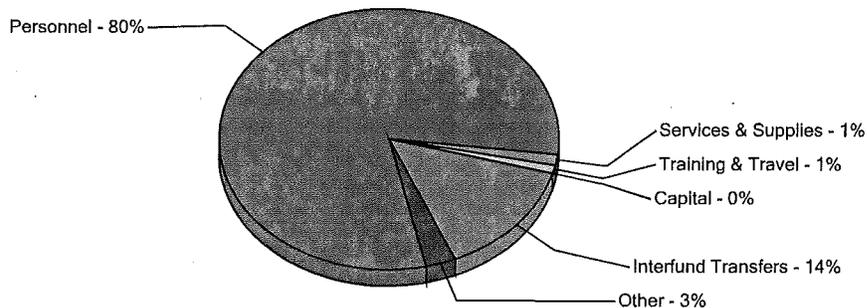
## Legislative Department

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$11,119,923	\$11,771,024	\$12,066,489	\$12,442,985
<b>Total Operations</b>	<b>\$11,119,923</b>	<b>\$11,771,024</b>	<b>\$12,066,489</b>	<b>\$12,442,985</b>
<b>Total Appropriations</b>	<b>\$11,119,923</b>	<b>\$11,771,024</b>	<b>\$12,066,489</b>	<b>\$12,442,985</b>
Full-time Equivalent Total*	86.00	87.00	86.00	86.00

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

### 2013 Proposed Budget - Expenditure by Category



### Budget Overview

The General Fund is continuing to experience pressures in 2013 and 2014, requiring reductions to General Fund supported functions. To help close this gap, the Legislative Department reduces funding for regular and temporary staff salaries and related benefits costs, legal advertising, equipment, supplies, building maintenance, travel, and training.

The Department approached the 2013-2014 Proposed Budget with the purpose of meeting General Fund reduction goals while preserving direct services. With each division of the Department either directly or indirectly supporting the City Council, the Department attempted to preserve the direct services provided by City Council to citizens and City departments to the greatest extent possible. To achieve this goal, the Department made administrative and operational changes which resulted in reductions to both the personnel and non-personnel services budgets with no service level impacts.

The 2013-2014 Proposed Budget also reflects a series of technical adjustments including inflation, COLA, retirement, health care, workers' compensation, and unemployment.

# Legislative Department

## Incremental Budget Changes

### Legislative Department

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 11,771,024</b>	<b>87.00</b>	<b>\$ 11,771,024</b>	<b>87.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 530,664	0.00	\$ 931,418	0.00
Position Reclassifications	\$ 28,440	0.00	\$ 29,286	0.00
Councilmember Salaries for 2014	\$ 0	0.00	\$ 19,704	0.00
<b>Proposed Policy Changes</b>				
Reorganization and Administrative Savings	-\$ 175,999	-1.00	-\$ 183,000	-1.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	-\$ 87,640	0.00	-\$ 125,447	0.00
<b>Total Incremental Changes</b>	<b>\$ 295,465</b>	<b>-1.00</b>	<b>\$ 671,961</b>	<b>-1.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 12,066,489</b>	<b>86.00</b>	<b>\$ 12,442,985</b>	<b>86.00</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$530,664

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.

#### Position Reclassifications - \$28,440

Four positions were reclassified due to a buildup of tasks and responsibilities and reassignment of duties for existing employees resulting from position eliminations and the Department reorganization that occurred in 2011. This adjustment reflects those reclassifications.

#### Councilmember Salaries for 2014

City Councilmember salaries are fixed for the duration of the four-year term because sitting Councilmembers are barred from increasing their own salaries (Seattle City Charter, Article XVII, Section 1). This increase supplements the Citywide Adjustments for Standard Cost Changes to set a fixed salary for the 2014-2017 Council term consistent with expected inflationary increases during those four years.

# Legislative Department

## Proposed Policy Changes

### Reorganization and Administrative Savings - (\$175,999)/(1.00) FTE

The Legislative Department embarked on a reorganization in 2011 which has resulted in several position transfers and reclassifications, as well as greater efficiencies. The efficiencies will allow the department to achieve savings in equipment, supplies, building maintenance, and travel and training. The proposal also eliminates a vacant and unfunded Assistant City Archivist position (1.0 FTE). In addition, the Department reduces its budget available for regular and temporary staff salaries and related benefits costs.

## Proposed Technical Changes

### Final Citywide Adjustments for Standard Cost Changes - (\$87,640)

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
<b>Legislative Department Budget Control</b>					
Central Staff		2,385,719	2,560,270	2,812,509	2,903,680
City Clerk		1,724,527	1,899,910	2,677,964	2,769,010
City Council		4,167,435	4,399,230	4,619,418	4,799,964
General Expense Program		2,842,243	2,911,614	1,956,597	1,970,331
<b>Total</b>	<b>G1100</b>	<b>11,119,923</b>	<b>11,771,024</b>	<b>12,066,489</b>	<b>12,442,985</b>
<b>Department Total</b>		<b>11,119,923</b>	<b>11,771,024</b>	<b>12,066,489</b>	<b>12,442,985</b>
<b>Department Full-time Equivalent Total*</b>		<b>86.00</b>	<b>87.00</b>	<b>86.00</b>	<b>86.00</b>

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

# Legislative Department

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

### Legislative Department Budget Control Level

The purpose of the Legislative Department Budget Control Level is to set policy, enact City laws, approve the City's budget, provide oversight of City departments, and conduct operational and administrative activities in an efficient and effective manner to support the mission of the Department.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Central Staff	2,385,719	2,560,270	2,812,509	2,903,680
City Clerk	1,724,527	1,899,910	2,677,964	2,769,010
City Council	4,167,435	4,399,230	4,619,418	4,799,964
General Expense Program	2,842,243	2,911,614	1,956,597	1,970,331
<b>Total</b>	<b>11,119,923</b>	<b>11,771,024</b>	<b>12,066,489</b>	<b>12,442,985</b>
Full-time Equivalents Total*	86.00	87.00	86.00	86.00

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

*The following information summarizes the programs in Legislative Department Budget Control Level:*

#### **Central Staff Program**

The purpose of the Central Staff Program is to support the City Council in arriving at sound public policy by providing technical and policy analysis on issues before the Council and to provide finance, budget, accounting, payroll, and consultant contracting services to the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Central Staff	2,385,719	2,560,270	2,812,509	2,903,680
Full-time Equivalents Total	18.00	18.00	20.00	20.00

#### **City Clerk Program**

The purpose of the City Clerk Program is to support open government and the democratic process by preserving and maximizing public access to the City's official and historical records; promoting Citywide compliance with records retention law; coordinating public records disclosure requests for the Department; facilitating the legislative process; overseeing compliance with the Open Public Meetings Act and the Public Records Act; and providing operational support to the Legislative Department, Office of City Auditor, and Office of Professional Accountability Review Board. Operational support includes information technology, human resources, and department operations.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
City Clerk	1,724,527	1,899,910	2,677,964	2,769,010
Full-time Equivalents Total	19.00	20.00	27.00	27.00

# Legislative Department

## City Council Program

The purpose of the City Council Program is to set policy; review, consider, and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be an open and transparent, effective and accountable local government that is committed to the strength of our diversity and dedicated to the health of all of our neighborhoods. This program consists of the nine Councilmembers, their Legislative Assistant staff, and the Communications staff.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
City Council	4,167,435	4,399,230	4,619,418	4,799,964
Full-time Equivalents Total	39.00	39.00	39.00	39.00

## General Expense Program

The purpose of the General Expense Program is to account for expenses necessary to operate the entire department, and not necessarily attributable to a specific program. These expenditures include workers' compensation and unemployment claims; information technology hardware and software costs; common area equipment and furniture and related expenses; and internal city cost allocations and charges, such as space rent, information technology, telephone services, and common area building maintenance. It also includes Office of Professional Accountability Review Board expenses.

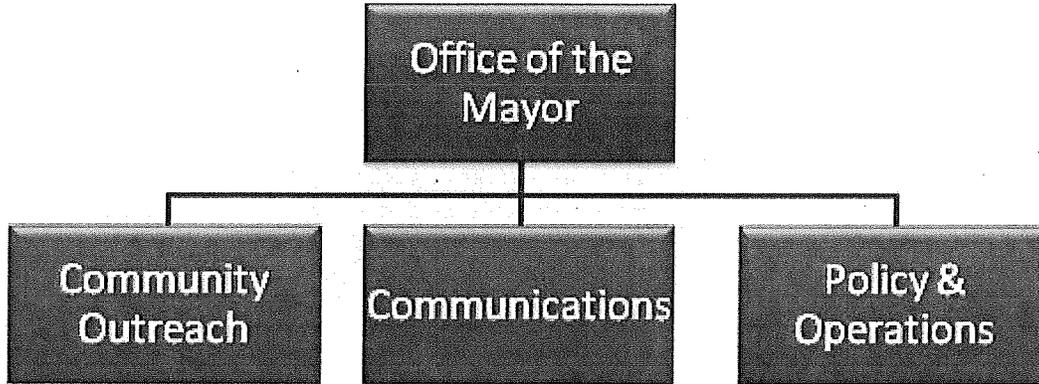
<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
General Expense Program	2,842,243	2,911,614	1,956,597	1,970,331
Full-time Equivalents Total	10.00	10.00	0.00	0.00

# Office of the Mayor

Mike McGinn, Mayor

Department Information Line: (206) 684-4000

On the Web at: <http://www.seattle.gov/mayor/>



## Department Overview

The mission of the Office of the Mayor is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible, in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

In the municipality of Seattle, the Mayor governs the Executive Branch as its chief executive officer. More than 25 department directors and commission members are appointed by the Mayor, work directly for the Mayor, and have been delegated the day-to-day authority to administer their respective departments, offices, and commissions. The many legal roles and responsibilities of the Mayor, and those working directly for the Mayor, are prescribed in the City Charter, state statutes, and municipal ordinances. Elections for this nonpartisan office are held every four years.

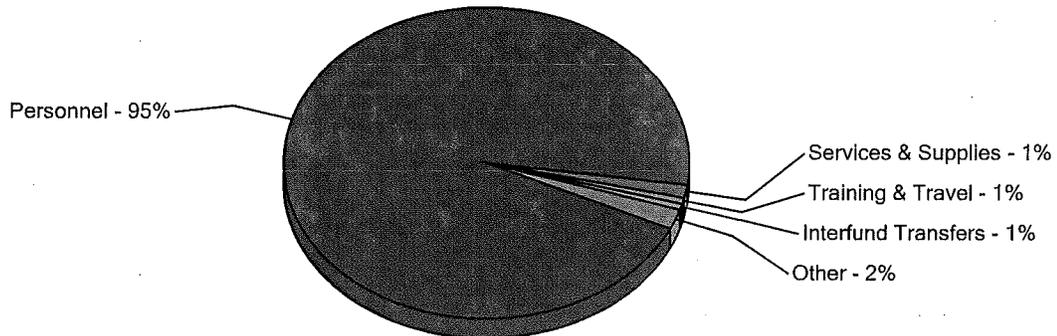
## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$3,224,562	\$3,498,045	\$3,640,898	\$3,758,088
<b>Total Operations</b>	<b>\$3,224,562</b>	<b>\$3,498,045</b>	<b>\$3,640,898</b>	<b>\$3,758,088</b>
<b>Total Appropriations</b>	<b>\$3,224,562</b>	<b>\$3,498,045</b>	<b>\$3,640,898</b>	<b>\$3,758,088</b>
Full-time Equivalent Total*	28.50	28.50	28.50	28.50

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

## Office of the Mayor

### 2013 Proposed Budget - Expenditure by Category



### **Budget Overview**

The Office of the Mayor (OM) and resources pledged to City policy development staff have experienced significant budget reductions in recent years resulting from the impacts of the Great Recession on City resources. In 2010, the City reduced staffing in the OM, abolished the former Office of Policy and Management (OPM), and transferred most remaining OPM resources to the Office of the Mayor. In 2011 and again in 2012, the OM took additional reductions in order to help free up General Fund resources and sustain critical direct programs and services. During this same timeframe, the City's total budget remained about the same.

In order to respond to this decline in resources, the Office of the Mayor has prioritized functions within the office, but also has had to rely more on staff from departments to help develop policy and to respond to community needs more directly. The Office of the Mayor remains committed to providing a high level of responsiveness and engagement to the community, despite limited resources.

Resulting in part from prudent financial management and ongoing reprioritization efforts in recent years, including difficult budget reductions implemented, the City's General Fund financial outlook for 2013 and 2014 is beginning to stabilize relative to 2012. Even so, responding to emerging issues and continuously re-examining how the City prioritizes funding remains critical. In order to free up funding to ensure other direct services can continue to be prioritized, the Office of the Mayor will again take budget reductions in 2013 and 2014.

## Office of the Mayor

### Incremental Budget Changes

#### Office of the Mayor

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 3,498,045</b>	<b>28.50</b>	<b>\$ 3,498,045</b>	<b>28.50</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 224,907	0.00	\$ 347,977	0.00
<b>Proposed Policy Changes</b>				
Streamlining of Operations and Efficiency Savings	-\$ 56,000	0.00	-\$ 56,000	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	-\$ 26,054	0.00	-\$ 31,934	0.00
<b>Total Incremental Changes</b>	<b>\$ 142,853</b>	<b>0.00</b>	<b>\$ 260,043</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 3,640,898</b>	<b>28.50</b>	<b>\$ 3,758,088</b>	<b>28.50</b>

### Description of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - \$224,907**

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.

#### Proposed Policy Changes

##### **Streamlining of Operations and Efficiency Savings - (\$56,000)**

The Mayor's Office has identified efficiencies allowing for a reduction in administrative costs, Mayor's travel, and consultant services.

#### Proposed Technical Changes

##### **Final Citywide Adjustments for Standard Cost Changes - (\$26,054)**

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."

## Office of the Mayor

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of the Mayor Budget Control Level	X1A00	3,224,562	3,498,045	3,640,898	3,758,088
<b>Department Total</b>		<b>3,224,562</b>	<b>3,498,045</b>	<b>3,640,898</b>	<b>3,758,088</b>
<b>Department Full-time Equivalents Total*</b>		<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>

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

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

#### Office of the Mayor Budget Control Level

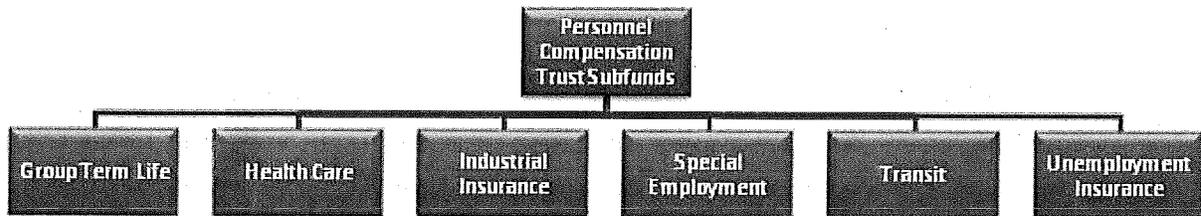
The purpose of the Mayor's Office Budget Control Level is to provide honest, accessible leadership to residents, employees, and regional neighbors of the City of Seattle that is clear and responsible in an environment that encourages ideas, civic discourse, and inclusion for the entirety of the City's diverse population, creating an even better place to live, learn, work, and play.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of the Mayor	3,224,562	3,498,045	3,640,898	3,758,088
<b>Total</b>	<b>3,224,562</b>	<b>3,498,045</b>	<b>3,640,898</b>	<b>3,758,088</b>
<b>Full-time Equivalents Total*</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>	<b>28.50</b>

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

# Personnel Compensation Trust Subfunds

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## Department Overview

The Personnel Compensation Trust Funds are six subfunds of the General Fund, five of which are administered by the Personnel Department and one of which is administered by the Department of Finance and Administrative Services (FAS). These six subfunds serve as a means to manage certain Citywide contractual obligations on behalf of employees and City departments. The administering department collects funds from other City departments, which are then paid out to various insurance companies, service providers, and individuals. The six subfunds are the Group Term Life Insurance Subfund, the Health Care Subfund, the Industrial Insurance Subfund, the Special Employment Subfund, the Unemployment Insurance Subfund, and the Transit Benefit Subfund.

The following subfunds are administered by the Personnel Department:

- The Health Care Subfund contains the revenues and expenses related to the City's medical, dental, and vision insurance programs; Flexible Spending Account program; Employee Assistance Program; and COBRA continuation coverage. The City is self-insured for both the Group Health and Aetna medical plans and one dental plan, and carries insurance for the remainder of the dental and vision plans.
- The Industrial Insurance Subfund captures the revenues and expenditures associated with the City's Workers' Compensation and Safety programs. Since 1972, the City of Seattle has been a self-insured employer as authorized under state law. The Industrial Insurance Subfund receives payments from City departments to pay for these costs and related administrative expenses.
- The Unemployment Insurance Subfund contains the revenues and expenditures associated with the City's unemployment benefit and administration costs. The City is a self-insured employer with respect to unemployment insurance.
- The Group Term Life Insurance Subfund contains the revenues and expenses related to the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance plans.
- The Special Employment Subfund contains the outside agency revenues and expenditures associated with the City's temporary, intern, and work study programs. Expenses related to employees hired by City departments through the Special Employment program are charged directly to the departments and do not pass through the Subfund.

The following subfund is managed by FAS:

- The Transit Benefit Subfund contains the revenues and expenditures associated with the City's employee transit subsidy program with King County Metro Transit as part of the Commute Trip Reduction program.

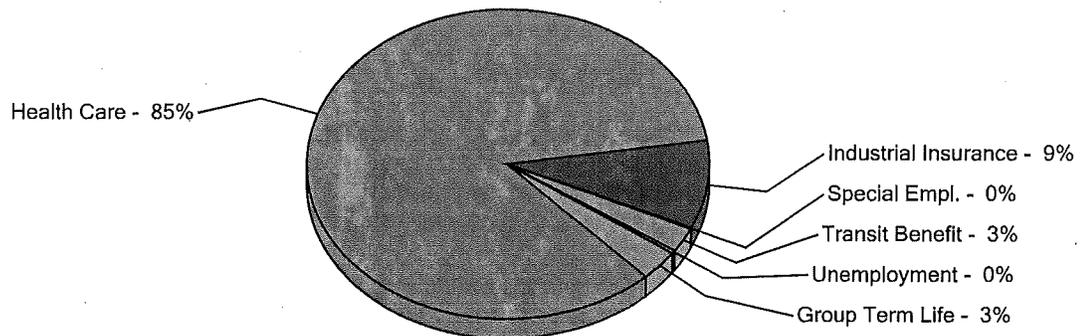
## Personnel Compensation Trust Subfunds

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Other Funding - Operating	\$173,100,042	\$184,191,763	\$192,568,852	\$207,216,811
<b>Total Operations</b>	<b>\$173,100,042</b>	<b>\$184,191,763</b>	<b>\$192,568,852</b>	<b>\$207,216,811</b>
<b>Total Appropriations</b>	<b>\$173,100,042</b>	<b>\$184,191,763</b>	<b>\$192,568,852</b>	<b>\$207,216,811</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

### 2013 Proposed Budget - Revenue by Category



# Personnel Compensation Trust Subfunds

## Budget Overview

The following provides a summary of each of the six individual subfunds of the General Fund that comprise the Personnel Compensation Trust Funds.

**Health Care Subfund:** The City provides medical, dental, vision, and other benefits to employees and their enrolled family members. The expenses and revenues related to these benefits are accounted for in the Health Care Subfund. Total City health care costs (medical, dental, vision) almost doubled from approximately \$74 million in 2001 to approximately \$144 million in 2011. The General Fund pays for approximately half of the City's total health care costs in 2013 and 2014.

In 2012, the City's total health costs are expected to increase modestly over 2011 total costs. This projection is based on a review of health care claim activity as of mid-2012, indicating that overall costs incurred through the self-insured medical plan, the Preventive and Traditional options administered by Aetna, are trending at a lower level than was anticipated at the time that 2012 health care rates were set in mid-2011. In addition, a smaller number of catastrophic medical claims have been incurred to date in 2012 compared to forecast. While the City's long-term trend in health care costs is anticipated to continue to grow at roughly 8.0% per year, the City has experienced lower than average claims costs in both 2010 and 2011 after temporarily elevated cost levels in 2009. The lower-than-projected claim experience in 2012 is anticipated to result in a surplus for the Health Care Fund in 2012, and reduces the year-over-year rate increase to the Aetna self-insured medical plans required to cover anticipated cost growth in 2013, as described further below.

The 2013-2014 Proposed Budget continues to implement administrative efficiencies that have been identified by the Health Care Interdepartmental Team (HC IDT). The HC IDT was formed by the City Budget Office in 2011 to foster joint Council-Executive collaboration to evaluate the City's health plan spending, and to develop a longer term set of strategic health care policies. The HC IDT was developed to provide greater policy oversight for the City's health care benefits, given that this is a significant cost area for the City. The HC IDT's work serves to inform discussions of the City's Health Care Committee (HC2), which is comprised of representatives of the City and signatory unions of the Coalition of City Unions.

In 2013, the City will begin to self-insure the Group Health Standard and Deductible medical plans, similar to the approach currently taken with the medical plans administered by Aetna. The HC IDT recommendation to do so was developed in 2011 as a cost saving step that maintains the same level of medical benefits for enrolled employees and family members, while saving costs related to administration of the plans. The move to begin self-insuring Group Health medical plans was approved by the HC2 Committee as part of developing the 2013-2014 health care rates and plan designs. This approach will save the City nearly \$1 million in annual administrative expenses for State premium tax and risk charges that were incurred when fully insuring those plans. In 2013, no significant cost savings will be realized relative to self-insuring the City's Group Health plans, due to the decision to collect an additional \$2.1 million through rates for deposit into the Forecast Variance Reserve (FVR) within the Health Care Subfund in 2012. However, the administrative savings associated with self-insuring Group Health will be realized in each future year that the City continues to self-insure this medical plan. The FVR was established in 2011, with the agreement of HC2, to serve as a reserve to cover the additional risk that the City assumed in that year by discontinuing the purchase of stop loss insurance for the self-insured (Aetna) medical plans and newly self-insuring the City's Washington Dental Service (WDS) plan. The additional FVR funding relative to Group Health self insurance is a prudent action to address the added risks of a self-insured HMO plan.

For informational purposes, the following summarizes the changes in individual medical, dental and vision rates in 2013 over 2012. The rate increases associated with the medical, dental and vision plans for 2013-2014 are developed individually by the City's actuary, AonHewitt, based on rate-setting decisions made by HC2 for the self-insured plans, and acceptance of proposed rates from the insured plans. The rates are then blended into a single weighted average rate for all health (medical, dental and vision) benefits. Any actual changes in employee costs are subject to the terms of the collective bargaining agreements that govern health care benefits cost sharing between the City and employees.

## Personnel Compensation Trust Subfunds

- Medical:
  - Aetna: The rate increase for the City's self-insured medical plans increases by a very modest 2.3% over 2012. Because the City's current per employee per month rate for 2012 is expected to generate more revenue than necessary to cover actual medical costs, the percentage increase for 2013 reflects only the increment needed to cover additional anticipated costs in 2013. This modest rate increase maintains the \$1 million in annual administrative savings initially achieved in 2012 by foregoing stop loss insurance on the Aetna medical plans, and continues to cover this risk internally through the FVR.
  - Group Health: The Group Health medical plan rates increase by 10% in 2013 over 2012, compared to 13% year-over-year increase in rates in 2012 over 2011. This 10% rate increase in 2013 covers anticipated plan costs and funds a one-time initial contribution of \$2.1 million to the Forecast Variance Reserve to address incremental costs associated with self-insuring the City's Group Health plans. The FVR funding associated with Group Health will be evaluated in future years by AonHewitt, with any marginal FVR adjustments provided as part of future Group Health rate calculations. The City will continue to monitor annual administrative and rate savings associated with the change to self-insuring Group Health and will report out on this in future budget cycles.
- Dental: The City's dental plan rates increase by 5% and 3% in 2013 relative to 2012, respectively, for the Washington Dental Service (WDS) and Dental Health Service (DHS) plans.
- Vision: The City's vision plan, Vision Service Plan (VSP), will have rate decreases of 1% in 2013 over 2012 rates for both the basic VSP plan and for the VSP buy-up option which allows employees to purchase additional vision benefits.

In 2013, the City will continue to pursue efficiencies within the health care plans, and will work with the Coalition of City Unions to evaluate and implement additional changes as part of the 2014 rate setting process.

**Industrial Insurance Subfund:** The City's Industrial Insurance program shows a projected growth in workers' compensation claims experience, as well as changes in costs associated with administering this self-insured program. The underlying growth in medical costs is a large driver of the costs for this expense. The medical portion of claims costs are expected to grow by approximately 5% in 2013 and 2014 over expected claims during 2012. Time loss claims costs, which represent wage replacement costs for occupationally ill/injured employees, are expected to grow by 3.2% in 2013-2014 over 2012. The accumulated fund balance within the Industrial Insurance Subfund makes it possible to provide Citywide subsidies to departments in 2013 and 2014. The subsidies partially reduce the Industrial Insurance charges paid by City departments. Overall costs include fees levied by the Washington State Department of Labor and Industries, reinsurance premiums, and the Personnel Department's administrative costs to manage the program, which are increased in 2013. These changes result in an ending unreserved fund balance for the Industrial Insurance Subfund that is considered sufficient to maintain the fund in a healthy financial position moving forward.

**Unemployment Subfund:** Unemployment costs increased significantly during the ongoing economic recession, from approximately \$1 million in 2008 to \$3 million in 2010. Unemployment costs in 2012 were anticipated to be \$2.8 million at the time that the 2012 Adopted Budget was developed in mid-2011. In mid-2012, the City's unemployment forecast indicate that 2012 unemployment claims are likely to total only \$2 million, resulting in additional funds accruing to the fund balance within the Unemployment Subfund in 2012.

The mid-2012 updated forecast indicates that unemployment claims are likely to total approximately \$1.3 million in 2013 and \$950,000 in 2014 due to the continued overall anticipated improvement in economic conditions in 2013. The accumulated fund balance within the Unemployment Subfund makes it possible to use some of the unreserved fund balance in 2013 to partially subsidize all departments other than SPU and SCL, which stopped receiving a share of the unreserved fund balance beginning in 2012. In 2014, unreserved fund balance will be used to subsidize all departments other than SPU, SCL, and DPD which will transition to billing based on actual claims similar to SPU and SCL billing in 2013. These changes result in an ending

## Personnel Compensation Trust Subfunds

unreserved fund balance for the Unemployment Subfund that is considered sufficient to maintain the fund in a healthy financial position moving forward.

**Group Term Life Subfund:** There are no substantive changes from the 2012 Adopted Budget to the 2013-2014 Proposed Budget. The Subfund expenses related to providing Group Term Life and Long Term Disability optional benefits are projected to increase by a combined total of 4% in 2013 over 2012. These expenses within the Subfund are fully supported by employee and department contributions.

**Special Employment Subfund:** There are no substantive changes from the 2012 Adopted Budget to the 2013-2014 Proposed Budget. The Subfund reflects the anticipated level of activity in 2013 and 2014 resulting from revenues and expenditures associated with outside agencies accessing the City's temporary, intern, and work study programs.

**Transit Benefit Subfund:** The 2012 Adopted Budget of \$4.9 million assumed a 5.5% increase in Washington State Ferry (WSF) rates, no increase in Metro rates and little change in usage relative to 2011. The 2013 Proposed Budget is maintained at \$4.9 million and assumes no increases in rates affecting the City's subsidy costs and minimal changes in usage. The 2014 Proposed Budget assumes a 10% increase in Metro fares, or the equivalent of a \$0.25 increase in costs for the 1-zone pass, and a 5.5% increase in WSF fares. These result in a \$500,000 increase to City transit subsidy costs in 2014, for a total appropriation of \$5.4 million in that year.

### Incremental Budget Changes

#### Personnel Compensation Trust Subfunds

#### Health Care Subfund (00627)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 152,611,802</b>	<b>0.00</b>	<b>\$ 152,611,802</b>	<b>0.00</b>
<b>Proposed Policy Changes</b>				
Claims & Premiums Expense	\$ 9,113,953	0.00	\$22,598,174	0.00
<b>Total Incremental Changes</b>	<b>\$9,113,953</b>	<b>0.00</b>	<b>\$22,598,174</b>	<b>0.00</b>
<b>2013 Proposed/2014 Proposed Budget</b>	<b>\$161,725,852</b>	<b>0.00</b>	<b>\$175,209,976</b>	<b>0.00</b>

#### Description of Incremental Budget Changes

##### Proposed Policy Changes

##### Claims & Premiums Expense - \$9,113,953

The 2013 Proposed Budget reflects an increase of \$9.1 million, from \$152.6 million to \$161.7 million, over the total 2012 Adopted Budget for health care claims and premiums expenses. This year over year increase of approximately 6% is due to the underlying growth in health care costs, and is less than the City's long term growth trend in health care costs of 8%. The 2014 estimated increase over 2013 of \$13.5 million represents an anticipated growth rate of approximately 8.5%.

## Personnel Compensation Trust Subfunds

### Industrial Ins. Subfund (00516)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 17,372,740</b>	<b>0.00</b>	<b>\$ 17,372,740</b>	<b>0.00</b>
<b>Proposed Policy Changes</b>				
Increase in Pension Payouts	\$ 150,000	0.00	\$ 250,000	0.00
Increase in Claims Activity	\$ 530,000	0.00	\$ 1,020,000	0.00
<b>Proposed Technical Changes</b>				
Technical Adjustments	\$ 277,260	0.00	\$ 528,260	0.00
<b>Total Incremental Changes</b>	<b>\$ 957,260</b>	<b>0.00</b>	<b>\$ 1,798,260</b>	<b>0.00</b>
<b>2013 Proposed/2014 Proposed Budget</b>	<b>\$ 18,330,000</b>	<b>0.00</b>	<b>\$ 19,171,000</b>	<b>0.00</b>

### Description of Incremental Budget Changes

#### Proposed Policy Changes

##### **Increase in Pension Payouts - \$150,000**

This change reflects an increase of \$250,000 in the City's reserve for pension payouts of \$2.25 million in 2013 relative to \$2.0 million in the 2012 Adopted Budget.

##### **Increase in Claims Activity - \$530,000**

This change reflects an increase in the projected growth in the workers' compensation claim experience, resulting in a budget increase of approximately \$530,000 in 2013, relative to the 2012 Adopted Budget. The accumulated fund balance within the Industrial Insurance Subfund makes it possible to provide total, citywide subsidies to departments in 2013 and 2014 to partially reduce the charges to City departments.

#### Proposed Technical Changes

##### **Technical Adjustments - \$277,260**

This change adjusts the anticipated expenses in 2013 for the Washington State Labor & Industries, various professional services contracts included in this Subfund as compared to the 2012 Adopted Budget.

## Personnel Compensation Trust Subfunds

### Unemployment Ins. Subfund (00517)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	\$ 2,821,162	0.00	\$ 2,821,162	0.00
<b>Proposed Policy Changes</b>				
Decrease in Unemployment Claims	-\$ 1,529,026	0.00	-\$ 1,833,534	0.00
<b>Proposed Technical Changes</b>				
Technical Adjustments	\$ 8,641	0.00	\$ 13,641	0.00
<b>Total Incremental Changes</b>	<b>-\$1,520,385</b>	<b>0.00</b>	<b>-\$1,819,893</b>	<b>0.00</b>
<b>2013 Proposed/2014 Proposed Budget</b>	<b>\$1,300,777</b>	<b>0.00</b>	<b>\$1,001,269</b>	<b>0.00</b>

### Description of Incremental Budget Changes

#### Proposed Policy Changes

##### **Decrease in Unemployment Claims - (\$1,529,026)**

This change decreases the projected unemployment claims by approximately \$1.5 million as compared to the 2012 Adopted Budget, resulting in a net change in total projection from \$2.8 to \$1.3 million due to the continued overall anticipated improvement in economic conditions in 2013. The accumulated fund balance within the Unemployment Subfund makes it possible to use some of the unreserved fund balance in 2013 to partially subsidize all departments other than SPU and SCL, which stopped receiving a share of the unreserved fund balance beginning in 2012.

#### Proposed Technical Changes

##### **Technical Adjustments - \$8,641**

This change increases the professional services budget slightly compared to the 2012 Adopted Budget.

## Personnel Compensation Trust Subfunds

### Group Term Life Ins. Subfund (00628)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	\$ 6,164,483	0.00	\$ 6,164,483	0.00
<b>Proposed Technical Changes</b>				
Technical Adjustments	-\$ 52,163	0.00	\$ 70,083	0.00
<b>Total Incremental Changes</b>	\$ 6,112,320	0.00	\$ 6,234,566	0.00
<b>2013 Proposed/2014 Proposed Budget</b>	\$ 6,112,320	0.00	\$ 6,234,566	0.00

### Description of Incremental Budget Changes

#### Proposed Policy Changes

#### Technical Adjustments – (\$52,163)

The 2013 Proposed Budget reflects minor changes in projections for the Long Term Disability premiums and the Group Term Life Insurance and Accidental Death and Dismemberment premiums compared to the 2012 Adopted Budget. Long Term Disability premiums are expected to decrease by approximately \$148,000, while Group Term Life Insurance and Accidental Death and Dismemberment premiums are expected to increase by approximately \$96,000 in the 2013 Proposed Budget compared to the 2012 Adopted Budget.

### Special Employment Subfund (00515)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	\$ 321,576	0.00	\$ 321,576	0.00
<b>Proposed Technical Changes</b>				
Technical Adjustments	-\$ 121,576	0.00	-\$ 121,576	0.00
<b>Total Incremental Changes</b>	-\$ 121,576	0.00	-\$ 121,576	0.00
<b>2013 Proposed/2014 Proposed Budget</b>	\$ 200,000	0.00	\$ 200,000	0.00

## Personnel Compensation Trust Subfunds

### Description of Incremental Budget Changes

#### Proposed Technical Changes

#### Technical Adjustments – (\$121,576)

The 2013 Proposed Budget reflects a decrease in the anticipated level of activity associated with outside agencies accessing the City's temporary, intern, and work study programs compared to the 2012 Adopted Budget.

### Transit Benefit Subfund (00410)

	2013 Budget	FTE	2014 Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 4,900,000</b>	<b>0.00</b>	<b>\$ 4,900,000</b>	<b>0.00</b>
<b>Proposed Policy Changes</b>				
Transit Fare Increases	\$ 0	0.00	\$ 500,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 0</b>	<b>0.00</b>	<b>\$ 0</b>	<b>0.00</b>
<b>2013 Proposed/2014 Proposed Budget</b>	<b>\$ 4,900,000</b>	<b>0.00</b>	<b>\$ 5,400,000</b>	<b>0.00</b>

### Description of Incremental Budget Changes

#### Proposed Policy Changes

#### Transit Fare Increases

There are no changes from the 2012 Adopted Budget to the 2013 Proposed Budget. The 2013 Proposed Budget assumes no increases in rates affecting the City's subsidy costs and minimal changes in usage. The 2014 Proposed Budget assumes a 10% increase in Metro fares (\$0.25 for the 1-zone pass) and a 5.5% increase in Washington State Ferry fares. These result in a \$500,000 increase to City transit subsidy costs for a total appropriation of \$5,400,000 in 2014.

## Personnel Compensation Trust Subfunds

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Health Care Budget Control Level	NM000	144,121,255	152,611,802	161,725,755	175,209,976
Industrial Insurance Budget Control Level	NR500	15,878,823	17,372,740	18,330,000	19,171,000
Unemployment Insurance Budget Control Level	NS000	2,861,828	2,821,162	1,300,777	1,001,269
Group Term Life Budget Control Level	NA000	5,554,010	6,164,483	6,112,320	6,234,566
Special Employment Budget Control Level	NT000	58,549	321,576	200,000	200,000
Transit Benefit Budget Control Level	TRANSIT B1	4,625,577	4,900,000	4,900,000	5,400,000
<b>Department Total</b>		<b>173,100,042</b>	<b>184,191,763</b>	<b>192,568,852</b>	<b>207,216,811</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## Personnel Compensation Trust Subfunds

### Revenue Overview

#### 2013 Estimated Revenues for the Health Care Subfund (00627)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
469990	Health Care Fund - All Revenues	144,730,713	153,881,884	161,778,926	171,690,889
<b>Total Revenue</b>		<b>144,730,713</b>	<b>153,881,884</b>	<b>161,778,926</b>	<b>171,690,889</b>
379100	Use of (Contribution to) Fund Balance	-609,458	-1,270,082	-53,171	3,519,087
<b>Total Use of Fund Balance</b>		<b>-609,458</b>	<b>-1,270,082</b>	<b>-53,171</b>	<b>3,519,087</b>
<b>Total Resources</b>		<b>144,121,255</b>	<b>152,611,802</b>	<b>161,725,755</b>	<b>175,209,976</b>

#### 2013 Estimated Revenues for the Industrial Insurance Subfund (00516)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
569550	Ind Ins. Fund - All Revenues	15,695,348	16,622,740	17,580,000	18,771,000
<b>Total Revenue</b>		<b>15,695,348</b>	<b>16,622,740</b>	<b>17,580,000</b>	<b>18,771,000</b>
379100	Use of (Contribution to) Fund Balance	183,475	750,000	750,000	400,000
<b>Total Use of Fund Balance</b>		<b>183,475</b>	<b>750,000</b>	<b>750,000</b>	<b>400,000</b>
<b>Total Resources</b>		<b>15,878,823</b>	<b>17,372,740</b>	<b>18,330,000</b>	<b>19,171,000</b>

## Personnel Compensation Trust Subfunds

### 2013 Estimated Revenues for the Unemployment Insurance Subfund (00517)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
569570	Unemployment fund - All Revenues	5,106,389	1,521,162	646,493	317,208
<b>Total Revenue</b>		<b>5,106,389</b>	<b>1,521,162</b>	<b>646,493</b>	<b>317,208</b>
379100	Use of (Contribution to) Fund Balance	-2,244,561	1,300,000	654,284	684,061
<b>Total Use of Fund Balance</b>		<b>-2,244,561</b>	<b>1,300,000</b>	<b>654,284</b>	<b>684,061</b>
<b>Total Resources</b>		<b>2,861,828</b>	<b>2,821,162</b>	<b>1,300,777</b>	<b>1,001,269</b>

### 2013 Estimated Revenues for the Group Term Life Insurance Subfund (00628)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
461110	GTL & LTD - Interest	9,185	10,000	10,000	10,000
469640	GTL - Employee Contribution	2,706,024	3,247,686	3,238,800	3,303,576
469660	LTD - Employee Contribution	2,095,699	2,163,273	2,013,720	2,053,994
569540	GTL - Department Contribution	480,124	455,837	561,000	572,220
569560	LTD - Department Contribution	273,109	297,687	298,800	304,776
461320	Unrealized Gain/(Loss)	786	0	0	0
<b>Total Revenue</b>		<b>5,564,927</b>	<b>6,174,483</b>	<b>6,122,320</b>	<b>6,244,566</b>
379100	Use of (Contribution to) Fund Balance	-10,917	-10,000	-10,000	-10,000
<b>Total Use of Fund Balance</b>		<b>-10,917</b>	<b>-10,000</b>	<b>-10,000</b>	<b>-10,000</b>
<b>Total Resources</b>		<b>5,554,010</b>	<b>6,164,483</b>	<b>6,112,320</b>	<b>6,234,566</b>

## Personnel Compensation Trust Subfunds

### 2013 Estimated Revenues for the Special Employment Program Subfund (00515)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
411960	Special Employment Fund - All Revenues	94,753	321,576	200,000	200,000
<b>Total Revenue</b>		<b>94,753</b>	<b>321,576</b>	<b>200,000</b>	<b>200,000</b>
379100	Use of (Contribution to) Fund Balance	-36,204	0	0	0
<b>Total Use of Fund Balance</b>		<b>-36,204</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>58,549</b>	<b>321,576</b>	<b>200,000</b>	<b>200,000</b>

### 2013 Estimated Revenues for the Transit Benefit Subfund (00410)

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
520670	Interfund Transit Subsidy Revenue	4,625,577	4,900,000	4,900,000	5,400,000
<b>Total Revenue</b>		<b>4,625,577</b>	<b>4,900,000</b>	<b>4,900,000</b>	<b>5,400,000</b>
<b>Total Resources</b>		<b>4,625,577</b>	<b>4,900,000</b>	<b>4,900,000</b>	<b>5,400,000</b>

## Personnel Compensation Trust Subfunds

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

#### Health Care Budget Control Level

The purpose of the Health Care Budget Control Level is to provide for the City's medical, dental, and vision insurance programs; the Flexible Spending Account; the Employee Assistance Program; and COBRA continuation coverage costs.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Health Care Program	144,121,255	152,611,802	161,725,755	175,209,976
<b>Total</b>	<b>144,121,255</b>	<b>152,611,802</b>	<b>161,725,755</b>	<b>175,209,976</b>

#### Industrial Insurance Budget Control Level

The purpose of the Industrial Insurance Budget Control Level is to provide for medical, wage replacement, pension, and disability claims related to occupational injuries and illnesses, occupational medical monitoring, workplace safety programs, and related expenses.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Industrial Insurance Program	15,878,823	17,372,740	18,330,000	19,171,000
<b>Total</b>	<b>15,878,823</b>	<b>17,372,740</b>	<b>18,330,000</b>	<b>19,171,000</b>

#### Unemployment Insurance Budget Control Level

The purpose of the Unemployment Insurance Budget Control Level is to provide the budget authority for the City to pay unemployment compensation expenses.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Unemployment Insurance Program	2,861,828	2,821,162	1,300,777	1,001,269
<b>Total</b>	<b>2,861,828</b>	<b>2,821,162</b>	<b>1,300,777</b>	<b>1,001,269</b>

#### Group Term Life Budget Control Level

The purpose of the Group Term Life Budget Control Level is to provide appropriation authority for the City's group term life insurance, long-term disability insurance, and accidental death and dismemberment insurance.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Group Term Life Program	5,554,010	6,164,483	6,112,320	6,234,566
<b>Total</b>	<b>5,554,010</b>	<b>6,164,483</b>	<b>6,112,320</b>	<b>6,234,566</b>

## Personnel Compensation Trust Subfunds

### Special Employment Budget Control Level

The purpose of the Special Employment Budget Control Level is to capture the expenditures associated with outside agency use of the City's temporary, intern, and work study programs. Outside agencies reimburse the City for costs. Expenses related to employees hired by City departments through the Special Employment Program are charged directly to the departments.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Special Employment Program	58,549	321,576	200,000	200,000
<b>Total</b>	<b>58,549</b>	<b>321,576</b>	<b>200,000</b>	<b>200,000</b>

### Transit Benefit Budget Control Level

The purpose of the Transit Benefit Budget Control Level is to provide appropriation authority for the transit benefits offered to City employees. The Transit Benefit Subfund receives payments from Finance General and fee-supported departments to pay for reduced-cost King County Metro and Washington State Ferry transit passes and related administrative expenses.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Transit Benefit Program	4,625,577	4,900,000	4,900,000	5,400,000
<b>Total</b>	<b>4,625,577</b>	<b>4,900,000</b>	<b>4,900,000</b>	<b>5,400,000</b>

## Personnel Compensation Trust Subfunds

### Personnel Compensation Trust Subfunds Fund Table

#### Health Care Subfund (00627)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	33,355,800	36,605,454	33,965,257	39,433,196	39,486,367
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	144,730,713	153,881,884	153,835,726	161,778,926	171,690,889
Less: Actual and Budgeted Expenditures	144,121,255	152,611,802	148,367,787	161,725,755	175,209,976
<b>Ending Fund Balance</b>	<b>33,965,258</b>	<b>37,875,536</b>	<b>39,433,196</b>	<b>39,486,367</b>	<b>35,967,280</b>
Reserve - Forecast Variance	1,300,000	5,394,000	5,394,000	7,644,000	7,873,320
Reserve - Health Care Purposes	23,638,277	20,217,536	25,012,215	22,815,386	19,066,979
Reserve - State Law	9,026,981	12,264,000	9,026,981	9,026,981	9,026,981
<b>Total Reserves</b>	<b>33,965,258</b>	<b>37,875,536</b>	<b>39,433,196</b>	<b>39,486,367</b>	<b>35,967,280</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Industrial Insurance Subfund (00516)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	6,212,074	6,363,923	6,028,599	5,269,949	4,519,949
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	15,695,348	16,622,740	16,422,740	17,580,000	18,771,000
Less: Actual and Budgeted Expenditures	15,878,823	17,372,740	17,181,390	18,330,000	19,171,000
<b>Ending Fund Balance</b>	<b>6,028,599</b>	<b>5,613,923</b>	<b>5,269,949</b>	<b>4,519,949</b>	<b>4,119,949</b>
Reserve State Requirement	2,628,607	2,960,000	2,910,000	3,130,000	3,277,500
<b>Total Reserves</b>	<b>2,628,607</b>	<b>2,960,000</b>	<b>2,910,000</b>	<b>3,130,000</b>	<b>3,277,500</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,399,992</b>	<b>2,653,923</b>	<b>2,359,949</b>	<b>1,389,949</b>	<b>842,449</b>

## Personnel Compensation Trust Subfunds

### Unemployment Insurance Subfunds (00517)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>627,563</b>	<b>2,543,426</b>	<b>2,872,124</b>	<b>2,323,989</b>	<b>1,669,705</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,106,389	1,521,162	1,520,000	646,493	317,208
Less: Actual and Budgeted Expenditures	2,861,828	2,821,162	2,068,135	1,300,777	1,001,269
<b>Ending Fund Balance</b>	<b>2,872,124</b>	<b>1,243,426</b>	<b>2,323,989</b>	<b>1,669,705</b>	<b>985,644</b>
Reserve Against Fund Balance	500,000	500,000	500,000	500,000	500,000
<b>Total Reserves</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,372,124</b>	<b>743,426</b>	<b>1,823,989</b>	<b>1,169,705</b>	<b>485,644</b>

### Group Term Life Insurance Subfund (00628)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>426,354</b>	<b>436,354</b>	<b>437,271</b>	<b>446,271</b>	<b>456,271</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,564,927	6,174,483	5,879,000	6,122,320	6,244,566
Less: Actual and Budgeted Expenditures	5,554,010	6,164,483	5,870,000	6,112,320	6,234,566
<b>Ending Fund Balance</b>	<b>437,271</b>	<b>446,354</b>	<b>446,271</b>	<b>456,271</b>	<b>466,271</b>
<b>Ending Unreserved Fund Balance</b>	<b>437,271</b>	<b>446,354</b>	<b>446,271</b>	<b>456,271</b>	<b>466,271</b>

## Personnel Compensation Trust Subfunds

### Special Employment Program Subfund (00515)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	82,596	82,596	118,800	118,800	118,800
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	94,753	321,576	200,000	200,000	200,000
Less: Actual and Budgeted Expenditures	58,549	321,576	200,000	200,000	200,000
<b>Ending Fund Balance</b>	<b>118,800</b>	<b>82,596</b>	<b>118,800</b>	<b>118,800</b>	<b>118,800</b>
<b>Ending Unreserved Fund Balance</b>	<b>118,800</b>	<b>82,596</b>	<b>118,800</b>	<b>118,800</b>	<b>118,800</b>

### Transit Benefit Subfund (00410)

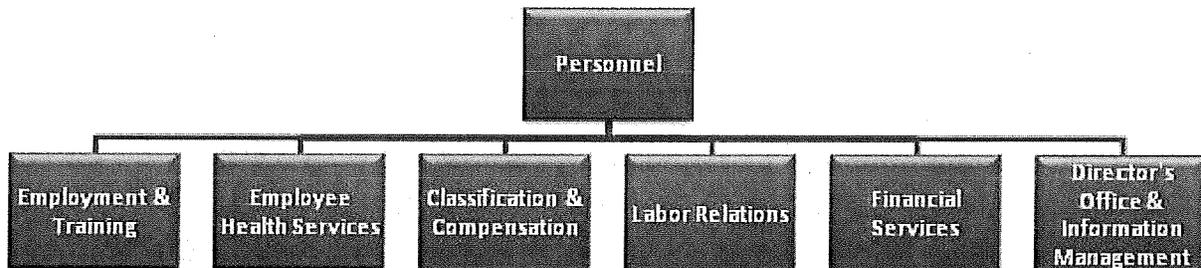
	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,625,577	4,900,000	4,900,000	4,900,000	5,400,000
Less: Actual and Budgeted Expenditures	4,625,577	4,900,000	4,900,000	4,900,000	5,400,000
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Personnel Department

David Stewart, Director

Department Information Line: (206) 684-7999

On the Web at: <http://www.seattle.gov/Personnel>



## Department Overview

The Personnel Department provides human resource services, tools, and expert consultative assistance to departments, policymakers, employees, and the public so the City of Seattle's diverse work force is deployed, supported, and managed fairly to accomplish the City's business goals in a cost-effective and safe manner. The Personnel Department has four primary areas of operation:

- The Employment and Training section provides recruitment and staffing services, mediation, employee development opportunities, contingent workforce oversight, and technical assistance to all City departments so that the City can meet its hiring needs efficiently, comply with legal guidelines, and help departments and employees accomplish the City's work.
- The Employee Health Services section provides quality, cost-effective employee benefits, health care benefits, workers' compensation benefits, and safety services, all of which maintain and promote employee health and productivity, and provide a competitive non-cash compensation package. In addition, this section administers the Seattle Voluntary Deferred Compensation Plan and Trust.
- The Citywide Personnel Services section establishes citywide personnel rules and provides human resources systems, policy advice, information management, finance and accounting services, and expert consultative assistance to departments, policymakers, and employees so that the City can accomplish its business goals in a cost-effective manner. This section includes Policy Development, Information Management, Finance, Budget and Accounting, the Employee Giving and Volunteer Program, Unemployment, and other internal support services.
- The City/Union Relations and Classification/Compensation section negotiates and administers a personnel system for both represented and non-represented employees with the intention of fairly classifying and compensating the City's diverse work force.
  - The City/Union Relations staff provide labor/employee relations services to policymakers and to management staff of City departments, and establish citywide personnel policy.

## Personnel Department

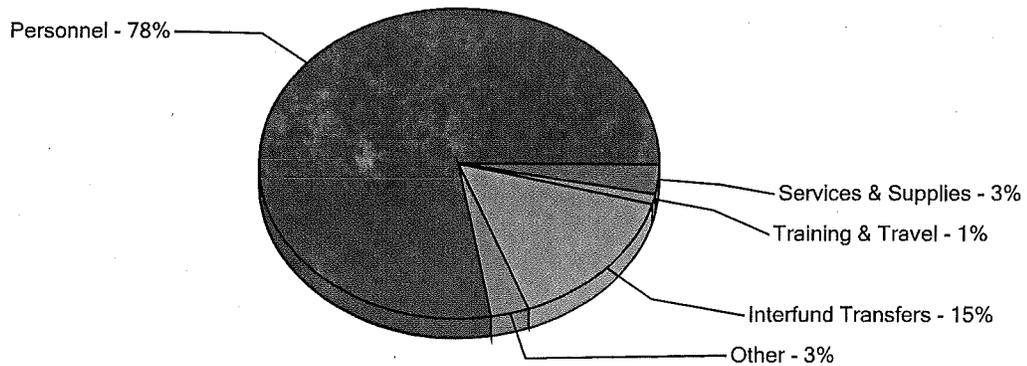
- The Classification and Compensation staff develop pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$11,252,537	\$11,530,794	\$11,814,747	\$12,171,263
Other Funding - Operating	\$0	\$0	\$0	\$0
<b>Total Operations</b>	<b>\$11,252,537</b>	<b>\$11,530,794</b>	<b>\$11,814,747</b>	<b>\$12,171,263</b>
<b>Total Appropriations</b>	<b>\$11,252,537</b>	<b>\$11,530,794</b>	<b>\$11,814,747</b>	<b>\$12,171,263</b>
Full-time Equivalent Total*	104.25	105.25	103.75	103.75

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

### 2013 Proposed Budget - Expenditure by Category



# Personnel Department

## Budget Overview

In developing the 2013-2014 Proposed Budget, Personnel reviewed its internal operations with a focus on performing mandatory functions with greater efficiency. The Department's budget is primarily comprised of labor costs. Through careful financial management, Personnel is able to reduce positions and identify alternative ways of accomplishing this work while prioritizing quality direct services to other City departments. The reductions made in the Proposed Budget allow for a reprioritization of resources. The Proposed Budget increases staffing capacity in areas considered critical and central to the future work of the Department. The Department will continue to perform the same core functions and minimal impact is expected to overall levels of service in 2013-2014.

The Proposed Budget eliminates three existing positions. A Strategic Advisor 1 safety position is eliminated and the mandatory work associated with this position will be shifted to the Industrial Hygienist position. Beginning in 2013, the Industrial Hygienist position will conduct all medical surveillance activities not currently conducted independently by City departments. In addition, the position will share best practices and new state or federal requirements with safety staff in other City departments, certify the annual federal Occupational Safety and Health report, and coordinate with vendors to perform tests to determine if City employees are fit for employment and to return to work.

The Proposed Budget also eliminates a Manager 2 position that manages security for NeoGov and monitors its use and reporting by departments. The position is also involved with portions of Police and Fire recruitment and testing, and the Seattle Youth Employment Program (SYEP). Managing the NeoGov installation will be reassigned to the Information Management Group or to another Employment Services Division employee in Personnel. Police and Fire recruitment, conducted under the direction of the Public Safety Civil Service Commission (PSCSC) members of the Joint Commission, will be fully assumed by other staff currently performing those duties. SYEP duties will be distributed among other employees within Personnel and Citywide who are already performing those duties.

The Proposed Budget also eliminates a vacant Human Resources Information System (HRIS) Specialist position responsible for generating reports and analyzing information from the payroll and position databases. This reduction in staff will decrease Personnel's ability to analyze workforce trend data and increase turn-around time in generating reports. During times of peak workloads, some reporting may be delayed and non-mandated reporting will not be prioritized.

The 2013-2014 Proposed Budget increases staff capacity to perform critical work for the City related to the Americans with Disability Act (ADA). The ADA Coordinator position coordinates legally required accommodations within and between departments when an employee who has been disabled on or off the job and cannot perform the essential functions of their job. The position was reduced to half-time in the 2011 Adopted Budget and this change realigns the position with the full-time body of work that the Department is continuing to experience.

The Proposed Budget also adds a Strategic Advisor I to the Director's Office to assist with the development of a Citywide Human Resource (HR) strategic plan. This work was the primary recommendation resulting from an HR consultant study performed in 2010. The focus of the work will be to develop and provide Citywide coordination of decisions involving training and development, performance management, consistency in practice, recruitment and selection. It will also bring consistency in the application of corrective action and discipline. This position will also work on creating effective succession plans and recruitment strategies. At the same time, Personnel is continuing to evaluate all components of the Department's own operations. A strategic planning process is now underway that includes key initiatives around collaboration, customer focus, and reprioritization and resizing of services and programs. This process will result in the development of a strategic plan that will help guide Department policies and inform future decisions. The results of this strategic planning process will inform future budgets and provide a framework for future operational changes.

In addition to reviewing positions and staffing efficiencies, Personnel evaluated the funding for various staff and programs in the Department. As a result, the Proposed Budget adjusts the charges to the Deferred Compensation account to align with the actual costs incurred by that function.

## Personnel Department

### Incremental Budget Changes

#### Personnel Department

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 11,530,793</b>	<b>105.25</b>	<b>\$ 11,530,793</b>	<b>105.25</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 469,042	0.00	\$ 865,894	0.00
Net-Zero Transfer Between BCLs to Align Budget with Actual Costs	\$ 0	0.00	\$ 0	0.00
Align Budget to Actual Salaries	\$ 46,602	0.00	\$ 47,790	0.00
<b>Proposed Policy Changes</b>				
Eliminate Vacant Position	-\$ 96,000	-1.00	-\$ 100,000	-1.00
Eliminate Positions to Achieve Efficiency	-\$ 266,000	-2.00	-\$ 273,700	-2.00
Increase Positions to Meet Workload Demand	\$ 193,100	1.50	\$ 199,100	1.50
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	-\$ 62,790	0.00	-\$ 98,614	0.00
Technical Adjustment	\$ 0	0.00	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 283,954</b>	<b>-1.50</b>	<b>\$ 640,470</b>	<b>-1.50</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 11,814,747</b>	<b>103.75</b>	<b>\$ 12,171,263</b>	<b>103.75</b>

### Description of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - \$469,042**

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.

##### **Align Budget to Actual Salaries - \$46,602**

This change provides budget authority in response to a compensation ruling. It corrects for wage discrepancies that existed within two job classes.

# Personnel Department

## Proposed Policy Changes

### **Eliminate Vacant Position - (\$96,000)/(1.00) FTE**

This reduction eliminates a vacant HRIS Specialist position responsible for generating reports and analyzing information from the payroll and position databases. Existing staff will absorb the bulk of this work. During times of peak workloads, some reporting may be delayed, and non-mandated reporting will not be prioritized.

### **Eliminate Positions to Achieve Efficiency - (\$266,000)/(2.00) FTE**

This change eliminates a Manager 2 and a Strategic Advisor 1 as part of the Department's review of internal operations. The Manager 2 performs work related to the NeoGov system, Police and Fire recruitment and testing, and the Seattle Youth Employment Program (SYEP). This work will be taken on by other Personnel staff, and in the case of SYEP, other City departments that already perform work in that area will operate more autonomously. The Department also eliminates a Strategic Advisor 1 position responsible for providing consultative services to departments regarding medical testing requirements, occupational health conditions, and fitness for duty. The mandatory work associated with this position will be assumed by the Industrial Hygienist position. There are no expected impacts in services provided to other City departments, and in both cases, the work will be absorbed by existing staff.

### **Increase Positions to Meet Workload Demand - \$193,100/1.50 FTE**

This adjustment adds a Strategic Advisor I to the Director's Office to assist with the development of a Citywide Human Resource (HR) strategic plan. This will allow the Department to develop and provide Citywide coordination of decisions involving training and development, performance management, consistency in practice, recruitment and selection, as well as bring consistency in the application of corrective action and discipline - actions currently made at an agency level. This work was the primary recommendation resulting from a Human Resource consultant study performed in 2010. This position will also work on creating effective succession plans and recruitment strategies. Additionally, the Strategic Advisor I responsible for compliance with the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) that was reduced to half-time in the 2011 Adopted Budget will be restored to full-time to accurately align staffing with the work load. This position coordinates legally required accommodations within and between departments when an employee who has been disabled on or off the job and cannot perform the essential functions of their job.

## Proposed Technical Changes

### **Final Citywide Adjustments for Standard Cost Changes - (\$62,790)**

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**

Technical adjustments include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in Personnel's service delivery. This change represents a net-zero Departmental transfers between several account groups and BCLs to better align the budget with spending.

## Personnel Department

### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,794,755	3,210,651	3,391,171	3,496,441
Citywide Personnel Services Budget Control Level	N3000	1,855,238	2,681,948	2,773,616	2,855,227
Employee Health Services Budget Control Level	N2000	2,594,662	2,695,531	2,836,675	2,929,443
Employment and Training Budget Control Level	N1000	3,007,882	2,942,663	2,813,285	2,890,152
<b>Department Total</b>		<b>11,252,537</b>	<b>11,530,794</b>	<b>11,814,747</b>	<b>12,171,263</b>
<b>Department Full-time Equivalents Total*</b>		<b>104.25</b>	<b>105.25</b>	<b>103.75</b>	<b>103.75</b>

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

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

#### City/Union Relations and Class/Comp Services Budget Control Level

The purpose of the City/Union Relations and Classification/Compensation Services Budget Control Level is to support the City's efforts to fairly manage and compensate its diverse work force. City/Union Relations staff provide technical and professional labor-relations services to policymakers and management staff of all City departments. The Class/Comp staff develop personnel rules, pay programs, perform compensation analysis, and provide classification services and organizational consultation to all City departments.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
City/Union Relations and Class/Comp Services	3,794,755	3,210,651	3,391,171	3,496,441
<b>Total</b>	<b>3,794,755</b>	<b>3,210,651</b>	<b>3,391,171</b>	<b>3,496,441</b>
<b>Full-time Equivalents Total*</b>	<b>33.50</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

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

## Personnel Department

### Citywide Personnel Services Budget Control Level

The purpose of the Citywide Personnel Services Budget Control Level is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, and expert assistance to departments, policymakers, and employees so the City can accomplish its business goals in a cost-effective manner. This program includes Policy Development, Information Management, Finance, Budget and Accounting, Employee Giving and Volunteer Program, Unemployment, and other internal support services.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Citywide Personnel Services	1,855,238	2,681,948	2,773,616	2,855,227
<b>Total</b>	<b>1,855,238</b>	<b>2,681,948</b>	<b>2,773,616</b>	<b>2,855,227</b>
Full-time Equivalents Total*	7.25	20.75	20.75	20.75

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

### Employee Health Services Budget Control Level

The purpose of the Employee Health Services Budget Control Level is to provide quality, cost-effective employee health care and other benefits, workers' compensation benefits, and safety services to maintain and promote employee health and productivity, and to provide a competitive non-cash compensation package. This program also includes administration of the Seattle Voluntary Deferred Compensation Plan and Trust.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Employee Health Services	2,594,662	2,695,531	2,836,675	2,929,443
<b>Total</b>	<b>2,594,662</b>	<b>2,695,531</b>	<b>2,836,675</b>	<b>2,929,443</b>
Full-time Equivalents Total*	21.00	21.50	20.50	20.50

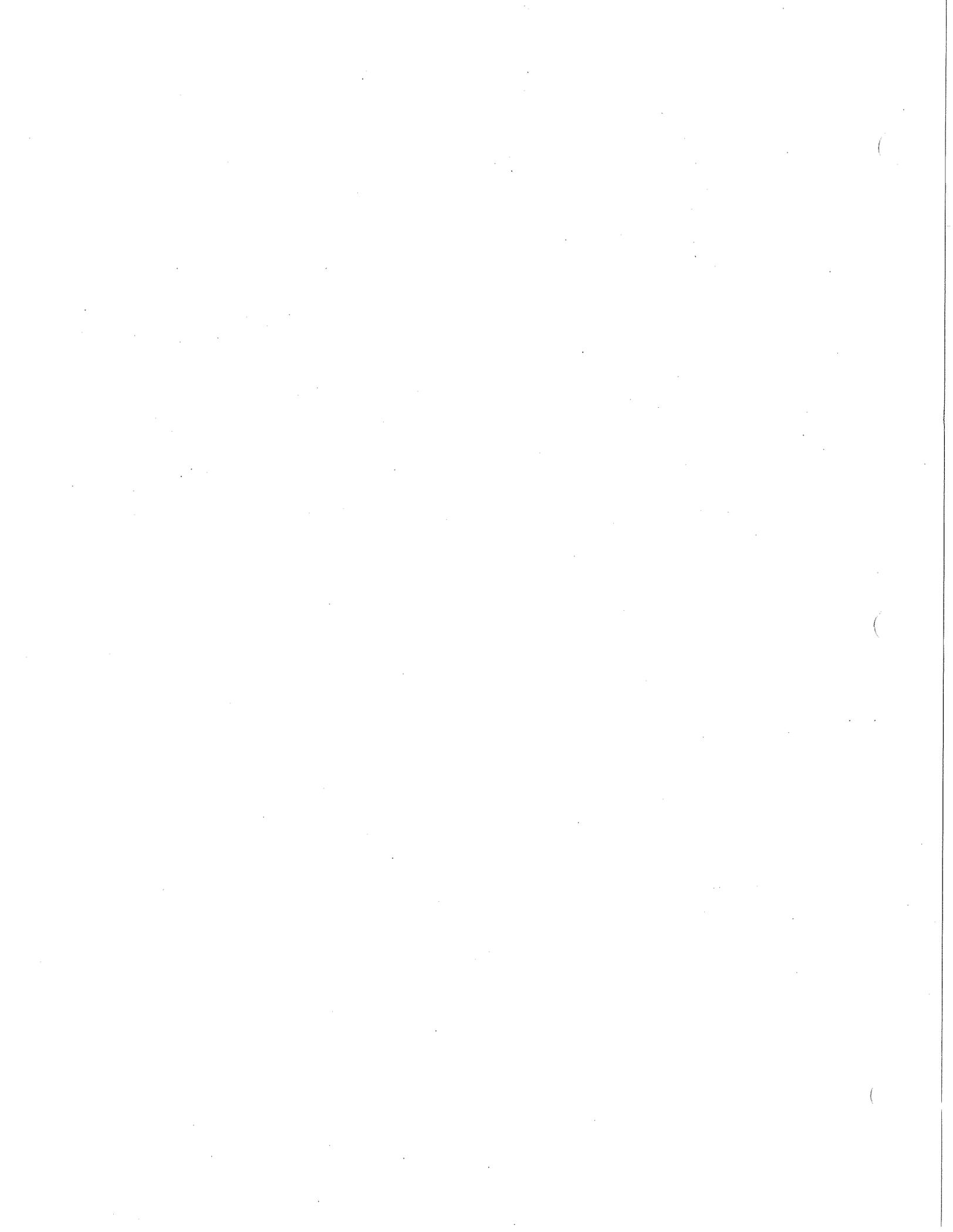
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

### Employment and Training Budget Control Level

The purpose of the Employment and Training Budget Control Level is to provide recruitment and staffing services, employee-development opportunities, mediation, temporary employment services, and technical assistance to all City departments so the City can meet its hiring needs efficiently, maintain legal compliance, and help organizations and employees accomplish their work in a productive and cost-effective manner. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, Contingent Workforce, and Career Quest units.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Employment and Training	3,007,882	2,942,663	2,813,285	2,890,152
<b>Total</b>	<b>3,007,882</b>	<b>2,942,663</b>	<b>2,813,285</b>	<b>2,890,152</b>
Full-time Equivalents Total*	42.50	39.00	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.



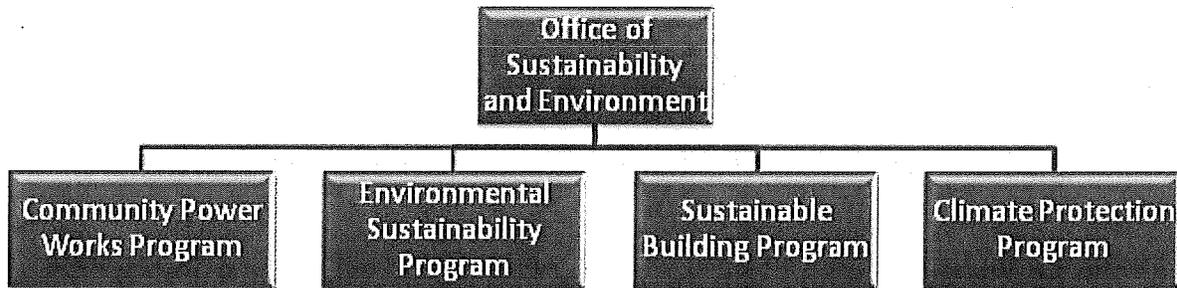
# Office of Sustainability and Environment

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Jill Simmons, Director

Department Information Line: (206) 615-0817

On the Web at: <http://www.seattle.gov/environment>



## Department Overview

The City's Office of Sustainability and Environment (OSE) partners with City departments, community organizations, nonprofits, and businesses to develop and promote policies and practices to solve pressing environmental challenges. OSE develops policies and promotes green initiatives through three functional areas:

- **Citywide Coordination:** Coordinate interdepartmental work on priority programs, policies, and outreach to advance the City's environmental goals. OSE's coordination work includes a focus on food policy, urban forestry, and green infrastructure.
- **Innovation & Research:** Conduct research and development for the City's next generation of environmental sustainability policies and programs. OSE's innovation and research includes a focus on building energy, including implementing Community Power Works, a \$20 million federal grant program to provide energy upgrades across six building sectors throughout Seattle; developing a district energy strategic partnership; and developing performance-based energy codes.
- **Climate Change Action Planning and Measurement:** Lead the development and implementation of the Seattle Climate Action Plan (CAP) to reduce Seattle's greenhouse gas emissions, including goal assessment, action planning, community outreach, and performance measurement. OSE's climate change planning and measurement work also includes developing a climate change adaptation strategy that minimizes the disproportionate impacts of a changing climate while making Seattle less vulnerable and more resilient.

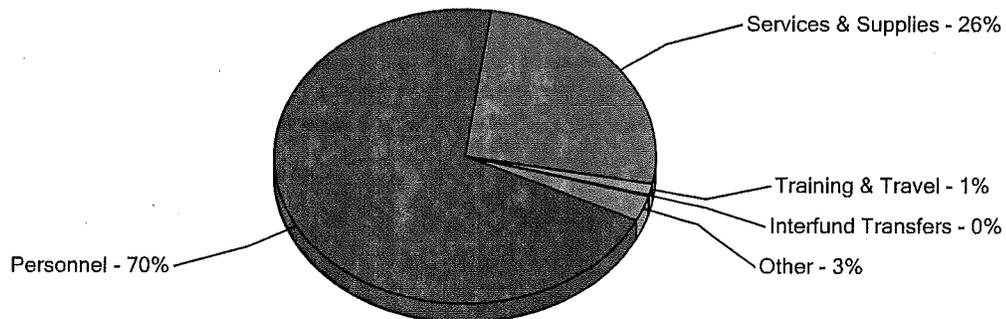
## Office of Sustainability and Environment

### Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$9,235,221	\$1,820,555	\$1,895,677	\$2,022,173
<b>Total Operations</b>	<b>\$9,235,221</b>	<b>\$1,820,555</b>	<b>\$1,895,677</b>	<b>\$2,022,173</b>
<b>Total Appropriations</b>	<b>\$9,235,221</b>	<b>\$1,820,555</b>	<b>\$1,895,677</b>	<b>\$2,022,173</b>
Full-time Equivalent Total*	11.00	15.00	15.00	15.00

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

### 2013 Proposed Budget - Expenditure by Category



### Budget Overview

In developing the 2013-2014 Proposed Budget, the Department reviewed all program areas to identify internal efficiencies and alternate funding sources that enables the Department to preserve direct services to the greatest extent possible.

The 2013-2014 Proposed Budget eliminates a proposed expansion to the Climate Action Community Projects program, which contracts with community groups for projects that help residents implement climate action projects related to building energy, transportation, food, and waste. The Climate Action Community Projects will remain funded at 2012 levels. In addition, OSE will use grant funding to cover a portion of staff time for the 2030 District Liaison and the Citywide Resource Conservation Advisor positions and one-time grant funding in 2013 from the Seattle Foundation to cover a portion of the Food Policy Advisor position. These reductions allow the Department to continue working on critical programs while reducing pressure on General Fund resources.

## Office of Sustainability and Environment

The City of Seattle remains committed to climate protection and reducing greenhouse gas (GHG) emissions. OSE's climate protection work includes completing GHG inventories to gauge progress toward Seattle's near-term and long-term climate protection goals. Since 2008, the Department has completed a community GHG inventory to measure emissions for all of Seattle every three years and a municipal GHG inventory to measure emissions from the City's operations every year. As part of the budget reductions, OSE will continue to conduct a community GHG inventory every three years, but will conduct the City's municipal GHG inventory of City operations only in years when the community GHG inventory is not being updated. This results in cost savings in 2013 due to OSE not bringing in consultant resources to manage the additional work of conducting both inventories in the same year. The next update to the municipal GHG inventory will take place in 2014, and no consultant resources will be needed for that work in that year.

In 2013, the Department will begin fully implementing the compliance phase of the Energy Benchmarking program, which requires non-residential and multifamily buildings over 20,000 square feet to report energy use annually. The Energy Benchmarking program has been in the development and implementation phase since 2009, with OSE providing advance outreach and notification to businesses of the upcoming fines that will be associated with not reporting energy usage beginning in 2012. The 2013-2014 Proposed Budget reflects a budget neutral approach to increasing City staff resources in both OSE and the Department of Finance and Administrative Services (FAS), as well as technical support to enforce the Energy Benchmarking program, by limiting the increase in budgeted resources to the anticipated revenues to be collected as a result of fines paid in future years. Overall, this enforcement work is intended to help achieve the ultimate goal of increasing the energy efficiency of Seattle's buildings.

### Incremental Budget Changes

#### Office of Sustainability and Environment

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 1,820,555</b>	<b>15.00</b>	<b>\$ 1,820,554</b>	<b>15.00</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 65,425	0.00	\$ 121,563	0.00
Remove One-Time 2012 Expenses from Baseline	-\$ 86,700	0.00	-\$ 88,695	0.00
<b>Proposed Policy Changes</b>				
Reduce Funding for Climate Action Community Projects	-\$ 10,000	0.00	-\$ 10,230	0.00
Shift Eligible Personnel Costs to Grant Funding	-\$ 47,146	0.00	\$ 0	0.00
Eliminate Consultant Costs for Greenhouse Gas Inventories	-\$ 15,000	0.00	-\$ 15,345	0.00
Increase Funding for City's Energy Benchmarking Program (Revenue Backed)	\$ 79,850	0.00	\$ 102,375	0.00
<b>Proposed Technical Changes</b>				
Final Citywide Adjustments for Standard Cost Changes	\$ 88,694	0.00	\$ 91,951	0.00
<b>Total Incremental Changes</b>	<b>\$ 75,123</b>	<b>0.00</b>	<b>\$ 201,619</b>	<b>0.00</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 1,895,678</b>	<b>15.00</b>	<b>\$ 2,022,173</b>	<b>15.00</b>

# Office of Sustainability and Environment

## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$65,425**

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.

#### **Remove One-Time 2012 Expenses from Baseline - (\$86,700)**

This adjustment removes one-time expenses from the 2013-2014 baseline budget including the moving expense related to the City Green Building Team moving from DPD to OSE, and one-time consultant expenses to facilitate the development of a citywide Resource Conservation Management Plan. Both of these items were added in the 2012 Adopted Budget to address one-time expenses.

### Proposed Policy Changes

#### **Reduce Funding for Climate Action Community Projects - (\$10,000)**

This action eliminates a proposed expansion of the Climate Action Community Projects program, a program that contracts with community groups for projects that help residents implement climate action projects related to building energy, transportation, food, and waste. This adjustment keeps the program at historical levels of \$40,000 in 2013 while still maintaining funding for this community program that was successfully piloted in 2012 and received positive response from the community.

#### **Shift Eligible Personnel Costs to Grant Funding - (\$47,146)**

This one-time action shifts funding for a portion of the salary and benefits of OSE's 2030 District Liaison position and the Citywide Resource Conservation Advisor position from General Fund to the Community Power Works program, which is supported by funds from the American Recovery & Reinvestment Act (ARRA). The positions will support the Community Power Works program goals for building retrofits in the large commercial and municipal sectors. In addition, another one-time action shifts funding for a portion of the salary and benefits of OSE's Food Policy Advisor position from General Fund to a grant from the Seattle Foundation, to fund professional services for an economic opportunity gap analysis. These actions do not impact service levels, and the shift in funding source for these positions is eligible under the parameters of the grants.

#### **Eliminate Consultant Costs for Greenhouse Gas Inventories - (\$15,000)**

This action eliminates consultant funding in 2013 that would be used to develop the City's municipal greenhouse gas (GHG) inventory. Beginning in 2013, OSE will no longer complete the municipal GHG inventory in the years that the community GHG inventory is required by ordinance to also be completed. The combined work of developing both inventories in the same year has required OSE to bring in consulting support. This professional services funding can be eliminated by moving to a staggered reporting approach. OSE will complete a community GHG inventory in 2013, and will complete a municipal GHG inventory in 2014.

#### **Increase Funding for City's Energy Benchmarking Program (Revenue Backed) - \$79,850**

This change provides OSE with spending authority to support the increased staffing and administrative expenses associated with enforcing the City's Energy Benchmarking program. The additional program costs in 2013 and 2014, as well as new staff costs reflected in the Department of Finance and Administrative Services (FAS) budget, are offset by anticipated General Fund revenues that will be generated through fines collected by FAS as a result of the City's enforcement of the energy benchmarking requirement. These revenues are reflected as part of the overall General Fund revenues collected by the City.

# Office of Sustainability and Environment

## Proposed Technical Changes

### Final Citywide Adjustments for Standard Cost Changes - \$88,694

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
Office of Sustainability and Environment Budget Control Level	X1000	9,235,221	1,820,555	1,895,677	2,022,173
<b>Department Total</b>		<b>9,235,221</b>	<b>1,820,555</b>	<b>1,895,677</b>	<b>2,022,173</b>
<b>Department Full-time Equivalents Total*</b>		<b>11.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

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

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

### Office of Sustainability and Environment Budget Control Level

The purpose of the Office of Sustainability and Environment Budget Control Level is to coordinate interdepartmental environmental sustainability initiatives, identify and develop next generation policies and programs, and lead the City's climate change action planning to move towards carbon neutrality.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Office of Sustainability and Environment	9,235,221	1,820,555	1,895,677	2,022,173
<b>Total</b>	<b>9,235,221</b>	<b>1,820,555</b>	<b>1,895,677</b>	<b>2,022,173</b>
<b>Full-time Equivalents Total*</b>	<b>11.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

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