

Seattle City Light

Jorge Carrasco, CEO and General Manager

(206) 684-3000

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

Department Overview

Seattle City Light (City Light or SCL) was created by the residents of Seattle in 1902 to provide affordable, reliable, and environmentally sound electric power to the City of Seattle and neighboring suburbs. Owned by the community it serves, City Light is a nationally recognized leader in energy efficiency, renewable resource development and environmental stewardship.

City Light provides electric power to approximately 400,000 residential, business, and industrial customers within a 130 square-mile service area. City Light provides power to the City of Seattle and surrounding jurisdictions, including parts of Shoreline, Burien, Tukwila, SeaTac, Lake Forest Park, Renton, Normandy Park, and areas of unincorporated King County.

City Light owns about 2,000 megawatts of very low-cost, environmentally-responsible, hydroelectric generation capacity. In an average year, City Light meets about 50% of its load with city-owned hydroelectric generation and obtains the remainder primarily through the Bonneville Power Administration (BPA). City Light is the nation's tenth largest publicly-owned electric utility in terms of customers served.

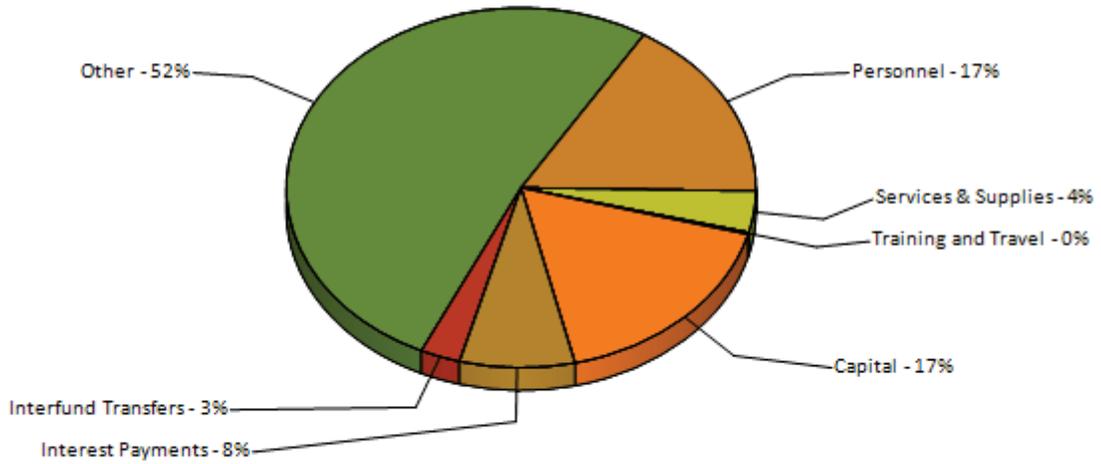
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$833,637,498	\$941,197,896	\$979,993,442	\$971,997,199
Total Operations	\$833,637,498	\$941,197,896	\$979,993,442	\$971,997,199
Other funding - Capital	\$169,503,224	\$201,081,881	\$219,989,718	\$200,786,691
Total Appropriations	\$1,003,140,722	\$1,142,279,777	\$1,199,983,160	\$1,172,783,890
Full-time Equivalent Total*	1,810.75	1,830.25	1,830.25	1,837.25

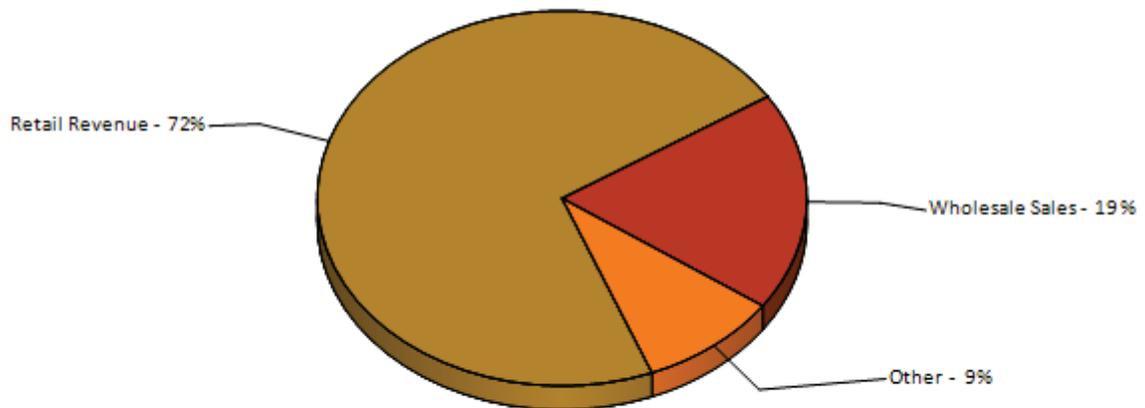
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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2014 Proposed Budget - Expenditure by Category



2014 Proposed Budget - Revenue by Category



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Budget Overview

In July 2012, the City Council adopted the City Light 2013-2018 Strategic Plan, endorsed an average system rate increase for the six-year period, and directed Seattle City Light (SCL) to prepare the 2013-2014 Budget and rates in support of the Plan ([Resolution 31383](#)). The goal of the Strategic Plan and the six-year rate path is to insulate customers from rate volatility and smooth increases over time, so as to create more rate certainty for SCL customers. The 2014 Proposed Budget accounts for unexpected cost increases for two major capital projects, rising customer demand for wireless capabilities, and new staffing requirements necessary to fulfill Strategic Plan initiatives, while remaining within the Strategic Plan's 4.7% average yearly rate increase target.

In 2013, unexpected cost increases for two major capital projects required SCL to make adjustments in its capital program to allow the budget to stay within the rate path prescribed in the 2013-2018 Strategic Plan.

- SCL redesigned the Denny Substation to incorporate public feedback. The new design increases the cost of the project by \$66.3 million between 2014-2019.
- The Unit 53 generator at Boundary Dam suffered severe damage in the spring of 2013 due to an unexpected malfunction, requiring an immediate rebuild in order to avoid a loss of additional revenue from decreased production capacity in 2014. The expedited timeframe and the extent of the damage resulted in an \$11.7 million cost increase for 2013-2014.

To account for these major changes, the utility is deferring and cancelling certain existing programs and changing project timelines. These alterations will result in the delaying of maintenance projects (e.g., cable wire replacements) and the postponement of non-essential infrastructure improvement projects (e.g., voluntary neighborhood undergrounding).

Increased customer demand for wireless telecommunications capabilities coupled with the beginning of the Gigabit Seattle Project, which seeks to bring high-speed internet access to 60,000 homes across 14 different Seattle neighborhoods, has resulted in a backlog of pole attachment work requests. The 2014 Proposed Budget provides the necessary staff and funding to perform this infrastructure work and meet rising customer demand.

Finally, the Proposed Budget adds staff positions that will implement a number of Strategic Plan initiatives. Specifically, the new staff will:

- increase operational efficiency by integrating mapping systems and standardizing operating procedures for fieldwork; and
- help ensure that SCL meets legal and regulatory requirements related to environmental protection (e.g., salmon habitat recovery) by auditing utility operations and projects.

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Incremental Budget Changes

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	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 1,199,983,160	1,830.25
Proposed Changes		
Reduce Conservation Resources Division Funding	-\$ 5,000,000	0.00
Reduce Funding for the New Denny Substation Program	-\$ 5,974,506	0.00
Integrated Geospatial Information System (GIS)	\$ 0	2.00
Reduce Environmental Liability	\$ 0	1.00
Standards and Compatible Units	\$ 0	2.00
Increase Joint-Use Telecommunications and Electrical Distribution Funding	\$ 3,280,999	2.00
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	-\$ 1,196,883	0.00
Technical Adjustments - CIP	-\$ 15,263,149	0.00
Technical Accounting Adjustments - O&M	-\$ 3,045,731	0.00
Total Incremental Changes	-\$ 27,199,270	7.00
2014 Proposed Budget	\$ 1,172,783,890	1,837.25

Descriptions of Incremental Budget Changes

Proposed Changes

Reduce Conservation Resources Division Funding - (\$5,000,000)

When developing the budget for the Conservation Resources Division, SCL originally anticipated that it would need a new customer incentive program to meet annual energy savings targets. However, in order to achieve the necessary energy savings in 2013, the utility installed Compact Fluorescent Lights in residential buildings across the city, a far less costly alternative. The utility will use these one-time cost savings to pay for contracts with energy conservation vendors who will perform the installation work in 2014, thus reducing the funding needs for 2014 while still meeting conservation targets.

Reduce Funding for the New Denny Substation Program - (\$5,974,506)

This adjustment reduces funding for the Denny Substation project for 2014 to account for project rescheduling and increased costs in future years. Based on public feedback, SCL developed a new design for the Denny Substation to create a more aesthetically pleasing structure. The new design requires the vacation of Pontius Street and increases the overall cost of the project by \$66.3 million through 2019. The new design requires a

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delay in the construction schedule for the substation, postponing the need for 2014 funding until 2015-2016. To accommodate the increased overall costs, SCL will cancel or defer other capital projects, as reflected in the 2014-2019 CIP. When complete, the new Denny Substation will create a stronger and better-integrated distribution system throughout the city and provide highly reliable power to serve the city's growing biotechnology research and information technology sectors.

Integrated Geospatial Information System (GIS)/2.00 FTE

This adjustment adds two positions to oversee the long-term implementation of the GIS Strategic Initiative, which seeks to integrate non-compatible GIS systems into a single system that can better support transmission, distribution and streetlight system management. The newly integrated system requires additional staff to manage and maintain a combined Enterprise GIS dataset. These electrical engineering specialists will create and maintain complex maps with GIS data that are currently unavailable to utility staff.

Reduce Environmental Liability/1.00 FTE

City Light created the Reduce Environmental Liability Strategic Initiative to comply with various federal, state and local laws related to environmental protection (e.g., salmon habitat recovery, superfund site cleanup, hazardous waste management efforts). Auditing, strategic coordination and planning work ensure the utility's compliance. This adjustment transitions a temporary position into a permanent position to continue this ongoing body of work.

Standards and Compatible Units/2.00 FTE

As part of the Standards and Compatible Units Strategic Initiative, the utility is developing a set of standard operating procedures for field staff to follow. These standards will substantially increase operational productivity and efficiency. This adjustment replaces contract positions with two permanent positions to continue this work. Future work will include the development of a materials guide to ensure that compatible units are used for all standard operations.

Increase Joint-Use Telecommunications and Electrical Distribution Funding - \$3,280,999/2.00 FTE

This adjustment provides funding and staff in the Joint Use Organizational Unit to make infrastructure improvements that will accommodate increased customer demand for wireless telecommunications installations and additional work stemming from the Gigabit Seattle Project. Customers requested a large number of wireless upgrade projects in 2013 that generated higher workloads than originally anticipated. The unit currently faces a backlog of 65 wireless projects valued at approximately \$4 million. In addition, the Gigabit Seattle Project will require installation of approximately 200-250 miles of fiber optic cable affecting between 8,000-10,000 utility poles. Project work will begin in 2013 and continue throughout 2014. The Gigabit project will provide high-speed internet access to 60,000 homes across 14 different city neighborhoods.

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - (\$1,196,883)

Citywide technical adjustments made to 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.

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Technical Adjustments - CIP - (\$15,263,149)

This adjustment reflects year-to-year changes in planned CIP spending for existing CIP projects. For a summary of City Light's capital program and more detail on project level changes, please see the 2014-2019 Proposed CIP document.

Technical Accounting Adjustments - O&M - (\$3,045,731)

This adjustment reflects the transfer of position-related benefit costs, a decrease in debt service payments due to a lower than expected bond issuance, and an alteration in total city and state tax payments.

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Capital					
Customer Focused - CIP Budget Control Level	SCL370	64,485,918	53,503,046	57,204,028	42,214,506
Financial Services - CIP Budget Control Level	SCL550	2,407,725	8,612,388	15,920,063	5,848,245
Power Supply & Environmental Affairs - CIP Budget Control Level	SCL250	50,433,776	72,923,920	63,417,769	63,588,127
Transmission and Distribution - CIP Budget Control Level	SCL360	52,175,806	66,042,527	83,447,858	89,135,813
General Expense					
Debt Service Budget Control Level	SCL810	176,240,516	179,667,546	196,466,429	192,033,882
General Expenses Budget Control Level	SCL800	77,913,188	86,752,636	87,109,392	88,189,686
Taxes Budget Control Level	SCL820	75,938,084	81,554,950	86,159,048	87,435,816
Operations and Maintenance					
Compliance and Security Budget Control Level	SCL900	2,891,938	3,163,331	3,442,861	3,414,126
Conservation Resources and Environmental Affairs O&M Budget Control Level	SCL220	38,752,439	59,893,973	61,573,633	56,414,392
Customer Services Budget Control Level	SCL320	25,305,390	27,635,692	28,307,173	28,010,478
Distribution Services Budget Control Level	SCL310	67,941,292	73,787,206	73,941,794	74,119,488
Financial Services - O&M Budget Control Level	SCL500	29,109,187	36,023,479	36,575,868	36,700,560

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Human Resources Budget Control Level	SCL400	5,316,741	9,380,049	9,137,512	9,043,467
Office of Superintendent Budget Control Level	SCL100	3,085,638	3,121,630	3,198,260	3,161,304
Power Supply O&M Budget Control Level	SCL210	43,671,627	50,892,548	51,451,103	50,843,631
Power Purchase					
Long-Term Purchased Power Budget Control Level	SCL720	287,471,458	277,322,789	287,056,886	287,056,886
Short-Term Purchased Power Budget Control Level	SCL710	0	52,002,066	55,573,482	55,573,482
Department Total		1,003,140,722	1,142,279,777	1,199,983,160	1,172,783,890
Department Full-time Equivalent Total*		1,810.75	1,830.25	1,830.25	1,837.25

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Revenue Overview

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
431010	Operating Grants	2,837,911	0	0	1,000,000
431200	BPA Conservation & Renewables Credit	0	0	0	0
431200	BPA Payments for Conservation Deferred	7,477,027	5,355,575	0	4,814,404
443250	Other O&M Revenue	8,745,990	5,631,984	5,766,516	8,391,596
443250	Revenue From Damage	1,190,778	1,635,031	1,676,279	1,153,844
443345	BPA Credit for South Fork Tolt	3,331,693	3,337,901	3,231,468	3,412,748
443380	Account Change Fees	1,243,490	1,529,349	1,567,582	1,254,456
443380	Construction & Miscellaneous Charges	1,494	1,188,857	1,217,324	1,000
443380	Late Payment Fees	4,409,429	3,883,873	3,976,647	5,261,013
443380	Pole Attachments	2,223,709	2,122,979	2,176,537	2,674,867
443380	Property Rentals	2,548,272	1,351,676	1,383,964	2,521,144
443380	Reconnect Charges	1,134,127	260,278	266,496	1,000,000
443380	Transmission Attach. & Cell Sites	1,285,771	2,815,610	2,886,642	1,549,740
443380	Water Heater & Miscellaneous Rentals	159,690	196,659	201,356	150,000
461100	Federal Subsidies of Interest Payments on Debt	4,619,321	5,443,191	5,443,191	5,165,588
461100	Interest Earnings	4,390,411	7,627,766	9,214,952	5,497,640

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461100	Sale of Property, Material & Equip.	173,220	1,100,983	1,127,594	19,127,594
462900	North Mountain Substation (Snohomish PUD)	229,987	397,226	403,206	401,544
462900	Transmission Sales	5,409,760	4,020,000	4,020,000	5,420,004
469990	Conservation - Customer Payments	0	0	0	0
473010	Capital Fees and Grants	434,498	107,654	109,887	109,887
482000	Contributions in Aid of Construction	21,591,041	21,057,333	23,285,408	18,192,404
482000	Suburban Undergrounding	543,068	1,138,795	1,250,498	831,105
541830	DOIT Rebate for Data Center	0	0	0	501,011
541830	Reimbursement for CCSS - CIP	0	0	0	7,217,500
541830	Reimbursement for CCSS - O&M	915,121	552,802	528,740	2,293,380
	Total Other	74,895,808	70,755,521	69,734,286	97,942,469
443310	Energy Sales to Customers	663,864,348	700,295,952	744,531,645	753,904,086
443310	Out of System Sales	0	0	0	0
443310	Retail Energy Revenue from Current Diversion, Un-Permitted House Rewires and No Longer Allowing Flat-Rate Billings	0	2,156,369	2,210,769	0
443310	Seattle Green Power/GreenUp/Community Solar	1,265,754	2,801,449	2,863,034	2,863,034
	Total Retail Revenue	665,130,101	705,253,770	749,605,448	756,767,120
443310	Sales from Priest Rapids	4,539,184	4,400,000	4,800,000	5,151,204
443345	Article 49 Sale to Pend Oreille Country	1,766,241	1,799,799	1,842,094	1,808,988
443345	Basis Sales	2,610,578	0	0	3,000,000
443345	Other Power Related Services	2,031,098	7,000,000	6,559,992	3,615,804
443345	Surplus Energy Sales	86,728,165	174,951,102	185,049,536	185,049,536
	Total Wholesale Sales	97,675,266	188,150,901	198,251,622	198,625,532
	Total Revenues	837,701,175	964,160,192	1,017,591,356	1,053,335,120
379100	Use of (Contribution to) Fund Balance due to GSF St Lighting Payments	0	0	0	0
	Total Other	0	0	0	0
379100	Transfers from Construction Fund	297,901,741	177,759,423	188,684,444	122,110,478
	Total Transfers	297,901,741	177,759,423	188,684,444	122,110,478
	Total Resources	1,135,602,916	1,141,919,615	1,206,275,800	1,175,445,598

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Appropriations By Budget Control Level (BCL) and Program

Customer Focused - CIP Budget Control Level

The purpose of the Customer Focused - CIP Budget Control Level is to provide for the capital costs of customer service connections, meters, and other customer-driven projects, including large inter-agency projects requiring utility services or relocations. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Focused - CIP	64,485,918	53,503,046	57,204,028	42,214,506
Total	64,485,918	53,503,046	57,204,028	42,214,506
Full-time Equivalents Total*	132.32	132.32	132.32	132.32

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Financial Services - CIP Budget Control Level

The purpose of the Financial Services - CIP Budget Control Level is to provide for the capital costs of rehabilitation and replacement of the Utility's financial systems and information technology infrastructure, and the development and implementation of large software applications. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Financial Services - CIP	2,407,725	8,612,388	15,920,063	5,848,245
Total	2,407,725	8,612,388	15,920,063	5,848,245
Full-time Equivalents Total*	6.71	8.71	8.71	8.71

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Power Supply & Environmental Affairs - CIP Budget Control Level

The purpose of the Power Supply & Environmental Affairs - CIP Budget Control Level is to provide for the capital costs of maintaining the physical generating plant and associated power license and regulatory requirements. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Power Supply & Environmental Affairs - CIP	50,433,776	72,923,920	63,417,769	63,588,127
Total	50,433,776	72,923,920	63,417,769	63,588,127
Full-time Equivalents Total*	73.26	73.26	73.26	73.26

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Transmission and Distribution - CIP Budget Control Level

The purpose of the Transmission and Distribution - CIP Budget Control Level is to provide for the capital costs of installation, major maintenance, rehabilitation, and replacement of transmission lines, substations, distribution feeders, transformers, and other elements of the Utility's transmission and distribution systems. This Budget Control Level supports capital projects identified in the Adopted 2012-2017 Capital Improvement Plan.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Transmission and Distribution - CIP	52,175,806	66,042,527	83,447,858	89,135,813
Total	52,175,806	66,042,527	83,447,858	89,135,813
Full-time Equivalents Total*	156.06	156.06	156.06	156.06

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Debt Service Budget Control Level

The purpose of the Debt Service Budget Control Level is to meet principal repayment and interest obligations on funds borrowed to meet City Light's capital expenditure requirements.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service - BCL	176,240,516	179,667,546	196,466,429	192,033,882
Total	176,240,516	179,667,546	196,466,429	192,033,882

General Expenses Budget Control Level

The purpose of the General Expenses Budget Control Level is to provide for the general expenses of the Utility that, for the most part, are not directly attributable to a specific organizational unit. These expenditures include insurance, bond issue costs, bond maintenance fees, audit costs, Law Department legal fees, external legal fees, employee benefits (medical and retirement costs), industrial insurance costs, general claims costs, and services provided by the City's internal services departments through the central cost allocation mechanism.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Expenses	77,913,188	86,752,636	87,109,392	88,189,686
Total	77,913,188	86,752,636	87,109,392	88,189,686

Taxes Budget Control Level

The purpose of the Taxes Budget Control Level is to pay City Light's legally required tax payments for state, city, and local jurisdictions. This Budget Control Level includes funding for franchise contract payments negotiated with local jurisdictions in City Light's service territory.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Taxes	75,938,084	81,554,950	86,159,048	87,435,816
Total	75,938,084	81,554,950	86,159,048	87,435,816

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Compliance and Security Budget Control Level

The purpose of the Compliance and Security Budget Control Level is to monitor compliance with federal electric reliability standards and secure critical utility infrastructure.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Compliance and Security	2,891,938	3,163,331	3,442,861	3,414,126
Total	2,891,938	3,163,331	3,442,861	3,414,126
Full-time Equivalents Total*	14.00	16.00	16.00	16.00

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Conservation Resources and Environmental Affairs O&M Budget Control Level

The purpose of the Conservation Resources and Environmental Affairs O&M Budget Control Level is to design and implement demand-side conservation measures that offset the need for additional generation resources, and to help the utility generate and deliver energy in an environmentally responsible manner. This Budget Control Level also supports the utility's renewable resource development programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Conservation Resources and Environmental Affairs O&M	38,752,439	59,893,973	61,573,633	56,414,392
Total	38,752,439	59,893,973	61,573,633	56,414,392
Full-time Equivalents Total*	116.50	116.50	116.50	117.50

* 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.

Customer Services Budget Control Level

The purpose of the Customer Services Budget Control Level is to provide customer services, including metering, billing, account management, and customer information systems.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Services	25,305,390	27,635,692	28,307,173	28,010,478
Total	25,305,390	27,635,692	28,307,173	28,010,478
Full-time Equivalents Total*	203.75	203.75	203.75	203.75

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Distribution Services Budget Control Level

The purpose of the Distribution Services Budget Control Level is to provide reliable electricity to customers through operation and maintenance of City Light's overhead and underground distribution systems, substations, and transmission systems.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Distribution Services	67,941,292	73,787,206	73,941,794	74,119,488
Total	67,941,292	73,787,206	73,941,794	74,119,488
Full-time Equivalents Total*	575.04	578.04	578.04	584.04

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Financial Services - O&M Budget Control Level

The purpose of the Financial Services - O&M Budget Control Level is to manage the utility's financial health through planning, risk mitigation, and provision of information to make financial decisions. Information technology services are also provided through this Budget Control Level to support systems and applications used throughout the utility.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Financial Services - O&M	29,109,187	36,023,479	36,575,868	36,700,560
Total	29,109,187	36,023,479	36,575,868	36,700,560
Full-time Equivalents Total*	186.90	191.90	191.90	191.90

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Human Resources Budget Control Level

The purpose of the Human Resources Budget Control Level is to provide employee and management support services, including safety programs, organizational development, training, personnel, and labor relations.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Human Resources	5,316,741	9,380,049	9,137,512	9,043,467
Total	5,316,741	9,380,049	9,137,512	9,043,467
Full-time Equivalents Total*	54.00	57.50	57.50	57.50

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Office of Superintendent Budget Control Level

The purpose of the Office of the Superintendent Budget Control Level is to provide leadership and broad departmental policy direction to deliver reliable electric power and maintain the financial health of the utility. The utility's communications and governmental affairs functions are included in this Budget Control Level.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Superintendent	3,085,638	3,121,630	3,198,260	3,161,304
Total	3,085,638	3,121,630	3,198,260	3,161,304
Full-time Equivalents Total*	17.75	17.75	17.75	17.75

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Power Supply O&M Budget Control Level

The purpose of the Power Supply O&M Budget Control Level is to provide clean, safe, economic, efficient, reliable sources of electric power for City Light customers. This Budget Control Level supports the power generation and power marketing operations of the utility. Utility-wide support services such as shops, real estate, fleet, and facility management services are also included in this Budget Control Level.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Power Supply O&M	43,671,627	50,892,548	51,451,103	50,843,631
Total	43,671,627	50,892,548	51,451,103	50,843,631
Full-time Equivalents Total*	274.46	278.46	278.46	278.46

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Long-Term Purchased Power Budget Control Level

The purpose of the Long-Term Purchased Power Budget Control Level is to acquire wholesale power, transmission, and other related services (including renewable energy credits) to meet the Utility's long-term demand for power. This Budget Control Level provides appropriations for planned transactions beyond 24 months in advance.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Long-Term Purchased Power	287,471,458	277,322,789	287,056,886	287,056,886
Total	287,471,458	277,322,789	287,056,886	287,056,886

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Short-Term Purchased Power Budget Control Level

The purpose of the Short-Term Purchased Power Budget Control Level is to acquire wholesale power, transmission, and other related services (including renewable energy credits) to manage the Utility's short-term demand given the variability of hydroelectric power. This Budget Control Level provides appropriations for planned transactions of up to 24 months in advance.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Short-Term Purchased Power	0	52,002,066	55,573,482	55,573,482
Total	0	52,002,066	55,573,482	55,573,482

City Light Fund Table

City Light Fund

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	374,598,260	306,743,928	432,001,461	331,189,103	363,722,256
Accounting and Technical Adjustments	222,842,748	202,564,759	201,134,363	149,960,721	104,297,296
Plus: Actual and Estimated Revenues	837,701,175	964,160,192	872,506,047	1,017,591,356	1,053,335,120
Less: Actual and Budgeted Expenditures	1,003,140,722	1,142,279,777	1,141,919,615	1,199,983,160	1,172,783,890
Ending Cash Balance	432,001,461	331,189,103	363,722,256	298,758,019	347,997,337
Construction Account	106,060,842	38,710,267	19,103,023	-	-
Contingency/RSA*	128,271,427	114,993,726	92,993,726	116,975,855	93,867,867
Restricted Accounts**	41,364,448	73,733,402	56,878,134	94,308,936	80,043,791
Total Reserves	275,696,717	227,437,395	168,974,883	211,284,791	173,911,658
Ending Unreserved Cash Balance***	156,304,745	103,751,708	194,747,373	87,473,228	174,085,679

*The fund table reflects Council's action to transfer up to \$22 million into the Rate Stabilization Account (RSA) in 2012 as part of 2013 Adopted Budget legislation (Ordinance 124059). The fund table assumes that Net Wholesale Revenue will meet the targets in future years, that no transfers will be made between the RSA and Operating Cash and that no RSA Surcharges will occur. Actual performance will depend on the water availability, wholesale energy prices, and other factors. The slight increase in RSA balance from year to year reflects interest earned on cash and short-term investments held in the account. Net Wholesale Revenue targets are established by City Light's Strategic Plan.

**Includes Special Deposits, Debt Service Account, and Bond Reserves. Does not include the Construction Account.

***Includes All City Light Cash other than Special Deposits, Debt Service Account, and Bond Reserve.

Seattle Public Utilities

Ray Hoffman, Director

(206) 684-3000

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

Department Overview

Seattle Public Utilities (SPU) provides reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities SPU serves. SPU operates three distinct utilities: Drainage and Wastewater, Solid Waste, and Water. The three utilities each have unique revenue sources and capital improvement projects, but share many operations and administration activities within SPU and the City.

Drainage and Wastewater: The Drainage and Wastewater Utility collects and disposes or discharges storm runoff and wastewater from residences, businesses, institutions, and public properties within the City. In addition to handling sewage and storm water runoff, Drainage and Wastewater works with other government agencies and private parties to address EPA-mandated sediment cleanup projects where contamination is linked to storm water or sewage, such as Gas Works Park and the Lower Duwamish Waterway. The drainage and wastewater system includes approximately 448 miles of sanitary sewers, 968 miles of combined sewers, 460 miles of storm drains, 68 pump stations, 90 permitted combined sewer overflow outfalls, 342 storm drain outfalls, 130 storm water quality treatment facilities, 145 flow control facilities, and 38 combined sewer overflow control detention tanks and pipes.

Solid Waste: The Solid Waste Utility collects and processes recycling, compostables, and residential and commercial garbage to promote quality of life, environmental stewardship, public health, and safety. The City owns and operates two transfer stations, two household hazardous waste facilities, a fleet of trucks and heavy equipment, and two closed landfills. The Solid Waste Capital Improvement Plan (CIP) supports the transfer stations, heavy equipment, and post-closure projects on two landfills previously used by the City. In addition, SPU contracts with private companies who collect household refuse, compostable material, and recyclables and deliver the material to recycling and composting facilities and to transfer stations for its ultimate processing or disposal. In concert with its waste handling and disposal activities, Solid Waste engages its customers in environmental sustainability programs that promote recycling, composting and reducing waste generation. Solid Waste also works to keep Seattle clean, by targeting illegal dumping, automobile abandonment, graffiti removal, and providing public litter cans and recycling bins across Seattle.

Water: The Water Utility provides reliable, clean and safe water to more than 1.3 million customers in and around Seattle for consumption and other uses. The water delivery system extends from Edmonds to Des Moines and from Puget Sound to Lake Joy near Duvall. SPU delivers water directly to its customers in Seattle and adjacent areas, and provides wholesale water to 21 suburban water utilities and two interlocal associations for distribution to their customers. The Water Utility includes 1,800 miles of pipeline, 30 pump stations, 15 treated water reservoirs, three wells, and 104,000 acres in two watersheds. The Utility builds, operates, and maintains the City's water infrastructure to ensure system reliability, conserve and enhance the region's environmental resources, and protect public health and safety. SPU engages the community in conservation efforts to reduce water consumption.

SPU monitors its funds using financial targets and employs these metrics to communicate about the financial health of its utilities with the Mayor and Council, Seattle residents and businesses, and the bond rating agencies. Financial performance metrics include net income; year-end cash balance; the amount of cash versus debt

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dedicated to the CIP; debt service coverage, which is the amount of cash available to pay annual debt service after day-to-day system expenses are paid; and, for the Drainage and Wastewater Fund, the debt to asset ratio. As a result of strong financial management and a commitment on the part of elected officials to establishing prudent rates, SPU has some of the strongest bond ratings of any utility in the country. SPU's Water and Drainage and Wastewater bonds are rated one notch below the highest rating by both S&P (AA+) and Moody's (Aa1), while Solid Waste bonds, which traditionally are viewed as more risky by ratings agencies, are just slightly lower and still categorized as High Grade High Quality bonds (AA and Aa3 from the two agencies, respectively). These high ratings help SPU sell revenue bonds to fund infrastructure investments at the lowest costs possible. This benefits the utilities and the rate payers they serve.

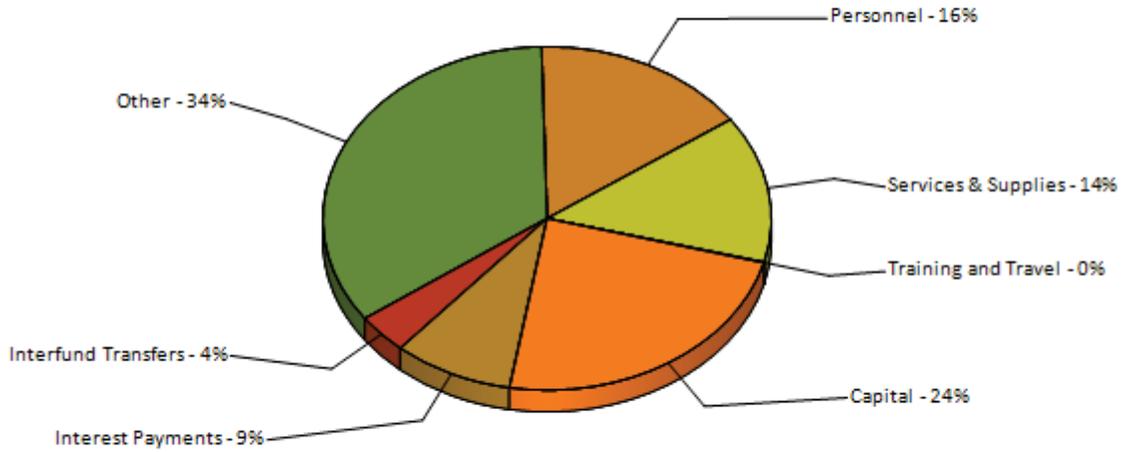
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,193,307	\$1,139,074	\$1,166,568	\$1,213,287
Other Funding - Operating	\$636,609,811	\$678,861,888	\$699,001,246	\$707,061,128
Total Operations	\$637,803,118	\$680,000,962	\$700,167,814	\$708,274,415
Other funding - Capital	\$121,799,391	\$171,868,429	\$208,219,822	\$217,415,899
Total Appropriations	\$759,602,509	\$851,869,391	\$908,387,636	\$925,690,314
Full-time Equivalent Total*	1,411.05	1,400.55	1,400.55	1,403.55

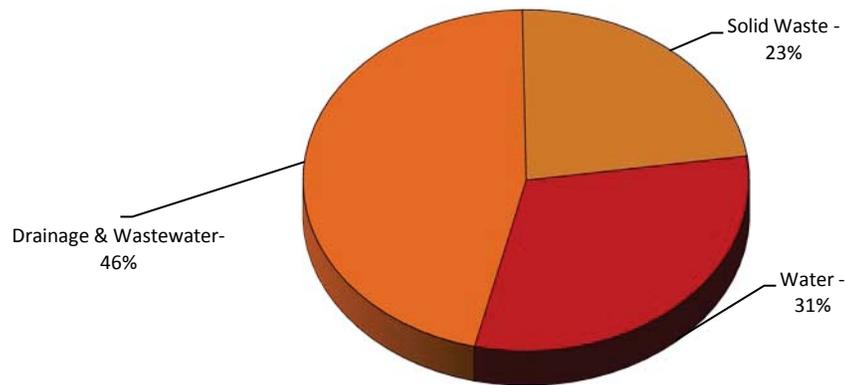
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Seattle Public Utilities

2014 Proposed Budget - Expenditure by Category



2014 Proposed Budget - Revenue by Category



Seattle Public Utilities

Budget Overview

Seattle Public Utilities (SPU) is not proposing any significant program changes or rate adjustments from the 2014 Endorsed Budget as it is evaluating and addressing a department-wide long-term vision through a new strategic planning process.

Strategic Business Plan:

SPU embarked on developing a Strategic Business Plan in 2012 to guide the department's operations and investments for the next several years. A nine-member customer panel is overseeing the development of the Strategic Business Plan. The Plan will set a transparent and integrated direction for all SPU utilities and will contain a six-year rate path for water, drainage, wastewater, and solid waste rates. SPU expects to complete the Plan in 2014.

The 2014 Proposed Budget funds increased efforts related to the development and implementation of the Strategic Business Plan, including enhancing community outreach and expanding human resources capacity to transform the workplace by attracting, developing, and retaining a skilled workforce.

Shared SPU Changes:

The 2014 Proposed Budget contains several non-programmatic department adjustments that are shared among the divisions and address the following:

- Costs related to staffing for internal financial controls and capital programs
- A new state mandate regarding underground utility location services
- Increased technology costs to address software licenses, training, and equipment
- City-wide and department technical cost adjustments

These are detailed in the Description of Incremental Budget Changes - Shared SPU Changes.

Drainage and Wastewater Highlights:

The Drainage and Wastewater Utility provides wastewater and stormwater management services to residences and businesses in the City of Seattle. It is supported almost entirely by utility fees. For wastewater, SPU collects charges based on metered water usage via the SPU combined utility bill. For drainage, SPU charges Seattle property owners fees based on property characteristics contributing to stormwater runoff. The drainage fee appears as a line item on King County property tax bills.

Current forecasts suggest that SPU will take in about 3% more in Drainage revenue than it assumed in the 2014 Endorsed Budget due mostly to increased property development. SPU expects a 9% increase in Wastewater revenues for 2014 as compared to the 2014 Endorsed Budget due to increased water consumption. Based on the rate path adopted by City Council in fall 2012 for 2013 through 2015, typical residential bills will increase by 10.3%, or \$2.48 per month, for drainage, and increase by 0.9%, or \$0.43 per month, for wastewater in 2014 relative to 2013.

Environmental Compliance: In 2014, Drainage and Wastewater will continue the efforts identified in the 2014 Endorsed Budget to address environmental compliance through long term issues like Combined Sewer Overflows (CSOs), National Pollutant Discharge Elimination System (NPDES) permits, and contaminated soil cleanups and containments areas. Capital program increases presented in the 2014-2019 Proposed CIP reprioritize and add projects based on recent CSO program decisions and addition of pipeline projects.

Street Sweeping for Drainage: Beginning in 2014, SPU will assume the cost of some street sweeping efforts currently funded through the Seattle Department of Transportation (SDOT). In 2013, the City Auditor identified that the City could legitimately attribute a portion of its street sweeping costs, currently covered by the General

Seattle Public Utilities

Fund, to the Drainage Fund. The 2014 Proposed Budget transfers costs from SDOT to SPU to address streets where leaves accumulate during Fall and Winter and leaf removal through street sweeping provides direct drainage and flood management benefits. SPU will fund this sweeping effort through Drainage revenues. SPU and SDOT are also evaluating the benefits of street sweeping for water quality and working to identify benefits, costs, and needed levels of effort for consideration in future budgets.

Solid Waste Highlights:

The Solid Waste Utility provides collection services to residents and businesses within the City of Seattle. Financial support of this service is primarily generated through charges based on the amount of garbage collected from residential and commercial customers. Solid Waste's spending is largely driven by relatively set costs for its major residential and commercial waste collection contracts. Solid Waste will pursue opportunities for efficiencies in service delivery as it continues to experience decreased demand for services as a result of its conservation efforts to reduce solid waste.

Solid Waste established new contracts in 2009 with two private refuse collection companies. These contracts continue through 2019 unless extended by the City. The contracts' terms allow pass-through adjustments for inflation of fuel costs, labor and consumer price indices, resulting in annual adjustments in contract expenses. In 2014, SPU expects these contract adjustments to reduce Solid Waste's general expenses by \$4.8 million because inflation rates were lower than anticipated in the 2014 Endorsed Budget.

Expense Reductions/Savings: SPU expects to collect about the same amount of revenue in 2014 as identified in the 2014 Endorsed Budget. Meanwhile, SPU expects lower expenses due to decreased contract costs and shifts in capital projects to 2015 and 2016, allowing SPU to transfer about \$3.5 million into the Solid Waste Fund's rate stabilization account in 2014.

The City established a rate stabilization account in [1998](#) to allow Solid Waste to set aside extra cash in strong financial years to minimize the size of rate increases or to meet financial needs in leaner years. Following its initial use, SPU did not actively use the account for many years.

In 2012, the City Council adopted solid waste rates for four years (2013-2016), versus the usual two year cycle, to improve revenue predictability. At the same time, Council adopted conditions, through [Ordinance 124056](#), for a mid-term financial evaluation and use of the rate stabilization account to address forecasting uncertainty in demand for services, prices received for recyclables, and contract costs associated with inflation and fuel costs.

Solid Waste collection rates will increase the typical residential solid waste bill by 4.2% or \$1.65 per month in 2014, 4.3% or \$1.75 per month in 2015, and 3.4% or \$1.45 per month in 2016, unless 2015 and 2016 rates are adjusted in mid 2014, when the City Council will evaluate the Solid Waste Fund's financial performance and consider if rate adjustments are needed.

Transfer Station Replacement: Solid Waste will continue to focus on designing and constructing the new North Transfer Station. The project's start of construction has shifted to later in 2014 because the design and stakeholder engagement processes took longer than anticipated. Also, based on a more detailed construction schedule, SPU now anticipates that completion of the station will extend into early 2016.

During construction of the North Transfer Station, SPU will redirect solid waste drop off from the northern service area to the old and new southern facilities. The 2014 Proposed Budget decreases capital spending to address the project shift, but SPU does not anticipate any changes in operating costs in 2014 as a result of the diversion. The shift in completion of the North Transfer Station will mean that the old south transfer station, which was planned for decommissioning in 2015, will remain in use for longer and this may result in additional operations and maintenance costs in 2015 and 2016.

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Water

Water delivers potable water directly to retail customers both inside the City and in adjacent areas. These retail customers provide about 70% of the Utility's revenues, with roughly equal revenues coming from residential and commercial users. SPU also delivers water to districts and agencies who then deliver water to their direct customers. This wholesaling of water represents about 20% of Water's revenues in 2014. Remaining revenues come from charges and reimbursement for services that Water provides on behalf of the City, as well as from grants and contributions.

SPU expects to collect about the same amount of revenues as anticipated in the 2014 Endorsed Budget. The City Council adopted water rates for retail customers in 2011 for 2012 through 2014. Under the adopted rates, the average residential customer will experience a water bill increase of 9.6% or \$2.91 per month in 2014. SPU is evaluating the current structure of water rates for the future and is preparing for development of a new rate study in 2014. Wholesale water rates are set by contracts with customers and no rate change for wholesale water is planned in 2014.

The 2014 Proposed Budget does not include any program changes to the Water utility in 2014. SPU will continue its efforts to complete reservoir covering, water supply and asset preservation projects as detailed in the 2014-2019 Proposed CIP.

Incremental Budget Changes

Seattle Public Utilities

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 908,387,636	1,400.55
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	\$ 123,175	0.00
Shared SPU Changes		
Enhance Community Outreach for Strategic Business Plan	\$ 400,000	0.00
Attract and Retain Workforce	\$ 304,999	3.00
Improve Project Delivery	\$ 231,999	0.00
Fund Operations and Maintenance Costs for Certain Capital and Operating Positions	\$ 430,001	0.00
Fund Internal Control Positions	\$ 650,000	0.00
Increase Support of Fleet Maintenance	\$ 513,999	0.00
Increase Funding for Technical Support of IT Applications and Maintenance Contracts	\$ 476,901	0.00
Add Utility Location Services	\$ 53,000	0.00
Technology CIP	\$ 2,821,624	0.00

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Technical Adjustments	-\$ 9,130,909	0.00
Drainage and Wastewater Utility Changes		
Increase Drainage Funding for Leaf Removal	\$ 47,000	0.00
Adjust and Reduce Engineering Services Support	-\$ 9,330	0.00
Drainage and Wastewater CIP	\$ 3,640,758	0.00
Drainage and Wastewater Technical Adjustments	\$ 10,418,622	0.00
Solid Waste Utility Changes		
Increased Support for Organics Processing	\$ 605,625	0.00
Solid Waste CIP	-\$ 5,620,571	0.00
Solid Waste Technical Adjustments	-\$ 3,360,610	0.00
Water Utility Changes		
Water Fund CIP	\$ 8,354,266	0.00
Water Technical Adjustments	\$ 6,352,129	0.00
Total Incremental Changes	\$ 17,302,678	3.00
2014 Proposed Budget	\$ 925,690,314	1,403.55

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - \$123,175

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

Shared SPU Changes

Enhance Community Outreach for Strategic Business Plan - \$400,000

This increase funds outreach to customers regarding implementation of SPU's Strategic Business Plan. SPU is currently developing a Strategic Business Plan to guide its future investments, service levels, and rates. The Plan will provide transparency and accountability of SPU's activities to its customers. This funding supports tools, such as advertisements, direct mailing, and consultant support, to create dialogue with customers regarding SPU's business direction. The funding is ongoing to allow SPU to continue this dialogue throughout the implementation of the Strategic Business Plan.

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Attract and Retain Workforce - \$304,999/3.00 FTE

One key area of SPU's Strategic Business Plan is transforming the workplace by attracting, developing, and retaining a skilled workforce. SPU's current human resources staff does not have capacity to increase supervisor and leadership training, talent management, and leave-of-absence management. This funding supports adding three SPU human resources staff who will focus on workforce transformation and fill existing gaps in capacity.

Improve Project Delivery - \$231,999

This funding provides for a project delivery specialist. SPU seeks to improve deliver of capital projects by identifying improvements in project development, cost estimating, accountability and rate of completion. The specialist will develop tools, practices and training to help SPU staff, consultants and contractors deliver projects more efficiently and effectively.

Fund Operations and Maintenance Costs for Certain Capital and Operating Positions - \$430,001

This increase supports costs associated with 11 new positions that were authorized in 2013. SPU was provided with the new positions to help deliver several critical capital projects and core services. Ten of the positions are primarily paid through capital projects, but these positions also incur some operations and maintenance costs, such as paid time off and benefits, that cannot be covered by capital projects. One of the 11 positions is entirely an operations and maintenance position for inspecting certain customer-installed equipment. This position requires full funding for salary, overhead, and benefits. All of the positions are assumed to sunset in 2015 unless they are converted to permanent status at that time.

Fund Internal Control Positions - \$650,000

This funding provides costs for six positions, previously authorized by City Council, to implement an internal controls action plan for SPU. In late 2012, several internal and external audits and assessments of SPU's financial controls identified a four-year work plan. To complete this work plan, SPU was given six positions during the fourth quarter of 2012, but no funding was provided at that time. Two positions will sunset in 2016 and four positions are ongoing.

Increase Support of Fleet Maintenance - \$513,999

This item funds increased costs for fleet maintenance based on the combined effect of SPU's aging heavy equipment fleet and increased FAS labor rates. SPU maintains a fleet of heavy equipment (backhoes, loaders, excavators, and trucks) to perform its operations. As the equipment ages, it requires increased maintenance to keep it operational. SPU anticipates about a 20% increase in maintenance costs based on what it has experienced through the first quarter of 2013. To address increased costs in the future, SPU will review replacement schedules for equipment and fleet size needs.

Increase Funding for Technical Support of IT Applications and Maintenance Contracts - \$476,901

This item increases funding for licensing and support of several software systems that SPU uses to manage its infrastructure and workforce. Increased contract costs are caused by addition or expansion of software technology that the department uses to support its operations. Increases also provide for training and support by vendors to allow SPU staff to effectively use new software tools.

Add Utility Location Services - \$53,000

This increase funds State-mandated utility location services. SPU pays for utility location services to find and mark out underground utilities before private contractors excavate for new construction, relocations or repair work. A recent change in State law now requires SPU to furnish maps of underground infrastructure to excavators. This funding supports compliance with the new state law.

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Technology CIP - \$2,821,624

This item funds increased SPU-specific technology costs. Notable 2014 increases include higher cost of document management software and SPU's portion of City disaster recovery center computer replacement needs. The total Proposed 2014-2019 SPU Technology CIP cost is \$109 million. Additional details are provided in the proposed 2014-2019 CIP documents for the Water, Drainage and Wastewater, and Solid Waste programs.

Technical Adjustments - (\$9,130,909)

This technical adjustment includes department and citywide non-programmatic adjustments. The adjustments include changes in central cost allocations, retirement, health care, workers' compensation, replacement of city anti-spam software with Microsoft Office 365, upgrade of the Utility Discount Program database, and reallocation of idle equipment costs from the CIP to O&M.

The adjustments also reflect SPU's changed method of accounting for employee fringe benefits (retirement, health care, paid time off, etc). Previously, SPU allocated fringe benefits among funds via a rate. In the 2014 Proposed Budget, fringe benefit costs are budgeted in the G&A program in Administration.

Drainage and Wastewater Utility Changes

Increase Drainage Funding for Leaf Removal - \$47,000

This item shifts a portion of street sweeping costs from SDOT Street Maintenance to SPU Drainage and Wastewater. SPU has determined that some leaf pickup work that SDOT performs through street sweeping is attributable to drainage services because it reduces flooding around street drain inlets and capacity and function of the conveyance system.

Adjust and Reduce Engineering Services Support - (\$9,330)

SPU provides engineering and survey-related services, such as managing engineering documents and maintaining field survey monuments, for City departments and the public. This adjustment reflects updated General Fund allocation of costs based on historic and anticipated levels of effort. Most of the costs for these services are allocated to City departments and the General Fund. SPU has evaluated Engineering Services need for General Fund support for 2014 and determined that support can be reduced without a change in service level.

Drainage and Wastewater CIP - \$3,640,758

This item increases 2014 funding for the Proposed Drainage and Wastewater Capital Improvement Program (CIP). SPU's Drainage and Wastewater CIP supports sewer collection and conveyance and drainage collection, conveyance and treatment systems throughout the City of Seattle. The total Proposed 2014-2019 Drainage and Wastewater CIP is \$569 million, excluding technology.

Significant 2014 changes include numerous project shifts related to Combined Sewer Overflow program priorities, delay of the Taylor Creek culvert project to 2016, delayed start of the Thornton Creek project to 2014, added sediments cleanup costs, and addition of Yesler area projects. Additional information is provided in the proposed 2014-2019 CIP document.

Drainage and Wastewater Technical Adjustments - \$10,418,622

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and increased payments to King County for wastewater treatment.

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Solid Waste Utility Changes

Increased Support for Organics Processing - \$605,625

This item funds a one-time increase in organics processing costs associated with new handling contracts. SPU uses private contracted services to process and transport organic waste that it receives as part of its recycling program. In 2013, SPU contracted with two firms to replace its existing provider contract. One-time costs to transition to new contracts include contract termination and service transition expenses. In 2015 and beyond, the new contract services are expected to decrease costs.

Solid Waste CIP - (\$5,620,571)

This item decreases 2014 funding for the Proposed Solid Waste Capital Improvement Program (CIP). The SPU Solid Waste CIP supports collection, handling, and disposal of solid waste, recycling, and hazardous waste in the Seattle area. The total 2014-2019 Solid Waste CIP is \$133.5 million, excluding technology. Delayed construction of the North Transfer station decreases 2014 expenditures. Additional information is provided in the 2014-2019 CIP document.

Solid Waste Technical Adjustments - (\$3,360,610)

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and solid waste contract reductions.

Water Utility Changes

Water Fund CIP - \$8,354,266

This item increases 2014 funding for the Proposed Water Capital Improvement Program (CIP). SPU's Water CIP supports the infrastructure that supplies and delivers potable water to more than 1.3 million regional retail and wholesale customers. The total 2014-2019 Water CIP exceeds \$363 million, excluding technology costs.

Primary drivers for the proposed increase include added water line relocations, funding for construction for Myrtle and Maple Leaf reservoir lid projects, increases in seismic design costs for reservoir lids, and increased facility upgrade project costs. Delays in construction of the Morse Lake pump plant to late 2015 partially offset the increases. Additional information is provided in the 2014-2019 proposed CIP document.

Water Technical Adjustments - \$6,352,129

This technical adjustment decreases budget authority to reflect taxes, debt, and interest rates adjustments.

Seattle Public Utilities

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Drainage & Wastewater Utility					
Administration Budget Control					
Administration		13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit		-9,354,339	-9,757,265	-8,927,697	-634,699
Total	N100B-DW	3,991,216	5,135,858	6,248,372	13,241,173
Combined Sewer Overflows Budget Control Level	C360B	22,399,471	43,834,341	49,201,662	47,696,601
Customer Service Budget Control Level	N300B-DW	6,331,397	7,350,019	7,506,712	6,677,477
Flooding, Sewer Back-up, and Landslides Budget Control Level	C380B	14,975,567	16,710,198	17,201,000	17,025,137
General Expense Budget Control					
Debt Service		42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses		139,192,811	153,690,645	153,592,672	157,921,745
Taxes		39,547,195	40,771,868	41,266,670	43,735,743
Total	N000B-DW	221,720,000	237,489,442	240,054,742	244,900,524
Other Operating Budget Control					
Field Operations		19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development		1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery		10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management		18,222,806	19,455,810	20,095,072	13,413,154
Total	N400B-DW	49,691,278	53,671,087	54,825,424	51,066,727
Protection of Beneficial Uses Budget Control Level	C333B	4,031,097	5,108,000	5,141,941	3,195,304
Rehabilitation Budget Control Level	C370B	8,806,106	9,190,498	8,770,000	11,864,169
Sediments Budget Control Level	C350B	2,947,924	1,678,965	2,050,342	3,422,898
Shared Cost Projects Budget Control Level	C410B-DW	5,826,088	10,728,360	11,394,835	14,196,429
Technology Budget Control Level	C510B-DW	3,488,381	8,880,280	7,612,800	9,196,230
Solid Waste Utility					
Administration Budget Control					
Administration		5,651,204	6,033,422	6,150,888	5,968,923

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General and Administrative Credit		-1,517,477	-1,497,301	-1,128,172	545,495
Total	N100B-SW	4,133,727	4,536,121	5,022,716	6,514,418
Customer Service Budget Control Level	N300B-SW	11,765,269	12,896,991	13,048,607	12,213,710
General Expense Budget Control					
Debt Service		9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses		99,720,318	106,396,741	109,552,162	105,675,181
Taxes		18,505,714	19,954,408	20,900,951	20,943,104
Total	N000B-SW	127,266,726	136,635,645	142,950,399	139,559,659
New Facilities Budget Control Level	C230B	12,903,704	8,888,345	32,077,233	26,574,225
Other Operating Budget Control					
Field Operations		10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development		94,475	241,637	246,465	176,762
Project Delivery		819,596	965,252	986,336	692,658
Utility Systems Management		2,571,999	2,668,837	2,756,906	2,314,304
Total	N400B-SW	13,893,214	16,553,512	16,985,077	15,466,657
Rehabilitation and Heavy Equipment Budget Control Level	C240B	290,554	80,483	45,000	45,000
Shared Cost Projects Budget Control Level	C410B-SW	1,055,219	2,179,315	2,356,531	2,238,968
Technology Budget Control Level	C510B-SW	1,166,146	5,612,296	4,891,677	5,337,065
Water Utility					
Administration Budget Control					
Administration		15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit		-5,181,000	-5,861,236	-4,827,591	4,219,434
Total	N100B-WU	10,505,011	9,563,508	10,903,062	18,777,683
Customer Service Budget Control Level	N300B-WU	8,894,069	10,160,012	10,368,549	9,297,641
Distribution Budget Control Level	C110B	15,699,217	19,778,088	20,393,599	22,600,235
General Expense Budget Control					
Debt Service		82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses		18,723,317	23,095,768	23,587,152	24,116,542
Taxes		34,579,191	35,889,946	38,721,489	39,861,945
Total	N000B-WU	135,476,442	137,784,153	143,332,579	143,641,178

Seattle Public Utilities

Habitat Conservation Program	C160B	4,813,421	2,506,875	2,490,751	2,610,018
Budget Control Level					
Other Operating Budget Control					
Field Operations		24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development		1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery		4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management		13,723,510	15,142,980	15,270,167	15,337,274
Total	N400B-WU	44,134,768	48,224,613	48,921,573	46,917,566
Shared Cost Projects Budget	C410B-WU	6,942,993	15,795,455	19,402,731	23,387,405
Control Level					
Technology Budget Control	C510B-WU	3,960,798	9,174,364	8,596,072	9,388,878
Level					
Transmission Budget Control	C120B	172,025	1,702,753	3,075,786	2,915,905
Level					
Water Quality & Treatment	C140B	7,853,779	3,333,857	5,303,791	11,279,359
Budget Control Level					
Water Resources Budget	C150B	3,297,791	6,682,957	8,212,072	4,215,073
Control Level					
Watershed Stewardship	C130B	1,169,111	3,000	1,999	227,000
Budget Control Level					
Department Total		759,602,509	851,869,391	908,387,636	925,690,314
Department Full-time Equivalents Total*					
		1,411.05	1,400.55	1,400.55	1,403.55

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

Seattle Public Utilities

Revenue Overview

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
408000	Capital Grants and Contributions (excluding donated assets)	5,069,012	1,100,000	1,100,000	1,321,000
437010	Call Center Reimbursement from SCL	1,671,433	1,607,894	1,640,454	1,640,454
443210	GIS CGDB Corporate Support (N2408 and N2418)	1,833,525	1,110,763	1,138,048	1,138,048
443510	Wastewater Utility Services	223,137,692	225,819,657	220,092,604	239,599,463
443610	Drainage Utility Services	75,537,302	80,429,931	91,162,421	91,162,421
443691	Side Sewer Permit Fees	1,063,593	1,030,318	1,030,318	1,030,318
443694	Drainage Permit Fees	285,645	247,935	247,935	247,935
461110	Build America Bond Interest Income	1,885,646	1,885,646	1,885,646	1,885,646
469990	Other Operating Revenues	92,287	90,775	93,952	93,952
469990	Transfer from Construction Fund	41,052,700	67,559,000	62,727,000	71,037,000
479010	Operating Grants	2,061,761	841,000	841,000	841,000
543210	GF - Various GIS & Eng Svcs (N4303)	0	1,105,086	1,129,271	0
543210	GIS Maps & Publications (N2409 and 2419)	469,433	157,619	157,619	157,619
543210	Parks & Other City Depts. (N4405)	105,986	511,053	511,053	511,053
543210	SCL for ReLeaf	0	132,600	135,653	0
543210	SCL Fund (N4403)	1,131,048	339,176	339,176	339,176
543210	SDOT Fund (N4404)	2,568,956	1,968,685	1,992,870	2,071,956
705000	General Subfund -- Transfer In - - Restore Our Waters	821,275	0	0	1,212,111
705000	GF Reimbursement of Abandoned Vehicles	0	0	0	0
705000	Technical Adjustments	0	0	0	0
	Total Drainage and Wastewater Utility	358,787,294	385,937,138	386,225,020	414,289,152
408000	Other Nonoperating Revenue	311,005	450,536	465,363	2,500,994
416457	Transfer Fee	0	0	0	0
416458	Transfer Fee - Out City	1,495,533	1,529,379	1,736,088	1,567,667
437010	Operating Fees, Contributions and grants	814,296	350,000	350,000	350,000
443450	Recycling Processing Revenues	2,321,175	2,794,000	2,895,600	2,300,000
443710	Commercial Services	46,083,566	49,983,130	51,604,395	51,088,351
443710	Residential Services	97,622,413	105,656,554	110,221,228	110,214,581
443741	Recycling and Disposal Station Charges	9,814,492	10,887,812	10,453,600	10,165,101

Seattle Public Utilities

443745	Comm'l Disposal (Longhaul) Charges	294,291	493,207	516,018	516,018
466990	Recovery Fees/Yellow Pages	76,633	56,070	56,071	0
469990	Other Operating Revenue	78,591	42,161	64,520	67,844
481200	Transfers from Construction Fund	12,312,170	12,028,723	31,890,056	27,524,455
516456	Landfill Closure Fee	0	0	0	0
516457	Transfer Fee - In City	3,288,193	3,454,378	3,753,584	3,922,005
587000	Op Transfer In - Rev Stab Subfund	0	0	0	-3,464,620
705000	Call Center Reimbursement from SCL	1,470,251	1,671,433	1,671,433	1,738,290
705000	GSF - Transfer In - Aband'd Vehicle Calls	0	0	0	0
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	2,812,840	2,625,027	2,625,027	2,730,028
	Total Solid Waste Utility	178,795,449	192,022,410	218,302,983	211,220,714
408000	Other Non-Operating Revenue	305,831	384,128	388,930	388,930
408000	Reimbursement for NS activities	35,868	42,145	43,199	43,199
437010	Operating Grants	0	0	1	0
443410	Retail Water Sales	152,606,122	164,182,504	177,471,810	177,471,810
443420	Water Service for Fire Protection	7,186,677	7,591,239	8,207,424	8,207,424
443420	Wholesale Water Sales	49,524,873	47,267,682	47,102,577	47,102,577
443450	Facilities Charges	450,225	2,199,447	450,000	450,000
443450	Tap Fees	4,689,647	3,325,469	4,097,298	4,097,298
461110	Build America Bond Interest Income	2,135,334	2,135,334	2,135,334	2,135,334
462500	Rentals--Non-City	510,641	425,178	435,807	435,807
469990	Other Operating Revenues	2,371,057	2,037,961	2,238,042	2,238,042
479010	Capital Grants and Contributions	5,451,204	1,883,211	1,915,958	1,915,958
481200	Public Works Loan Proceeds	0	0	0	0
481200	Transfers from Construction Fund	25,499,622	22,442,519	42,065,776	42,065,776
543970	Inventory Purchased by SDOT	458,601	774,618	790,110	790,110
587000	Op Transfer In - Rev Stab Subfnd - BPA Acct	0	0	0	0
587000	Op Transfer In - Rev Stab Subfund	-3,354,239	0	-8,500,000	-8,500,000
705000	Call Center Reimbursement from SCL	1,514,804	1,656,618	1,690,164	1,690,164
705000	GF Reimb Abandoned Vehicles	0	0	1	-1
	Total Water Utility	249,386,267	256,348,053	280,532,431	280,532,428
	Total Revenues	786,969,010	834,307,601	885,060,434	906,042,294
379100	Decrease (Increase) in Working Capital	-14,578,769	13,839,910	23,782,813	8,193,518

Seattle Public Utilities

	Total Drainage and Wastewater Utility	-14,578,769	13,839,910	23,782,813	8,193,518
379100	Decrease (Increase) in Working Capital	-6,320,891	-4,639,702	-925,743	-3,271,012
	Total Solid Waste Utility	-6,320,891	-4,639,702	-925,743	-3,271,012
379100	Decrease (Increase) in Working Capital	-6,466,841	8,361,583	470,133	14,725,513
	Total Water Utility	-6,466,841	8,361,583	470,133	14,725,513
	Total Resources	759,602,509	851,869,392	908,387,637	925,690,313

Seattle Public Utilities

Appropriations By Budget Control Level (BCL) and Program

Administration Budget Control Level

The purpose of the Drainage and Wastewater Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699
Total	3,991,216	5,135,858	6,248,372	13,241,173
Full-time Equivalents Total*	59.75	58.75	58.75	61.75

* 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 Administration Budget Control Level:

Administration Program

The purpose of the Drainage and Wastewater Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	13,345,556	14,893,123	15,176,069	13,875,872
Full-time Equivalents Total	59.75	58.75	58.75	61.75

General and Administrative Credit Program

The purpose of the Drainage and Wastewater Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699

Seattle Public Utilities

Combined Sewer Overflows Budget Control Level

The purpose of the Drainage and Wastewater Utility Combined Sewer Overflow (CSO) Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan and construct large infrastructure systems, smaller retrofits, and green infrastructure for CSO control.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Combined Sewer Overflows	22,399,471	43,834,341	49,201,662	47,696,601
Total	22,399,471	43,834,341	49,201,662	47,696,601
Full-time Equivalents Total*	30.00	30.00	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.

Customer Service Budget Control Level

The purpose of the Drainage and Wastewater Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	6,331,397	7,350,019	7,506,712	6,677,477
Total	6,331,397	7,350,019	7,506,712	6,677,477
Full-time Equivalents Total*	56.50	56.50	56.50	56.50

* 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.

Flooding, Sewer Back-up, and Landslides Budget Control Level

The purpose of the Drainage and Wastewater Utility Flooding, Sewer Back-up, and Landslides Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan, design and construct systems aimed at preventing or alleviating flooding and sewer backups in the City of Seattle, protecting public health, safety, and property. This program also protects SPU drainage and wastewater infrastructure from landslides, and makes drainage improvements where surface water generated from City rights-of-way contributes to landslides.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Flooding, Sewer Back-up, and Landslides	14,975,567	16,710,198	17,201,000	17,025,137
Total	14,975,567	16,710,198	17,201,000	17,025,137
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

* 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.

Seattle Public Utilities

General Expense Budget Control Level

The purpose of the Drainage and Wastewater Utility General Expense Budget Control Level is to appropriate funds to pay the Drainage and Wastewater Utility's general expenses.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Taxes	39,547,195	40,771,868	41,266,670	43,735,743
Total	221,720,000	237,489,442	240,054,742	244,900,524
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

* 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 General Expense Budget Control Level:

Debt Service Program

The purpose of the Drainage and Wastewater Utility Debt Service Program is to provide appropriation for debt service on Drainage and Wastewater Utility bonds.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036

Other General Expenses Program

The purpose of the Drainage and Wastewater Utility Other General Expenses Program is to appropriate funds for payment to King County Metro for sewage treatment, and the Drainage and Wastewater Fund's share of City central costs, claims, and other general expenses.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Full-time Equivalents Total	0.50	0.50	0.50	0.50

Taxes Program

The purpose of the Drainage and Wastewater Utility Taxes Program is to provide appropriation for payment of city and state taxes.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Taxes	39,547,195	40,771,868	41,266,670	43,735,743

Seattle Public Utilities

Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Drainage and Wastewater Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
Total	49,691,278	53,671,087	54,825,424	51,066,727
Full-time Equivalents Total*	260.55	264.55	264.55	264.55

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

The following information summarizes the programs in Other Operating Budget Control Level:

Field Operations Program

The purpose of the Drainage and Wastewater Utility Field Operations Program is to operate and maintain drainage and wastewater infrastructure that protects the public's health, and protects and improves the environment.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Full-time Equivalents Total	105.25	107.25	107.25	107.25

Pre-Capital Planning & Development Program

The purpose of the Drainage and Wastewater Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the drainage and wastewater system. This program will capture all costs associated with a project that need to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280

Project Delivery Program

The purpose of the Drainage and Wastewater Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Drainage and Wastewater Utility's capital improvement projects and to the managers of drainage and wastewater facilities.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Full-time Equivalents Total	67.00	67.00	67.00	67.00

Seattle Public Utilities

Utility Systems Management Program

The purpose of the Drainage and Wastewater Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
Full-time Equivalents Total	88.30	90.30	90.30	90.30

Protection of Beneficial Uses Budget Control Level

The purpose of the Drainage and Wastewater Utility Protection of Beneficial Uses Budget Control Level, a Capital Improvement Program funded by drainage revenues, is to make improvements to the City's drainage system to reduce the harmful effects of stormwater runoff on creeks and receiving waters by improving water quality and protecting or enhancing habitat.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Program Expenditures				
Protection of Beneficial Uses	4,031,097	5,108,000	5,141,941	3,195,304
Total	4,031,097	5,108,000	5,141,941	3,195,304
Full-time Equivalents Total*	15.00	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.

Rehabilitation Budget Control Level

The purpose of the Drainage and Wastewater Utility Rehabilitation Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to rehabilitate or replace existing drainage and wastewater assets in kind, to maintain the current functionality of the system.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Program Expenditures				
Rehabilitation	8,806,106	9,190,498	8,770,000	11,864,169
Total	8,806,106	9,190,498	8,770,000	11,864,169
Full-time Equivalents Total*	30.00	30.00	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.

Seattle Public Utilities

Sediments Budget Control Level

The purpose of the Drainage and Wastewater Utility Sediments Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to restore and rehabilitate natural resources in or along Seattle's waterways.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Sediments	2,947,924	1,678,965	2,050,342	3,422,898
Total	2,947,924	1,678,965	2,050,342	3,422,898
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

* 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.

Shared Cost Projects Budget Control Level

The purpose of the Drainage and Wastewater Utility Shared Cost Projects Budget Control Level, a Drainage and Wastewater Capital Improvement Program, is to implement the Drainage and Wastewater Utility's share of capital improvement projects that receive funding from multiple SPU funds benefiting the Utility.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Shared Cost Projects	5,826,088	10,728,360	11,394,835	14,196,429
Total	5,826,088	10,728,360	11,394,835	14,196,429
Full-time Equivalents Total*	39.00	39.00	39.00	39.00

* 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.

Technology Budget Control Level

The purpose of the Drainage and Wastewater Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of recent technology advances to increase the Drainage and Wastewater Utility's efficiency and productivity.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Technology	3,488,381	8,880,280	7,612,800	9,196,230
Total	3,488,381	8,880,280	7,612,800	9,196,230
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

* 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.

Seattle Public Utilities

Administration Budget Control Level

The purpose of the Solid Waste Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	5,651,204	6,033,422	6,150,888	5,968,923
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495
Total	4,133,727	4,536,121	5,022,716	6,514,418
Full-time Equivalents Total*	29.50	27.50	27.50	27.50

* 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 Administration Budget Control Level:

Administration Program

The purpose of the Solid Waste Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	5,651,204	6,033,422	6,150,888	5,968,923
Full-time Equivalents Total	29.50	27.50	27.50	27.50

General and Administrative Credit Program

The purpose of the Solid Waste Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495

Customer Service Budget Control Level

The purpose of the Solid Waste Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	11,765,269	12,896,991	13,048,607	12,213,710
Total	11,765,269	12,896,991	13,048,607	12,213,710
Full-time Equivalents Total*	85.50	84.50	84.50	84.50

* 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 Public Utilities

General Expense Budget Control Level

The purpose of the Solid Waste Utility General Expense Budget Control Level is to provide appropriation to pay the Solid Waste Utility's general expenses.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181
Taxes	18,505,714	19,954,408	20,900,951	20,943,104
Total	127,266,726	136,635,645	142,950,399	139,559,659

The following information summarizes the programs in General Expense Budget Control Level:

Debt Service Program

The purpose of the Solid Waste Utility Debt Service Program is to appropriate funds for debt service on Solid Waste Utility bonds.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374

Other General Expenses Program

The purpose of the Solid Waste Utility Other General Expenses Program is to provide appropriation for payments to contractors who collect the city's solid waste, the Solid Waste Fund's share of City central costs, claims, and other general expenses.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181

Taxes Program

The purpose of the Solid Waste Utility Taxes Program is to appropriate funds for payment of city and state taxes.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Taxes	18,505,714	19,954,408	20,900,951	20,943,104

Seattle Public Utilities

New Facilities Budget Control Level

The purpose of the Solid Waste Utility New Facilities Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to design and construct new facilities to enhance solid waste operations.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
New Facilities	12,903,704	8,888,345	32,077,233	26,574,225
Total	12,903,704	8,888,345	32,077,233	26,574,225
Full-time Equivalents Total*	9.00	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.

Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Solid Waste Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762
Project Delivery	819,596	965,252	986,336	692,658
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
Total	13,893,214	16,553,512	16,985,077	15,466,657
Full-time Equivalents Total*	75.56	76.56	76.56	76.56

* 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 Other Operating Budget Control Level:

Field Operations Program

The purpose of the Solid Waste Utility Field Operations Program is to operate and maintain the City's solid waste transfer stations and hazardous materials disposal facilities, and to monitor and maintain the City's closed landfills so the public's health is protected and opportunities are provided for reuse and recycling.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Full-time Equivalents Total	56.00	57.00	57.00	57.00

Pre-Capital Planning & Development Program

The purpose of the Solid Waste Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the solid waste system. This program will capture all costs associated with a project that needs to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Seattle Public Utilities

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762

Project Delivery Program

The purpose of the Solid Waste Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Solid Waste Fund capital improvement projects, and to solid waste facility managers.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Project Delivery	819,596	965,252	986,336	692,658

Utility Systems Management Program

The purpose of the Solid Waste Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
Full-time Equivalents Total	19.56	19.56	19.56	19.56

Rehabilitation and Heavy Equipment Budget Control Level

The purpose of the Solid Waste Utility Rehabilitation and Heavy Equipment Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to implement projects to repair and rehabilitate the City's solid waste transfer stations and improve management of the City's closed landfills and household hazardous waste sites.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Rehabilitation and Heavy Equipment	290,554	80,483	45,000	45,000
Total	290,554	80,483	45,000	45,000

Shared Cost Projects Budget Control Level

The purpose of the Solid Waste Utility Shared Cost Projects Budget Control Level, a Solid Waste Capital Improvement Program, is to implement the Solid Waste Utility's share of capital improvement projects that receive funding from multiple SPU funds and will benefit the Solid Waste Fund.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	1,055,219	2,179,315	2,356,531	2,238,968
Total	1,055,219	2,179,315	2,356,531	2,238,968

Seattle Public Utilities

Technology Budget Control Level

The purpose of the Solid Waste Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Solid Waste Utility's efficiency and productivity.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Technology	1,166,146	5,612,296	4,891,677	5,337,065
Total	1,166,146	5,612,296	4,891,677	5,337,065
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

* 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.

Administration Budget Control Level

The purpose of the Water Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434
Total	10,505,011	9,563,508	10,903,062	18,777,683
Full-time Equivalents Total*	96.60	96.10	96.10	96.10

* 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 Administration Budget Control Level:

Administration Program

The purpose of the Water Utility Administration Program is to provide overall management and policy direction for Seattle Public Utilities, and, more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	15,686,011	15,424,743	15,730,653	14,558,249
Full-time Equivalents Total	96.60	96.10	96.10	96.10

General and Administrative Credit Program

The purpose of the Water Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434

Seattle Public Utilities

Customer Service Budget Control Level

The purpose of the Water Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	8,894,069	10,160,012	10,368,549	9,297,641
Total	8,894,069	10,160,012	10,368,549	9,297,641
Full-time Equivalents Total*	84.00	82.00	82.00	82.00

* 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.

Distribution Budget Control Level

The purpose of the Water Utility Distribution Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's water lines, pump stations, and other facilities.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Distribution	15,699,217	19,778,088	20,393,599	22,600,235
Total	15,699,217	19,778,088	20,393,599	22,600,235
Full-time Equivalents Total*	79.00	79.00	79.00	79.00

* 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.

General Expense Budget Control Level

The purpose of the Water Utility General Expense Budget Control Level is to appropriate funds to pay the Water Utility's general expenses.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542
Taxes	34,579,191	35,889,946	38,721,489	39,861,945
Total	135,476,442	137,784,153	143,332,579	143,641,178

Seattle Public Utilities

The following information summarizes the programs in General Expense Budget Control Level:

Debt Service Program

The purpose of the Water Utility Debt Service Program is to appropriate funds for debt service on Water Utility bonds.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691

Other General Expenses Program

The purpose of the Water Utility Other General Expenses Program is to appropriate funds for the Water Fund's share of City central costs, claims, and other general expenses.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542

Taxes Program

The purpose of the Water Utility Taxes Program is to appropriate funds for payment of City and state taxes.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Taxes	34,579,191	35,889,946	38,721,489	39,861,945

Habitat Conservation Program Budget Control Level

The purpose of the Water Utility Habitat Conservation Budget Control Level, a Capital Improvement Program funded by water revenues, is to manage projects directly related to the Cedar River Watershed Habitat Conservation Plan.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Habitat Conservation Program	4,813,421	2,506,875	2,490,751	2,610,018
Total	4,813,421	2,506,875	2,490,751	2,610,018
Full-time Equivalents Total*	15.00	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.*

Seattle Public Utilities

Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Water Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
Total	44,134,768	48,224,613	48,921,573	46,917,566
Full-time Equivalents Total*	277.59	268.59	268.59	268.59

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

The following information summarizes the programs in Other Operating Budget Control Level:

Field Operations Program

The purpose of the Water Utility Field Operations Program is to operate and maintain the infrastructure that provides the public with an adequate, reliable, and safe supply of high-quality drinking water.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Full-time Equivalents Total	129.00	122.00	122.00	122.00

Pre-Capital Planning & Development Program

The purpose of the Water Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the water system. This program will capture all costs associated with a project that need to be expensed during the life-cycle of the project, including any post-construction monitoring and landscape maintenance.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680

Project Delivery Program

The purpose of the Water Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Water Utility's capital improvement projects and to the managers of water facilities.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Full-time Equivalents Total	24.50	24.50	24.50	24.50

Seattle Public Utilities

Utility Systems Management Program

The purpose of the Water Utility's Utility Systems Management Program is to assure that each SPU utility system and associated assets are properly planned, developed, operated and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
Full-time Equivalents Total	124.09	122.09	122.09	122.09

Shared Cost Projects Budget Control Level

The purpose of the Water Utility Shared Cost Projects Budget Control Level, which is a Water Capital Improvement Program, is to implement the Water Utility's share of capital improvement projects that receive funding from multiple SPU funds.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	6,942,993	15,795,455	19,402,731	23,387,405
Total	6,942,993	15,795,455	19,402,731	23,387,405
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

* 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.

Technology Budget Control Level

The purpose of the Water Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Water Utility's efficiency and productivity.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Technology	3,960,798	9,174,364	8,596,072	9,388,878
Total	3,960,798	9,174,364	8,596,072	9,388,878
Full-time Equivalents Total*	22.00	22.00	22.00	22.00

* 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.

Seattle Public Utilities

Transmission Budget Control Level

The purpose of the Water Utility Transmission Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's large transmission pipelines that bring untreated water to the treatment facilities, and convey water from the treatment facilities to Seattle and its suburban wholesale customers' distribution systems.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Transmission	172,025	1,702,753	3,075,786	2,915,905
Total	172,025	1,702,753	3,075,786	2,915,905
Full-time Equivalents Total*	5.00	5.00	5.00	5.00

* 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.

Water Quality & Treatment Budget Control Level

The purpose of the Water Utility Water Quality & Treatment Budget Control Level, a Capital Improvement Program funded by water revenues, is to design, construct, and repair water treatment facilities and remaining open-water reservoirs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Water Quality & Treatment	7,853,779	3,333,857	5,303,791	11,279,359
Total	7,853,779	3,333,857	5,303,791	11,279,359
Full-time Equivalents Total*	14.00	14.00	14.00	14.00

* 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.

Water Resources Budget Control Level

The purpose of the Water Utility Water Resources Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade water transmission pipelines and promote residential and commercial water conservation.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Water Resources	3,297,791	6,682,957	8,212,072	4,215,073
Total	3,297,791	6,682,957	8,212,072	4,215,073
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

* 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.

Seattle Public Utilities

Watershed Stewardship Budget Control Level

The purpose of the Water Utility Watershed Stewardship Budget Control Level, a Capital Improvement Program funded by water revenues, is to implement projects associated with the natural land, forestry, and fishery resources within the Tolt, Cedar, and Lake Youngs watersheds.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Watershed Stewardship	1,169,111	3,000	1,999	227,000
Total	1,169,111	3,000	1,999	227,000
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

** 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.*

Seattle Public Utilities

SPU Fund Table

Drainage and Wastewater Utility Fund (44010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	29,482,839	29,034,679	60,207,512	21,081,886	61,983,465
Plus: Actual and Estimated Revenues	358,787,294	385,937,138	395,123,867	386,225,018	414,289,152
Less: Actual and Budgeted Expenditures	344,208,525	399,777,047	386,772,842	410,007,831	422,482,670
CIP Accomplishment Assumptions	0	(14,419,596)	0	(10,137,258)	(10,855,177)
Accounting and Technical Adjustments	16,145,904	(8,532,480)	(6,575,072)	3,833,083	(2,687,123)
Ending Operating Cash	60,207,512	21,081,886	61,983,465	11,269,414	61,958,000

Solid Waste Utility Fund (45010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	18,533,000	16,776,000	21,142,000	20,912,212	22,248,000
Plus: Actual and Estimated Revenues	178,795,450	192,022,410	190,439,973	218,302,983	211,220,714
Less: Actual and Budgeted Expenditures	172,474,559	187,382,708	188,877,832	217,377,240	207,949,702
CIP Accomplishment Assumptions	0	(1,676,044)	(1,875,604)	(3,937,044)	(3,419,526)
Accounting and Technical Adjustments	(3,711,891)	(2,179,534)	(2,331,745)	(4,258,686)	(4,002,553)
Ending Operating Cash	21,142,000	20,912,212	22,248,000	21,516,314	24,935,985

Seattle Public Utilities

Water Utility Fund (43000)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	7,223,730	7,345,000	12,373,179	7,561,000	7,590,000
Plus: Actual and Estimated Revenues	249,386,267	256,348,052	245,415,470	280,532,431	280,532,427
Less: Actual and Budgeted Expenditures	242,919,425	264,709,635	261,580,116	281,002,564	295,257,941
CIP Accomplishment Assumptions	0	(8,846,602)	(8,834,000)	(10,121,520)	(11,501,531)
Accounting and Technical Adjustments	(1,317,392)	(269,019)	2,547,467	(9,438,387)	4,082,983
Ending Operating Cash	12,373,180	7,561,000	7,590,000	7,774,000	8,449,000

Seattle Streetcar

Peter Hahn, Director

(206) 684-7623

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

Department Overview

The Seattle Streetcar is part of the Seattle Department of Transportation, with the specific purpose of operating and maintaining the lines of the Seattle Streetcar. The South Lake Union line began operation in late 2007, and the First Hill line is expected to begin operation in 2014.

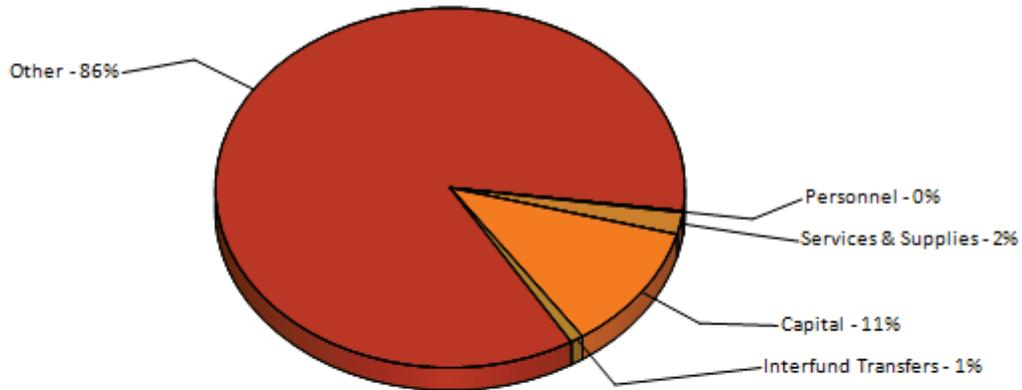
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$670,732	\$730,935	\$5,736,749	\$5,736,611
Total Operations	\$670,732	\$730,935	\$5,736,749	\$5,736,611
Total Appropriations	\$670,732	\$730,935	\$5,736,749	\$5,736,611
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.

Seattle Streetcar

2014 Proposed Budget - Expenditure by Category



Budget Overview

The Seattle Streetcar consists of two lines - the South Lake Union Streetcar and, beginning in 2014, the First Hill Streetcar.

The City of Seattle contracts with King County Metro Transit to operate the South Lake Union line of the Seattle Streetcar. King County Metro Transit contributes 75% of the operating costs, and the City pays the remaining 25% to Metro for operation of the Streetcar. The City relies on the following sources of revenue for its 25% share: farebox recovery from pay stations, Federal Transit Administration grants, sponsorships, and donations. Ridership continues to increase year to year, but is significantly less than forecasted when the streetcar was first implemented in 2007. Sponsorship revenues have also come in below early forecasts. Together, these dynamics create operating cash flow challenges for the streetcar. As a result of this negative cash position, the initial start-up period of the South Lake Union Streetcar is supported by an interfund loan that was authorized by the City Council in June 2007 and amended in September 2009. The loan expires in December 2018.

The new First Hill line of the Seattle Streetcar is expected to begin operations in the second quarter of 2014. Sound Transit will contract with the City for the full operations and maintenance of the line, and the City in turn will contract with King County Metro Transit to operate the line. This line will improve local transit service and regional transit connections by providing frequent service to Capitol Hill, First Hill, Yesler Terrace, the Central District, Little Saigon, Chinatown / International District, and Pioneer Square.

The 2014 Proposed Budget makes minor technical changes to the 2014 Endorsed Budget.

Seattle Streetcar

Incremental Budget Changes

Seattle Streetcar

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 5,736,749	0.00
Proposed Technical Changes		
Technical Funding Adjustment	\$ 0	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 138	0.00
Total Incremental Changes	-\$ 138	0.00
2014 Proposed Budget	\$ 5,736,611	0.00

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Technical Funding Adjustment

This technical adjustment moves funding from a general "other" accounting category to its appropriate spending accounts to improve spending accountability.

Citywide Adjustments for Standard Cost Changes - (\$138)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

Seattle Streetcar

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Streetcar Operations Budget Control Level	STCAR-OPER	670,732	730,935	5,736,749	5,736,611
Department Total		670,732	730,935	5,736,749	5,736,611

Department Full-time Equivalents Total*	0.00	0.00	0.00	0.00
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* 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

Streetcar Operations Budget Control Level

The purpose of the Streetcar Operations Budget Control Level is to operate and maintain the South Lake Union line of the Seattle Streetcar.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Streetcar Operations	670,732	730,935	5,736,749	5,736,611
Total	670,732	730,935	5,736,749	5,736,611

Seattle Department of Transportation

Peter Hahn, Director

(206) 684-7623

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

Department Overview

The Seattle Department of Transportation (SDOT) develops, maintains, and operates a transportation system that promotes the safe and efficient mobility of people and goods, and enhances the quality of life, environment, and economy of Seattle and the surrounding region. The City's transportation infrastructure is valued at more than \$13 billion, including:

- 1,540 lane-miles of arterial streets,
- 2,412 lane-miles of nonarterial streets,
- 135 bridges,
- 494 stairways,
- 587 retaining walls,
- 22 miles of seawalls,
- 1,060 signalized intersections,
- 47 miles of bike trails,
- more than 200 miles of on-street bicycle facilities,
- 35,000 street trees,
- 2,150 pay stations,
- 40 parking meters, and
- 26,200 curb ramps.

The SDOT budget covers three major lines of business:

The **Transportation Capital Improvement Program** includes the major maintenance and replacement of SDOT's capital assets; the program also develops and constructs additions to the City's transportation infrastructure. The program includes the Major Maintenance/Replacement, Major Projects, and Mobility-Capital Budget Control Levels (BCLs).

Operations and Maintenance covers day-to-day operations and routine maintenance that keep people and goods moving throughout the City, including operation of the City's movable bridges, traffic signals, street cleaning, pothole repairs, permit issuance, tree maintenance, and engineering and transportation planning. The six BCLs in this area are: Bridges and Structures; Engineering Services; Mobility-Operations; Right-of-Way Management; Street Maintenance; and Urban Forestry.

Business Management and Support provides overall policy direction and business support for SDOT and includes the Department Management and General Expense BCLs.

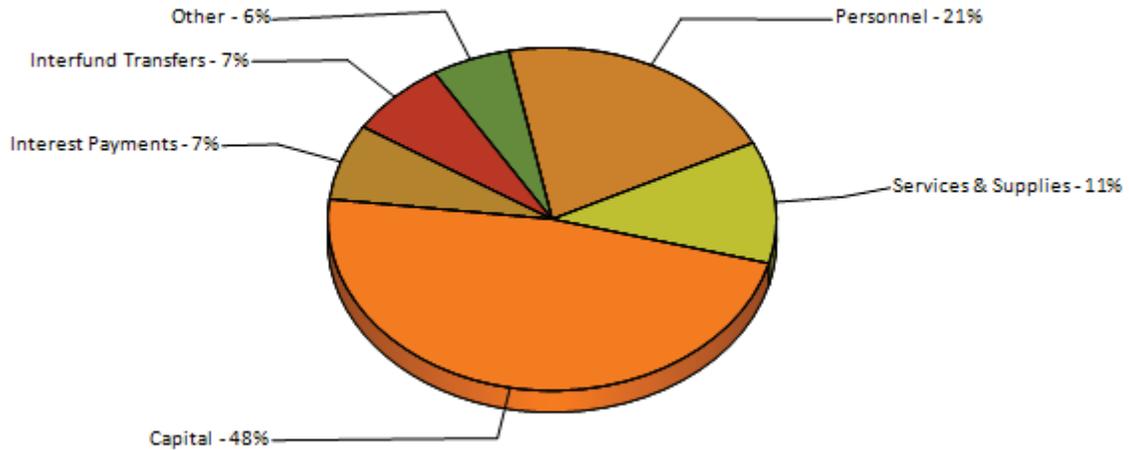
Seattle Department of Transportation

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$37,937,369	\$36,701,167	\$38,976,028	\$40,424,670
Other Funding - Operating	\$304,248,669	\$284,292,132	\$358,123,733	\$366,803,280
Total Operations	\$342,186,038	\$320,993,299	\$397,099,761	\$407,227,950
Total Appropriations	\$342,186,038	\$320,993,299	\$397,099,761	\$407,227,950
Full-time Equivalent Total*	721.00	727.50	727.50	770.50

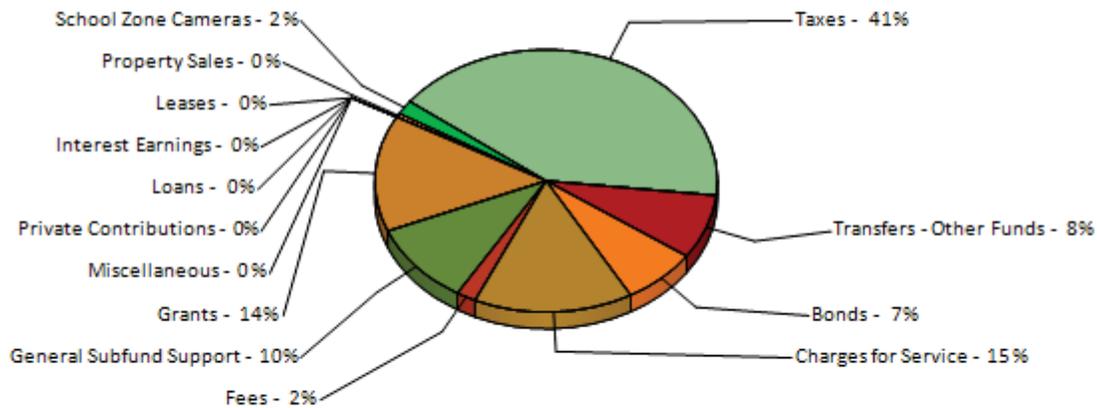
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

2014 Proposed Budget - Expenditure by Category



Seattle Department of Transportation

2014 Proposed Budget - Revenue by Category



Budget Overview

The 2014 Proposed Budget for the Seattle Department of Transportation (SDOT) makes important investments to maintain and preserve the City's transportation assets. It also advances new initiatives that expand the City's transportation infrastructure to meet evolving needs. Recognizing that thriving neighborhoods are key to the vitality of Seattle, the 2014 Proposed Budget makes investments in neighborhoods throughout the city. This budget emphasizes transportation safety and efficient mobility of people and goods, as well as strategic planning and management of the transportation system. The 2014 Proposed Budget prioritizes improvements that enhance the environments for walking, biking, driving, freight, and riding transit based on geographic equity and community need. In addition, work on Seattle's waterfront continues with the replacement of the Alaskan Way Viaduct and the Elliott Bay Seawall.

The 2014 Proposed Budget makes use of a variety of revenue sources to support these important investments, including existing bond proceed balances and school zone camera revenues, and provides the following funding:

- \$15,015,000 in additional Real Estate Excise Tax (REET);
- \$4,068,000 Levy Lid Lift, using new dollars and fund balance;
- \$1,134,000 Commercial Parking Tax, using new dollars and fund balance;
- \$339,000 Vehicle License Fees, using new dollars and fund balance; and
- \$1,675,000 in new General Fund revenues.

The 2006 \$365 million voter-approved Bridging the Gap Levy (BTG) supports a significant portion of the City's transportation program. This levy expires at the end of 2015. The 2014 Proposed Budget begins to set the foundation for renewal of the BTG Levy. The 2014 Proposed Budget provides SDOT with \$40 million in General

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Funds and \$373 million from other funding sources. Collectively, this represents a \$21 million increase, or 5% relative to the 2014 Endorsed Budget.

Transportation Safety Investments

New investments in transportation safety include system improvements that address the maintenance, rehabilitation and repair of SDOT's streets, bridges, sidewalks, traffic signals, traffic cameras, and stairways. It also includes funding to improve pedestrian safety, particularly near schools. Increased maintenance ensures safety for all users of Seattle's transportation system.

For decades, Seattle deferred maintenance of its transportation infrastructure due to funding constraints. The Bridging the Gap transportation funding package helped to reverse this trend, but did not fully fund maintenance and preservation. Thus, the City lags behind industry standards for repair and replacement cycles in many functional areas. Deferred maintenance leads to more costly long-term repairs. In order to address this concern, the Proposed Budget continues the Enhanced Paving Plan that began mid-year 2011 in the following ways:

- Provides an additional \$1,000,000 in 2014, a 14% increase for the Arterial Major Maintenance CIP relative to the 2014 Endorsed CIP.
- Increases funding for neighborhood street repairs by \$1,000,000, a 37% increase from the 2014 Endorsed CIP.
- Provides \$100,000 for improvements at street ends.
- Creates a \$3.2 million paving reserve for projects that resurface and reconstruct Seattle's arterial roadways. SDOT will identify and prioritize new candidate projects for use of the reserve in 2014 for the Arterial Asphalt and Concrete Program.

The 2014 Proposed Budget also includes significant funding increases to improve safety for pedestrians along Seattle's streets, to enhance school safety, comport with regulatory requirements, and provide greater opportunities for pedestrian mobility and includes:

- \$2.5 million for new sidewalks and \$500,000 for sidewalk repair city-wide;
- \$545,000 for new ramps that comply with the Americans with Disabilities Act (ADA);
- 16 new Safe Routes to Schools capital infrastructure projects, including \$5 million for sidewalk improvements near schools and new school zone camera installations at six additional schools; and
- Restoration of warning beacon maintenance funding.

Neighborhood-Based Multi-Modal Transportation Investments

To address increased demand for multi-modal transportation options, the 2014 Proposed Budget makes important mobility investments, including funding to implement the Transit, Pedestrian and Bicycle Master Plans and to make multi-modal improvements to the busy 23rd Avenue corridor. The 2014 Proposed Budget includes funds to:

- Expand the Mayor's Walk Bike Ride Initiative, which makes walking, biking, and riding transit the easiest ways to get around in Seattle, by including \$7.5 million for new sidewalks (see above) and \$4.8 million for new bicycle greenways on the 23rd Avenue Corridor through 2015.
- Develop high-capacity transit options and begin station area planning in the Ballard/Ship Canal corridor.
- Advance \$1,000,000 for preliminary engineering and environmental analysis for bus rapid transit on Madison Street.
- Expand the transit network and improve existing infrastructure, including a \$20 million reserve in 2017 for future design and construction of the Center City Connector, which will link downtown neighborhoods in Pioneer Square and the Chinatown/International District to South Lake Union and make north-south travel through the Center City convenient and easy.
- Improve the 23rd Avenue corridor, a major north-south thoroughfare that connects the Rainier Valley

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and Central Area to the University of Washington and to Sound Transit's regional transit network.

Strategic Planning and Management of Existing and New Assets

The 2014 Proposed Budget makes investments in strategic planning and management of existing and new assets, including improving business practices and keeping the City in compliance with regulatory planning requirements. To this end, the department continues to adjust staffing levels to meet existing and new programmatic needs, with the 2014 Proposed Budget providing SDOT with the additional resources it needs to meet its mission. The 2014 Proposed Budget includes:

- Funding for new and existing Intelligent Transportation Systems (ITS) to improve traffic flows and provide travelers with enhanced information about travel conditions during this period of intense construction activity in downtown Seattle. Installing new sensors and cameras will allow the City's signal control system to adapt to real-time traffic and improve traffic flow. Major components of ITS include adaptive signals, dynamic message signs, transit priority and enhanced traveler information.
- Developing plans for four multi-modal corridors across the City annually, engaging in area planning and transit oriented development (TOD) implementation, and replacing aging pay stations. In 2014, SDOT will evaluate the Beacon Avenue, Lake City Way, Greenwood Avenue and East Marginal Way corridors. The TOD work will begin in the Uptown Urban Center, Lake City, and Ballard neighborhoods, as well as around the Northgate, Roosevelt, Mt. Baker and Othello light rail stations.
- Updating a variety of plans and manuals, including the transportation element of the Comprehensive Plan as required by state law, and a minor five-year update to the Pedestrian Master Plan to address changing best practices and incorporate new kinds of infrastructure improvements such as bicycle greenways.
- Providing resources to develop a community outreach and public engagement process to inform about renewal of the Bridging the Gap levy, represent the City's interests in the Sound Transit 3 planning process, manage the City's asset inventory, and oversee grants administration.

Maximizing the City's Transportation Investments

The 2014 Proposed Budget makes use of several funding sources, including increased revenues and fund balances, to support expanded transportation investments. Sources include federal, state and local grants; bonds; the Bridging the Gap property tax levy; commercial parking tax; fees for service; real estate excise taxes; street vacations; gas tax; and an annual allocation from the City's General Fund.

SDOT projects gas tax revenues, a source of weakness in earlier years, to remain flat in 2014. Meanwhile, SDOT anticipates that commercial parking tax revenues will be lower than the 2014 Endorsed Budget forecast. Other revenue sources, including vehicle license fees, commercial parking tax and levy lid lift, are slowly recovering from the economic downturn. Increased Real Estate Excise Tax (REET) supports SDOT's CIP, allowing for increased funding in 2014 and 2015 for infrastructure maintenance, preservation and expansion. Finally, use of existing bond proceeds reduces the need for additional bonds in 2014.

Planning for the Future

The 2006 voter-approved Bridging the Gap (BTG) levy, which provides an important source of funding for the City's transportation system, will expire at the end of 2015. In 2014, the City will begin plans for the next BTG levy in order to sustain on-going investments into the City's transportation infrastructure.

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Incremental Budget Changes

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	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 391,980,732	727.50
Baseline Changes		
Technical Adjustment for Updated Costs	\$ 61,401	0.00
Proposed Changes		
Improve Access to Downtown Seattle	\$ 4,129,001	4.00
Enhance School Safety	\$ 7,088,034	1.00
Improve the 23rd Avenue Corridor	\$ 2,900,000	0.00
Improve the Transit Network	\$ 3,150,000	1.00
Improve City Streets and Street Ends	\$ 2,200,000	0.00
Plan for the Future	\$ 3,095,999	4.00
Improve Pedestrian Facilities	\$ 4,395,000	1.00
Replace Pay Stations	\$ 1,263,000	1.00
Manage the Public Space	\$ 782,000	3.00
Maintain and Improve Signals	\$ 921,000	4.00
Improve Permitting Technology and Processes	\$ 3,699,000	6.00
Maintain the City's Assets and Programs	\$ 710,721	1.00
Shift Revenue, Reduce Costs and Increase Revenues to Save General Fund Resources	-\$ 570,000	0.00
Reduce Debt Service	-\$ 1,563,020	0.00
Convert Seven Engineering Positions to Permanent Positions	\$ 0	7.00
Proposed Technical Changes		
Cost and Schedule Adjustments to Capital Projects	-\$ 16,551,798	0.00
Increase Appropriation Authority for Reimbursable Work and Utility Cuts	\$ 1,811,000	8.00
Technical Adjustments	-\$ 1,950,097	2.00
Eliminate Funding for Postini Spam Software	-\$ 5,505	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 318,518	0.00
Total Incremental Changes	\$ 15,247,218	43.00

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2014 Proposed Budget

\$ 407,227,950 770.50

Descriptions of Incremental Budget Changes

Baseline Changes

Technical Adjustment for Updated Costs - \$61,401

This technical adjustment updates the budget to align with current cost estimates for items affecting most departments such as worker's compensation, unemployment, medical benefits, and fuel.

Proposed Changes

Improve Access to Downtown Seattle - \$4,129,001/4.00 FTE

The 2014 Proposed Budget makes significant investments in new and existing Intelligent Transportation Systems (ITS). ITS utilizes electronic and communication technologies, such as sensors, cameras, and electronic signs, to increase efficiency and safety for all transportation modes. These investments will improve traffic flows and provide travelers with enhanced information about travel conditions in downtown Seattle during a period of intense construction activity, including seawall replacement, State Route 99 tunnel construction, and the transformation of Seattle's waterfront. The Seattle Department of Transportation (SDOT) will install new sensors and cameras to assess traffic flow on north/south streets in the Central Business District, including Alaskan Way, 1st, 2nd, 4th, and 5th Avenues, and on key east/west streets, including James, Spring, University, Howell, and Marion Streets, and Olive Way. Specifics include:

- Purchase and install 75 sensors on these streets. Information from these sensors will allow the City's signal control system to adapt to real-time traffic. In addition, four dynamic message signs will allow travelers to make informed decisions about their travel routes based on travel time before they enter the area. *REET II: \$1,150,000*
- Purchase and install 32 closed circuit TV cameras along these streets. The traffic cameras will monitor incidents and traffic patterns so that SDOT can report incidents via social media and SDOT's [online traveler information map](#). Timing engineers will use the cameras to monitor traffic patterns, adjust signals to improve traffic flow in real time, and to help the Seattle Police Department clear traffic incidents. *REET II: \$475,000*
- Update the Central Business District (CBD) signals so that they can respond to real-time traffic pattern and volume changes. *Bridging the Gap Levy Lid Lift: \$675,000*
- Expand SDOT's online traveler information map to include travel times for motorized vehicles, transit information, and parking information. *Bridging the Gap Levy Lid Lift: \$165,000 one-time.*
- Replace the failing video wall and cameras in the City's Traffic Management Center. Without this funding, the City will experience intermittent equipment failures, including dark cameras. *Bridging the Gap Levy Lid Lift: \$800,000 one-time*
- Hire four engineers to support the Traffic Management Center and signal timing operations. These engineers will develop and operate the travel time network for the CBD area. They will also design and implement the communication network plan that supports the traffic cameras, data sensors, Bluetooth readers, and dynamic message signs. *Bridging the Gap Levy Lid Lift: \$864,000*

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Enhance School Safety - \$7,088,034/1.00 FTE

Funds from the new School Zone Fixed Automated Camera Fund will allow SDOT to install 12 new cameras at six schools, bringing the total number of schools with cameras to 15 by the end of 2014; restore regular maintenance of school zone warning beacons; and begin 10 new Safe Routes to Schools capital infrastructure projects in 2014. These capital infrastructure projects include curb bulb installation, pedestrian and crossing improvements, and/or sidewalk installation and repair and directly affect the following schools:

- Arbor Heights Elementary School
- Bailey Gatzert ES
- Broadview Thomson K-8 School
- Bryant ES
- Eckstein Middle School
- John Rogers ES
- McDonald International ES
- Nathan Hale High School
- Olympic View ES
- Sacajawea ES
- Thornton Creek ES
- Wedgwood ES

Please see SDOT's 2014-2019 Proposed CIP for project funding details.

Improve the 23rd Avenue Corridor - \$2,900,000

23rd Avenue is a vital multi-modal corridor connecting much of south and central Seattle with Capitol Hill, the University District, and other north Seattle neighborhoods. In response to community feedback, SDOT will change the street from four lanes to three lanes between John and Rainier and develop a parallel greenway route for bicyclists.

The three-lane design allows for substantial pedestrian improvements by reconstructing sidewalks and reducing the curb-to-curb width by eight feet in most places; it also allows SDOT to adjust the traffic lanes to conform to lane-width standards as opposed to the narrow lanes existing today. SDOT will reconstruct pavement and upgrade signals to meet transit signal priority needs and accommodate Intelligent Transportation Systems (ITS) features such as travel time information. SDOT will also install poles for future trolley wires to close two gap segments of the trolley network, thereby advancing Route 48 transit electrification development in the corridor. Trolley buses reduce greenhouse gas emissions and provide a quieter, more neighborhood-friendly service.

Project support includes new REET II funding, a new state grant, bond proceeds from savings on the Spokane viaduct project, and transfers from the Arterial Asphalt and Concrete program. *REET II: \$2,400,000; state grant funds: \$500,000; Spokane viaduct project savings: \$5,900,000; federal grant transfer: \$5,000,000; Levy Lid Lift transfer: \$2,850,000.*

Improve the Transit Network - \$3,150,000/1.00 FTE

The 2014 Proposed Budget plans for an expanded transit network and improves upon existing infrastructure through the following commitments:

- Conduct preliminary engineering and environmental analysis for bus rapid transit on Madison Street. Vehicle License fees: *\$1,000,000 one-time*
- Evaluate various types, sizes and locations for improved pedestrian, bicycle, and transit connections across the Lake Washington Ship Canal near Ballard. *\$446,000 Bridging the Gap Commercial Parking Tax;*

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\$54,000 Bridging the Gap Levy Lid Lift; all one-time

- Begin station area planning for a future Ballard-to-Downtown streetcar or light rail line. *Vehicle License Fees: \$200,000 one-time*
- Advance the Center City Connector to final design. This project will link the First Hill and South Lake Union streetcars through downtown. *Vehicle License Fees: \$1,000,000 one-time*
- Hire an engineer to develop and implement transit signal priority timing, signal queue jumps, bus lanes, and other measures to improve speed, reliability, and comfort for transit riders as outlined in the [Transit Master Plan](#). Two CIP projects fund this position within the 2014 Endorsed CIP: the Transit Corridor Improvements project and the Third Avenue Corridor project.
- Analyze the viability of a potential Local Improvement District (LID) to support a potential future extension of the First Hill Streetcar to the north end of Broadway. This funding is in addition to \$100,000 in the 2014 Endorsed CIP. *Vehicle License Fees: \$175,000*
- Represent the City's interests as part of Sound Transit's "ST 3" planning efforts. *Bridging the Gap Levy Lid Lift: \$125,000 one-time*
- Improve the speed and reliability of the South Lake Union Streetcar by evaluating and implementing changes to parking rules, signal timing and prioritization, and restricting turning movements on the roadway along the line. *Bridging the Gap Levy Lid Lift: \$150,000 one-time*

SDOT will use an additional \$2,800,000 of Vehicle License Fees and \$1,375,000 of Bridging the Gap Levy Lid Lift funding to complete some of these items in 2015.

Improve City Streets and Street Ends - \$2,200,000

The 2014 Proposed Budget increases the City's investment in maintenance and repair activities related to City streets and other transportation infrastructure assets, including:

- Repair approximately two lane miles of the City's arterial roadways. SDOT will select projects based on pavement condition; cost; transit, bicycle, pedestrian and freight use; traffic volume; coordination opportunities; and geographic balance across the city. This represents a 14% increase for the arterial major maintenance 2014 Endorsed CIP. *REET II: \$1,000,000*
- Design and install traffic calming devices on approximately ten blocks of neighborhood streets. These improvements will help to achieve 20 miles-per-hour speed limits on residential streets near parks, schools, libraries, senior housing, neighborhood business centers, and walking routes to transit. This represents a 25% increase in funding from the 2014 Endorsed CIP. *REET II: \$100,000*
- Restore approximately one mile of the City's non-arterial streets. Seattle has 2,412 lane-miles of non-arterial streets. This represents a 37% increase in funding from the 2014 Endorsed CIP. *REET II: \$1,000,000*
- Develop small-scale capital improvements at four or five street ends annually during 2014 and 2015. Improvements may include stairs, benches, seating, viewing platforms, plantings or landscaping, and habitat enhancements. *Shoreline Street Ends cost center: \$100,000*

Plan for the Future - \$3,095,999/4.00 FTE

SDOT must continuously make plans to replace and improve the City's infrastructure and adapt to changing conditions and requirements - especially because such plans better position the City to take advantage of external funding sources. In 2014, SDOT will focus on the following planning efforts:

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- Begin conceptual design work to support rehabilitation or replacement of three or four of the City's most structurally deficient bridges. This work will enable SDOT to develop competitive grant proposals, as well as consider including these bridges for funding in future revenue packages such as BTG 2. *Bridging the Gap Commercial Parking Tax: \$500,000 one-time*
- Initiate project scoping, conceptual design, cost estimating, traffic studies, and public engagement to evaluate potential capital improvements on four multi-modal corridors annually. In 2014, SDOT will evaluate the Beacon Avenue, Lake City Way, Greenwood Avenue and East Marginal Way corridors. The work will ensure optimal compliance with the [Complete Streets ordinance](#) and the recent [Green Stormwater Infrastructure executive order](#). *Bridging the Gap Commercial Parking Tax: \$776,000*
- Engage three to four communities per year in area planning and transit-oriented development implementation in accord with [Resolution 31418](#). In 2014, work will begin in the Uptown Urban Center, Lake City, and Ballard neighborhoods, as well as around the Northgate, Roosevelt, Mt. Baker and Othello light rail stations. *Vehicle License Fees: \$642,000*
- Develop a community outreach and public engagement process to develop a plan for renewing the existing Bridging the Gap levy, which expires at the end of 2015. *Bridging the Gap Commercial Parking Tax: \$350,000*
- Undertake a minor update of the City's five-year-old [Pedestrian Master Plan](#) to incorporate pedestrian improvements made since the City adopted the original plan, incorporate neighborhood greenways, and engage the public around potential plan changes. *Bridging the Gap Levy Lid Lift: \$100,000 one-time*
- Update the transportation element of the City's Comprehensive Plan. The state's Growth Management Act mandates an update of the plan by June 2015. *General Fund: \$190,000 one-time*
- Hire a grant oversight manager to ensure that SDOT meets the requirements of private, county, regional, state, and federal grants, each of which has different reporting and oversight requirements, to better position SDOT to receive and administer future grants. *Indirect cost recovery: \$138,000*
- Complete a ten-year update of the City's Right-of-Way Improvements Manual to incorporate the latest policies, guidelines, and initiatives such as Americans with Disabilities Act (ADA) design criteria, new bicycle infrastructure standards, public space management tools, and maintenance requirements. The manual describes the design criteria required to complete work in Seattle's street rights-of-way and is a valuable resource for private contractors. *Street Use cost center: \$250,000*
- Hire a consultant to complete the State Route (SR) 99 Tunnel Closure Response Plan to address traffic mitigation and redirection needs in response to any unanticipated closure of the SR-99 tunnel. This response plan is similar to a plan completed for the Alaskan Way Viaduct, which aids SDOT in mitigating traffic impacts associated with unexpected closures of the viaduct. SDOT plans to complete this plan before the SR-99 tunnel opens in 2015. *Alaskan Way Viaduct/Seawall 2.5% Commercial Parking Tax: \$150,000*

Improve Pedestrian Facilities - \$4,395,000/1.00 FTE

The 2014 Proposed Budget invests in the following pedestrian infrastructure improvements and proposes the following additional investments in 2015:

- Build approximately ten blocks of new sidewalks, based on Pedestrian Master Plan criteria and potential leveraging opportunities, including new sidewalks on Aurora Avenue North between 127th and 128th

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streets at an estimated cost of \$200,000. *REET II \$2,500,000 during 2014 and another \$1,500,000 in 2015*

- Repair approximately 25,000 square feet of sidewalks; also, construct approximately 50 new ADA ramps in 2014 and an additional 150 ramps in 2015. *REET II: \$1,000,000 during 2014 and \$2,000,000 during 2015*
- Improve pedestrian facilities in Northgate, partially fulfilling the City's \$5,000,000 commitment to non-motorized improvements in the Northgate station area in accord with [Resolution 31389](#). *REET II \$500,000 K per year in 2014 and 2015*
- Install a pedestrian signal and sidewalk midblock on Pacific Street Northeast near the Link Light Rail Montlake station, as called for in a Memorandum of Agreement between the City and Sound Transit. The improvement will reduce the walking distance between bus and transit services as well as provide curb ramps as prescribed by the ADA. *REET II: \$150,000 in 2014*
- Perform inspections on existing stairways on a seven-year cycle, providing critical information to effectively prioritize stairways for repair, replacement or rehabilitation, and to keep them open and safe to the public. Additionally, the funding will provide resources to respond to emergent stairway hazards within a five-day period. *Bridging the Gap Levy Lid Lift: \$200,000 in 2014 and an additional \$200,000 in 2015*
- Replace 11 curb ramps to improve ADA access at Seattle Parks facilities. *REET II: \$45,000*

In 2015, SDOT will use \$1,450,000 of REET II funds to build sidewalks at the following locations:

- 35th Avenue Southwest between Southwest 104th Street and Southwest 106th Street to complete the sidewalk network on 35th between Southwest Roxbury Street and Southwest 106th Street;
- 21st Avenue Southwest between Southwest Dawson Street and 22nd Avenue Southwest to provide a connection between two non-arterial segments of the proposed 21st Avenue Southwest neighborhood greenway; and,
- Southwest Barton Street/Place and 24th Avenue Southwest to improve access to a transit center and shopping at Westwood Village.

Replace Pay Stations - \$1,263,000/1.00 FTE

The first of the City's parking pay stations will reach the end of their 10-year lifecycle in 2014. Older pay stations are past their warranty, costly to maintain, becoming obsolete, and cannot accommodate time-of-day pricing. In 2013, SDOT issued a Request for Proposals (RFP) for pay station replacement. The 2014 Proposed Budget includes funds to begin replacing the pay stations, an effort that will continue through 2016 under a seven-year lease. SDOT plans to replace 600 pay stations in the commercial core, Pike-Pine, Chinatown-International District, Denny Triangle South, and Belltown South areas in 2014. The City may need to revisit these costs and assumptions in 2014 after SDOT receives and evaluates the RFP responses. *General Fund: \$1,263,000*

Because parking policy affects businesses, individuals, and traffic flows, the 2014 Proposed Budget assumes that parking rates will not change until the City undertakes a thoughtful evaluation of the implications of time-of-day pricing and other parking pricing strategies. Prior to making any changes to parking rates, the City will consult with the Parking Sounding Board and solicit community input to:

- Evaluate time-of-day parking pricing methods and the potential implications this would have for other parking management strategies, such as seasonal rates and event parking;
- Review the data and methodology from the City's annual parking study;

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- Evaluate new pay station features and capabilities; and
- Provide feedback concerning community engagement and public education about new parking management strategies.

Following this work, the Mayor will collaborate with Council on parking policy and rate changes.

Manage the Public Space - \$782,000/3.00 FTE

The new Public Space Management Program encourages more people to walk and bike; strives to enhance our urban environment by providing additional public open space; and aims to generate new, affordable, and accessible opportunities for community groups and small businesses. Programs include alley activation and stormwater infrastructure; a street furniture program; converting parking spaces to small parks called "parklets;" and establishing new sign, newspaper box, and street performer regulations.

Maintain and Improve Signals - \$921,000/4.00 FTE

The 2014 Proposed Budget makes the following investments to more proactively maintain and improve the City's signal systems and respond to recommendations from a 2013 efficiency audit:

- Reduce the preventative maintenance cycle from once per year to once per six months for traffic signals, ITS devices, and the communication system that supports the ITS network. *Bridging the Gap Levy Lid Lift: \$400,000*
- Replace the oldest and most vulnerable traffic signals and install pedestrian countdown signals at new locations. *Bridging the Gap Levy Lid Lift: \$213,000*
- Re-time approximately 40 additional traffic signals annually, with priority given to arterials with the oldest timing and highest traffic congestion. *Bridging the Gap Levy Lid Lift: \$208,000*
- Install railroad crossing improvements at the intersection of Clay Street and Alaskan Way to maintain the quiet zone along the waterfront. This funding augments \$786,000 already included in the 2014 Endorsed Capital Improvement Program for this project. *Street vacation revenues: \$100,000*

Improve Permitting Technology and Processes - \$3,699,000/6.00 FTE

Funding the following activities assures that Seattle's permitting system is up-to-date and can adapt to rapidly changing information technology:

- Upgrade SDOT's permitting system to stay up-to-date with changing technologies such as mobile communications and programming languages. The current system is reaching the end of its useful life and deferring the upgrade will result in higher overall costs. *Street Use cost center: \$2,808,000; Residential Parking Zone cost center: \$152,000*
- Establish a permitting coordination team to manage mobility impacts in the Central Waterfront, South Lake Union, North Downtown, Ballard, Capitol Hill, and West Seattle construction hubs. The new team will improve response time to construction-related permits, and help ensure that SDOT can meet permit turnaround time performance targets. *Street Use cost center: \$635,000*
- Hire a management system analyst to collect and analyze data to support the City's work management software and assure successful implementation of performance monitoring, planning and reporting functions. SDOT implemented a new system in 2010, but, due to staffing issues, SDOT cannot fully utilize these aspects of the system. *General Fund: \$26,000; indirect cost recovery: \$78,000*

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Maintain the City's Assets and Programs - \$710,721/1.00 FTE

To ensure effective management of the City's transportation assets and programs, the 2014 Proposed Budget funds:

- An asset manager to help effectively and efficiently manage the City's \$13 billion in transportation assets. Asset management helps SDOT make the best investment decisions, monitor and maintain public facilities, provide accountability, and seek federal grant funds. A 2013 efficiency audit indicated that SDOT's asset management program needs improvement. *Bridging the Gap Levy Lid Lift: \$201,000*
- Additional training for tree trimmers to ensure that the City meets Bridging the Gap tree pruning targets. In November 2012, Labor & Industries identified additional qualifications for people working within ten feet of an overhead conductor. The new rule applies to approximately 80% of the trees in the City's right of way. *Bridging the Gap Levy Lid Lift: \$38,000; overhead costs: \$115,000*
- Operation and maintenance of the newly renovated King Street Station by providing management, security, and janitorial services. *Bridging the Gap Commercial Parking Tax: \$160,000*
- The City Center Parking Program, which provides drivers with easy access to information so that they can make smart choices about short-term downtown parking. The state only provided funding for this program through 2013. *General Fund: \$196,000*

Shift Revenue, Reduce Costs and Increase Revenues to Save General Fund Resources - (\$570,000)

The 2014 Proposed Budget reduces General Fund support through the following actions:

- Uses SDOT's 2012 year-end \$136,000 gas tax fund balance to reduce General Fund support by the same amount. *(one-time)*
- Uses \$144,000 of unneeded local gas tax funding for the South Park Bridge to reduce General Fund support by the same amount. *(one-time)*
- Transfers \$47,000 of SDOT's leaf pick-up costs related to stormwater management to Seattle Public Utilities, thereby reducing SDOT's General Fund costs by \$47,000. *(ongoing)*
- Reduces operating supplies and trainings costs in SDOT's resource management division to save \$25,000 General Fund and \$75,000 indirect costs annually. *(2014 and 2015 only)*
- Reduces gas tax funding for the Hazard Mitigation Program by \$10,000, a 3% funding cut; this reduction is used to achieve General Fund savings.
- Increases street use fees by \$180,000. The City requires contractors to pay the City for use of streets during construction. SDOT estimates that 50% or more of construction sites are not in compliance. Improved business processes at permit intake and supplemental training for inspectors will increase compliance and increase revenues.

Reduce Debt Service - (\$1,563,020)

The 2014 Proposed Budget reduces debt service payments for debt-financed projects. This reduction reflects anticipated project delays, higher performance incentives from the Public Works Trust Fund, and use of existing bond proceeds.

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Convert Seven Engineering Positions to Permanent Positions/7.00 FTE

The 2014 Proposed Budget makes seven positions permanent that otherwise would expire December 31, 2013. In the 2012 Adopted Budget, SDOT acquired seven engineering positions for work on capital projects. These seven positions were granted in lieu of contracting the work out to consultants. These positions were developed as an initiative of the Labor Management Leadership Committee in conjunction with the Mayor's Office, City Council, City Personnel, SDOT and the Coalition of Unions. Absent these positions, SDOT would need to contract out this ongoing work to consultants.

Proposed Technical Changes

Cost and Schedule Adjustments to Capital Projects - (\$16,551,798)

Capital technical adjustments reflect updates to project schedules and spending plans. The implementation of SDOT's major projects spans multiple years and the 2014 Proposed Budget adjustments primarily represent schedule shifts, as well as accelerated spending of bond proceeds. Please see the 2014-2019 Proposed Capital Improvement Program for specific funding information.

Increase Appropriation Authority for Reimbursable Work and Utility Cuts - \$1,811,000/8.00 FTE

The City will engage in additional activities for which it will receive reimbursement from other parties, including:

- \$1,190,000 for Operations and Maintenance of the South Park Bridge, reimbursed by King County.
- \$246,000 to fund a plan reviewer, reimbursed by King County Wastewater Division, to ensure timely reviews for street improvement and street-use permitting.
- \$375,000 for one street-use permit processor and one inspector. The positions will address new workload resulting from SPU's transition from SDOT-performed street restorations to developer-managed restorations for new water connections. The new positions will be funded from revenues generated by developers' permit and inspection fees.

Technical Adjustments - (\$1,950,097)/2.00 FTE

Technical Adjustments include the recognition of new grant revenue, budget-neutral internal transfers between programs, adjustments made during the 2013 supplemental budget process, reductions in reimbursable work, adjustments within the same BCL, and Citywide changes to employee costs such as health care, retirement and unemployment.

The largest adjustment, (\$2,033,677), is a decrease in reimbursable work relating from changes in the way the utility cut cost center bills for street restorations. Beginning in mid-2013, Street Maintenance changed to time and materials billing for street restoration work related to new water connections so that it could achieve full cost recovery. As a result, SDOT expects most developers will do their own restorations, which will decrease Street Maintenance's reimbursable workload by \$2.14 million in 2014. However, SDOT's Street Use permitting anticipates increased workload as developers obtain permits for their restorations.

The technical adjustment also includes funding for transit corridor planners approved during the supplemental budget process, a routine increase for the NSF/CRS Neighborhood Program CIP, and a reduction for geographic database costs from Seattle Public Utilities. Lastly, the adjustment adds two FTEs for the Waterfront Improvement Program which are entirely funded by the capital project appropriation.

Eliminate Funding for Postini Spam Software - (\$5,505)

Seattle Department of Transportation

The City has adopted Microsoft Office 365 as its new software platform, and as a result City departments no longer need to purchase separate anti-spam software.

Citywide Adjustments for Standard Cost Changes - (\$318,518)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Bridges & Structures Budget Control					
Bridge Operations		2,973,113	3,032,768	3,136,661	3,249,139
Structures Engineering		652,116	795,539	823,832	823,539
Structures Maintenance		3,576,038	3,651,169	3,758,339	4,975,874
Total	17001	7,201,268	7,479,475	7,718,832	9,048,552
Department Management Budget Control					
Director's Office		1,163,346	2,277,745	2,342,913	2,033,321
Division Management		10,957,664	12,770,394	13,094,515	13,878,932
Human Resources		709,090	1,218,573	1,254,597	1,389,256
Indirect Cost Recovery - Department Management		-27,771,523	-28,841,160	-29,687,722	-30,798,401
Public Information		650,591	1,068,448	1,101,364	1,454,553
Resource Management		20,326,856	12,208,543	12,600,040	13,078,004
Revenue Development		574,682	508,388	527,318	593,668
Total	18001	6,610,706	1,210,932	1,233,026	1,629,334
Engineering Services Budget Control Level	17002	2,392,929	2,293,658	2,155,438	1,633,548
General Expense Budget Control					
City Central Costs		11,061,261	11,753,733	12,373,597	13,092,583
Debt Service		26,016,658	27,945,577	30,881,418	29,318,398
Indirect Cost Recovery - General Expense		-11,657,437	-11,753,733	-12,373,596	-13,098,088
Judgment & Claims		3,507,637	2,974,125	3,553,310	3,553,310
Total	18002	28,928,119	30,919,702	34,434,729	32,866,203
Major Maintenance/Replacement Budget Control					
Bridges & Structures		37,790,377	20,463,315	11,806,419	22,123,001
Landslide Mitigation		595,810	408,995	411,615	412,001

Seattle Department of Transportation

Roads		23,490,120	19,564,897	29,519,524	19,826,000
Sidewalk Maintenance		1,461,740	2,073,367	2,324,913	2,326,000
Trails and Bike Paths		3,567,934	6,313,425	6,851,529	5,483,002
Total	19001	66,905,981	48,823,999	50,914,000	50,170,004
Major Projects Budget Control					
Alaskan Way Viaduct and Seawall Replacement		26,725,288	72,199,012	136,724,823	135,907,000
First Hill Streetcar		38,445,316	24,816,642	26,510,905	14,111,000
Mercer Corridor		21,661,789	5,465,368	499,983	1
Mercer West		6,170,749	26,854,000	31,958,804	21,221,000
Spokane Street Viaduct		18,454,689	0	0	0
SR-520		347,277	266,978	274,004	678,001
Total	19002	111,805,108	129,602,000	195,968,520	171,917,003
Mobility-Capital Budget Control					
Corridor & Intersection Improvements		9,270,692	8,036,383	4,714,965	18,312,000
Freight Mobility		762,429	400,608	424,894	525,000
Intelligent Transportation System		147,279	0	0	2,525,000
Neighborhood Enhancements		12,465,315	3,384,364	3,807,733	4,718,001
New Trails and Bike Paths		3,991,608	314,135	6,053	1
Sidewalks & Pedestrian Facilities		5,630,969	7,295,608	6,108,468	18,322,436
Transit & HOV		17,282,533	4,138,902	6,129,887	9,717,001
Total	19003	49,550,826	23,570,000	21,192,000	54,119,439
Mobility-Operations Budget Control					
Commuter Mobility		9,431,938	11,220,570	11,425,943	12,394,766
Neighborhoods		1,871,210	2,574,179	2,661,061	3,694,977
Parking		8,441,728	8,414,048	8,716,699	8,082,550
Signs & Markings		3,190,388	4,787,673	4,912,640	4,660,143
Traffic Signals		8,507,029	8,586,254	8,655,502	10,999,450
Total	17003	31,442,293	35,582,724	36,371,846	39,831,887
ROW Management Budget Control Level	17004	11,156,402	13,733,268	13,623,961	19,848,368
Street Maintenance Budget Control					
Emergency Response		2,795,724	1,951,627	1,992,516	1,997,697
Operations Support		4,035,681	4,206,906	4,300,873	3,920,558
Pavement Management		288,621	284,076	295,125	295,330
Street Cleaning		5,545,335	5,303,120	5,386,919	5,686,569
Street Repair		8,955,421	11,421,045	11,635,744	9,615,852
Total	17005	21,620,783	23,166,774	23,611,177	21,516,006
Urban Forestry Budget Control					
Arborist Services		1,295,424	1,028,688	1,061,301	934,759

Seattle Department of Transportation

Tree & Landscape Maintenance		3,276,198	3,582,080	3,695,904	3,712,849
Total	17006	4,571,622	4,610,768	4,757,205	4,647,608
Department Total		342,186,038	320,993,299	391,980,732	407,227,950

Department Full-time Equivalents Total*		721.00	727.50	727.50	770.50
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* 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

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
481100	G.O. Bond Proceeds	0	34,301,043	15,003,776	28,378,000
587310	OPER TR IN-2005 Multipurpose Bonds	0	0	0	0
587316	OPER TR IN-FR Transportation Bond Fund	0	0	0	0
587351	OPER TR IN-2007 Multipurpose Bonds	0	0	0	0
587352	OPER TR IN-2008 Multipurpose Bonds	2,993,115	0	0	0
587353	OPER TR IN-2009 Multipurpose Bonds	11,626,736	0	0	0
587354	OPER TR IN-2010 Multipurpose Bonds	28,210,124	0	0	0
587355	OPER TR IN-2011 Multipurpose Bonds	16,442,324	0	0	0
587356	OPER TR IN-2012 Multipurpose Bonds	5,084,980	0	0	0
	Total Bonds	64,357,280	34,301,043	15,003,776	28,378,000
422490	Other Street Use & Curb Permit	15,513,536	6,773,956	7,282,034	8,581,609
422990	Other Non-Business Licenses Fees	1,057,152	1,118,792	952,795	873,943
442490	Other Protective Inspection	0	1,219,624	1,315,947	1,768,563
444100	Street Maintenance & Repair Charges	420,191	741,751	765,487	837,895
444900	Other Charges - Transportation	54,811,482	43,357,652	51,504,977	40,989,120
543210	IF Architect/Engineering Services C	0	1,290,338	400,000	684,471
544900	IF Other Charges - Transportation	10,966,583	7,283,057	7,748,319	6,396,163
	Total Charges for Service	82,768,944	61,785,170	69,969,559	60,131,765
419999	Transportation Benefit District - VLF	6,260,179	7,118,000	7,187,000	7,469,365
	Total Fees	6,260,179	7,118,000	7,187,000	7,469,365

Seattle Department of Transportation

587001	General Fund	37,937,369	36,701,168	38,976,028	40,424,670
	Total General Subfund Support	37,937,369	36,701,168	38,976,028	40,424,670
471010	Federal Grants	31,915,808	15,631,720	17,979,000	23,382,586
474010	State Grants	7,508,200	12,220,135	21,724,159	18,052,000
477010	Interlocal Grants	90,738	0	0	0
577010	IF Capital Contributions & Grants	0	13,900,000	20,000,000	16,027,106
	Total Grants	39,514,746	41,751,855	59,703,159	57,461,692
461110	Investment Earnings on Residual Cash Balances	246,324	0	0	0
	Total Interest Earnings	246,324	0	0	0
462500	LT Space/Facilities Leases	0	0	0	0
	Total Leases	0	0	0	0
481800	Long-Term Intergovtl Loan Proceeds	6,000,000	0	0	0
	Total Loans	6,000,000	0	0	0
469990	Other Miscellaneous Revenues	129,810	0	0	0
	Total Miscellaneous	129,810	0	0	0
441930	Private Reimbursements	0	500,000	0	0
	Total Private Contributions	0	500,000	0	0
485110	Property Proceeds	120,375	0	15,400,000	1,976,527
485110	Rubble Yard Proceeds	0	0	0	0
	Total Property Sales	120,375	0	15,400,000	1,976,527
10311	School Zone Fixed Automated Camera Fund	0	0	0	7,088,500
	Total School Zone Fixed Automated Camera Fund	0	0	0	7,088,500
411100	BTG-Property Tax Levy	40,997,567	41,487,000	42,221,000	42,232,273
416310	BTG-Commercial Parking Tax	25,442,997	25,033,000	26,159,000	26,245,902
418800	BTG-Employee Hours Tax	66,125	0	0	6,142
419997	Commercial Parking Tax - AWW	5,872,869	6,258,000	6,540,000	6,561,475
436088	Motor Vehicle Fuel Tax - Street Improvement	12,789,029	12,964,909	12,964,909	12,964,909
599999	Seawall and Central Waterfront Levy	1,524,635	43,700,000	78,000,000	78,000,000
	Total Taxes	86,693,222	129,442,909	165,884,909	166,010,701
587116	OPER TR IN-FR Cumulative Reserve Subfund - REET I	0	0	1,500,000	1,500,000
587116	OPER TR IN-FR Cumulative Reserve Subfund - REET II	4,236,748	12,750,000	8,234,000	23,148,350
587116	OPER TR IN-FR Cumulative Reserve Subfund - Street Vacations	905,070	0	0	100,000
587116	OPER TR IN-FR Cumulative Reserve Subfund - Unrestricted	1,144,275	1,025,625	3,004,500	3,004,500
587118	OPER TR IN-FR Emergency Subfund	109,741	0	0	0

Seattle Department of Transportation

587331	OPER TR IN-FR Park Renov/Improv	0	0	0	0
587338	OP TSF IN 2000 Park Levy Fund	1,343,443	0	0	0
587339	OPER TR IN-FR Denny Triangle	36,253	0	0	0
587339	OPER TR IN-FR Finance General	0	4,049,500	3,154,857	3,154,857
587410	Oper TR IN-FR Seattle City Light Fund	0	2,320,000	2,400,000	982,705
587624	OPER TR IN-FR General Trust Fund	0	0	0	0
Total Transfers from Other City Funds		7,775,532	20,145,125	18,293,357	31,890,412
Total Revenues		331,803,781	331,745,270	390,417,788	400,831,632
379100	Use of (contribution to) Fund Balance	10,382,257	-10,751,970	1,562,944	6,396,318
Total Use of Fund Balance		10,382,257	-10,751,970	1,562,944	6,396,318
Total Resources		342,186,038	320,993,300	391,980,732	407,227,950

Seattle Department of Transportation

Appropriations By Budget Control Level (BCL) and Program

Bridges & Structures Budget Control Level

The purpose of the Bridges and Structures Budget Control Level is to maintain the City's bridges and structures which helps provide for the safe and efficient movement of people, goods and services throughout the city.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Bridge Operations	2,973,113	3,032,768	3,136,661	3,249,139
Structures Engineering	652,116	795,539	823,832	823,539
Structures Maintenance	3,576,038	3,651,169	3,758,339	4,975,874
Total	7,201,268	7,479,475	7,718,832	9,048,552
Full-time Equivalents Total*	56.50	56.50	56.50	61.50

* 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 Bridges & Structures Budget Control Level:

Bridge Operations Program

The purpose of the Bridge Operations Program is to ensure the safe and efficient operation and preventive maintenance for over 180 bridges throughout the city.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Bridge Operations	2,973,113	3,032,768	3,136,661	3,249,139
Full-time Equivalents Total	28.00	28.00	28.00	33.00

Structures Engineering Program

The purpose of the Structures Engineering Program is to provide engineering services on all the bridges and structures within the city to ensure the safety of transportation users as they use or move in proximity to these transportation facilities.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Structures Engineering	652,116	795,539	823,832	823,539
Full-time Equivalents Total	5.75	5.75	5.75	5.75

Structures Maintenance Program

The purpose of the Structures Maintenance Program is to provide for the maintenance of all of the city's bridges, roadside structures and stairways.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Structures Maintenance	3,576,038	3,651,169	3,758,339	4,975,874
Full-time Equivalents Total	22.75	22.75	22.75	22.75

Seattle Department of Transportation

Department Management Budget Control Level

The purpose of the Department Management Budget Control Level is to provide leadership and operations support services to accomplish the mission and goals of the department.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Director's Office	1,163,346	2,277,745	2,342,913	2,033,321
Division Management	10,957,664	12,770,394	13,094,515	13,878,932
Human Resources	709,090	1,218,573	1,254,597	1,389,256
Indirect Cost Recovery - Department Management	-27,771,523	-28,841,160	-29,687,722	-30,798,401
Public Information	650,591	1,068,448	1,101,364	1,454,553
Resource Management	20,326,856	12,208,543	12,600,040	13,078,004
Revenue Development	574,682	508,388	527,318	593,668
Total	6,610,706	1,210,932	1,233,026	1,629,334
Full-time Equivalents Total*	126.50	123.50	123.50	126.50

* 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 Department Management Budget Control Level:

Director's Office Program

The purpose of the Director's Office Program is to provide overall direction and guidance to accomplish the mission and goals of the department.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Director's Office	1,163,346	2,277,745	2,342,913	2,033,321
Full-time Equivalents Total	5.00	5.00	5.00	5.00

Division Management Program

The purpose of the Division Management Program is to provide division leadership and unique transportation technical expertise to accomplish the division's goals and objectives in support of the department's mission.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Division Management	10,957,664	12,770,394	13,094,515	13,878,932
Full-time Equivalents Total	29.50	29.50	29.50	30.50

Human Resources Program

The purpose of the Human Resources Program is to provide employee support services, safety management and other personnel expertise to the department and its employees.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
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Seattle Department of Transportation

Human Resources	709,090	1,218,573	1,254,597	1,389,256
Full-time Equivalents Total	9.75	9.75	9.75	9.75

Indirect Cost Recovery - Department Management Program

The purpose of the Indirect Cost Recovery - Department Management Program is to allocate departmental indirect costs to all transportation activities and capital projects and equitably recover funding from them to support departmental management and support services essential to the delivery of transportation services to the public.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures				
Indirect Cost Recovery - Department Management	-27,771,523	-28,841,160	-29,687,722	-30,798,401

Public Information Program

The purpose of the Public Information Program is to manage all community and media relations and outreach for the department, including all public information requests and inquiries from the City Council and other government agencies. Public Information also maintains the ROADS hotline and the SDOT web site for both residents and department staff.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Public Information	650,591	1,068,448	1,101,364	1,454,553
Full-time Equivalents Total	7.50	7.50	7.50	7.50

Resource Management Program

The purpose of the Resource Management Program is to provide the internal financial, accounting, information technology and office space management support for all SDOT business activities.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Resource Management	20,326,856	12,208,543	12,600,040	13,078,004
Full-time Equivalents Total	69.00	66.00	66.00	68.00

Revenue Development Program

The purpose of the Revenue Development Program is to identify funding, grant and partnership opportunities for transportation projects and provide lead coordination for grant applications and reporting requirements.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Revenue Development	574,682	508,388	527,318	593,668
Full-time Equivalents Total	5.75	5.75	5.75	5.75

Seattle Department of Transportation

Engineering Services Budget Control Level

The purpose of the Engineering Services Budget Control Level is to provide construction management for capital projects, engineering support for street vacations, the scoping of neighborhood projects, and other transportation activities requiring transportation engineering and project management expertise.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Engineering & Operations Support	2,392,929	2,293,658	2,155,438	1,633,548
Total	2,392,929	2,293,658	2,155,438	1,633,548
Full-time Equivalents Total*	24.75	25.75	25.75	32.75

* 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.

General Expense Budget Control Level

The purpose of the General Expense Budget Control Level is to account for certain City business expenses necessary to the overall delivery of transportation services. Money from all transportation funding sources is collected to pay for these indirect cost services. It also includes Judgment and Claims contributions and debt service payments.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Central Costs	11,061,261	11,753,733	12,373,597	13,092,583
Debt Service	26,016,658	27,945,577	30,881,418	29,318,398
Indirect Cost Recovery - General Expense	-11,657,437	-11,753,733	-12,373,596	-13,098,088
Judgment & Claims	3,507,637	2,974,125	3,553,310	3,553,310
Total	28,928,119	30,919,702	34,434,729	32,866,203

The following information summarizes the programs in General Expense Budget Control Level:

City Central Costs Program

The purpose of the City Central Costs Program is to allocate the City's general services costs to SDOT in a way that benefits the delivery of transportation services to the public.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Central Costs	11,061,261	11,753,733	12,373,597	13,092,583

Debt Service Program

The purpose of the Debt Service Program is to meet principal repayment and interest obligations on debt proceeds that are appropriated in SDOT's budget.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	26,016,658	27,945,577	30,881,418	29,318,398

Seattle Department of Transportation

Indirect Cost Recovery - General Expense Program

The purpose of the Indirect Cost Recovery - General Expense Program is to equitably recover funding from all transportation activities and capital projects to pay for allocated indirect costs for city services that are essential to the delivery of transportation services to the public.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Indirect Cost Recovery - General Expense	-11,657,437	-11,753,733	-12,373,596	-13,098,088

Judgment & Claims Program

The purpose of the Judgment & Claims Program is to represent SDOT's annual contribution to the City's centralized self-insurance pool from which court judgments and claims against the City are paid.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Judgment & Claims	3,507,637	2,974,125	3,553,310	3,553,310

Major Maintenance/Replacement Budget Control Level

The purpose of the Major Maintenance/Replacement Budget Control Level is to provide maintenance and replacement of roads, trails, bike paths, bridges and structures.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Bridges & Structures	37,790,377	20,463,315	11,806,419	22,123,001
Landslide Mitigation	595,810	408,995	411,615	412,001
Roads	23,490,120	19,564,897	29,519,524	19,826,000
Sidewalk Maintenance	1,461,740	2,073,367	2,324,913	2,326,000
Trails and Bike Paths	3,567,934	6,313,425	6,851,529	5,483,002
Total	66,905,981	48,823,999	50,914,000	50,170,004
Full-time Equivalents Total*	59.00	61.00	61.00	61.00

* 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 Major Maintenance/Replacement Budget Control Level:

Bridges & Structures Program

The purpose of the Bridges & Structures Program is to provide for safe and efficient use of the city's bridges and structures to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Bridges & Structures	37,790,377	20,463,315	11,806,419	22,123,001
Full-time Equivalents Total	21.50	21.50	21.50	21.50

Seattle Department of Transportation

Landslide Mitigation Program

The purpose of the Landslide Mitigation Program is to proactively identify and address potential areas of landslide concerns that affect the right-of-way.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Landslide Mitigation	595,810	408,995	411,615	412,001
Full-time Equivalents Total	2.00	2.00	2.00	2.00

Roads Program

The purpose of the Roads Program is to provide for the safe and efficient use of the city's roadways to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Roads	23,490,120	19,564,897	29,519,524	19,826,000
Full-time Equivalents Total	18.50	18.50	18.50	18.50

Sidewalk Maintenance Program

The purpose of the Sidewalk Maintenance Program is to maintain and provide safe and efficient use of the city's sidewalks to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Sidewalk Maintenance	1,461,740	2,073,367	2,324,913	2,326,000
Full-time Equivalents Total	6.50	6.50	6.50	6.50

Trails and Bike Paths Program

The purpose of the Trails and Bike Paths Program is to maintain and provide safe and efficient use of the city's trails and bike paths to all residents of Seattle and adjacent regions to ensure movement of people, goods and services throughout the city.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Trails and Bike Paths	3,567,934	6,313,425	6,851,529	5,483,002
Full-time Equivalents Total	10.50	12.50	12.50	12.50

Seattle Department of Transportation

Major Projects Budget Control Level

The purpose of the Major Projects Budget Control Level is to design, manage and construct improvements to the transportation infrastructure for the benefit of the traveling public including freight, transit, other public agencies, pedestrians, bicyclists and motorists.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Alaskan Way Viaduct and Seawall Replacement	26,725,288	72,199,012	136,724,823	135,907,000
First Hill Streetcar	38,445,316	24,816,642	26,510,905	14,111,000
Mercer Corridor	21,661,789	5,465,368	499,983	1
Mercer West	6,170,749	26,854,000	31,958,804	21,221,000
Spokane Street Viaduct	18,454,689	0	0	0
SR-520	347,277	266,978	274,004	678,001
Total	111,805,108	129,602,000	195,968,520	171,917,003
Full-time Equivalents Total*	32.75	35.75	35.75	37.75

* 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 Major Projects Budget Control Level:

Alaskan Way Viaduct and Seawall Replacement Program

The purpose of the Alaskan Way Viaduct and Seawall Replacement Program is to fund the City's involvement in the replacement of the seismically-vulnerable viaduct and seawall. The Alaskan Way Viaduct is part of State Route 99, which carries one-quarter of the north-south traffic through downtown Seattle and is a major truck route serving the city's industrial areas.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Alaskan Way Viaduct and Seawall Replacement	26,725,288	72,199,012	136,724,823	135,907,000
Full-time Equivalents Total	18.50	19.50	19.50	21.50

First Hill Streetcar Program

The purpose of the First Hill Streetcar Program is to support the First Hill Streetcar project, which connects First Hill employment centers to the regional Link light rail system, including but not limited to the International District/Chinatown Station and Capitol Hill Station at Broadway and John Street.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
First Hill Streetcar	38,445,316	24,816,642	26,510,905	14,111,000
Full-time Equivalents Total	0.00	1.00	1.00	1.00

Mercer Corridor Program

The purpose of the Mercer Corridor Program is to use existing street capacity along the Mercer Corridor and South Lake Union more efficiently and enhance all modes of travel, including pedestrian mobility.

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	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Mercer Corridor	21,661,789	5,465,368	499,983	1
Full-time Equivalents Total	7.25	7.25	7.25	7.25

Mercer West Program

The purpose of the Mercer West Program is to use existing street capacity along the west portion of Mercer Street more efficiently and enhance all modes of travel, including pedestrian mobility, and provide an east/west connection between I-5, State Route 99, and Elliott Ave W.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Mercer West	6,170,749	26,854,000	31,958,804	21,221,000

Spokane Street Viaduct Program

The purpose of the Spokane Street Viaduct Program is to improve the safety of the Spokane Street Viaduct by building a new structure parallel and connected to the existing one and widening the existing viaduct.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Spokane Street Viaduct	18,454,689	0	0	0
Full-time Equivalents Total	6.50	6.50	6.50	6.50

SR-520 Program

The purpose of the SR-520 Program is to provide policy, planning and technical analysis support and to act as the City's representative in a multi-agency group working on the replacement of the State Route 520 bridge.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
SR-520	347,277	266,978	274,004	678,001
Full-time Equivalents Total	0.50	1.50	1.50	1.50

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Mobility-Capital Budget Control Level

The purpose of the Mobility-Capital Budget Control Level is to help maximize the movement of traffic throughout the city by enhancing all modes of transportation including corridor and intersection improvements, transit and HOV improvements, and sidewalk and pedestrian facilities.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Corridor & Intersection Improvements	9,270,692	8,036,383	4,714,965	18,312,000
Freight Mobility	762,429	400,608	424,894	525,000
Intelligent Transportation System	147,279	0	0	2,525,000
Neighborhood Enhancements	12,465,315	3,384,364	3,807,733	4,718,001
New Trails and Bike Paths	3,991,608	314,135	6,053	1
Sidewalks & Pedestrian Facilities	5,630,969	7,295,608	6,108,468	18,322,436
Transit & HOV	17,282,533	4,138,902	6,129,887	9,717,001
Total	49,550,826	23,570,000	21,192,000	54,119,439
Full-time Equivalents Total*	63.00	65.50	65.50	69.50

* 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 Mobility-Capital Budget Control Level:

Corridor & Intersection Improvements Program

The purpose of the Corridor & Intersection Improvements Program is to analyze and make improvements to corridors and intersections to move traffic more efficiently. Examples of projects include signal timing, left turn signals and street improvements.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Corridor & Intersection Improvements	9,270,692	8,036,383	4,714,965	18,312,000
Full-time Equivalents Total	11.75	13.75	13.75	15.75

Freight Mobility Program

The purpose of the Freight Mobility Program is to help move freight throughout the city in a safe and efficient manner.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Freight Mobility	762,429	400,608	424,894	525,000
Full-time Equivalents Total	1.75	1.75	1.75	1.75

Intelligent Transportation System Program

The purpose of the Intelligent Transportation System (ITS) Program is to fund projects identified in the City's ITS Strategic Plan and ITS Master Plan. Examples of projects include implementation of transit signal priority strategies; installation of closed-circuit television (CCTV) cameras to monitor traffic in key corridors; and development of parking guidance, traveler information and real-time traffic control systems.

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	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Intelligent Transportation System	147,279	0	0	2,525,000
Full-time Equivalents Total	12.50	12.50	12.50	12.50

Neighborhood Enhancements Program

The purpose of the Neighborhood Enhancements Program is to make safe and convenient neighborhoods by improving sidewalks, traffic circles, streetscape designs and the installation of pay stations.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood Enhancements	12,465,315	3,384,364	3,807,733	4,718,001
Full-time Equivalents Total	11.00	11.00	11.00	12.00

New Trails and Bike Paths Program

The purpose of the New Trails and Bike Paths Program is to construct new trails and bike paths that connect with existing facilities to let users transverse the city on a dedicated network of trails and paths.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
New Trails and Bike Paths	3,991,608	314,135	6,053	1
Full-time Equivalents Total	8.25	8.25	8.25	8.25

Sidewalks & Pedestrian Facilities Program

The purpose of the Sidewalks & Pedestrian Facilities Program is to install new facilities that help pedestrians move safely along the city's sidewalks by installing or replacing sidewalks, modifying existing sidewalks for elderly and handicapped accessibility, and increasing pedestrian lighting.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Sidewalks & Pedestrian Facilities	5,630,969	7,295,608	6,108,468	18,322,436
Full-time Equivalents Total	11.75	12.25	12.25	13.25

Transit & HOV Program

The purpose of the Transit & HOV Program is to move more people in less time throughout the city.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Transit & HOV	17,282,533	4,138,902	6,129,887	9,717,001
Full-time Equivalents Total	6.00	6.00	6.00	6.00

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Mobility-Operations Budget Control Level

The purpose of the Mobility-Operations Budget Control level is to promote the safe and efficient operation of all transportation modes in the city. This includes managing the parking, pedestrian, and bicycle infrastructure; implementing neighborhood plans; encouraging alternative modes of transportation; and maintaining and improving signals and the non-electrical transportation management infrastructure.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Commuter Mobility	9,431,938	11,220,570	11,425,943	12,394,766
Neighborhoods	1,871,210	2,574,179	2,661,061	3,694,977
Parking	8,441,728	8,414,048	8,716,699	8,082,550
Signs & Markings	3,190,388	4,787,673	4,912,640	4,660,143
Traffic Signals	8,507,029	8,586,254	8,655,502	10,999,450
Total	31,442,293	35,582,724	36,371,846	39,831,887
Full-time Equivalents Total*	140.25	142.75	142.75	153.75

* 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 Mobility-Operations Budget Control Level:

Commuter Mobility Program

The purpose of the Commuter Mobility Program is to provide a variety of services, including enforcement of City commercial vehicle limits, transit coordination, and planning, to increase mobility and transportation options to the residents of Seattle.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Commuter Mobility	9,431,938	11,220,570	11,425,943	12,394,766
Full-time Equivalents Total	44.00	45.50	45.50	49.50

Neighborhoods Program

The purpose of the Neighborhoods Program is to plan and forecast the needs of specific neighborhoods including neighborhood and corridor planning, development of the coordinated transportation plans, traffic control spot improvements and travel forecasting. The program also constructs minor improvements in neighborhoods based on these assessments.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Neighborhoods	1,871,210	2,574,179	2,661,061	3,694,977
Full-time Equivalents Total	11.50	12.50	12.50	14.50

Parking Program

The purpose of the Parking Program is to manage the City's parking resources, maintain and operate pay stations and parking meters for on-street parking, and develop and manage the City's carpool program and Residential Parking Zones for neighborhoods.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
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Parking	8,441,728	8,414,048	8,716,699	8,082,550
Full-time Equivalents Total	33.25	33.25	33.25	33.25

Signs & Markings Program

The purpose of the Signs & Markings Program is to design, fabricate and install signage, as well as provide pavement, curb and crosswalk markings to facilitate the safe movement of vehicles, pedestrians and bicyclists throughout the city.

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Signs & Markings	3,190,388	4,787,673	4,912,640	4,660,143
Full-time Equivalents Total	18.75	18.75	18.75	18.75

Traffic Signals Program

The purpose of the Traffic Signals Program is to operate the Traffic Management Center that monitors traffic movement within the city and to maintain and improve signals and other electrical transportation management infrastructure.

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Traffic Signals	8,507,029	8,586,254	8,655,502	10,999,450
Full-time Equivalents Total	32.75	32.75	32.75	37.75

ROW Management Budget Control Level

The purpose of the Right-of-Way (ROW) Management Budget Control Level is to review projects throughout the city for code compliance for uses of the right-of-way and to provide plan review, utility permit and street use permit issuance, and utility inspection and mapping services.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Street Use Permitting & Enforcement	11,156,402	13,733,268	13,623,961	19,848,368
Total	11,156,402	13,733,268	13,623,961	19,848,368
Full-time Equivalents Total*	66.50	72.50	72.50	83.50

* 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.

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Street Maintenance Budget Control Level

The purpose of the Street Maintenance Budget Control Level is to maintain the city's roadways and sidewalks.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Emergency Response	2,795,724	1,951,627	1,992,516	1,997,697
Operations Support	4,035,681	4,206,906	4,300,873	3,920,558
Pavement Management	288,621	284,076	295,125	295,330
Street Cleaning	5,545,335	5,303,120	5,386,919	5,686,569
Street Repair	8,955,421	11,421,045	11,635,744	9,615,852
Total	21,620,783	23,166,774	23,611,177	21,516,006
Full-time Equivalents Total*	120.50	113.00	113.00	113.00

* 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 Street Maintenance Budget Control Level:

Emergency Response Program

The purpose of the Emergency Response Program is to respond to safety and mobility issues such as pavement collapses, severe weather, landslides and other emergencies to make the right-of-way safe for moving people and goods. This program proactively addresses landslide hazards to keep the right-of-way open and safe.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Emergency Response	2,795,724	1,951,627	1,992,516	1,997,697
Full-time Equivalents Total	2.25	2.25	2.25	2.25

Operations Support Program

The purpose of the Operations Support Program is to provide essential operating support services necessary for the daily operation of SDOT's equipment and field workers dispatched from three field locations in support of street maintenance activities. These functions include warehousing, bulk material supply and management, tool cleaning and repair, equipment maintenance and repair, project accounting and technical support, and crew supervision.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Operations Support	4,035,681	4,206,906	4,300,873	3,920,558
Full-time Equivalents Total	34.25	33.75	33.75	33.75

Pavement Management Program

The purpose of the Pavement Management Program is to assess the condition of asphalt and concrete pavements and establish citywide paving priorities for annual resurfacing and repair programs.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pavement Management	288,621	284,076	295,125	295,330
Full-time Equivalents Total	0.75	0.75	0.75	0.75

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Street Cleaning Program

The purpose of the Street Cleaning Program is to keep Seattle's streets, improved alleys, stairways and pathways clean, safe and environmentally friendly by conducting sweeping, hand-cleaning, flushing and mowing on a regular schedule.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Street Cleaning	5,545,335	5,303,120	5,386,919	5,686,569
Full-time Equivalents Total	21.25	21.25	21.25	21.25

Street Repair Program

The purpose of the Street Repair Program is to preserve and maintain all streets and adjacent areas such as sidewalks and road shoulders by making spot repairs and conducting annual major maintenance paving and rehabilitation programs.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Street Repair	8,955,421	11,421,045	11,635,744	9,615,852
Full-time Equivalents Total	62.00	55.00	55.00	55.00

Urban Forestry Budget Control Level

The purpose of the Urban Forestry Budget Control Level is to administer, maintain, protect and expand the city's urban landscape in the street right-of-way through the maintenance and planting of new trees and landscaping to enhance the environment and aesthetics of the city. The Urban Forestry BCL maintains City-owned trees to improve the safety of the right-of-way for Seattle's residents and visitors.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Arborist Services	1,295,424	1,028,688	1,061,301	934,759
Tree & Landscape Maintenance	3,276,198	3,582,080	3,695,904	3,712,849
Total	4,571,622	4,610,768	4,757,205	4,647,608
Full-time Equivalents Total*	31.25	31.25	31.25	31.25

** 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.*

The following information summarizes the programs in Urban Forestry Budget Control Level:

Arborist Services Program

The purpose of the Arborist Services Program is to maintain, protect and preserve city street trees and to regulate privately-owned trees in the right-of-way by developing plans, policies and procedures to govern and improve the care and quality of street trees.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Arborist Services	1,295,424	1,028,688	1,061,301	934,759

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Full-time Equivalents Total 8.75 8.75 8.75 8.75

Tree & Landscape Maintenance Program

The purpose of the Tree & Landscape Maintenance Program is to provide planning, design, construction and construction inspection services for the landscape elements of transportation capital projects, as well as guidance to developers on the preservation of city street trees and landscaped sites during construction of their projects.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Tree & Landscape Maintenance	3,276,198	3,582,080	3,695,904	3,712,849
Full-time Equivalents Total	22.50	22.50	22.50	22.50

Transportation Fund Table

Transportation Operating Fund (10310)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	61,430,690	44,464,871	51,048,433	55,216,842	64,576,790
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	331,803,781	331,745,270	300,220,611	390,417,788	400,831,632
Less: Actual and Budgeted Expenditures	342,186,038	320,993,299	286,692,255	391,980,732	407,227,950
Ending Fund Balance	51,048,433	55,216,842	64,576,790	53,653,898	58,180,472
Continuing Appropriations	46,958,358	41,501,931	46,891,245	41,501,931	46,891,245
Paving Reserve					3,181,637
Operating Reserve					851,429
Total Reserves	46,958,358	41,501,931	46,891,245	41,501,931	50,924,311
Ending Unreserved Fund Balance	4,090,075	13,714,911	17,685,545	12,151,967	7,256,161

Note: Through interfund loans from the City's Cash Pool, the Transportation Operating Fund is authorized by Ordinances 122603 and 122641 (as amended) to carry a negative balance of approximately \$17.5 million. Ordinance 122603 authorized an Interfund loan of \$5.945 million for the South Lake Union Streetcar Capital project. Ordinance 122641 authorized an Interfund loan of \$11.54 million for the Accelerated Paving program.

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Capital Improvement Program Highlights

The Seattle Department of Transportation (SDOT) maintains, upgrades, and monitors the use of the City's system of streets, bridges, retaining walls, seawalls, bicycle and pedestrian facilities, and traffic control devices. SDOT's Capital Improvement Program (CIP) outlines the department's plan for repairing, improving, and adding to this extensive infrastructure. SDOT finances its CIP with a variety of revenue sources, including the City's General Fund, Cumulative Reserve Subfund Unrestricted Funds, Real Estate Excise Taxes, state and federal grants, partnerships with private organizations and other public agencies, and bond proceeds.

The 2014-2019 Proposed CIP includes key infrastructure investments, previously detailed in this chapter, to improve:

- Access in and around Downtown Seattle by significantly investing in Intelligent Transportation Systems (ITS) and improving the transit network;
- Safety around schools by ensuring safe passages to schools, reducing speeds in school zones by using fixed cameras, and providing increased education about bicycle and pedestrian safety;
- Accessibility and safety of city streets, sidewalks and corridors across Seattle, including the 23rd Avenue corridor; and
- Reliability of other transit infrastructure such as signals and parking pay stations.

For more information on SDOT's full capital program, please refer to the 2014-2019 Proposed CIP.

Most capital appropriations for SDOT are directly budgeted to a Budget Control Level (BCL) within the department. These are displayed at the start of this chapter and summarized in **Table 1: Capital Improvement Budget Control Level Summary**. Consistent with RCW 35.32A.080, if any portion of these funds remains unexpended or unencumbered at the close of the fiscal year, SDOT holds that portion for the following year unless abandoned by the City Council by ordinance.

Table 1: Capital Improvement Budget Control Level Summary

Budget Control Level	2014 Endorsed	2014 Proposed
Major Maintenance/Replacement	\$48,914,000	\$50,170,000
Major Projects	\$195,969,000	\$171,917,000
Mobility Capital	\$19,232,000	\$54,119,000
Total Capital Improvement Program	\$264,115,000	\$276,206,000

While the City appropriates most revenue sources for SDOT's capital projects directly to the Transportation Operating Fund (TOF), funding from the following funds require separate transfer authority to the TOF: Limited Tax General Obligation Bond (LTGO) proceeds; the Cumulative Reserve Subfund (CRS); the Central Waterfront Improvement Fund; and the School Zone Fixed Automated Camera (SZFAC) Fund. A summary of this information is presented in Tables 2 through 5 on the following pages.

Table 2: SDOT Bond Appropriations in CIP provides an informational display of LTGO bond proceed transfers to the TOF and the projects to which these proceeds will be allocated. Authority to transfer these funds to the TOF is provided by the various LTGO bond ordinances or other legislation.

The Cumulative Reserve Subfund section of the Proposed Budget presents appropriations authorized for specific programs; however, they have been summarized in this section in **Table 3: Cumulative Reserve Subfund Program Funding to SDOT**. Appropriations from the CRS include debt service for CRS and Real Estate Excise Tax debt as well

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as CRS-Unrestricted funds, which are backed by a transfer for the King County Proposition 2 Trail and Open Space Levy.

Table 4: Central Waterfront Improvement Fund Appropriation displays appropriations from the Central Waterfront Improvement Fund to the Transportation Operating Fund for support of the Waterfront Improvement Program to support costs associated with the design and construction of the Waterfront Improvement Project and city administration of the program, which may be eligible for financing by a future Local Improvement District (LID). This funding is revenue-backed by a cash-pool interfund loan until such time that the LID is formed in 2014. Additional details of this fund are located in the Central Waterfront Improvement Fund section of the 2014 Proposed Budget.

Table 5: School Zone Fixed Automated Camera Fund Appropriation displays the appropriation from the School Zone Fixed Automated Camera Fund to the Transportation Operating Fund for support of the Pedestrian Master Plan – School Safety capital program and operation and maintenance costs associated with the school safety program. Funding supports costs associated with design and construction of school safety infrastructure projects; school zone camera installation; school zone warning beacon maintenance; and school safety program education, outreach, and administration. Additional details of this fund are located in the School Zone Fixed Automated Camera Fund section of the 2014 Proposed Budget.

Table 2: SDOT Bond Appropriations in CIP

	2014 Endorsed	2014 Proposed
Bridge Rehabilitation and Replacement: TC366850		
2014 Multipurpose LTGO Bond	1,235,577	0
Bridge Seismic Retrofit Phase II: TC365810		
2014 Multipurpose LTGO Bond	2,518,199	0
Elliott Bay Seawall Project: TC367320		
Seawall Levy UTGO Bond	75,000,000	75,000,000
Linden Avenue N Complete Streets: TC366930		
2014 Multipurpose LTGO Bond	1,250,000	0
Mercer Corridor Project West Phase: TC367110		
2014 Multipurpose LTGO Bond	0	8,378,000
South Park Bridge: TC365780		
2014 Multipurpose LTGO Bond	5,000,000	15,000,000
Waterfront Improvement Program: TC367330		
2014 Multipurpose LTGO Bond	5,000,000	5,000,000
Seawall Levy UTGO Bond	3,000,000	3,000,000
Total Bond Proceeds	\$93,003,776	\$106,378,000

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Table 3: Cumulative Reserve Subfund Program Funding to SDOT

Program/Project	Project ID	Sub-Account	2014 Endorsed	2014 Proposed
Bridges & Structures (19001A)			\$2,674,000	\$2,674,000
Bridge Painting Program	TC324900	REET II	2,135,000	2,135,000
Hazard Mitigation Program - Areaways	TC365480	REET II	327,000	327,000
Retaining Wall Repair and Restoration	TC365890	REET II	212,000	212,000
Corridor & Intersection Improvements (19003A)			\$0	\$2,550,000
23rd Avenue Corridor Improvements	TC367420	REET II	0	2,400,000
New Traffic Signals	TC323610	REET II	0	150,000
Debt Service (18002D)			\$505,000	\$505,000
Trails - Debt Service	TG356590	CRS-U	505,000	505,000
Debt Service (18002D)			\$1,362,000	\$1,362,000
Alaskan Way Viaduct & Seawall - Debt Svc	TC320060	REET II	1,252,000	1,250,000
Fremont Bridge Approaches - Debt Svc	TC320060	REET II	110,000	112,000
Freight Mobility (19003B)			\$235,000	\$1,960,000
Freight Spot Improvement Program	TC365850	REET II	235,000	235,000
Next Generation Intelligent Transportation Systems (ITS)	TC367430	REET II	0	1,625,000
Railroad Crossing Signal Improvements	TC367090	CRS-SV	0	100,000
Landslide Mitigation (19001B)			\$200,000	\$200,000
Hazard Mitigation Program - Landslide Mitigation Projects	TC365510	REET II	200,000	200,000
Neighborhood Enhancements (19003D)			\$0	\$1,092,000
Neighborhood Traffic Control Program	TC323250	REET II	0	298,000
NSF/CRS Neighborhood Program	TC365770	REET II	0	794,000
Roads (19001C)			\$6,190,000	\$8,940,000
Arterial Major Maintenance	TC365940	REET I	500,000	500,000
Arterial Major Maintenance	TC365940	REET II	3,540,000	5,140,000
Non-Arterial Asphalt Street Resurfacing	TC323920	REET I	1,000,000	1,000,000
Non-Arterial Asphalt Street Resurfacing	TC323920	REET II	650,000	1,150,000
Non-Arterial Concrete Rehabilitation	TC323160	REET II	500,000	1,150,000
Sidewalks & Pedestrian Facilities (19003F)			\$85,000	\$6,983,000
ADA Improvements — SDOT	TC367500	REET II	0	45,000
Pedestrian Master Plan - School Safety	TC367170	REET II	36,000	36,000
Pedestrian Master Plan Implementation	TC367150	REET II	49,000	6,902,000
Transit & HOV (19003G)			\$2,850,000	\$2,850,000
Broadway Streetcar Extension	TC367240	CRS-U	350,000	350,000
Eastlake Corridor Transit and Street Improvements	TC367380	CRS-U	650,000	650,000
Eastlake Corridor Transit and Street Improvements	TC367380	REET II	350,000	350,000
Center City Streetcar Connector	TC367210	CRS-U	1,500,000	1,500,000
Total CRS Funding to Transportation			\$14,101,000	\$29,116,000

Seattle Department of Transportation

Table 4: Central Waterfront Improvement Fund Appropriation

The purpose of the Central Waterfront Improvement Fund Support to Transportation Budget Control Level is to appropriate funds from the Central Waterfront Improvement Fund to the Transportation Operating Fund for support of the Waterfront Improvement Program.

Expenditures	2014 Endorsed	2014 Proposed
Central Waterfront Improvement Fund Support to Transportation BCL	\$0	\$15,500,000

Table 5: School Zone Fixed Automated Camera Fund Appropriation

The purpose of the School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements BCL is to appropriate funds from the School Zone Fixed Automated Cameras Fund to the Transportation Operating Fund for support of operational and capital expenditures related to school safety projects.

Expenditures	2014 Endorsed	2014 Proposed
Central Waterfront Improvement Fund Support to Transportation BCL	\$0	\$ 7,088,500