

Cable Television Franchise Subfund

Erin Devoto, Director & Chief Technology Officer

(206)684-0600

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

Department Overview

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a new franchise fee as compensation for cable television providers locating in the public right-of-way. The City approved a new franchise with Comcast in 2006, and a second franchise, currently operated by Wave Division I, in 2007.

The Cable Television Franchise Subfund (created by Ordinance 118196) shows the anticipated revenues from the franchise fee and related expenditures in the Department of Information Technology (DoIT). Resolution 30379 establishes usage policies for the fund. The fund pays for the following services:

- Administration of the Cable Customer Bill of Rights and the Public, Education, and Government access costs the City is obligated to fund under the terms of its cable franchise agreements;
- Support of the Seattle Channel, including both operations and capital equipment;
- Programs and projects promoting citizen technology literacy and access, including related research, analysis, and evaluation;
- Use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

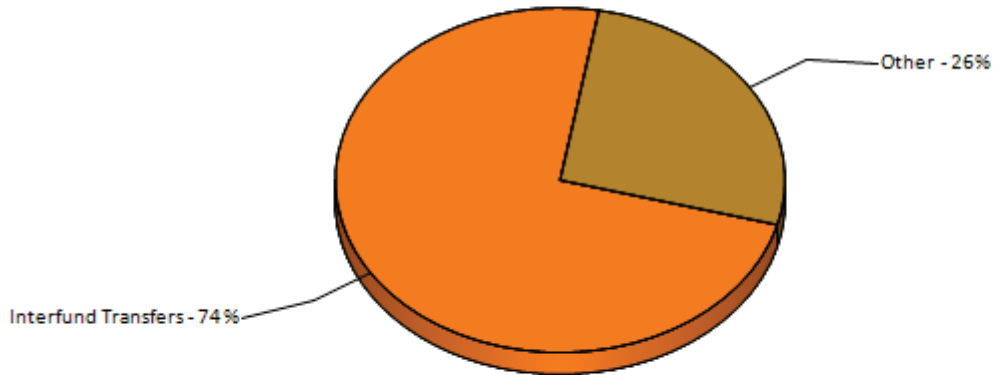
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$8,180,656	\$8,636,894	\$8,859,198	\$8,899,786
Total Operations	\$8,180,656	\$8,636,894	\$8,859,198	\$8,899,786
Total Appropriations	\$8,180,656	\$8,636,894	\$8,859,198	\$8,899,786
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

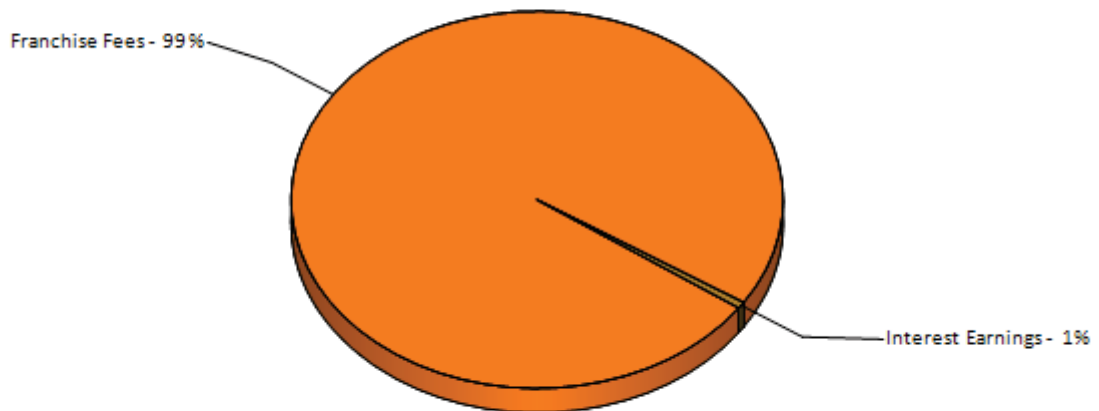
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Cable Television Franchise Subfund

2014 Proposed Budget - Expenditure by Category



2014 Proposed Budget - Revenue by Category



Cable Television Franchise Subfund

Budget Overview

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

The Cable Fund recently received a small increase in revenues as Comcast raised its rates on home television service. In 2013, the Cable Fund also received one-time revenue from selling property previously used for production of public access television by the now defunct Seattle Community Access Network. Slow future revenue growth at current franchise rates, coupled with inflationary increases to expenditures, will lead to financial pressures going forward. Based on current projections, the fund will encounter a shortfall beginning in 2017. DOIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

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

Incremental Budget Changes

Cable Television Franchise Subfund

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 8,859,198	0.00
Proposed Technical Changes		
Align with Information Technology Fund	\$ 40,588	0.00
Total Incremental Changes	\$ 40,588	0.00
2014 Proposed Budget	\$ 8,899,786	0.00

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Align with Information Technology Fund - \$40,588

Appropriation adjustments align the Cable Fund with changes in the DoIT budget. Please refer to the DoIT budget pages for more detailed information.

Cable Television Franchise Subfund

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Cable Fee Support to Information Technology Fund Budget Control					
Cable Communications		723,252	745,244	766,477	776,904
Community Technology		1,317,216	1,333,350	1,367,133	1,431,718
Finance and Administration		299,688	373,754	386,050	0
Seattle Channel/Democracy Portal		2,747,004	3,149,911	3,199,017	3,374,246
Technology Infrastructure		1,412,148	1,571,415	1,662,290	1,632,943
Technology Leadership		264,984	314,158	321,271	427,054
Web Site Support		1,226,364	959,061	966,959	1,066,920
Total	D160B	7,990,656	8,446,894	8,669,198	8,709,786
Cable Fee Support to Library Fund Budget Control Level	D160C	190,000	190,000	190,000	190,000
Department Total		8,180,656	8,636,894	8,859,198	8,899,786

Department Full-time Equivalents 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.*

Revenue Overview

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
421911	Franchise Fee Revenues, Licenses, Permits, and Fines	8,031,931	7,629,796	7,761,791	8,070,384
	Total Franchise Fees	8,031,931	7,629,796	7,761,791	8,070,384
461110	Arts Programming Interest Earnings	10,661	9,608	4,765	4,727
461110	Interest Earnings	39,098	30,614	26,286	41,498
	Total Interest Earnings	49,759	40,222	31,051	46,225
Total Revenues		8,081,690	7,670,018	7,792,842	8,116,609
379100	Use of (Contributions to) Fund Balance	98,966	966,877	1,066,356	783,176
	Total Use of (Contributions to) Fund Balance	98,966	966,877	1,066,356	783,176
Total Resources		8,180,656	8,636,895	8,859,198	8,899,785

Cable Television Franchise Subfund

Appropriations By Budget Control Level (BCL) and Program

Cable Fee Support to Information Technology Fund Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Cable Communications	723,252	745,244	766,477	776,904
Community Technology	1,317,216	1,333,350	1,367,133	1,431,718
Finance and Administration	299,688	373,754	386,050	0
Seattle Channel/Democracy Portal	2,747,004	3,149,911	3,199,017	3,374,246
Technology Infrastructure	1,412,148	1,571,415	1,662,290	1,632,943
Technology Leadership	264,984	314,158	321,271	427,054
Web Site Support	1,226,364	959,061	966,959	1,066,920
Total	7,990,656	8,446,894	8,669,198	8,709,786

Cable Fee Support to Library Fund Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citizen Literacy/Access	190,000	190,000	190,000	190,000
Total	190,000	190,000	190,000	190,000

Cable Television Franchise Subfund

Cable TV Fund Table

Cable Television Franchise Subfund (00160)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	4,767,818	4,481,046	4,653,380	3,514,170	4,876,692
Accounting and Technical Adjustments	-15,472	0	0	0	0
Plus: Actual and Estimated Revenues	8,081,690	7,670,018	8,860,206	7,792,842	8,116,609
Less: Actual and Budgeted Expenditures	8,180,656	8,636,894	8,636,894	8,859,198	8,899,786
Ending Fund Balance	4,653,380	3,514,170	4,876,692	2,447,813	4,093,514
Designation for Cable Programs	1,578,955	873,453	869,674	234,368	230,551
Reserves Against Fund Balance	1,827,098	1,895,534	1,895,534	1,928,880	1,934,968
Total Reserves	3,406,053	2,768,987	2,765,208	2,163,248	2,165,519
Ending Unreserved Fund Balance	1,247,327	745,183	2,111,484	284,565	1,927,995

Office of City Auditor

David G. Jones, City Auditor

(206) 233-3801

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

Department Overview

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

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

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

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

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

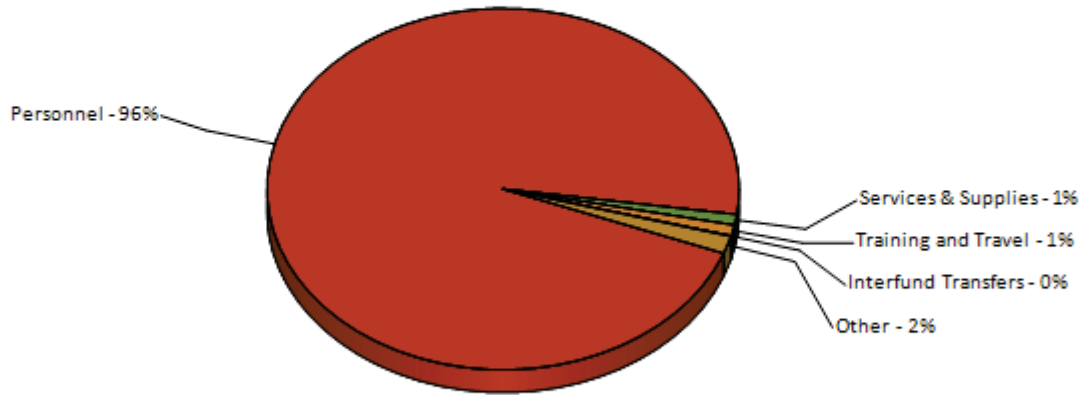
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,148,312	\$1,913,014	\$1,461,132	\$1,402,670
Total Operations	\$1,148,312	\$1,913,014	\$1,461,132	\$1,402,670
Total Appropriations	\$1,148,312	\$1,913,014	\$1,461,132	\$1,402,670
Full-time Equivalent Total*	9.00	9.50	9.50	9.50

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

Office of the City Auditor

2014 Proposed Budget - Expenditure by Category



Budget Overview

The Office of the City Auditor's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget.

Incremental Budget Changes

Office of City Auditor

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 1,461,132	9.50
Proposed Technical Changes		
Accelerate Career Bridge Evaluation	-\$ 50,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 8,462	0.00
Total Incremental Changes	-\$ 58,462	0.00
2014 Proposed Budget	\$ 1,402,670	9.50

Office of the City Auditor

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Accelerate Career Bridge Evaluation - (\$50,000)

The 2013 Adopted and 2014 Endorsed Budgets included \$100,000 over two years for an evaluation of the Career Bridge program. However, the evaluation schedule suggested the entire \$100,000 was needed in the first year. This technical change reflects the action taken by the City Council in mid-2013 to move the 2014 funding to 2013.

Citywide Adjustments for Standard Cost Changes - (\$8,462)

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
Office of City Auditor Budget Control Level	VG000	1,148,312	1,913,014	1,461,132	1,402,670
Department Total		1,148,312	1,913,014	1,461,132	1,402,670
Department Full-time Equivalents Total*		9.00	9.50	9.50	9.50

* 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.

Appropriations By Budget Control Level (BCL) and Program

Office of City Auditor Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of City Auditor	1,148,312	1,913,014	1,461,132	1,402,670
Total	1,148,312	1,913,014	1,461,132	1,402,670
Full-time Equivalents Total*	9.00	9.50	9.50	9.50

* 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.

City Budget Office

Beth Goldberg, Director

(206) 615-1962

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

Department Overview

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

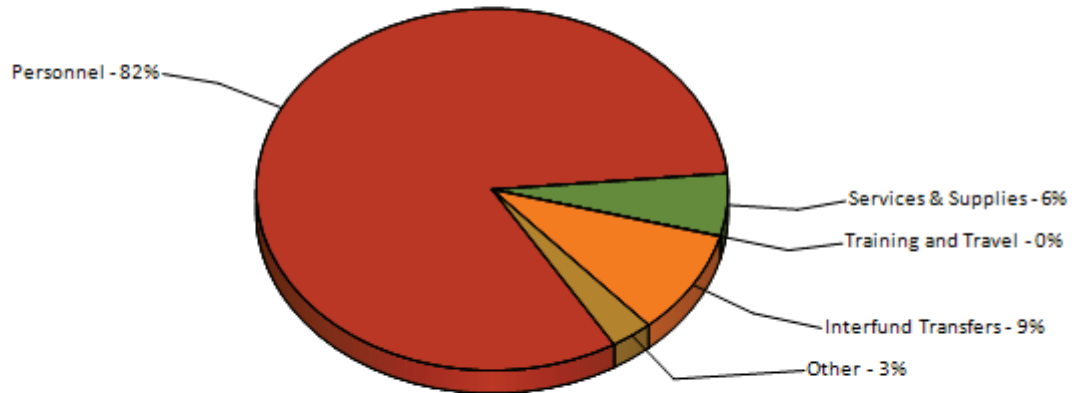
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$3,786,901	\$4,085,671	\$4,206,264	\$4,614,910
Total Operations	\$3,786,901	\$4,085,671	\$4,206,264	\$4,614,910
Total Appropriations	\$3,786,901	\$4,085,671	\$4,206,264	\$4,614,910
Full-time Equivalent Total*	27.50	28.50	28.50	29.50

* 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.

City Budget Office

2014 Proposed Budget - Expenditure by Category



Budget Overview

The 2014 Proposed Budget for the City Budget Office (CBO) maintains support for core functions and develops capabilities to improve transparency, budget analysis and development, program evaluation capacity and alignment of funding with City goals.

Budget System Replacement

In 2013, the City Budget Office and the Legislative Department began an effort to redesign the budget development process. The goal is to streamline processes, replace outdated software systems with a consolidated system, and ultimately improve the accuracy and transparency of information available to decision makers and the public.

The 2014 Proposed Budget includes \$1.2 million in Finance General and reallocated bond funds for CBO to continue this work. The funds will allow CBO, in collaboration with Council central staff, to purchase software and work with a consultant to redefine City business processes and configure and implement software to best meet the City's business needs. CBO plans to phase in the new software over the development of the 2016 and 2017 budgets, including integration with the City finance and human resource systems.

Program Design and Evaluation Capacity

The 2014 Proposed Budget provides resources for CBO to develop enhanced expertise in program evaluation and begin to build capacity in departments. In an environment of limited resources, taxpayers expect more than ever the City to ensure tax dollars are invested wisely, ensuring that programs are well designed and monitored to make certain that they meet their goals and objectives.

CBO will lead the development of standardized practices and policies to expand the City's program evaluation

City Budget Office

capabilities, including training key department staff. This improved capability will ultimately allow departments and decision makers to better understand and assess program success and engage in more meaningful policy discussions. CBO anticipates it will require an ongoing commitment to both develop this capacity in a consistent and effective manner, and then refine and adapt the City's approach over time.

Studies

The 2014 Proposed Budget provides CBO with one-time resources to perform two studies.

First, CBO will hire a consultant to assess how best to staff and support work of several key City commissions. The commissions included in this review are:

- Seattle Human Rights Commission
- Seattle Women's Commission
- Seattle Lesbian Gay Bisexual Transgender Commission
- Seattle Commission for People with Disabilities

Second, CBO and the Seattle Police Department (SPD) jointly will oversee a consultant study that will identify performance objectives for monitoring the SPD budget. The study will focus on improvements that SPD can make to the fiscal monitoring and budget development process, with a primary focus on the data that is provided by existing information systems. The goal is to improve the accuracy and timeliness of data that is used to develop current- and future-year projections and to manage department spending.

Incremental Budget Changes

City Budget Office

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 4,206,264	28.50
Proposed Changes		
Citywide Program Evaluation Capacity	\$ 200,000	1.00
Studies of Commission Support and Police Strategic Budgeting	\$ 250,000	0.00
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	-\$ 41,354	0.00
Total Incremental Changes	\$ 408,646	1.00
2014 Proposed Budget	\$ 4,614,910	29.50

City Budget Office

Descriptions of Incremental Budget Changes

Proposed Changes

Citywide Program Evaluation Capacity - \$200,000/1.00 FTE

The City is placing a higher priority on strong program design and evaluation as it attempts to meet the growing need for services with its limited resources. To ensure the City is successful, the 2014 Proposed Budget adds resources to the City Budget Office (CBO) to enhance these capabilities. First, CBO will hire a new strategic advisor with in-depth experience in program design and evaluation to serve as a Citywide resource. Second, CBO, under the leadership of the new position will develop a training program to help develop this expertise among staff in departments. These new resources will allow the City to develop standard approaches and policies on program design and evaluation, leading to more consistent, robust and thoughtful program evaluations, with the ultimate goal of integrating this into all aspects of the budget development process.

Studies of Commission Support and Police Strategic Budgeting - \$250,000

First, CBO will hire a consultant to assess City staffing and organizational support of the Seattle Human Rights Commission, the Seattle Women's Commission, the Seattle Lesbian Gay Bisexual Transgender Commission and the Seattle Commission for People with Disabilities. The City has supported commission work in a variety of ways in recent years and wants to assess what methods are most effective in supporting these critical bodies of work. As a result of this work, the consultant will recommend strategies and organizational structures to improve commission support and allow these commissions to be even more successful in their work.

Second, CBO and the Seattle Police Department (SPD) jointly will oversee a consultant study that will identify performance objectives for monitoring the SPD budget. The study will focus on improvements that SPD can make to the fiscal monitoring and budget development process, with a primary focus on the data that is provided by existing information systems. The goal is to improve the accuracy and timeliness of data that is used to develop current- and future-year projections and to manage department spending.

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - (\$41,354)

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.

City Budget Office

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Budget Office Budget Control Level	CZ000	3,786,901	4,085,671	4,206,264	4,614,910
Department Total		3,786,901	4,085,671	4,206,264	4,614,910

Department Full-time Equivalents Total*	27.50	28.50	28.50	29.50
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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.

Appropriations By Budget Control Level (BCL) and Program

City Budget Office Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Budget Office	3,786,901	4,085,671	4,206,264	4,614,910
Total	3,786,901	4,085,671	4,206,264	4,614,910
Full-time Equivalents Total*	27.50	28.50	28.50	29.50

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

Seattle Office for Civil Rights

Julie Nelson, Director

(206) 684-4500

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

Department Overview

The Seattle Office for Civil Rights (OCR) works to achieve equity and advance opportunity in Seattle by:

- Developing policies and promoting partnerships to achieve racial equity and social justice
- Enforcing City, state and federal anti-discrimination laws that guarantee equal access to housing, employment, public accommodations, contracting and lending
- Enforcing the City of Seattle's Paid Sick and Safe Time ordinance which requires employers to provide paid sick and safe time to employees who work within Seattle city limits
- Enforcing the City of Seattle's Job Assistance ordinance, which regulates the use of criminal history in employment decisions
- Staffing the Seattle Human Rights Commission, Seattle Women's Commission, Seattle Lesbian Gay Bisexual Transgender Commission and Seattle Commission for People with disAbilities
- Administering the Title VI program of the 1964 Civil Rights Act, which relates to physical access to governmental facilities; projects; and programs, and Title II complaints alleging discrimination on the basis of disability in the provision of services; activities; programs; or benefits by the City
- Offering free technical assistance and outreach to businesses; community groups; and the general public, including immigrants; people of color; women; people with disabilities; and lesbian, gay, bisexual, transgender and queer communities
- Making available a wide array of civil rights information, including translations into other languages

OCR also leads the City's Race and Social Justice Initiative (RSJI). The Initiative envisions a city where racial disparities have been eliminated and racial equity achieved. RSJI's mission is to end institutionalized racism in City government and to promote multiculturalism and full participation by all city residents. The goals of the Initiative are to:

- End institutional racism in City government
- Promote inclusion and full participation of all residents in civic life
- Partner with the community to achieve racial equity across Seattle

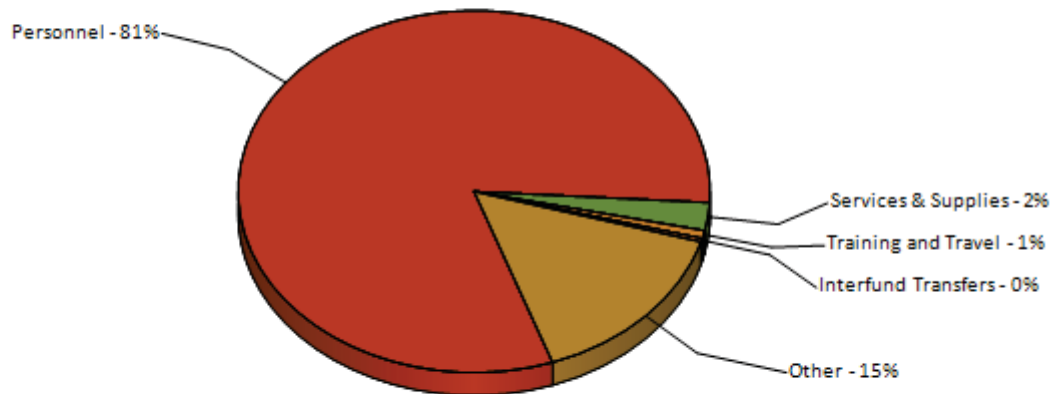
Seattle Office for Civil Rights

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$2,528,584	\$2,723,498	\$2,885,852	\$2,969,071
Total Operations	\$2,528,584	\$2,723,498	\$2,885,852	\$2,969,071
Total Appropriations	\$2,528,584	\$2,723,498	\$2,885,852	\$2,969,071
Full-time Equivalent Total*	22.50	23.00	23.00	24.00

* 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.

2014 Proposed Budget - Expenditure by Category



Seattle Office for Civil Rights

Budget Overview

The 2014 Proposed Budget preserves funding for all of the Office for Civil Rights' (OCR) direct services, including Race and Social Justice Initiative functions, enforcement and outreach work, and support to the four commissions. It adds a new position to OCR to support the Gender Justice Initiative, which will look at pay equity issues as well as access to specific employment categories, education, safety and health. In addition, the 2014 Proposed Budget creates a \$1.5 million reserve in Finance General to fund recommendations developed by the task force, including salary changes that may be necessary to ensure equal pay.

The City of Seattle has led the country on gender justice issues, from the establishment of apprenticeship programs to get women into the trades in the early 1970s, to the recently established Paid Sick and Safe Time program. Although the City has made progress on gender justice over the past few decades, a recent [report](#) from the National Partnership for Women and Families (NPWF) ranked Seattle as having the widest gender wage gap among the nation's 50 largest metropolitan areas, highlighting the fact that much work remains.

In response to the NPWF report, Mayor McGinn directed a review of the City's salary structure to determine if the salary of City employees contributed to gender-based pay differences in the local metropolitan area. Key findings of this initial review include:

- Two-thirds of the City workforce is male,
- Men are employed more often in higher paid classifications, and
- Men and women in the same job titles earn approximately the same pay; however, the City's female employees are paid 9.5% less, on average, than men because women are employed more often in lower paid job classifications.

Mayor McGinn convened the Gender Equity Task Force to assist the City in the area of gender equity in pay. The task force will issue its short-term recommendations in September 2013, and its long-term recommendations by the last quarter of 2013. By January 2014, OCR, in conjunction with the Mayor's Office and the City Budget Office, will identify next steps for a Gender Justice Initiative and develop an implementation plan.

Incremental Budget Changes

Seattle Office for Civil Rights

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 2,885,852	23.00
Proposed Changes		
Gender Justice Initiative Support	\$ 138,408	1.00
Reduce Printing, Advertising and Miscellaneous Operating Expenses	-\$ 10,000	0.00
Proposed Technical Changes		
Eliminate Funding for Postini Spam Software	-\$ 400	0.00
Transfer Translation and Interpretation Services to OIRA	-\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 28,789	0.00

Seattle Office for Civil Rights

Total Incremental Changes	\$ 83,219	1.00
2014 Proposed Budget	\$ 2,969,071	24.00

Descriptions of Incremental Budget Changes

Proposed Changes

Gender Justice Initiative Support - \$138,408/1.00 FTE

OCR will hire a position to support the work of the Gender Wage Equity Task Force, and to develop strategies for the Gender Justice Initiative. Task force recommendations will guide development of strategies for the Gender Justice Initiative, which will be modeled after the City's Race and Social Justice Initiative.

The position will focus on:

- Providing a more in-depth analysis of the City's data to gain a better understanding of specific opportunities and challenges, including a focus on those departments with the largest differentials between the number of male and female employees and greatest pay differentials.
- Developing recruitment and retention strategies to increase the number of female employees.
- Developing strategies to increase City contracting and purchasing with Women Business Entrepreneurs (WBEs).
- Developing policy proposals that remove implicit bias and/or institutionalized sexism, other forms of gender-based exclusionary practices and institutionalized racism that inadvertently create gender-based inequities, both in employment and contracting.
- Developing programmatic proposals that provide tools and resources for individual women that help to close the gender equity-in-pay gaps.
- Analyzing ethnicity, race and culture for potential impacts on pay/gender equity.

OCR anticipates receiving task force recommendations by early 2014. Following the conclusion of the task force work, OCR will coordinate implementation of task force recommendations and will work to further the Gender Justice Initiative.

Reduce Printing, Advertising and Miscellaneous Operating Expenses - (\$10,000)

This reduction captures savings in several operating accounts including printing, advertising and miscellaneous operating expenses. These accounts are typically not fully spent, and this reduction is not expected to affect the department's ability to fulfill its mission and goals.

Proposed Technical Changes

Eliminate Funding for Postini Spam Software - (\$400)

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.

Seattle Office for Civil Rights

Transfer Translation and Interpretation Services to OIRA - (\$16,000)

This change transfers the administration, support and funding of small departments translation and interpretation to the Office of Immigrant and Refugee Affairs (OIRA). The corresponding increase in OIRA is equal to the reduction in OCR, making this transfer budget neutral.

Citywide Adjustments for Standard Cost Changes - (\$28,789)

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
Civil Rights Budget Control Level	X1R00	2,528,584	2,723,498	2,885,852	2,969,071
Department Total		2,528,584	2,723,498	2,885,852	2,969,071
Department Full-time Equivalents Total*		22.50	23.00	23.00	24.00

* 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.

Appropriations By Budget Control Level (BCL) and Program

Civil Rights Budget Control Level

The purpose of the Civil Rights Budget Control Level is to encourage and promote equal access and opportunity, diverse participation, and social and economic equity in Seattle. SOCR works to eliminate discrimination in employment, housing, public accommodations, contracting and lending in Seattle through enforcement, and policy and outreach activities. The office enforces Seattle's paid sick leave ordinance and jobs assistance ordinance. In addition, the office is responsible for directing the Race and Social Justice Initiative, which leads other City departments to design and implement programs that help eliminate institutionalized racism.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Rights	2,528,584	2,723,498	2,885,852	2,969,071
Total	2,528,584	2,723,498	2,885,852	2,969,071
Full-time Equivalents Total*	22.50	23.00	23.00	24.00

* 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.

Civil Service Commissions

Jennifer A. Greenlee, Executive Director

(206) 233-7118

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

Department Overview

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

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

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

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

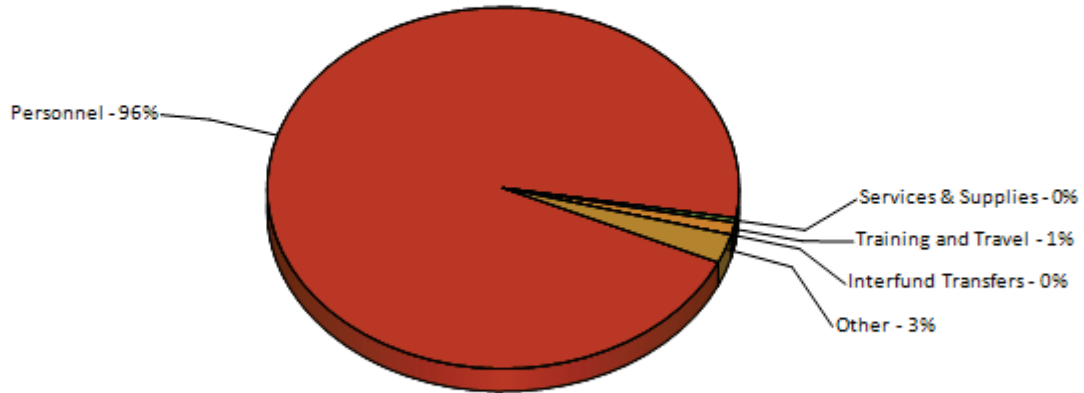
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$323,212	\$373,371	\$385,887	\$379,974
Total Operations	\$323,212	\$373,371	\$385,887	\$379,974
Total Appropriations	\$323,212	\$373,371	\$385,887	\$379,974
Full-time Equivalent Total*	2.60	2.60	2.60	2.60

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

Civil Service Commissions

2014 Proposed Budget - Expenditure by Category



Budget Overview

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

Incremental Budget Changes

Civil Service Commissions

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 385,887	2.60
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	\$ 527	0.00
Total Incremental Changes	\$ 527	0.00
2014 Proposed Budget	\$ 386,414	2.60

Civil Service Commissions

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - \$527

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
Civil Service Commissions Budget Control Level	V1CIV	323,212	373,371	385,887	379,974
Department Total		323,212	373,371	385,887	379,974

Department Full-time Equivalents Total*	2.60	2.60	2.60	2.60
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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

Civil Service Commissions Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Civil Service Commissions	323,212	373,371	385,887	379,974
Total	323,212	373,371	385,887	379,974
Full-time Equivalents Total*	2.60	2.60	2.60	2.60

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

Office of the Community Police Commission

Betsy Graef, Acting Director

(206) 233-2664

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

Department Overview

The Office of the Community Police Commission (CPC) is the administrative and policy support entity of the Community Police Commission. The CPC is charged with providing community oversight and input on the police reform efforts that are the subject of a Settlement Agreement between the City and the U.S. Department of Justice regarding police practices. A 15-member board appointed by the Mayor and confirmed by the City Council governs the CPC. Each commissioner serves a three-year term. The Commission will remain in existence until the termination of the Settlement Agreement.

The CPC provides an independent forum for dialogue and widespread input on the reform efforts embodied in the Settlement Agreement and Memorandum of Understanding established by the Department of Justice. Ongoing community input is a critical component of achieving and maintaining effective and constitutional policing.

The CPC leverages the ideas, talent, experience and expertise of the people of Seattle to ensure police services:

1. Fully comply with the Constitution of the United States;
2. Ensure public and officer safety; and
3. Promote public confidence in the Seattle Police Department and its officers.

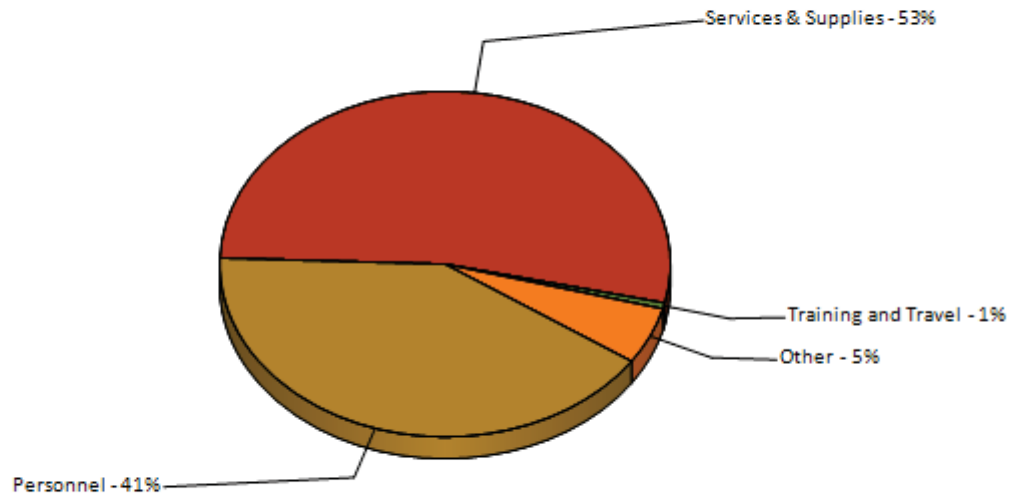
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$0	\$0	\$0	\$813,380
Total Operations	\$0	\$0	\$0	\$813,380
Total Appropriations	\$0	\$0	\$0	\$813,380
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.

Office of the Community Police Commission

2014 Proposed Budget - Expenditure by Category



Budget Overview

The 2014 Proposed Budget establishes the Office of the Community Police Commission by transferring funding from the Finance General reserve to a new department budget control level. Other technical budget adjustments include incremental changes as a result of salary adjustments and inflation.

The 2014 Proposed Budget also provides funding to hire consultants to increase the CPC's analytical and outreach capacity.

Incremental Budget Changes

Office of the Community Police Commission

	2014 Budget	FTE
Proposed Changes		
Increase Analytical and Outreach Capacity	\$ 400,000	0.00
Proposed Technical Changes		
Move Department Funding from Finance General Reserve to Department BCL	\$ 418,678	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 5,298	0.00

Office of the Community Police Commission

Total Incremental Changes	\$ 813,380	0.00
2014 Proposed Budget	\$ 813,380	0.00

Descriptions of Incremental Budget Changes

Proposed Changes

Increase Analytical and Outreach Capacity - \$400,000

The 2014 Proposed Budget provides funding for specialized consultant contracts to comprehensively review and respond to required tasks related to the Settlement Agreement. These contracts will focus on:

- policy research design and expertise;
- use of surveys and focus groups;
- increasing community engagement and feedback; and
- information technology.

Proposed Technical Changes

Move Department Funding from Finance General Reserve to Department BCL - \$418,678

This item amends the 2014 Endorsed Budget by moving funds from the Finance General Reserve to the Office of the Community Police Commission (CPC) Budget Control Level. This action directly funds the Department on January 1 and eliminates the need for additional funding legislation in 2014. This is a Citywide net-zero change.

Citywide Adjustments for Standard Cost Changes - (\$5,298)

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
Office of the Community Police Commission Budget Control Level	X1P00	0	0	0	813,380
Department Total		0	0	0	813,380
Department 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.

Office of the Community Police Commission

Appropriations By Budget Control Level (BCL) and Program

Office of the Community Police Commission Budget Control Level

The purpose of the Office of the Community Police Commission BCL is to leverage the ideas, talents, experience, and expertise of the community to provide ongoing community input into the development of Seattle Police Department reforms, the establishment of police priorities, and facilitation of police/community relationships necessary to promote public safety.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of the Community Police Commission	0	0	0	813,380
Total	0	0	0	813,380

Employees' Retirement System

Ken Nakatsu, Interim Executive Director

(206) 386-1293

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

Department Overview

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

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

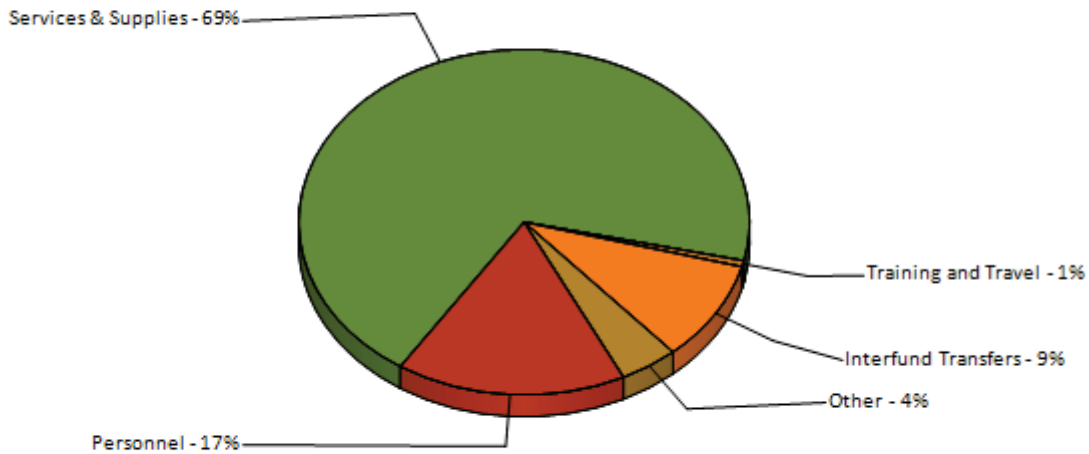
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$10,417,266	\$13,940,683	\$14,133,643	\$13,425,377
Total Operations	\$10,417,266	\$13,940,683	\$14,133,643	\$13,425,377
Total Appropriations	\$10,417,266	\$13,940,683	\$14,133,643	\$13,425,377
Full-time Equivalent Total*	18.00	18.00	18.00	20.00

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

Employees' Retirement System

2014 Proposed Budget - Expenditure by Category



Budget Overview

As is the case with other pension funds, the Seattle City Employees Retirement System (SCERS) relies on the health of its investment earnings to sustain its on-going financial obligations. In years when the economy falters, investment earnings may not meet anticipated levels, creating a financial strain on the system. During severe downturns the SCERS asset portfolio, as with most other retirement portfolios, may experience investment losses instead of gains. This was the case in 2008. At the beginning of 2008, SCERS held net assets worth \$2.1 billion, which amounted to 92% of the reserves needed to pay all promised retirement benefits, a level considered healthy by most standards. By 2010, following sharp, worldwide financial market losses, SCERS net assets fell to \$1.6 billion which amounted to only 62% of the reserves necessary to pay promised future benefits. By January 1, 2013, the performance of SCERS investment portfolio improved slightly to 64% of the reserves need to pay promised retirement benefits.

While these levels are not nearly as healthy as 2008, the System has ample resources on hand, combined with future contributions, needed to pay all near-term obligations to retirees, given the total size of the SCERS portfolio. However, SCERS must identify mechanisms to make up the decline in asset value described above over time in order to ensure full funding of retiree benefits in the long-term.

SCERS can recover from these shortfalls in different ways. The easiest way to make up the gap is to have a better-than-anticipated investment returns on the SCERS portfolio. This was the case experienced in 2011 and 2013, but not in 2012. SCERS cannot rely on better-than-anticipated investment returns every year, as some future years will again yield a lower return.

In order to proactively address the system shortfall, the City adopted a policy to fully fund the actuary-recommended rate each year. Employees also agreed to contribute more into the fund. In 2010 both the employer and employee contribution rates were 8.03%. Under new policies, the employee rate rose to 10.03% by

Employees' Retirement System

2012 where it remains per labor contract agreements. The employer rate has risen each year since 2010 and will be 14.31% in 2014. The total combined rate in each year is the rate determined by the City's actuary to fully fund obligations.

Since 2011, the System has employed a common five-year asset smoothing policy under which portfolio gains or losses occurring in each year are recognized evenly over a five-year period, thereby smoothing out volatile year-to-year swings in asset values. This policy results in gradual changes in actuarially recommended contribution rates each year.

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

Other Employees' Retirement System Improvements

In addition to strengthening funding policies for the retirement system, SCERS also is updating and improving its internal operations and benefits administration functions. One area of focus is to replace outdated IT systems.

In 2013, an Information Technology (IT) specialist joined SCERS to lead the changes in benefits administration. The 2014 Proposed Budget includes the addition of two IT staff positions which will support ongoing SCERS upgrades to improve recordkeeping and administrative data systems.

Employees' Retirement System

Incremental Budget Changes

Employees' Retirement System

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 14,133,643	18.00
Proposed Changes		
Add IT Analysts	\$ 0	2.00
Proposed Technical Changes		
Correct Allocated Costs	-\$ 717,367	0.00
Citywide Adjustments for Standard Cost Changes	\$ 9,101	0.00
Total Incremental Changes	-\$ 708,266	2.00
2014 Proposed Budget	\$ 13,425,377	20.00

Descriptions of Incremental Budget Changes

Proposed Changes

Add IT Analysts/2.00 FTE

SCERS will receive two 2-year term-limited Information Technology positions to perform systems analysis and developer functions to support an on-going systems upgrade.

Proposed Technical Changes

Correct Allocated Costs - (\$717,367)

This adjustment makes a correction from the 2014 Endorsed Budget for over-allocated administrative costs.

Citywide Adjustments for Standard Cost Changes - \$9,101

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.

Employees' Retirement System

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Personnel, Maintenance, and Operations Budget Control Level	R1E10	10,417,266	13,940,683	14,133,643	13,425,377
Department Total		10,417,266	13,940,683	14,133,643	13,425,377
Department Full-time Equivalents Total*		18.00	18.00	18.00	20.00

* 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.

Appropriations By Budget Control Level (BCL) and Program

Personnel, Maintenance, and Operations Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Employees' Retirement	10,417,266	13,940,683	14,133,643	13,425,377
Total	10,417,266	13,940,683	14,133,643	13,425,377
Full-time Equivalents Total*	18.00	18.00	18.00	20.00

* 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.

Ethics and Elections Commission

Wayne Barnett, Executive Director

(206) 684-8500

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

Department Overview

The Seattle Ethics and Elections Commission (SEEC) helps foster public confidence in the integrity of Seattle city government by providing education, training, and enforcement of the City's Ethics Code, Whistleblower Code, and lobbying regulations. The SEEC also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code. In 2011, the SEEC entered into a three-year contract with the Seattle Public Schools to provide an independent and comprehensive ethics and whistleblower protection program to the district. The SEEC's Executive Director is now also serving as the Seattle Public School District's Ethics Officer. Also in 2011, the SEEC executed an agreement with the City of Kirkland to provide an independent ethics investigation program for that city.

The SEEC work on behalf of the City of Seattle centers around four main lines of business:

Ethics Code: The SEEC conducts ethics training for all City of Seattle employees on request and through the City's New Employee and New Supervisor Orientation programs. It also provides ethics training information for City employees via the City's intranet site. The SEEC issues advisory opinions regarding interpretations of the Code of Ethics and also investigates and rules upon alleged violations of the Code. Thirty years of formal advisory opinions, organized and searchable by topic, are available on the SEEC's website.

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

Elections Code and Election Pamphlets Code: The SEEC fulfills the public's mandate of full campaign disclosure by:

- training organizations required to report campaign contributions and expenditures in proper reporting procedures;
- auditing every organization that files campaign reports;
- working with organizations to correct errors; and
- making all campaign finance information available to the public.

Since 1993, the SEEC has made summary reports of campaign financing information available to the public. And since 1995, the SEEC has published campaign financing information on its website. The SEEC also produces voters' pamphlets for City elections and ballot measures. It makes these pamphlets available in several languages and produces a video voters' guide with King County.

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

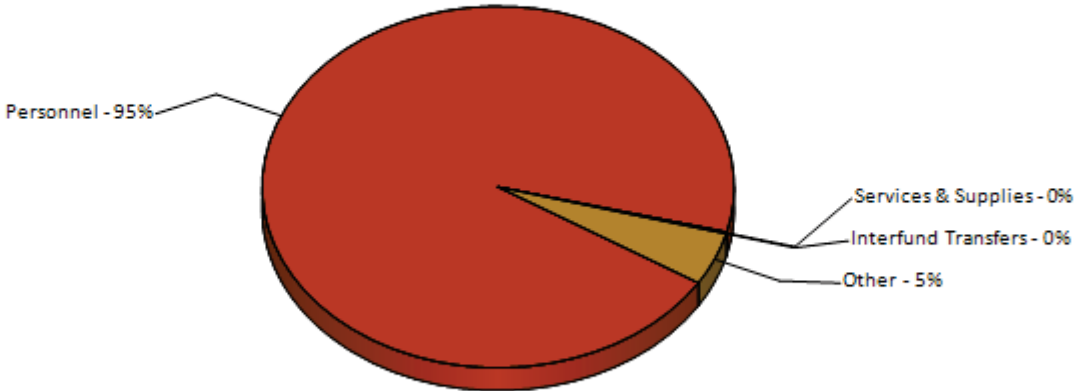
Ethics and Elections Commission

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$791,670	\$898,310	\$782,800	\$771,278
Total Operations	\$791,670	\$898,310	\$782,800	\$771,278
Total Appropriations	\$791,670	\$898,310	\$782,800	\$771,278
Full-time Equivalent Total*	6.20	6.20	6.20	6.20

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

2014 Proposed Budget - Expenditure by Category



Budget Overview

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

Ethics and Elections Commission

Incremental Budget Changes

Ethics and Elections Commission

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 782,800	6.20
Proposed Technical Changes		
Eliminate Funding for Postini Spam Software	-\$ 75	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 11,447	0.00
Total Incremental Changes	-\$ 11,522	0.00
2014 Proposed Budget	\$ 771,278	6.20

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Eliminate Funding for Postini Spam Software - (\$75)

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 - (\$11,447)

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.

Ethics and Elections Commission

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Ethics and Elections Budget Control Level	V1T00	791,670	898,310	782,800	771,278
Department Total		791,670	898,310	782,800	771,278

Department Full-time Equivalents Total*	6.20	6.20	6.20	6.20
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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

Ethics and Elections Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Ethics and Elections	791,670	898,310	782,800	771,278
Total	791,670	898,310	782,800	771,278
Full-time Equivalents Total*	6.20	6.20	6.20	6.20

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

Department of Finance & Administrative Services

Fred Podesta, Director

(206) 684-2489

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

Department Overview

The Department of Finance and Administrative Services (FAS) is one of the most functionally diverse departments within the City, with responsibility for:

- Maintaining databases of employee information and the City's financial system;
- Building and renovating fire stations;
- Negotiating purchasing contracts for City departments;
- Assuring fair competition for City-funded construction projects;
- Managing more than 100 City facilities;
- Helping sell property the City no longer needs;
- Managing the City's investments;
- Overseeing the central accounting system;
- Maintaining police patrol cars and fire engines;
- Making sure gas pumps accurately measure out a gallon of gas;
- Regulating the taxicab and for-hire vehicle industry;
- Issuing business licenses;
- Collecting taxes;
- Advocating for animal welfare and finding adoptive homes for animals; and
- Assisting constituents who call (206) 684-CITY (which is the City's Customer Service Bureau hotline where callers can get information, request services, resolve problems and voice an opinion).

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

- **Business Technology**, which builds and maintains computer applications that support internal business functions, such as financial management, payroll, and personnel records management.
- **Capital Development and Construction Management**, which manages the design and construction of City facilities, including upgrading, renovating, or replacing the City's 33 neighborhood fire stations, as well as renovations, asset preservation projects, tenant improvements, and sustainability/environmental stewardship related to facility design and construction.
- **Purchasing and Contracting**, which manages rules, bids and contracts for products, supplies, equipment and services; maintains guidelines and procedures for consultant contracting; and administers public works contracting to ensure that all City departments adhere to the City's policy goals related to social equity and environmental stewardship.
- **Facility Operations**, which manages more than 100 public buildings and facilities, covering 2.5 million square feet, including office space, parking garages, police and fire stations, community facilities and maintenance shops; procures leased space for City tenants when needed; plans and acquires new and expanded City facilities; and disposes of surplus City property.
- **Financial Services**, which receives City revenue and provides Citywide financial services, including debt

Department of Finance & Administrative Services

management, treasury, central accounting (includes producing the Comprehensive Annual Financial Report, City investments and payroll, including producing paychecks for more than 10,000 current and retired employees), business and licensing and tax administration, and risk management, which includes claims settlements.

- **Fleets Services**, which buys and provides maintenance, motor pool, and fueling services for more than 4,000 vehicles and heavy equipment while supporting environmentally sustainable fleet goals and practices.
- **Revenue and Consumer Protection** provides a variety of regulatory services, such as overseeing Seattle's taxicab and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures Unit, which tests gas pumps and supermarket checkout scanners to ensure consumers get what they pay for.
- **Seattle Animal Shelter**, which promotes public safety and animal welfare, enforces Seattle's laws regarding animals, runs animal sheltering and adoption programs, and manages a spay and neuter clinic, working with more than 4,000 animals a year, from dogs and cats to peacocks and goats.
- **Office of Constituent Services**, which provides customer service interface for the City's constituents, answering more than 50,000 requests from constituents each year.

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

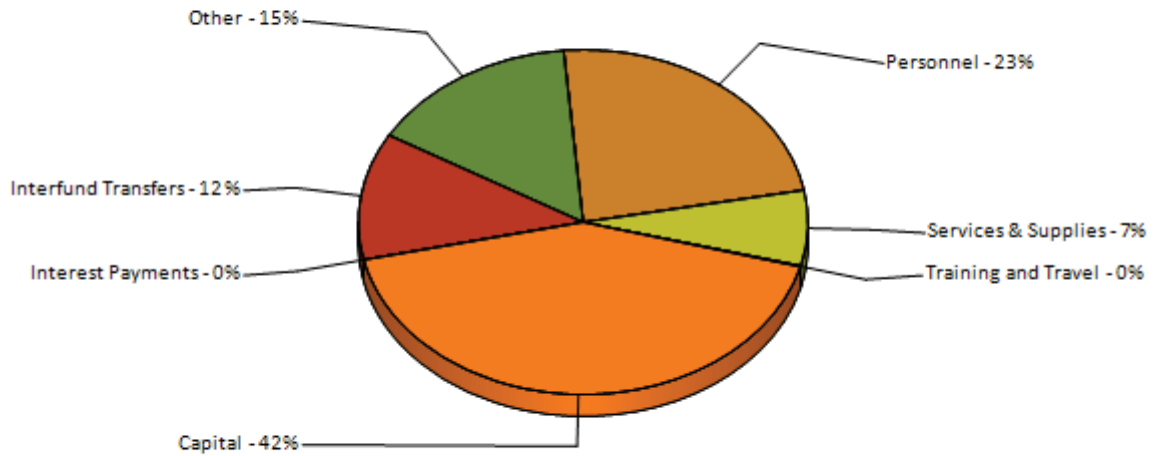
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$22,484,571	\$22,003,273	\$22,803,276	\$24,150,914
Other Funding - Operating	\$117,626,919	\$135,673,828	\$138,633,280	\$141,623,743
Total Operations	\$140,111,490	\$157,677,101	\$161,436,556	\$165,774,657
Other funding - Capital	\$40,339,903	\$52,865,129	\$42,200,728	\$49,568,107
Total Appropriations	\$180,451,393	\$210,542,230	\$203,637,284	\$215,342,764
Full-time Equivalent Total*	521.75	539.75	528.75	579.75

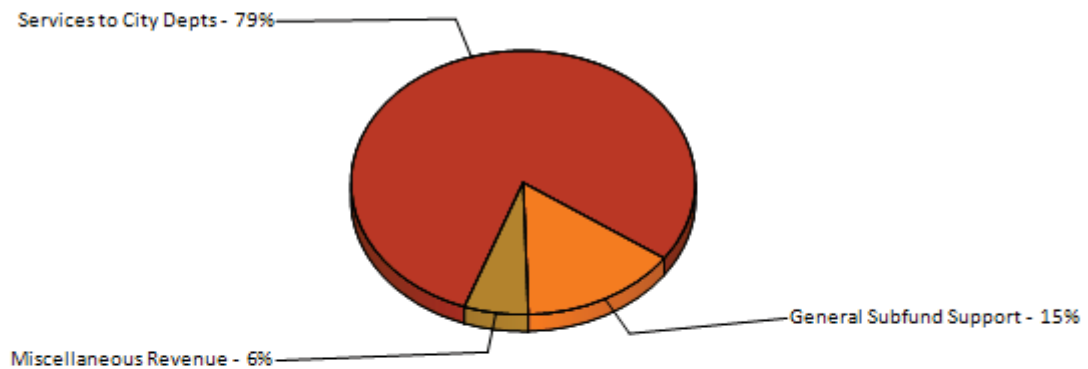
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Department of Finance & Administrative Services

2014 Proposed Budget - Expenditure by Category



2014 Proposed Budget - Revenue by Category



Department of Finance & Administrative Services

Budget Overview

As an internal service department, Finance and Administrative Services (FAS) bills other City departments for the services provided. The General Fund transfers monies to FAS to support the general government activities, including constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. The 2014 Proposed Budget includes operating reductions to reduce FAS' reliance on the General Fund and decrease the rates and allocations it charges to General Fund departments. Savings from these changes will also accrue to non-General Fund users of FAS services. The 2014 Proposed Budget reflects the department's emphasis on core services. The FAS budget preserves those resources necessary for the day-to-day operations of the City, while streamlining its operations. FAS will also make key investments in green fleets, worker protection and customer service.

Planning for the Next Generation Data Center

In conjunction with the Department of Information Technology's work to develop the next generation data center, FAS is updating the West Precinct and Emergency Operations Center to provide the continuous power supply to each building that is necessary for the ongoing maintenance work that is required to ensure continuous operations of these facilities in emergency situations.

Investing in Seattle's Future

The City of Seattle has been a leader in green-fleet development for more than 20 years and continues this work with an initiative to reduce the use of one million gallons of petroleum fuel by 2020. FAS will update the 2007 Clean and Green Fleet Action Plan and establish specific targets and measures to accomplish this goal. FAS will begin this program in 2014 by purchasing alternative fuel vehicles, supporting alternative fueling infrastructure, preparing for transition to biodiesel, and using in-vehicle technologies to track vehicle usage data. The 2014 Proposed Budget adds staff to oversee the program and focus on integrating new vehicle technologies into the City's fleet.

Improving Customer Service

FAS staff interact with internal and external customers in different ways: in-person, on the phone, and online. The 2014 Proposed Budget funds improvements in each of these areas. To improve in-person interactions and provide more accessible customer service for visitors to the City's downtown buildings, FAS used vacant space in the ground floor lobby of the Seattle Municipal Tower (SMT) to create a drop-in customer service center in 2013. The 2014 Proposed Budget provides funding to continue this service in 2014.

Additional in-person interactions occur with the public at the Seattle Animal Shelter where the Foster Care Program provides oversight for more than 700 animals annually. Forty percent of all the animals that come into the shelter are placed into foster care. To improve management and oversight of the program, FAS will add a Foster Care Coordinator with funding coming from donations in the Help the Animals Fund, which supports items associated with animal foster care.

To further improve customer interactions over the telephone, the Customer Service Bureau (CSB) is adding additional staff to keep up with the increase in phone calls to the City's Information and Complaint Line and ensure that 80% of the calls are answered within 60 seconds. Also, to improve online customer interactions for those with smartphones, in 2013 FAS launched [Find It, Fix It](#), a smartphone application that allows mobile users to report issues such as potholes, graffiti and abandoned vehicles to the City. This new application routes requests directly to the appropriate City department for response.

Protecting and Creating Opportunities for Workers

Through its involvement in capital project and contract management, FAS plays a key role in protecting workers' rights and facilitating training for workers. Along these lines, the City is committed to protecting workers by

Department of Finance & Administrative Services

providing wage compliance monitoring and enforcement of labor conditions on City-funded construction projects. FAS currently monitors and enforces fair and equitable treatment of workers in City construction contracts to protect workers, but due to limited resources it could only focus on a small number of projects. In 2013, FAS increased its monitoring and enforcement of wage and labor conditions on City-contracted construction projects, including Office of Housing-financed projects. The 2014 Proposed Budget provides funding to allow FAS to continue this program, expanding its scope to provide compliance monitoring for wage and labor violations on the top 50 highest-risk contracts among the City's 300 active construction projects.

In terms of training for workers, the City of Seattle is interested in increasing construction employment opportunities for individuals facing barriers to jobs in the construction industry. As the local construction work force is aging out, new workers must be trained to ensure a steady supply of construction employees for local projects. In 2013, FAS began research and analysis to possibly implement a Target Hire program that promotes training and employment of workers in construction careers. The Target Hire program will receive guidance from an Advisory Committee for Construction Careers. This effort will continue in 2014 and help address the city's need for a diverse and local construction work force.

Protecting Consumers

Through its Consumer Affairs Unit, FAS regulates the safety and service, of the taxi and for-hire vehicle industries to promote public welfare. This industry has experienced rapid growth in recent years, expanding by 30% since 2008. The growth in demand has led to increased illegal activity by licensed and unlicensed for-hire vehicles. To better regulate this expanding industry, the 2013 Adopted Budget added staff for inspection, enforcement and administrative licensing of taxis and for-hire vehicles. The 2014 Proposed Budget continues the funding for this new staff to foster consumer safety and protect legally operating licensed taxicabs and for-hire vehicles from unfair competition.

In a similar fashion, FAS also protects consumers in the limousine industry. The number of limousines has increased 20% since the City began its program in 2012 and staffing resources have not kept pace. This has led to a backlog of limousine inspections and limited on-street enforcement of unlicensed limousines. The 2014 Proposed Budget adds enforcement and administrative staff to address the inspection backlog and increase enforcement of limousine regulations.

Managing Technology

The 2014 Proposed Budget also makes key investments to secure the City's data and improve financial reporting and accountability. The Business Technology division supports internal core City business functions including human resources information, financial and retirement systems. A City audit of these systems identified a need to implement ongoing security strategies to mitigate security risks. In addition, the City's Chief Information Security Office at the Department of Information Technology made several recommendations to enhance security for the City's financial and retirement systems. FAS will implement a security strategy for these systems in 2014.

FAS' Financial Services division is working on improving financial reporting and access to information for decision makers with the Citywide Financial Management and Accountability Program (FinMAP). This work establishes department standards for the use of the City's main financial system (Summit) and provides better financial management and accountability for the City. In conjunction with FinMAP, in 2013 FAS started the process to upgrade Summit. In 2014, the project staff will work with departments on creating the standards for use in the new Summit financial system. A mixture of FAS fund balance and general obligation bonds funds the project costs in the 2014 Capital Improvement Program.

Department of Finance & Administrative Services

Incremental Budget Changes

Department of Finance & Administrative Services

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 161,436,556	528.75
Baseline Changes		
Budget Neutral Transfers	\$ 0	0.00
Repay Emergency Subfund Loan	\$ 1,863,700	0.00
Budget Adjustment for City Tow Program	-\$ 74,846	0.00
Proposed Changes		
Expand Green Fleet	\$ 765,834	2.00
Increase Wage Compliance Enforcement	\$ 286,115	0.00
Develop Construction Careers	\$ 463,643	2.00
Improve Customer Service	\$ 461,497	4.50
Continue Taxi and For-Hire Vehicle Enforcement Staffing	\$ 0	0.00
Increase Consumer Protection Services	\$ 174,810	1.50
Improve Information Technology Security and Update Systems	\$ 566,535	1.00
Retain Fleets Warehouse	\$ 316,000	11.00
Capital Program Staffing	\$ 276,585	1.00
Add Alaskan Way Viaduct and Seawall Project Local Improvement District Staff	\$ 138,792	1.00
Increase Initiative 502 and Nightlife Code Compliance	\$ 0	1.00
Improve Animal Shelter Foster Care	\$ 98,021	1.00
Offsetting Revenues to the General Fund	\$ 0	0.00
Increase Human Resources Staff	\$ 107,125	1.00
Increased Staffing for Financial Management System Upgrade	\$ 0	24.00
Negotiated COLA Reduction	-\$ 72,000	0.00
Efficiency Reductions in Financial Services	-\$ 290,000	0.00
Adjust Debt Service	-\$ 560,000	0.00
Proposed Technical Changes		
Eliminate Funding for Postini Spam Software	-\$ 5,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 253,710	0.00
Technical Adjustments	\$ 75,000	0.00
Total Incremental Changes	\$ 4,338,101	51.00

Department of Finance & Administrative Services

2014 Proposed Budget

\$ 165,774,657 579.75

Descriptions of Incremental Budget Changes

Baseline Changes

Budget Neutral Transfers

These budget neutral baseline transfers align the 2014 budget with current expenditure activity.

Repay Emergency Subfund Loan - \$1,863,700

In 2012, FAS identified a power transmission problem in the Seattle Municipal Tower that directly impacted the City's primary data center. FAS repaired the problem using an Emergency Subfund loan and the proposed funding repays the loan in 2014. In light of this issue, the City determined that it needed a new approach to data system management to avoid similar problems in the future. The Department of Information Technology is working with other City departments to develop a new data center.

Budget Adjustment for City Tow Program - (\$74,846)

FAS started a new program in 2013 to regulate towing companies. The regulations require a license to operate a tow company in the City of Seattle and limit the amount of fees that can be collected for involuntary vehicle tows from private property. The City Council reduced a position for this program during the 2013 Adopted Budget process. The associated appropriation was not reduced at that time and this technical reduction removes the position's funding.

Proposed Changes

Expand Green Fleet - \$765,834/2.00 FTE

The City is committed to reducing use of one million gallons of petroleum fuel by 2020. To reach this goal, FAS will begin by updating the Green Fleet Action Plan to establish actions, targets and milestones for key areas that will reduce petroleum fuel use by the City. FAS will use a \$497,000 of this funding to:

- Purchase alternative fuel vehicles, which cost more than petroleum-fueled vehicles;
- Design an alternative fueling infrastructure plan for electric vehicle charging stations;
- Prepare existing storage tanks for transition to biodiesel; and
- Install and use in-vehicle technologies to track vehicle usage data and identify potential efficiencies.

The remainder of the funding adds staff to oversee the program and provide necessary analysis on how to integrate new vehicle technologies into the City's fleet to reduce petroleum fuel consumption.

Increase Wage Compliance Enforcement - \$286,115

The City is committed to preventing wage theft in City-funded construction projects, including Office of Housing-financed projects. In 2013, FAS increased its monitoring and enforcement efforts to reduce wage and labor violations with two added positions. This action continues funding for these positions in 2014. FAS will expand the scope of its efforts by focusing on the top 50 highest-risk contracts among the City's 300 active construction projects.

Department of Finance & Administrative Services

Develop Construction Careers - \$463,643/2.00 FTE

The City is interested in creating access to the construction industry for individuals who historically face barriers to jobs in that field. In 2013, the City provided funding to start a Target Hire program to promote training and employment of workers in construction careers. Initial resources included an Advisory Committee for Construction Careers, an administrative staff analyst position and data analysis contract resources. The proposed funding in 2014 expands the efforts with worker training and support programs and two additional positions for on-site enforcement, monitoring, document verifications, and program support.

Improve Customer Service - \$461,497/4.50 FTE

FAS plays a large role for the City in customer interactions both in-person and on the phone and continually looks for ways to improve the service provided. To better serve the customers visiting the Seattle Municipal Tower (SMT), FAS opened a customer service center in the recently vacated lobby in 2013 with existing staff to process transactions and respond to information inquiries. FAS will add two staff to continue this service in 2014 as there is not capacity within the existing staff to sustain this workload beyond 2013.

In addition, FAS is adding staff to the Customer Service Bureau, located in City Hall, to manage the increase in the volume of phone calls and in-person visits to the Bureau. The additional staff will ensure that acceptable service levels continue, such as answering 80% of the phone calls within 60 seconds.

Continue Taxi and For-Hire Vehicle Enforcement Staffing

FAS' Consumer Affairs Unit enforces laws designed to protect the public and this includes the regulation of the taxi and for-hire industry. In this capacity, FAS added four taxicab and for-hire vehicle regulatory staff in 2013 due to a 30% increase in the industry since 2008. The staff provides administrative licensing, vehicle inspections and regulatory enforcement. In 2014 FAS will continue funding for the staff to ensure that the taxicab and for-hire industry follows regulations and to provide protections for consumers.

Increase Consumer Protection Services - \$174,810/1.50 FTE

FAS manages many programs in the Consumer Affairs Unit including the regulation and enforcement of the limousine and private towing services used by the public. In order to increase efforts to protect consumers, FAS proposes the following changes in these programs:

- **Limousine program:** FAS began regulation of the limousine industry in 2012 and the number of limousines in Seattle increased by 20% since then and wait times for limousine inspections have also increased. FAS staffing has not kept up with the demand, therefore FAS will increase staffing for limousine inspection and regulation in 2014. The proposed funding allows on-street enforcement and decreases wait times for inspections.
- **Towing regulation:** The City started regulating the private tow industry in 2013 with licensing requirements and limits on the amounts charged for involuntary tows from private property by tow companies. The anticipated revenues from the new program are insufficient to meet program costs due to the impacts of industry litigation against the regulation that resulted in some companies not paying the licensing fee and/or the administrative towing fee to the City. The proposed funding covers the revenue shortfall to meet the full program costs.

Improve Information Technology Security and Update Systems - \$566,535/1.00 FTE

FAS manages a number of key core information technology systems. The City must update these systems to ensure data is protected, business processes can function smoothly, and information networks are supported. To meet these needs, the 2014 Proposed Budget provide resources to:

- Update security to protect data on the City's human resources information, financial, and retirement systems and add a new position to support this work as recommended by the City Auditor and the Chief Information Security Officer at the Department of Information Technology at a cost of \$263,000 funded

Department of Finance & Administrative Services

by internal rates; and

- Transfer two positions from the Office of Constituent Services to Business Technology to better utilize resources for network systems support.

In addition, \$303,000 of fund balance from FAS' operating fund will be used to:

- Purchase updated licenses for FAS software that supports core business functions such as business licensing and animal licensing;
- Purchase new desktop computers in line with City's five-year replacement standard; and
- Replace FAS BlackBerry smart phones in line with the new City standard.

Retain Fleets Warehouse - \$316,000/11.00 FTE

The 2013 Adopted Budget assumed FAS would contract out the operating of its vehicle parts warehouse and sell the inventory to an outside vendor for cost savings and service efficiencies. Due to a court decision in 2013, FAS will not contract this operation to an outside vendor and will not be selling its inventory. The proposed funding allows FAS to retain the vehicle parts warehouse operation and related staff.

Capital Program Staffing - \$276,585/1.00 FTE

The Capital Development and Construction Management division does not have sufficient staff to keep up with the increase in capital projects, including the North Precinct, Fire Station 5 relocation, and customer requested tenant improvements. This funding adds a project manager position to meet the increased CIP workload and also includes an appropriation for a project manager added in 2013 for the Fire Station 5 relocation project.

Add Alaskan Way Viaduct and Seawall Project Local Improvement District Staff - \$138,792/1.00 FTE

FAS will add a position to administer the treasury component of the future Alaskan Way Viaduct and Seawall Replacement Project Local Improvement District (LID). The Treasury division does not have capacity to absorb this additional workload without additional resources.

Increase Initiative 502 and Nightlife Code Compliance/1.00 FTE

In 2013, an emergency position was added to FAS to staff the nightlife and code compliance team in support of the City's implementation and oversight of the implementation of State Initiative 502, which legalized marijuana in Washington state. The 2014 Proposed Budget provides position authority to continue this work. FAS will pay for the position using existing funding.

Improve Animal Shelter Foster Care - \$98,021/1.00 FTE

The Seattle Animal Shelter's Foster Care Program provides oversight for more than 700 animals annually and existing staff does not have capacity to manage this growing program. The proposed funding adds a Foster Care Coordinator to manage this program. Donations from the "Help the Animals Fund" used for animal foster care will cover the cost of the new position.

Offsetting Revenues to the General Fund

As part of meeting its General Fund reduction target, FAS recognized \$216,000 of additional revenues that will reduce rates for departments and will transfer \$242,000 of available FAS fund balance to the General Fund. The 2014 increased revenues come from a number of sources, including:

- Increased rebates for certain City contracts;
- Credit card rebates;
- Increased space rentals;

Department of Finance & Administrative Services

- Sale of surplus items; and
- Energy saving programs.

Increase Human Resources Staff - \$107,125/1.00 FTE

The Human Resource division's workload has doubled since 2010. In addition FAS' human resource staff also supports smaller departments without their own human resource staff. FAS is adding an additional position to handle the workload increases.

Increased Staffing for Financial Management System Upgrade/24.00 FTE

The Financial Management and Accountability Program (FinMAP) began in 2012 with the goal of standardizing the City's financial system (Summit). This work will improve reporting and access to information for decision makers across the City and creates simplified regulatory reporting and financial oversight. The project continues with the upgrade of the Summit system and the 2014 costs are funded using \$6.1 million of available FAS fund balance and \$7 million General Obligation bonds. The project staff added in the 2014 Proposed Budget will work with departments to begin the process of standardizing the accounting practices and use of the Summit system.

Negotiated COLA Reduction - (\$72,000)

The 2012 Adopted Budget assumed a 2% Cost of Living Adjustment (COLA) increase for certain represented vehicle maintenance employees, but the final contract negotiated in 2013 only included a 0.4% COLA. This proposal reduces the appropriation for the difference between the budgeted amount and the actual COLA amount.

Efficiency Reductions in Financial Services - (\$290,000)

The proposed reductions in the Financial Services division will reduce budgets that historically have savings at the end of the year, including those for data processing, rentals and professional services. These reductions do not have an impact on service levels provided in 2014.

Adjust Debt Service - (\$560,000)

The Proposed Budget includes lower amounts for debt service costs in the Facilities Operations Services and Business Technology divisions due to bond refinancing and revised financing assumptions.

Proposed Technical Changes

Eliminate Funding for Postini Spam Software - (\$5,000)

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 - (\$253,710)

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.

Department of Finance & Administrative Services

Technical Adjustments - \$75,000

Minor technical adjustments, including adding appropriation for lease payments on the former East Precinct parking lot and other minor technical adjustments.

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Budget and Central Services Budget Control Level	A1000	3,897,754	4,417,881	4,516,938	4,605,557
Business Technology Budget Control Level	A4520	9,408,715	11,205,464	12,865,644	13,730,086
City Purchasing and Contracting Services Budget Control					
Contracting Services		1,436,725	2,115,169	2,184,207	2,933,558
Purchasing Services		1,510,275	1,637,045	1,692,929	1,684,379
Total	A4540	2,947,000	3,752,214	3,877,135	4,617,936
Facility Services Budget Control Level	A3000	63,625,183	64,704,035	65,267,359	66,587,076
Financial Services Budget Control					
Accounting		3,790,502	3,662,757	3,781,566	3,838,134
Business Licensing and Tax Administration		2,578,557	3,031,857	3,130,937	2,981,761
City Economics and Financial Management		2,115,907	1,780,115	1,838,600	1,831,472
Risk Management		1,299,804	1,300,057	1,342,561	1,332,295
Treasury		3,197,530	3,996,213	4,111,547	3,991,794
Total	A4510	12,982,301	13,770,999	14,205,210	13,975,455
Fleet Services Budget Control					
Vehicle Fueling		8,867,654	9,936,939	10,137,310	10,196,482
Vehicle Leasing		9,662,094	18,206,685	18,165,705	18,873,355
Vehicle Maintenance		17,507,619	19,106,415	19,364,120	19,330,994
Total	A2000	36,037,367	47,250,039	47,667,135	48,400,831
Judgment and Claims Budget Control Level	A4000	361,975	186,388	222,685	222,685
Office of Constituent Services Budget Control					
Office of Constituent Services		2,661,264	2,743,909	2,853,184	3,129,118
Total	A6510	2,661,264	2,743,909	2,853,184	3,129,118
Revenue and Consumer Protection Budget Control Level	A4530	2,467,039	3,340,850	3,457,272	3,670,350

Department of Finance & Administrative Services

Seattle Animal Shelter Budget A5510	2,991,660	3,239,796	3,343,961	3,407,190
Control Level				
Technical Services Budget Control				
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,428,372
Total A3100	2,731,231	3,065,526	3,160,032	3,428,372
Department Total	140,111,490	157,677,101	161,436,556	165,774,657

Department Full-time Equivalent Total*	521.75	539.75	528.75	579.75
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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
587001	IF ALLOC Mail Messenger - GF	344,710	371,271	384,816	386,991
587001	IF ALLOC Real Estate Svc Chrgs - GF	423,980	264,863	273,503	285,503
587001	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,368,136	1,553,072	1,565,589	1,567,781
587001	IF ALLOC Warehousing Charges - GF	23,465	16,902	17,107	16,332
587001	IF Other Misc Revenue - ADA Coordinator	148,750	0	0	0
587001	IF Other Misc Revenue - CHH Lease	0	0	75,000	75,000
587001	IF Other Misc Revenue - City Hall Shelter	34,687	35,380	36,195	36,195
587001	IF Other Misc Revenue - DMPAC Fees	142,000	0	0	0
587001	IF Other Misc Revenue - Events Management	162,055	171,280	177,700	177,700
587001	IF Other Misc Revenue - MOB	350,000	350,000	350,000	350,000
587001	OPER TR IN-FR GENERAL FUND - Benaroya Concert Hall Passthrough	344,930	350,669	361,189	361,189
587001	OPER TR IN-FR GENERAL FUND - Business Licensing	1,382,743	1,100,440	1,139,639	1,157,968
587001	OPER TR IN-FR GENERAL FUND - Citywide Accounting	2,413,685	2,139,663	2,209,525	2,196,185
587001	OPER TR IN-FR GENERAL FUND - Claims Processing	172,449	186,560	192,973	181,100
587001	OPER TR IN-FR GENERAL FUND -	425,337	388,918	402,793	552,708

Department of Finance & Administrative Services

Constituent Services					
587001	OPER TR IN-FR GENERAL FUND - Consumer Protection	624,151	465,000	0	441,000
587001	OPER TR IN-FR GENERAL FUND - Contracting Services	459,970	72,300	72,300	126,300
587001	OPER TR IN-FR GENERAL FUND - Debt Management	112,776	118,089	121,641	121,794
587001	OPER TR IN-FR GENERAL FUND - Economics & Forecasting	461,219	469,481	485,878	491,245
587001	OPER TR IN-FR GENERAL FUND - Facility Operations	0	102,448	0	636,439
587001	OPER TR IN-FR GENERAL FUND - FAS Applications	1,139,858	1,072,602	1,107,195	1,249,589
587001	OPER TR IN-FR GENERAL FUND - Fiscal Policy & Mgmt	778,412	901,343	930,606	945,886
587001	OPER TR IN-FR GENERAL FUND - Garden of Remembrance Passthrough	165,566	168,321	173,371	173,371
587001	OPER TR IN-FR GENERAL FUND - HRIS	931,900	1,013,838	1,045,457	1,044,187
587001	OPER TR IN-FR GENERAL FUND - Investments	218,179	169,129	174,386	119,556
587001	OPER TR IN-FR GENERAL FUND - Judgment/Claims Fund	0	35,308	71,605	71,605
587001	OPER TR IN-FR GENERAL FUND - Neighborhood Service Centers	91,277	9,646	50,893	206,932
587001	OPER TR IN-FR GENERAL FUND - Parking Meter Collections	525,395	544,691	563,496	570,146
587001	OPER TR IN-FR GENERAL FUND - Purchasing Services	503,623	575,984	597,158	567,500
587001	OPER TR IN-FR GENERAL FUND - Regulatory Enforcement	669,971	1,582,929	1,637,789	1,728,534
587001	OPER TR IN-FR GENERAL FUND - Remittance Processing	132,506	202,300	208,700	190,964
587001	OPER TR IN-FR GENERAL FUND - Risk Management	256,458	228,771	235,803	249,766
587001	OPER TR IN-FR GENERAL FUND - Seattle Animal Shelter	2,033,788	1,895,975	2,010,075	2,043,082
587001	OPER TR IN-FR GENERAL FUND - Spay & Neuter Clinic	230,965	149,320	169,976	173,765
587001	OPER TR IN-FR GENERAL FUND - SUMMIT	1,801,699	2,026,153	2,585,367	2,538,949
587001	OPER TR IN-FR GENERAL FUND - Tax Administration	2,199,487	2,335,410	2,412,347	2,280,197
587001	OPER TR IN-FR GENERAL FUND - Treasury Operations	896,665	935,217	963,204	835,455
	Total General Subfund Support	21,970,791	22,003,273	22,803,276	24,150,914
421600	Professional and Occupational Licenses	1,460,080	622,400	645,400	645,400
433010	Federal Grants	150,101	0	0	0
434010	State Grants	117,136	0	0	0
441930	Cable Reimbursement	88,076	88,076	88,076	88,076

Department of Finance & Administrative Services

441930	Private reimbursements	22,218	0	0	20,000
441960	Weights and Measures Fees	238,654	838,754	897,486	897,486
442300	Animal Licenses	1,155,077	1,377,500	1,367,500	1,367,500
442490	Other Protective Inspection Fees	0	36,000	36,000	36,000
443930	Animal Control Fees and Forfeits	140,463	139,500	139,500	139,500
443936	Spay and Neuter Fees	169,640	207,500	207,500	207,500
444300	Vehicle and Equipment Repair Charges	51,606	0	0	0
444500	Fuel Sales	56,500	0	0	0
444590	Other Protective Inspection Fees	225,097	233,800	233,800	348,800
447800	Training	33,425	25,000	25,000	25,000
461110	Interest Earnings - Residual Cash	260,273	183,500	183,500	183,500
461320	Unrealized Gains/Losses-Inv GASB31	87,942	0	0	0
462190	Motor Pool	255	0	0	0
462250	Vehicle and Equipment Leases	299,062	0	0	0
462300	Parking Fees - Private at SeaPark Garage	1,856,922	860,000	905,000	860,000
462300	Parking Fees - Private at SMT Garage	0	858,000	898,000	858,000
462500	Bldg/Other Space Rent Charge - Private at AWC	1,291,534	852,734	852,734	892,734
462500	Bldg/Other Space Rent Charge - Private at City Hall	0	73,982	73,982	73,982
462500	Bldg/Other Space Rent Charge - Private at SMT	1,255,021	1,175,000	1,175,000	1,175,000
462500	Bldg/Other Space Rent Charge - Private Misc	0	220,000	220,000	220,000
462900	Other Rents & Use Charges	11,257	0	0	11,000
469990	Co-locator Revenues	345,741	3,418	3,418	3,418
469990	Other Miscellaneous Revenues	998,000	373,312	373,312	689,312
469990	Passport Revenues	0	350,000	325,000	325,000
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	-184,064	0	0	0
562300	IF Parking Fees - SeaPark Garage	376,556	415,800	402,150	447,150
562300	IF Parking Fees - SMT Garage	241,545	310,200	298,850	338,850
	Total Miscellaneous Revenue	10,748,118	9,244,476	9,351,208	9,853,208
444560	IF Other Misc Revenue - Purchasing Rebates	0	140,000	140,000	140,000
541490	IF Administrative Fees and Charges - Arena	500,000	0	0	0
541490	IF Administrative Fees and Charges - Bus B	0	0	0	1,227,261
541490	IF Administrative Fees and Charges - Citywide Accounting	2,011,846	1,975,865	2,040,379	2,149,107

Department of Finance & Administrative Services

541490	IF Administrative Fees and Charges - Contracting	1,040,273	2,221,199	2,297,904	3,047,912
541490	IF Administrative Fees and Charges - CUPS	1,484,555	1,640,394	1,698,573	1,698,573
541490	IF Administrative Fees and Charges - Debt Management	203,035	212,600	218,996	219,271
541490	IF Administrative Fees and Charges - Facilities (Data Center)	0	195,552	0	0
541490	IF Administrative Fees and Charges - Investments	216,874	270,397	278,798	191,136
541490	IF Administrative Fees and Charges - Misc. Facility	393,750	260,000	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	780,266	698,659	723,586	992,897
541490	IF Administrative Fees and Charges - Purchasing Services	1,310,581	1,192,463	1,236,303	1,174,904
541490	IF Administrative Fees and Charges - Remittance Processing	800,632	799,178	824,459	754,403
541490	IF Administrative Fees and Charges - Risk Management	967,844	1,073,397	1,108,571	1,113,262
541490	IF Administrative Fees and Charges - Treasury	1,303,200	1,619,040	1,669,373	1,590,306
541830	IF DP - Applications Development - Applications	469,731	631,938	652,314	736,212
541830	IF DP - Applications Development - HRIS	889,285	885,973	913,452	912,259
541830	IF DP - Applications Development - SUMMIT	3,180,875	3,566,319	4,550,617	4,468,911
541921	IF Property Management Service Charges	411,266	0	0	0
541930	IF Custodial/Janitorial/Security	142,100	75,000	75,000	75,000
542830	IF Mail Messenger Charges	193,102	176,490	176,490	176,490
542831	IF ALLOC Mail Messenger - Departments	255,005	269,050	278,865	280,442
543210	IF Architect/Engineering Services - Capital Programs	5,521,754	3,858,100	3,988,590	4,311,704
544300	IF Vehicle and Equipment Repair	9,760,914	10,925,542	10,432,350	10,590,860
544500	IF Fuel Sales	8,841,541	10,007,879	10,208,037	10,284,838
548921	IF ALLOC Warehousing Charges - Departments	1,295,498	1,281,238	1,296,756	1,238,108
548922	IF ALLOC Real Estate Svc Chrgs - Departments	441,285	362,317	374,137	390,551
562150	IF Motor Pool Rental Charges	533,538	805,962	813,466	839,161
562250	IF Vehicle and Equipment Leases	24,303,190	24,414,470	24,873,248	25,930,322
562500	IF Building/Other Space Rental	4,476,322	5,652,932	5,798,820	5,798,820
562510	IF ALLOC Rent - Bldg/Other Space	46,121,115	46,727,544	47,268,312	47,332,053

Department of Finance & Administrative Services

569990	IF Other Misc Revenue - Animal Shelter Donation Fund	144,910	0	0	99,000
569990	IF Other Misc Revenue - AWW LID	0	111,000	102,500	242,500
569990	IF Other Misc Revenue - Facilities	525,515	380,000	380,000	380,000
569990	IF Other Misc Revenue - FAS Accounting	25,182	52,855	54,712	54,380
569990	IF Other Misc Revenue - HCF	142,000	149,140	154,400	152,763
569990	IF Other Misc Revenue - REET (ADA Coordinator)	0	136,361	141,180	141,180
569990	IF Other Misc Revenue - Subfund 46010 (DT Parking Garage Coordinator)	0	135,000	139,000	139,000
569990	IF Other Misc Revenue - Transportation Benefits District	54,583	56,980	59,035	59,035
569990	IF Other Misc Revenue - Treasury Operations	44,032	0	0	0
587118	Emergency Subfund Transfer - Bus B	1,863,700	0	0	0
Total Services to City Depts		120,649,299	122,960,834	125,228,223	129,192,621
Total Revenues		153,368,208	154,208,583	157,382,707	163,196,743
379100	Use of (Contribution To) Fund Balance	-13,256,718	3,468,518	4,033,847	2,577,914
Total Use of (Contribution To) Fund Balance		-13,256,718	3,468,518	4,033,847	2,577,914
Total Resources		140,111,490	157,677,101	161,416,554	165,774,657

Department of Finance & Administrative Services

Appropriations By Budget Control Level (BCL) and Program

Budget and Central Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Budget and Central Services	3,897,754	4,417,881	4,516,938	4,605,557
Total	3,897,754	4,417,881	4,516,938	4,605,557
Full-time Equivalents Total*	34.50	37.00	37.00	38.00

* 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.

Business Technology Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Business Technology	9,408,715	11,205,464	12,865,644	13,730,086
Total	9,408,715	11,205,464	12,865,644	13,730,086
Full-time Equivalents Total*	44.50	43.00	43.00	46.00

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

Department of Finance & Administrative Services

City Purchasing and Contracting Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Contracting Services	1,436,725	2,115,169	2,184,207	2,933,558
Purchasing Services	1,510,275	1,637,045	1,692,929	1,684,379
Total	2,947,000	3,752,214	3,877,135	4,617,936
Full-time Equivalents Total*	27.00	31.00	31.00	33.00

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

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

Contracting Services Program

The purpose of the Contracting Services Program is to administer the bid, award, execution, and close-out of public works projects for City departments. Staff anticipate and meet customers' contracting needs and provide education throughout the contracting process. This program also maintains the City's guidelines and procedures for consultant contracting. The Program is also responsible for social equity monitoring and contract compliance on City contracts, particularly focused on Construction and procurement.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Contracting Services	1,436,725	2,115,169	2,184,207	2,933,558
Full-time Equivalents Total	13.00	17.00	17.00	19.00

Purchasing Services Program

The purpose of the Purchasing Services Program is to provide central oversight for the purchase of goods, products, materials, and routine services obtained by City departments. All purchases for any department that total more than \$47,000 per year are centrally managed by Purchasing Services. City Purchasing conducts the bid and acquisition process, executes and manages the contracts, and establishes centralized volume-discount blanket contracts for City department use. This program also develops and manages City guidelines and policies for purchases.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Purchasing Services	1,510,275	1,637,045	1,692,929	1,684,379
Full-time Equivalents Total	14.00	14.00	14.00	14.00

Department of Finance & Administrative Services

Facility Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Facility Services	63,625,183	64,704,035	65,267,359	66,587,076
Total	63,625,183	64,704,035	65,267,359	66,587,076
Full-time Equivalents Total*	87.50	88.50	88.50	88.50

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

Financial Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Accounting	3,790,502	3,662,757	3,781,566	3,838,134
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,981,761
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,831,472
Risk Management	1,299,804	1,300,057	1,342,561	1,332,295
Treasury	3,197,530	3,996,213	4,111,547	3,991,794
Total	12,982,301	13,770,999	14,205,210	13,975,455
Full-time Equivalents Total*	97.50	102.50	102.50	127.50

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

Department of Finance & Administrative Services

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

Accounting Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Accounting	3,790,502	3,662,757	3,781,566	3,838,134
Full-time Equivalents Total	25.50	27.50	27.50	51.50

Business Licensing and Tax Administration Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,981,761
Full-time Equivalents Total	25.00	25.00	25.00	25.00

City Economics and Financial Management Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,831,472
Full-time Equivalents Total	11.00	11.00	11.00	11.00

Risk Management Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Risk Management	1,299,804	1,300,057	1,342,561	1,332,295
Full-time Equivalents Total	9.00	9.00	9.00	9.00

Department of Finance & Administrative Services

Treasury Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Treasury	3,197,530	3,996,213	4,111,547	3,991,794
Full-time Equivalents Total	27.00	30.00	30.00	31.00

Fleet Services Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,196,482
Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,873,355
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,330,994
Total	36,037,367	47,250,039	47,667,135	48,400,831
Full-time Equivalents Total*	127.00	127.00	116.00	129.00

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

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

Vehicle Fueling Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,196,482
Full-time Equivalents Total	1.00	1.00	1.00	1.00

Vehicle Leasing Program

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

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,873,355

Department of Finance & Administrative Services

Full-time Equivalents Total	10.00	11.00	11.00	13.00
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Vehicle Maintenance Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,330,994
Full-time Equivalents Total	116.00	115.00	104.00	115.00

Judgment and Claims Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Judgment and Claims	361,975	186,388	222,685	222,685
Total	361,975	186,388	222,685	222,685

Office of Constituent Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,129,118
Total	2,661,264	2,743,909	2,853,184	3,129,118
Full-time Equivalents Total*	27.75	26.75	26.75	29.25

* 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 Office of Constituent Services Budget Control Level:

Office of Constituent Services Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,129,118
Full-time Equivalents Total	27.75	26.75	26.75	29.25

Department of Finance & Administrative Services

Revenue and Consumer Protection Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Revenue and Consumer Protection	2,467,039	3,340,850	3,457,272	3,670,350
Total	2,467,039	3,340,850	3,457,272	3,670,350
Full-time Equivalents Total*	23.00	30.00	30.00	32.50

* 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 Animal Shelter Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Seattle Animal Shelter	2,991,660	3,239,796	3,343,961	3,407,190
Total	2,991,660	3,239,796	3,343,961	3,407,190
Full-time Equivalents Total*	32.00	33.00	33.00	34.00

* 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.

Technical Services Budget Control Level

The purpose of the Technical Services Budget Control Level is to plan and administer FAS' Capital Improvement Program.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,428,372
Total	2,731,231	3,065,526	3,160,032	3,428,372
Full-time Equivalents Total*	21.00	21.00	21.00	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.

Department of Finance & Administrative Services

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

Capital Development and Construction Management Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,428,372
Full-time Equivalents Total	21.00	21.00	21.00	22.00

Department of Finance & Administrative Services

Finance and Administrative Services Fund Table

Finance and Administrative Services Fund (50300)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	19,417,487	13,153,682	37,272,695	9,685,163	26,542,684
Accounting and Technical Adjustments-Add Back Non-cash Items	7,453,000	-	-	-	-
Plus: Actual and Estimated Revenue	153,368,208	154,208,582	154,209,311	157,382,709	163,196,743
Plus: Inter-fund Transfer		3,500,000	3,500,000	3,500,000	5,859,000
Less: Actual and Budgeted Expenditures	140,095,000	157,677,101	164,939,322	161,436,556	165,774,657
Less: Capital Improvements	2,871,000	3,500,000	3,500,000	3,500,000	11,968,000
Ending Fund Balance	37,272,695	9,685,163	26,542,684	5,631,316	17,855,770
Continuing Appropriations	3,156,822				
Working Capital - Fleets	21,512,043		17,403,802		17,403,802
Total Reserves	24,668,865	-	17,403,802	-	17,403,802
Ending Unreserved Fund Balance	12,603,830	9,685,163	9,138,882	5,631,316	451,968

Department of Finance & Administrative Services

Capital Improvement Program Highlights

FAS Capital Improvement Program Highlights

The Finance & Administrative Services Department (FAS) is responsible for building, operating, and maintaining general government facilities and Citywide information systems. FAS' general government facility portfolio includes:

- Thirty-three fire stations and waterfront marine operations;
- Five police precinct buildings;
- The police mounted patrol facility;
- The Harbor Patrol;
- The Seattle Emergency Operations and Fire Alarm Centers;
- The City's vehicle maintenance shops and other support facilities; and
- The City's downtown office building portfolio.

FAS also maintains core building systems for some of the community-based facilities owned by the City, such as senior centers and community service centers.

In addition to these facility assets, FAS also maintains specific citywide information technology systems, including the City's financial management system (Summit) and payroll/human resources information system (HRIS).

The Department's 2014-2019 Proposed Capital Improvement Program (CIP) is FAS' plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings and technology systems. The Department's CIP is financed by a variety of revenue sources, including the City's General Fund, the Cumulative Reserve Subfund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), voter approved levy proceeds, general obligation bonds, proceeds from property sales and grants.

2014 Project Highlights

Americans with Disabilities Act (ADA) - Citywide & FAS

In 2014 FAS continues to manage the City's efforts to improve accessibility to City facilities consistent with the Americans with Disabilities Act (ADA). In this role, FAS conducted a Citywide prioritization process to allocate \$3.6 million for specific ADA improvements among the four implementing departments: Parks and Recreation, Seattle Center, Seattle Public Library, and FAS.

Based on this process, FAS will make ADA improvements in 2014 at several buildings with public access, including the Seattle Justice Center, City Hall, Police Facilities and Seattle Municipal Tower. FAS will also hire a technical consultant to standardize acceptable ranges for departments to use for differences between current conditions at existing facilities and ADA compliant standards.

Asset Preservation Program

Through the Asset Preservation Program, FAS seeks to preserve and extend the useful life and operational capacity of existing facilities using facility space rent charges paid by City departments. Some examples of projects planned for 2014 include:

- SMT Weatherization Program;
- Generator upgrades at shops and yards maintenance facilities;
- Energy-efficient lighting upgrades;
- HVAC and other building system modifications;
- East Precinct deck waterproofing and ramp repairs; and
- Building performance verifications and modifications in fire and police facilities.

Department of Finance & Administrative Services

Critical Infrastructure Upgrades

In conjunction with the Department of Information Technology's work to develop the next generation data center, FAS completed an infrastructure study to assess the redundant electrical capacity needs of City facilities. The study determined that the City's main office building, the Seattle Municipal Tower, the Emergency Operations Center and West Precinct required electrical upgrades in 2014, as follows:

- **Seattle Municipal Tower - (SMT)** FAS is replacing a portion of the electrical system in SMT that supplies power to the City's Data Center and other critical loads within the building. This system is at the end of its lifecycle and in need of replacement. As the City's existing data center prepares to move out of the 26th floor of SMT, it is necessary to complete this work prior to the move to allow the building's critical loads to have a continuous power supply.
- **Emergency Operations Center (EOC) and West Precinct** - FAS is increasing the cooling and electrical capacity at the EOC and installing an alternate power system at the West Precinct. This work is necessary to perform required maintenance on the electrical systems and ensure continuous operations of these facilities in emergency situations.

Customer Requested Tenant Improvements

This ongoing program allows City department tenants to fund new construction, improvements, additions and expansions to FAS and utility-owned facilities. Examples include planning, design and construction of interior tenant improvements in FAS downtown office space, improvements at City vehicle shops and yards, utility-owned facility redevelopments and operational program and feasibility studies.

Energy Efficiency for Municipal Buildings

This project funds work by the Office of Sustainability and Environment (OSE) to reduce energy use in City facilities in support of the City's goal to achieve a 20% reduction in building energy use by 2020. This work is part of a Citywide Resource Conservation Initiative coordinated by OSE to improve the energy efficiency of City facilities.

Fire Facilities and Emergency Response Levy Program

The 2003 Fire Facilities and Emergency Response Levy Program (FFERP) is a 9-year \$167 million property tax levy that voters approved in November 2003. FAS uses levy proceeds to:

- Upgrade or replace fire stations and other fire facilities;
- Construct a new emergency operations center and fire alarm center; and
- Build new fireboats and renovate the Chief Seattle fireboat.

In 2014, FAS will continue to execute the Fire Facilities Levy Program with the construction of 11 neighborhood fire stations and begin or continue design on five additional stations.

Facility Projects Planning

This program allows FAS to conduct early planning, feasibility studies, preliminary design and cost estimates in support of several public safety projects to be considered for future funding.

Fire Station 5 Relocation and Renovation

Two multi-year projects are proposed for Fire Station 5 in 2014. The Fire Station 5 Relocation project relocates the Engine 4 marine crew and the Engine 5 land crew to temporary facilities during the City's pier restructuring and

Department of Finance & Administrative Services

Seawall construction. The Fire Station 5 Renovation project will seismically upgrade and renovate Fire Station 5.

Maintenance Shops and Yards

This ongoing program includes multiple projects that preserve, modernize and enhance the operational, functional and physical capacity of FAS-owned maintenance shops and yards. In 2014, FAS will finish maintenance work and energy-efficiency improvements to the Airport Way Center - Building A.

North Precinct

This project continues the land acquisition process for a new North Precinct facility for the Seattle Police Department. In addition, the architecture and engineering design team continue work on the design phase. Conceptual planning considers replacing the existing facility with a new 60,000 square foot facility at a different location.

Public Safety Facilities - Police Harbor Patrol Bulkhead and HVAC

In 2014, FAS has two maintenance projects at the Harbor Patrol Facility. The Police Harbor Patrol Bulkhead project designs a new bulkhead to replace the existing bulkhead that is at the end of its lifecycle. Project design is funded in 2014 and permitting and construction will be completed in 2015. The Harbor Patrol remediation project removes lead paint and asbestos insulation in the facility's attic.

Summit Upgrade

This project will improve financial reporting and access to financial information for decision makers across the City and will simplify regulatory reporting and oversight. This is a multi-year technology project that upgrades the City's financial management system (Summit) in conjunction with FAS' Citywide Financial Management and Accountability Program (FinMAP).

Additional information on FAS' CIP can be found in the 2014-2019 Proposed CIP online here: [2014-2019 Proposed CIP](#)

Capital Improvement Program Appropriation

Budget Control Level	2014 Endorsed	2014 Proposed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	672,000
Subtotal	0	672,000
Asset Preservation - Civic Core: A1AP1		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	800,000	750,000
Subtotal	800,000	750,000
Asset Preservation - Public Safety Facilities: A1AP6		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	400,000	600,000

Department of Finance & Administrative Services

Subtotal	400,000	600,000
Asset Preservation - Seattle Municipal Tower: A1AP2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,800,000	1,770,000
Subtotal	1,800,000	1,770,000
Asset Preservation - Shops and Yards: A1AP4		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	800,000	600,000
Subtotal	800,000	600,000
FAS Oversight-External Projects: A1EXT		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	250,000
Subtotal	0	250,000
Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	24,781	24,781
Subtotal	24,781	24,781
General Government Facilities - General: A1GM1		
2014 Multipurpose LTGO Bond Fund	0	2,300,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	141,000	241,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
Subtotal	3,641,000	6,041,000
Information Technology: A1IT		
2013 Multipurpose LTGO Bond Fund	1,000,000	0
2014 Multipurpose LTGO Bond Fund	7,038,000	7,038,000
Finance and Administrative Services Fund (50300)	0	6,109,000
Subtotal	8,038,000	13,147,000
Maintenance Shops and Yards: A1MSY		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,552,000	2,552,000
Subtotal	2,552,000	2,552,000
Neighborhood Fire Stations: A1FL1		
2003 Fire Facilities Subfund (34440)	0	1,780,326
2014 Multipurpose LTGO Bond Fund	8,649,947	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,880,000	1,407,000

Department of Finance & Administrative Services

Subtotal	10,529,947	3,187,326
Preliminary Engineering: A1GM4		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	750,000
Subtotal	0	750,000
Public Safety Facilities - Fire: A1PS2		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	700,000
Finance and Administrative Services Fund (50300)	0	2,359,000
Subtotal	0	3,059,000
Public Safety Facilities - Police: A1PS1		
2013 Multipurpose LTGO Bond Fund	0	2,300,000
2014 Multipurpose LTGO Bond Fund	11,400,000	11,400,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	365,000	615,000
Federal Vice Enforcement Forfeiture	1,850,000	1,850,000
Subtotal	13,615,000	16,165,000
Total Capital Improvement Program Appropriation	42,200,728	49,568,107

Finance General

Beth Goldberg, Director

(206) 615-1962

Department Overview

Finance General provides a mechanism for allocating General Subfund resources to reserve and bond redemption funds, City department operating funds, and certain programs for which there is desire for additional Council, Mayor, or City Budget Office oversight.

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$374,920,452	\$389,305,380	\$406,252,542	\$416,513,413
Total Operations	\$374,920,452	\$389,305,380	\$406,252,542	\$416,513,413
Total Appropriations	\$374,920,452	\$389,305,380	\$406,252,542	\$416,513,413
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.

Budget Overview

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

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

Investments in Public Safety, Neighborhoods and Human Services

The 2014 Proposed Budget allocates funds to Finance General to serve several needs in the areas of public safety, neighborhoods and human services. For additional information in these items, please refer to the department-specific sections of the 2014 Proposed Budget materials.

Public Safety Investments - Finance General includes funds for the following public safety activities in 2014:

- Overhaul the Seattle Police Department's business intelligence systems and additional police overtime
- Enhance the Seattle Fire Department's Emergency Medical Services (EMS) program
- Replace the Office of Emergency Management's Emergency Notification Alert System

Finance General

Neighborhood Investments - Finance General includes funds to support the following neighborhood investments:

- Duwamish River area quality-of-life enhancements through partnership with the City (via Seattle Public Utilities), King County, the Port of Seattle and community stakeholders
- Contingency funding for a public restroom facility in Pioneer Square
- Repairs to the Moore and Egyptian historic theaters (Office for Arts and Culture)
- Enhanced outreach and coordination with housing providers in diverse communities to promote decent and safe housing for all. The Department of Planning and Development will oversee this funding which will focus on issues around unreinforced masonry buildings and the City's Rental Registration Inspection Ordinance program.

Human Service Investments

- Funding for the Interbay Housing Project serving homeless individuals with mental health and addiction issues
- Backfill for potential state and federal funding reductions to human services programs such as long-term care case management for seniors, or shower and restroom facilities for homeless individuals.

Strengthening Financial Management Capabilities

The 2014 Proposed Budget allocates funds to purchase a new budgeting system that will allow the City Budget Office and Legislative Department staff to more easily input, manage and access data for budget analysis, decision making and reporting. The existing budget systems are nearing the end of their useful life. Replacing the budget systems is the next step of a joint effort that began in 2013.

Supporting City Employees

The 2014 Proposed Budget establishes a \$1.5 million reserve to address gender pay inequities in the City workforce and other recommendations that may emerge from the Gender Equity Task Force. The City continues to promote equality and strive for just and equal treatment of all people, both in the provision of public services, as well as through City employment practices.

In 2013, the City modified its employee transit pass subsidy program, providing expanded coverage from one zone to multiple zones, while saving the City money by only paying for trips taken.

Finance General

Incremental Budget Changes

Finance General

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 406,252,542	0.00
Baseline Changes		
Baseline Technical Adjustments	\$ 1,255,203	0.00
Proposed Changes		
Police Business Intelligence and Overtime Reserve	\$ 3,000,000	0.00
EMS Enhancements	\$ 1,000,000	0.00
Emergency Notification Alert System	\$ 345,000	0.00
Duwamish River Opportunity Fund	\$ 250,000	0.00
Pioneer Square Public Toilet	\$ 225,000	0.00
Interbay Housing Project	\$ 150,000	0.00
Human Services Funding Backfill	\$ 525,000	0.00
Historic Theater Improvement Support	\$ 155,000	0.00
Unreinforced Masonry & Rental Registration Inspection Ordinance Outreach	\$ 150,000	0.00
Budget System Implementation	\$ 500,000	0.00
Gender Wage Equity Reserve	\$ 1,500,000	0.00
Transit Pass Subsidy	-\$ 1,494,413	0.00
Pacific Place Garage General Fund Reduction	-\$ 2,031,760	0.00
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	\$ 5,997,501	0.00
Transfer budget to departments	-\$ 2,019,678	0.00
Updated Costs for Recurring Expenses	\$ 754,018	0.00
Total Incremental Changes	\$ 10,260,871	0.00
2014 Proposed Budget	\$ 416,513,413	0.00

Finance General

Descriptions of Incremental Budget Changes

Baseline Changes

Baseline Technical Adjustments - \$1,255,203

Baseline technical adjustments include updated cost estimates and budget corrections.

Proposed Changes

Police Business Intelligence and Overtime Reserve - \$3,000,000

This item reserves funding for the Seattle Police Department (SPD) to implement an enhanced information technology data collection and reporting system based the recommendations of the court-appointed Department of Justice Settlement Agreement monitor. In July 2013, the Seattle Police Department (SPD) hired a consultant to review existing SPD data systems, the Settlement Agreement and input from the monitor to recommend a data gathering and reporting information system. This 'Business Intelligence System' will enable SPD staff to access and interpret real-time data from various resources at multiple levels of the department. The City will hold the funding in Finance General until it determines final costs of the new system. SPD may also use this reserve to address unexpected increases in overtime use that may be needed to meet evolving public safety needs.

EMS Enhancements - \$1,000,000

Despite a growing reliance on the General Fund to support the City's Emergency Medical Services (EMS) program, the 2014 Proposed Budget establishes this reserve for the City to potentially use if it decides to add additional aid cars. This is in recognition of a growing demand for basic and advanced life-support services throughout the city, particularly the downtown and Northgate neighborhoods. The City will evaluate whether to add aid cars and how to deploy them in early 2014 based on workload drivers.

Emergency Notification Alert System - \$345,000

The 2014 Proposed Budget upgrades the City's current emergency notification and alert system. The service improvements will include:

- Easier and more efficient management of contact data
- Reduced risk of the system failing while emergency alerts are being distributed to the public
- An additional method to contact and coordinate first responders during emergencies

Duwamish River Opportunity Fund - \$250,000

The Duwamish River Opportunity Fund will enhance existing programs and or support new programs focused on addressing challenges faced by communities in the Duwamish River area. Supported programs may be run by the City or through partnership with other jurisdictions and community organizations. The community recently identified a broad set of challenges including environmental, economic and health issues that need to be addressed. This fund is one component of a broader City effort to improve the quality of life and restore the health of Duwamish River communities. The City partners with King County and the Port of Seattle in this effort. The specific process and criteria for the disbursement of these funds will be developed in early 2014.

Finance General

Pioneer Square Public Toilet - \$225,000

The lack of a safe, accessible public restroom facility has long been a concern in Pioneer Square. The Pioneer Square community worked with the City to locate a public restroom in the area. This contingency funding is for procuring and installing a public toilet in Pioneer Square patterned after the "Portland Loo" model. The community chose a site that has been approved by Seattle Department of Transportation and the Pioneer Square Preservation Board. City departments will be responsible for purchasing, transporting, and installing the public restroom. This is contingency funding in the event that private funding for this project does not materialize.

Interbay Housing Project - \$150,000

This action provides funding for operations for the Interbay Housing Project, which is a project serving more than 100 residents. This development will provide integrated housing and services for homeless individuals with mentally ill and drug and alcohol addictions. The City anticipates this funding, in conjunction with other resources the project has already secured from a variety of sources, will complete the funding requirements for this project.

Human Services Funding Backfill - \$525,000

The 2014 Proposed Budget reserves funding to backfill potential reductions in federal and state support for local critical human services programs. Specific backfill needs will be identified in 2014 and may include services such as long-term care case management for seniors, or shower and restroom facilities for homeless individuals.

Historic Theater Improvement Support - \$155,000

The 2014 Proposed Budget supports historic theater improvements for the Egyptian and Moore theaters. These landmark theaters have significant maintenance and repair issues and this funding will help preserve the facilities and allow for continued public access in future years.

Unreinforced Masonry & Rental Registration Inspection Ordinance Outreach - \$150,000

The 2014 Proposed Budget funds enhanced outreach and coordination with diverse communities on two housing related City Code changes. The City is in the process of developing seismic retrofit requirements for unreinforced masonry (URM) buildings, and also created a Rental Registration Inspection Ordinance (RRIO) program. These actions are designed to help ensure decent and safe housing for all. The Department of Planning and Development (DPD) oversees these rules and will provide outreach to impacted landlords and communities. This funding allows DPD to fund enhanced and targeted outreach and other activities for diverse communities that may require more tailored and culturally-specific interactions. DPD will work with community partners to allocate these funds.

Budget System Implementation - \$500,000

The 2014 Proposed Budget increases the Budget System Replacement Reserve to \$700,000 in Finance General and separately allocates approximately \$500,000 of existing bond funds for this project in 2014. This project will require an additional \$300,000 in 2015. This is a joint project of the City Budget Office and the Legislative Department which began in 2013. More detail on this project can be found in the City Budget Office section.

Gender Wage Equity Reserve - \$1,500,000

The 2014 Proposed Budget creates a reserve to fund recommendations that the Gender Equity In Pay Task Force will develop, including salary changes that may be necessary to ensure equal pay among City employees. Mayor McGinn convened the Gender Equity Task Force to assist the City in the area of gender equity in pay. See the Office of Civil Rights budget section for additional details on this issue.

Finance General

Transit Pass Subsidy - (\$1,494,413)

The City modified the transit pass program for City employees resulting in savings to the General Fund while providing an enhanced employee benefit. Under the old approach, the City paid for one-zone, unlimited trip passes. The City paid a fixed rate per pass regardless of how many trips were taken. Under the new approach, the City is only obligated to pay for trips actually taken. This provides an enhanced benefit because the pass will also cover two-zone trips and will save the City for not incurring costs for unused trips.

Pacific Place Garage General Fund Reduction - (\$2,031,760)

The Pacific Place Garage Fund is currently running a cash deficit. The 2013 Adopted and 2014 Endorsed budgets assumed the General Fund would provide funding to cover the operating shortfalls to keep the fund from creating a larger negative balance. In lieu of General Fund support, the 2014 Proposed Budget provides an increased loan to the Pacific Place Garage Fund. The loan will be repaid when the City sells the facility, pursuant to an option in the original financing agreement.

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - \$5,997,501

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

Transfer budget to departments - (\$2,019,678)

This action moves existing budget held in Finance General to department budgets, including the Office of Economic Development, Community Police Commission and the Seattle Police Department. Additional detail can be found in these department budget sections.

Updated Costs for Recurring Expenses - \$754,018

Updated cost projections include non-programmatic changes that reflect latest cost estimates for recurring expenses or different financing plans to fund ongoing services. Examples of adjustments include increases in funding to the City's Emergency Subfund to maintain target balances, reductions in debt service costs, and a partial shift in streetlight costs from the General Fund to the Cumulative Reserve Subfund.

Finance General

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Appropriation to General Fund Subfunds and Special Funds Budget Control					
Arts Account		4,967,327	4,693,229	4,639,449	5,689,702
Cumulative Reserve Subfund - Capital Projects Account		500,000	500,000	500,000	400,000
Cumulative Reserve Subfund - Revenue Stabilization Account		9,715,000	4,058,000	4,226,000	4,292,950
Emergency Subfund		0	0	889,000	4,623,121
Finance and Administrative Services Fund		22,484,571	22,003,273	22,803,276	24,150,914
Garage Fund Loan Repayment		0	2,813,058	2,031,760	0
General Bond Interest/Redemption Fund		12,953,351	13,946,500	18,100,712	16,999,279
Information Technology Fund		4,149,718	4,609,011	4,977,292	3,974,939
Insurance		4,422,259	5,172,338	5,430,955	5,100,000
Judgment/Claims Subfund		1,191,062	632,690	755,901	755,901
Total	2QA00	60,383,288	58,428,099	64,354,345	65,986,806
Reserves Budget Control					
Budget System Reserve		0	200,000	200,000	700,000
Building Code Impact Support		0	0	0	150,000
Department of Justice Settlement Agreement Public Safety Reserve		127,822	4,587,500	4,591,200	5,821,522
District Energy Feasibility Study		0	175,000	0	0
Duwamish Opportunity Fund Support		0	0	0	250,000
Emergency Notification Alert System		0	0	0	345,000
EMS Enhancements		0	0	0	1,000,000
Fire Station 39 Housing Services		0	0	950,000	950,000
Gender Wage Equity Reserve		0	0	0	1,500,000
Get Engaged: City Boards and Commissions		31,960	32,696	33,416	33,416
Human Services Funding Backfill		0	0	0	525,000
Interbay Housing Project		0	0	0	150,000
License and Tax Portal Reserve		621,572	0	0	0
Neighborhood Business District Capital Projects		0	500,000	500,000	250,000
Paid Sick Leave Reserve		50,000	150,000	150,000	0
Police Patrol Reserve		0	1,000,000	0	0
Public Toilet Project		0	0	0	225,000
Recurring Reserve for Portable Art Rental		97,806	275,536	283,802	283,802

Finance General

and Maintenance

Recurring Reserve-Election Expense	1,225,000	950,000	700,000	700,000
Recurring Reserve-Fire Hydrants	6,996,110	7,531,213	8,142,525	8,142,525
Recurring Reserve-Industrial Insurance Pensions Payout	153,208	2,000,000	2,000,000	2,000,000
Recurring Reserve-Office of Professional Accountability Auditor	135,031	153,090	160,745	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	408,493	420,000	430,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	660,264	750,000	768,750	768,750
Recurring Reserve-Street Lighting	11,334,712	12,363,223	11,486,259	9,686,259
Recurring Reserve-Transit Pass Subsidy	2,924,649	3,225,000	3,555,000	2,060,587
Recurring Reserve-Voter Registration	988,380	995,000	995,000	1,295,000
Retirement Benefit Study	134,497	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	185,000	185,000	0
SDOT Efficiency Study	59,690	0	0	0
Seattle Arts and Culture Capital Award	12,000	0	0	0
Seattle Indian Services Commission	54,213	50,000	0	0
SODO Arena Proposal	0	1,000,000	0	0
Sound Transit - Sales Tax Offset	696,168	0	0	0
Tax Refund Interest Reserve	377,870	500,000	500,000	500,000
University of Washington Reserve	500,000	500,000	500,000	500,000
Wing Luke Museum	21,079	0	0	0
Yesler Terrace Project Support	0	150,000	0	0
Total	2QD00	27,730,523	37,818,258	36,256,696
Support to Operating Funds Budget Control				
Drainage and Wastewater Fund	1,193,307	1,139,072	1,166,569	1,213,287
Firefighters Pension Fund	18,874,972	18,272,657	18,060,245	18,047,538
Housing Operating Fund-Supp to Op Fund	39,472	0	0	0
Human Services Operating Fund	54,317,473	59,176,360	61,833,747	67,438,561
Library Fund	48,471,630	48,044,387	50,131,066	48,002,760
Low Income Housing Fund	46,462	0	0	0
Neighborhood Matching Subfund	2,779,022	2,891,284	2,966,138	3,529,677
Parks and Recreation Fund	80,553,584	85,229,626	90,654,698	89,013,950

Finance General

Planning and Development Fund		9,659,111	9,651,050	9,831,256	10,409,914
Police Relief and Pension Fund		20,187,236	18,987,071	18,557,893	20,716,054
Seattle Center Fund		12,747,002	12,966,348	13,463,862	13,177,592
Transportation Fund		37,937,369	36,701,169	38,976,028	40,424,670
Total	2QE00	286,806,640	293,059,023	305,641,501	311,974,002
Department Total		374,920,452	389,305,380	406,252,542	416,513,413

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.*

Finance General

Appropriations By Budget Control Level (BCL) and Program

Appropriation to General Fund Subfunds and Special Funds Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Arts Account	4,967,327	4,693,229	4,639,449	5,689,702
Cumulative Reserve Subfund - Capital Projects Account	500,000	500,000	500,000	400,000
Cumulative Reserve Subfund - Revenue Stabilization Account	9,715,000	4,058,000	4,226,000	4,292,950
Emergency Subfund	0	0	889,000	4,623,121
Finance and Administrative Services Fund	22,484,571	22,003,273	22,803,276	24,150,914
Garage Fund Loan Repayment	0	2,813,058	2,031,760	0
General Bond Interest/Redemption Fund	12,953,351	13,946,500	18,100,712	16,999,279
Information Technology Fund	4,149,718	4,609,011	4,977,292	3,974,939
Insurance	4,422,259	5,172,338	5,430,955	5,100,000
Judgment/Claims Subfund	1,191,062	632,690	755,901	755,901
Total	60,383,288	58,428,099	64,354,345	65,986,806

Finance General

Reserves Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Budget System Reserve	0	200,000	200,000	700,000
Building Code Impact Support	0	0	0	150,000
Department of Justice Settlement Agreement Public Safety Reserve	127,822	4,587,500	4,591,200	5,821,522
District Energy Feasibility Study	0	175,000	0	0
Duwamish Opportunity Fund Support	0	0	0	250,000
Emergency Notification Alert System	0	0	0	345,000
EMS Enhancements	0	0	0	1,000,000
Fire Station 39 Housing Services	0	0	950,000	950,000
Gender Wage Equity Reserve	0	0	0	1,500,000
Get Engaged: City Boards and Commissions	31,960	32,696	33,416	33,416
Human Services Funding Backfill	0	0	0	525,000
Interbay Housing Project	0	0	0	150,000
License and Tax Portal Reserve	621,572	0	0	0
Neighborhood Business District Capital Projects	0	500,000	500,000	250,000
Paid Sick Leave Reserve	50,000	150,000	150,000	0
Police Patrol Reserve	0	1,000,000	0	0
Public Toilet Project	0	0	0	225,000
Recurring Reserve for Portable Art Rental and Maintenance	97,806	275,536	283,802	283,802
Recurring Reserve-Election Expense	1,225,000	950,000	700,000	700,000
Recurring Reserve-Fire Hydrants	6,996,110	7,531,213	8,142,525	8,142,525
Recurring Reserve-Industrial Insurance Pensions Payout	153,208	2,000,000	2,000,000	2,000,000
Recurring Reserve-Office of Professional Accountability Auditor	135,031	153,090	160,745	160,745
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	408,493	420,000	430,000	430,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000

Finance General

Recurring Reserve-State Examiner	660,264	750,000	768,750	768,750
Recurring Reserve-Street Lighting	11,334,712	12,363,223	11,486,259	9,686,259
Recurring Reserve-Transit Pass Subsidy	2,924,649	3,225,000	3,555,000	2,060,587
Recurring Reserve-Voter Registration	988,380	995,000	995,000	1,295,000
Retirement Benefit Study	134,497	0	0	0
Same-Sex Marriage Inequitable Tax Treatment Reserve	0	185,000	185,000	0
SDOT Efficiency Study	59,690	0	0	0
Seattle Arts and Culture Capital Award	12,000	0	0	0
Seattle Indian Services Commission	54,213	50,000	0	0
SODO Arena Proposal	0	1,000,000	0	0
Sound Transit - Sales Tax Offset	696,168	0	0	0
Tax Refund Interest Reserve	377,870	500,000	500,000	500,000
University of Washington Reserve	500,000	500,000	500,000	500,000
Wing Luke Museum	21,079	0	0	0
Yesler Terrace Project Support	0	150,000	0	0
Total	27,730,523	37,818,258	36,256,696	38,552,605

Support to Operating Funds Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Drainage and Wastewater Fund	1,193,307	1,139,072	1,166,569	1,213,287
Firefighters Pension Fund	18,874,972	18,272,657	18,060,245	18,047,538
Housing Operating Fund-Supp to Op Fund	39,472	0	0	0
Human Services Operating Fund	54,317,473	59,176,360	61,833,747	67,438,561
Library Fund	48,471,630	48,044,387	50,131,066	48,002,760
Low Income Housing Fund	46,462	0	0	0
Neighborhood Matching Subfund	2,779,022	2,891,284	2,966,138	3,529,677
Parks and Recreation Fund	80,553,584	85,229,626	90,654,698	89,013,950
Planning and Development Fund	9,659,111	9,651,050	9,831,256	10,409,914
Police Relief and Pension Fund	20,187,236	18,987,071	18,557,893	20,716,054
Seattle Center Fund	12,747,002	12,966,348	13,463,862	13,177,592
Transportation Fund	37,937,369	36,701,169	38,976,028	40,424,670
Total	286,806,640	293,059,023	305,641,501	311,974,002

Office of Hearing Examiner

Sue Tanner, Hearing Examiner

(206) 684-0521

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

Department Overview

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

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

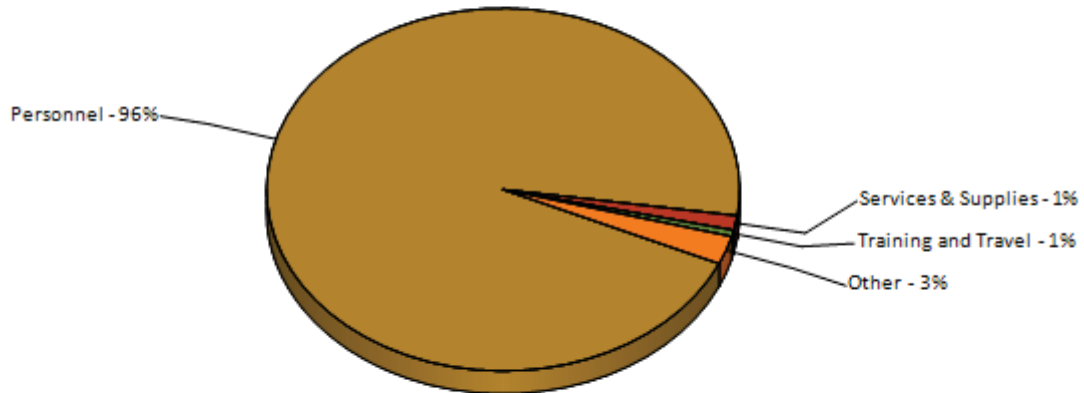
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$587,658	\$635,100	\$656,328	\$648,247
Total Operations	\$587,658	\$635,100	\$656,328	\$648,247
Total Appropriations	\$587,658	\$635,100	\$656,328	\$648,247
Full-time Equivalent Total*	4.63	4.63	4.63	4.63

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

Office of Hearing Examiner

2014 Proposed Budget - Expenditure by Category



Budget Overview

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

Incremental Budget Changes

Office of Hearing Examiner

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 656,328	4.63
Proposed Technical Changes		
Eliminate Funding for Postini Spam Software	-\$ 69	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 8,012	0.00
Total Incremental Changes	-\$ 8,081	0.00
2014 Proposed Budget	\$ 648,247	4.63

Office of Hearing Examiner

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Eliminate Funding for Postini Spam Software - (\$69)

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 - (\$8,012)

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
Office of Hearing Examiner Budget Control Level	V1X00	587,658	635,100	656,328	648,247
Department Total		587,658	635,100	656,328	648,247
Department Full-time Equivalents Total*		4.63	4.63	4.63	4.63

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

Appropriations By Budget Control Level (BCL) and Program

Office of Hearing Examiner Budget Control Level

The purpose of the Office of Hearing Examiner Budget Control Level is to conduct fair and impartial hearings in all subject areas where the Seattle Municipal Code grants authority to do so (there are currently more than 75 subject areas) and to issue decisions and recommendations consistent with applicable law.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Hearing Examiner	587,658	635,100	656,328	648,247
Total	587,658	635,100	656,328	648,247
Full-time Equivalents Total*	4.63	4.63	4.63	4.63

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

Immigrant and Refugee Affairs

Magdaleno Rose-Avila, Director

(206)-233-3886

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

Department Overview

The Office of Immigrant and Refugee Affairs (OIRA) facilitates the successful integration of immigrants and refugees into Seattle's civic, economic, and cultural life; celebrates their diverse cultures and contributions to Seattle; and advocates on behalf of immigrants and refugees.

OIRA works with the Immigrant and Refugee Commission, community partners, and City departments to define and achieve desired outcomes for City investments for immigrants and refugees. According to the 2010 U.S. Census, immigrants and refugees comprise more than 17% of Seattle's population. It is OIRA's job to ensure that these residents are effectively connected with City services.

OIRA is dedicated to supporting the City's Race and Social Justice Initiative by improving services and better engaging immigrant and refugee communities. OIRA also partners and collaborates with other City departments, government agencies, community organizations and the private sector.

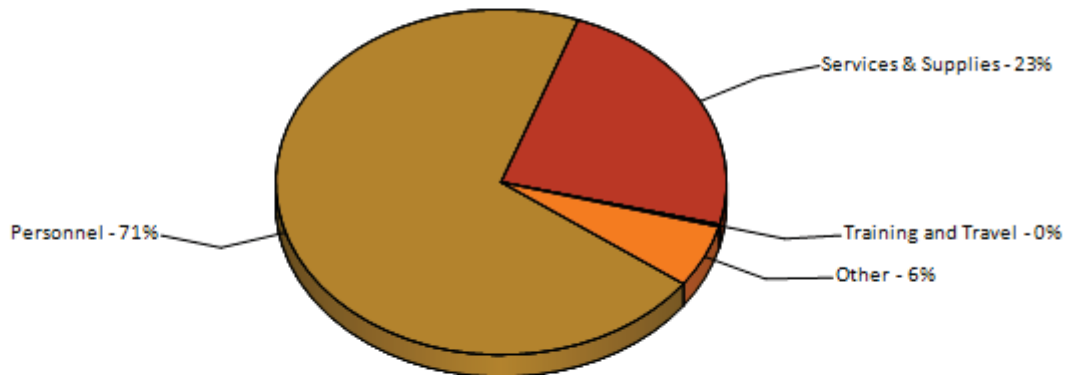
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$132,646	\$355,797	\$367,588	\$458,650
Total Operations	\$132,646	\$355,797	\$367,588	\$458,650
Total Appropriations	\$132,646	\$355,797	\$367,588	\$458,650
Full-time Equivalent Total*	2.00	3.00	3.00	3.00

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

Immigrant and Refugee Affairs

2014 Proposed Budget - Expenditure by Category



Budget Overview

2014 will mark the Office of Immigrant and Refugee Affairs' (OIRA) second full year as a City department. OIRA continues to provide outreach to immigrant and refugee communities to ensure that City programs are serving those communities efficiently and effectively.

The 2014 Proposed Budget maintains OIRA's 2014 Endorsed Budget staffing level and budget allocation. In addition, the 2014 Proposed Budget also funds a Refugee Women Civic Leadership Institute. This pilot project will train 30-40 young refugee women in civic engagement and activism, with the goal of empowering these women and their communities and encouraging civic engagement.

Incremental Budget Changes

Immigrant and Refugee Affairs

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 367,588	3.00
Baseline Changes		
Adjustments to Central Cost Allocations	-\$ 19,849	0.00

Immigrant and Refugee Affairs

Proposed Changes

Create the Refugee Women Civic Leadership Institute Pilot Project (One-Time)	\$ 100,000	0.00
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Proposed Technical Changes

Transfer Translation Funds from the Office of Civil Rights (OCR)	\$ 16,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 5,089	0.00

Total Incremental Changes	\$ 91,062	0.00
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2014 Proposed Budget	\$ 458,650	3.00
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Descriptions of Incremental Budget Changes

Baseline Changes

Adjustments to Central Cost Allocations - (\$19,849)

The 2014 Proposed Budget makes technical adjustments reflecting changes in central cost allocations. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

Proposed Changes

Create the Refugee Women Civic Leadership Institute Pilot Project (One-Time) - \$100,000

This item provides one-time funding for a pilot Civic Leadership Institute which will train 40 female representatives from Seattle's diverse refugee community. The goal of the institute is to better integrate Seattle's refugee communities into the City's civic, economic and cultural life, by empowering women and encouraging them to share their knowledge with others in their communities. The Safe Communities Initiative, a broad community outreach project that gave residents the opportunity to give their input on how the city could improve safety, identified the need for increased engagement with immigrant and refugee communities. The institute will train the women in civic engagement and will also include officers from the Seattle Police Department in an effort to increase cultural understanding and trust.

Proposed Technical Changes

Transfer Translation Funds from the Office of Civil Rights (OCR) - \$16,000

This item transfers translation services for small departments from the Seattle Office of Civil Rights (OCR) to OIRA. Managing translation services will improve OIRA's ability to coordinate outreach and communication with non-English speakers throughout the City.

Citywide Adjustments for Standard Cost Changes - (\$5,089)

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare,

Department of Information Technology

Erin Devoto, Director & Chief Technology Officer

(206) 684-0600

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

Department Overview

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

The **Technology Infrastructure** division builds and operates the City's communications and computing assets, which include the City's telephone, radio, and e-mail systems, and the networks and servers. The City's technology and network infrastructure, as operated by DoIT, is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. DoIT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

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

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

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

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

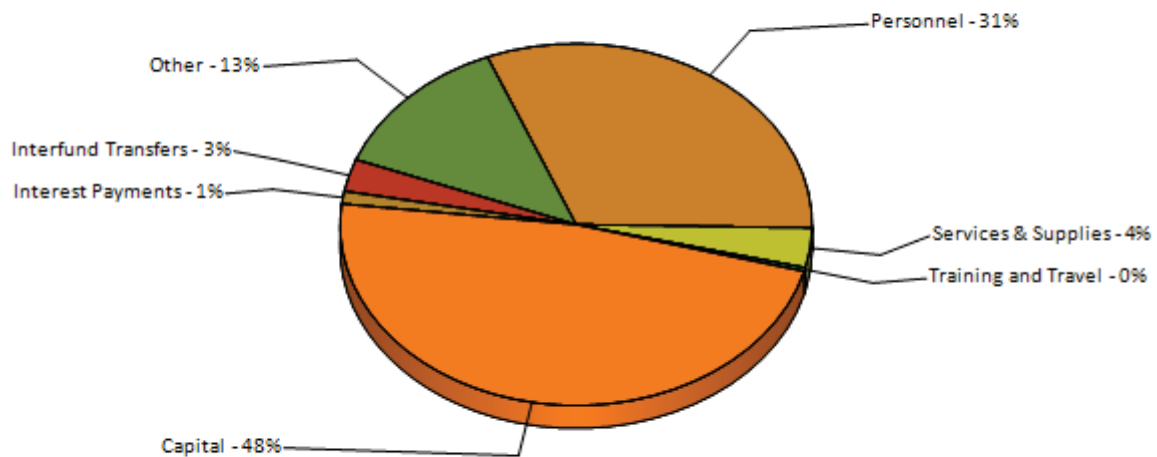
Department of Information Technology

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$4,149,718	\$4,609,011	\$4,977,292	\$3,974,938
Other Funding - Operating	\$35,118,277	\$39,053,736	40,899,189	\$37,807,611
Total Operations	\$39,267,995	\$43,662,747	\$45,876,481	\$41,782,549
Other funding - Capital	\$8,359,997	\$12,457,424	\$41,391,152	\$37,807,362
Total Appropriations	\$47,627,992	\$56,120,171	\$87,267,634	\$79,589,912
Full-time Equivalent Total*	190.25	192.25	192.25	193.25

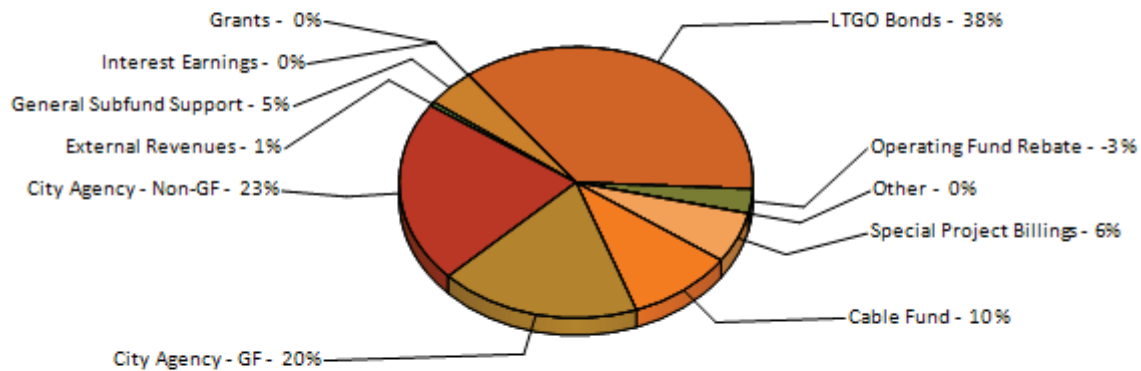
** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

2014 Proposed Budget - Expenditure by Category



Department of Information Technology

2014 Proposed Budget - Revenue by Category



Budget Overview

As an internal service department, the Department of Information Technology (DoIT) bills other City departments for the services it provides. DoIT's 2014 Proposed Budget includes operating efficiencies that lead to decreased charges to all City department customers.

The department places its highest priority on direct support for public safety services, including the ability for the City to maintain and operate core communication and computing functions during and after emergencies. Its next priority is those functions that ensure the telecommunications environment is reliable and secure on an ongoing basis. Given the reliance of all City departments on technology, DoIT's 2014 Proposed Budget will keep critical Information Technology (IT) systems fully operational and will support new ways to deliver IT services more efficiently while addressing emerging needs.

Planning for the Next Generation Data Center

In 2012, the City identified an electrical system problem in the Seattle Municipal Tower (SMT) that directly impacted the City's primary data center and other information technology infrastructure housed in the SMT but managed by City Light and the Department of Transportation. City staff repaired the system and determined that the City needed a new approach to data system management to avoid similar problems in the future. The City hired an engineering consultant in 2012 to develop preliminary options and costs for an upgraded system of data centers. The City set a three-year timeline to complete the project, with 2013 as the first year for funding.

The project Steering Committee, which includes senior executives from DoIT, Finance and Administrative Services, City Budget Office, Seattle Police Department, Seattle City Light and Seattle Public Utilities, approved the

Department of Information Technology

following strategy for the new data center:

- Use two locations to maximize options for data recovery in the event of an emergency, with a new primary facility within the greater Puget Sound area and a smaller secondary facility in a location outside the Puget Sound region;
- Locate the data center in an existing facility already outfitted for that purpose rather than building a new facility. This option has lower upfront costs and a faster move-in timeframe;
- Acquire up to 6,000 square feet at the primary facility, with an additional 4,000 square feet maximum at the secondary location; and
- Adopt guiding principles for how departments will share network services, storage, management services and physical space in the new data center.

In 2014, the City will develop a detailed design addressing the technology, facility, governance, services and relocation process. In addition, DoIT will begin buying equipment, testing, and piloting and final location selection. Preliminary cost estimates for the new data center range from \$27 million to \$39 million depending on which choices are made to meet the City's needs. DoIT expects to complete the project in 2015. While the City's goal is to incorporate all systems into the new data center, there are a number of critical systems that are housed outside the City's main data center. DoIT is working with other departments to create a plan to either move these systems into the new data center or upgrade the systems to increase resiliency and business continuity.

Technology Initiatives

DoIT plays a key role in coordinating Citywide technology initiatives that leverage cooperation among departments to provide value to internal and external customers. For example, DoIT manages and supports many software applications used by some or all City departments. The 2014 Proposed Budget adds two new items to DoIT to provide cost savings and work efficiencies. First, as part of the 2014 Office 365 upgrade, the City will upgrade its SharePoint software. The new software has significantly greater capabilities than the existing software and will allow departments to share files and improve online collaboration with both internal and external customers. DoIT will administer the software to provide Citywide standards and ensure complete use of all the product's capabilities.

In a similar vein, in recent years both the Seattle Police Department and the Seattle Department of Transportation have used grants to implement broadband wireless data coverage to support public safety and transportation services in the City. Internal and external agencies, such as King County Metro Transit, have sought to share access to the network rather than building their own networks. DoIT will take over central management of the wireless networks, better positioning the City to provide access to the system to other departments and agencies to save costs and create potential opportunities to generate revenue from external sources for the City.

Due to technology change, in 2014 DoIT will no longer maintain the network serving BlackBerry devices. As a result, departments are phasing out their BlackBerry devices and replacing them with other types of smartphones. The replacement smartphones have higher monthly charges and replacement costs, which are included in the DoIT rates to the relevant departments.

Technology Security and Efficiencies

DoIT recognizes that data security is a vital component of information technology. With funding in the 2014 Proposed Budget, DoIT will enhance cyber security with upgraded software to protect the City's data and reduce the risk of a security breach. These measures comply with regulations governing credit card payments and the Health Insurers Portability and Accountability Act (HIPAA). In addition, the funding for projects and programs that support the City's technology security systems (hardware, software, etc.) resides in multiple programs within the Capital Improvement Program (CIP). A new Information Technology (IT) Security Program created in the CIP consolidates the existing funding into one program and provides straightforward tracking of IT security costs.

Department of Information Technology

Upgrades to Existing Software

DoIT relies on two important software systems to track help desk tickets and changes to the Citywide technology environment. Both systems are outdated and in need of upgrades. In 2014, DoIT will replace both of these systems with a single solution that will result in better tracking of problems and impacts across the network. DoIT planned to start this project in 2015, but in order to leverage other required changes due to the implementation of the Next Generation Data Center project it is more efficient to begin in 2014.

In terms of other software upgrades, the 2014 Proposed Budget also replaces core public safety radio system software. The City of Seattle is part of the Regional 800MHz Radio System that is used by both the Seattle Police and Fire Departments in emergencies for communication. A portion of the City's system is old and the technology is no longer supported. As the system is part of the regional infrastructure, the Regional Communication Board voted in favor of proceeding with this work and DoIT will proceed with the upgrade in 2014.

Cable Television Franchise Fee

The Cable Television Franchise Fund (Cable Fund) receives franchise fees from cable television providers. Over the last several years, the department used these revenues to support technology access programs previously funded by the General Fund. The 2014 Proposed Budget continues previous uses of the Cable Fund for project management for the Web Team, web application support service to City departments, and administrative support for community outreach.

The Cable Fund recently received a small increase in revenues when Comcast raised its rates on home television service. In 2013, the Cable Fund also received one-time revenue from selling property previously used for production of public access television by the now defunct Seattle Community Access Network to Seattle City Light. Slow future revenue growth at current franchise rates, coupled with inflationary increases on expenditures, however, will lead to financial pressures on the fund in future years. Based on current projections, the fund will encounter a shortfall beginning in 2017. DoIT will know more about future revenue projections after the current franchise agreements are renegotiated in 2015-2017.

Incremental Budget Changes

Department of Information Technology

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 87,267,634	192.25
Baseline Changes		
Increased Software and Maintenance Costs	\$ 165,448	0.00

Department of Information Technology

Proposed Changes

Next Generation Data Center	-\$ 8,728,816	0.00
Upgrade City's Radio Infrastructure	\$ 1,500,000	0.00
Increase in Wireless Charges	\$ 217,832	0.00
Upgrade Service Management Software	\$ 150,000	0.00
Centralize Management of Wireless Networks	\$ 148,648	1.00
Add SharePoint Administrator	\$ 142,527	1.00
Change Operating System Software Licensing Method	\$ 105,968	0.00
Consolidate and Enhance IT Security	\$ 82,800	0.00
Provide Video Voters Guide	\$ 21,094	0.00
Internal Organizational and Funding Changes	-\$ 144,490	-1.00
Upgrade Telephone Technology	-\$ 111,775	0.00
Reduce Cable Fund Professional Services Contingency	-\$ 25,000	0.00

Proposed Technical Changes

Adjustment for Debt Service Costs	-\$ 1,289,054	0.00
Eliminate Funding for Postini Spam Software	-\$ 2,439	0.00
Citywide Adjustments for Standard Cost Changes	\$ 89,535	0.00

Total Incremental Changes **-\$ 7,677,722** **1.00**

2014 Proposed Budget **\$ 79,589,912** **193.25**

Descriptions of Incremental Budget Changes

Baseline Changes

Increased Software and Maintenance Costs - \$165,448

This increase pays for higher software licensing costs and funds the increase in cost for use of the Department of Planning and Development report server.

Proposed Changes

Next Generation Data Center - (\$8,728,816)

The Next Generation Data Center will cost between \$27 million to \$39 million, depending on the options and functionality selected in the next project-planning phase, which DoIT expects to complete in 2014. In the meantime, cash flow needs for 2014 are lower than what the City anticipated in the 2014 Endorsed Budget. This change reduces the 2014 appropriation and shifts more spending to 2015 when occupation of the new data

Department of Information Technology

center will begin. In 2014, \$2.6 million of the project costs are paid for by available fund balance in the DoIT operating fund. DoIT expects to complete the project in 2015. In addition to the core Data Center work, DoIT is also working with other departments to create a plan for the critical systems not housed in the City's main data center. These systems will eventually be moved to the new Data Center or remain in their current location with an upgrade to increase resiliency and business continuity.

Upgrade City's Radio Infrastructure - \$1,500,000

A portion of the City's Regional 800MHz Radio System used by the Seattle Police and Fire Departments for communications in emergencies is outdated and needs replacement. The City operates this system as part of a regional system that includes King County, which collectively oversee the system through the Regional Communication Board. The Regional Communication Board recently voted in favor of replacing the outdated system. This budget change represents the City of Seattle's costs for system replacement.

Increase in Wireless Charges - \$217,832

The City will no longer maintain the server network supporting wireless BlackBerry devices due to technology changes. As such, departments are transitioning to other types of smartphones, which typically have higher costs for both monthly charges and replacement phone costs. This item provides DoIT appropriation to pay for the increase in the wireless bills directly to the service vendor. The increased costs are recovered from the affected departments through DoIT rates.

Upgrade Service Management Software - \$150,000

This proposal upgrades the City's out-dated help desk ticket system and change management system that tracks network problems. This upgrade will replace two systems with one system that will allow DoIT to track problems in the City's information technology environment more efficiently. DoIT recommends making this change in 2014, rather than the original 2015 plan to better coincide with the implementation of the Next Generation Data Center project and leverage other changes that will need to be made at the same time. DoIT will use available fund balance to cover the 2014 project costs.

Centralize Management of Wireless Networks - \$148,648/1.00 FTE

DoIT will centrally manage the separate wireless data networks installed downtown by the Seattle Police Department and along Rainier Avenue by the Seattle Transportation Department for public safety and transportation services. Instead of multiple departments creating separate networks this will allow DoIT to provide centralized oversight of the networks and better facilitate potential access to the networks for other departments and external agencies to share the networks.

Add SharePoint Administrator - \$142,527/1.00 FTE

In 2014, DoIT will upgrade the City's primary email system to Office 365. Included in the upgrade is new SharePoint software. The existing SharePoint software has very limited functionality and is currently only used as basic file storage within the City. The new Sharepoint software includes increased functionality that can be used for collaboration ensuring team members have timely access to shared information. In addition, many departments intend to use the document management functions, providing a way to create versions of documents for better tracking. This upgrade will improve department's business processes and increase efficiency by making critical information accessible across departments. DoIT will add a position to manage the software, provide Citywide standards and ensure its comprehensive use.

Change Operating System Software Licensing Method - \$105,968

As part of the City's transition to Microsoft Office 365 software for the City's primary email system the contract

Department of Information Technology

with Microsoft changed the licensing method for email and software products. Previously licenses were linked to the number of devices. Going forward departments will pay for a license per person and each person may use up to five separate devices. The 2014 Endorsed Budget assumed the City would need 10,000 licenses, but costs increased due to changes in both the licensing terms and the total number of licenses needed for the City.

Consolidate and Enhance IT Security - \$82,800

DoIT will upgrade software to enhance the City's cyber security and comply with regulations governing credit cards and Health Insurers Portability and Accountability Act (HIPPA). This upgrade will protect the City's data and reduce the risk of a security breach. DoIT will also create a new Information Technology (IT) Security program in the Capital Improvement Program that consolidates funding for projects and programs that support the City's IT technology security systems into one program for easier tracking. The 2014 costs will come from available fund balance in DoIT's operating fund.

Provide Video Voters Guide - \$21,094

The Seattle Channel produces a video voters' guide during municipal election years to provide the public another avenue to learn about measures on the ballot. The Cable Television Franchise Fund (Cable Fund) provides revenues to cover the cost of this item.

Internal Organizational and Funding Changes - (\$144,490)/(1.00) FTE

DoIT is reorganizing certain functions to align staff and budget with existing practices to put DoIT in a better position to provide their services at a lower cost to its customers. The reorganization will:

- Reassign two staff to the Project Management Office to support DoIT owned projects;
- Create a Deputy Director for the Communications Technologies functions to balance span of control;
- Consolidate and centralize spending related to security activities under the Chief Information Security Officer;
- Restructure oversight on City IT projects to reduce redundant work on projects and reduce one staff; and
- Transfer one position from the Service Desk Team to the Desktop Support Team for increased support related to desktop computer changes including the Windows 7 upgrade.

Also, in response to customer and Washington State Auditor feedback, DoIT will change how they charge customers for the Finance and Administration Budget Control Level (BCL). Previously the costs were distributed directly to City funds based on total expenditures, but now these costs will be distributed across all of DoIT's services as an overhead cost included in the rates. This allows non-City agencies to share in the costs of DoIT's Finance and Administration BCL.

Upgrade Telephone Technology - (\$111,775)

In 2014, DoIT continues its seven-year plan to upgrade the City's landline telephone systems to a more efficient standard with upgrades to existing software and a new landline contract resulting in a cost savings.

Reduce Cable Fund Professional Services Contingency - (\$25,000)

Historically, the Cable Fund kept an amount set aside in its budget for professional services for unplanned legal costs. The fund has not needed this allocation for the past five years. Therefore, DoIT reduces this appropriation in the 2014 budget making it available for other uses.

Department of Information Technology

Proposed Technical Changes

Adjustment for Debt Service Costs - (\$1,289,054)

In 2013, DoIT paid off bonds issued five years ago for the City's interactive voice response system and data storage and no longer needs the appropriation for the debt service amounts.

Eliminate Funding for Postini Spam Software - (\$2,439)

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 - \$89,535

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
Finance and Administration Budget Control					
Finance and Administration		2,173,162	2,625,525	2,713,931	2,724,468
General and Administration		3,611,599	8,247,798	36,383,981	28,047,250
Total	D1100	5,784,761	10,873,323	39,097,912	30,771,718
Office of Electronic Communications Budget Control					
Citywide Web Team		2,241,800	2,082,106	2,149,251	2,279,790
Community Technology		1,223,236	1,309,230	1,342,624	1,344,485
Office of Cable Communications		663,298	733,013	753,171	729,694
Seattle Channel		2,782,825	3,200,786	3,242,254	3,270,028
Total	D4400	6,911,159	7,325,135	7,487,300	7,623,997
Technology Infrastructure Budget Control					
Communications Shop		1,574,927	1,797,287	1,855,789	1,893,257
Data Network Services		2,950,127	3,962,394	4,109,214	4,027,429
Enterprise Computing Services		6,838,299	8,343,106	9,356,655	8,469,846
Messaging, Collaboration and Directory Services		1,764,468	2,505,760	3,486,285	3,566,472
Radio Network		1,226,879	1,226,644	1,264,909	2,602,166
Service Desk		1,363,027	1,242,912	1,276,546	1,209,240
Technical Support Services		1,822,715	2,018,271	2,078,283	2,032,828
Technology Engineering and Project		3,415,223	4,686,636	4,828,011	4,881,911

Department of Information Technology

Management					
Technology Infrastructure Grants		1,653,481	0	0	0
Telephone Services		9,628,516	8,876,979	9,088,241	8,747,424
Warehouse		746,674	1,241,110	1,272,303	1,273,483
Total	D3300	32,984,336	35,901,098	38,616,236	38,704,056
Technology Leadership and Governance Budget Control					
Citywide Technology Leadership and Governance		1,947,736	2,020,614	2,066,186	1,852,669
Information Security Office		0	0	0	637,472
Total	D2200	1,947,736	2,020,614	2,066,186	2,490,141
Department Total		47,627,992	56,120,171	87,267,634	79,589,912

Department Full-time Equivalent Total*	190.25	192.25	192.25	193.25
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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
542810	Cable Fund Allocation	7,990,656	8,446,895	8,669,198	8,709,785
	Total Cable Fund	7,990,656	8,446,895	8,669,198	8,709,785
541490	Technology Allocation (GF Depts)	5,045,040	10,734,567	11,021,916	12,378,548
541710	Rates (GF Depts)	96,894	0	0	0
541810	Rates (GF Depts)	93,137	169,240	135,947	142,834
542810	Rates (GF Depts)	5,934,067	2,481,862	2,562,255	2,755,173
542810	Special Project Billings (GF Depts)	101,552	0	0	0
542850	Rates (GF Depts)	753,089	985,849	1,017,608	1,084,762
562210	Rates (GF Depts)	58,327	70,238	71,889	72,512
	Total City Agency - GF	12,082,105	14,441,756	14,809,615	16,433,829
541490	Technology Allocation	15,806,614	16,552,910	16,753,182	17,617,045
541710	Rates	14,548	0	0	0
541810	Rates	71,230	161,776	126,972	133,407
542810	Rates	3,887,024	1,251,619	1,291,791	1,439,471
542810	Special Project Billings	723,380	0	0	0
542850	Rates	165,667	185,712	191,694	204,345
562210	Rates	45,068	55,166	56,463	56,952
	Total City Agency - Non-GF	20,713,532	18,207,182	18,420,102	19,451,221
441710	Rates	13,101	0	0	0

Department of Information Technology

442810	Rates	165,090	140,143	142,300	147,736
442810	Special Project Billings	578,648	0	0	0
442850	Rates	205,391	187,991	194,047	206,853
462210	Rates	113,935	103,194	104,053	100,603
469990	Other Miscellaneous Revenues	32,939	0	0	0
	Total External Revenues	1,109,104	431,328	440,400	455,193
587001	Rates (pure GF)	7,068	156	160	168
587001	Technology Allocation (pure GF)	4,142,650	4,608,855	4,977,132	3,974,770
	Total General Subfund Support	4,149,718	4,609,011	4,977,292	3,974,938
433010	Federal Grants - Indirect	1,465,651	0	0	0
439090	Private Contributions & Donations	0	0	0	0
	Total Grants	1,465,651	0	0	0
461110	Finance - External	257,415	0	0	0
	Total Interest Earnings	257,415	0	0	0
569990	Long-Term General Obligation (LTGO) Bonds - Capital Assets Replacement	0	0	3,170,096	3,170,096
569990	Long-Term General Obligation (LTGO) Bonds - Electronic Records Management System Planning	0	0	3,000,000	3,000,000
569990	Long-Term General Obligation (LTGO) Bonds - Next Generation Data Center	0	2,625,000	29,465,000	26,200,000
	Total LTGO Bonds	0	2,625,000	35,635,096	32,370,096
569990	Operating Fund Rebate	0	0	0	-2,615,164
	Total Operating Fund Rebate	0	0	0	-2,615,164
469400	Radio Frequency Settlement	26,984	0	0	0
	Total Other	26,984	0	0	0
542810	Special Project Billings	1,131,854	4,942,688	5,085,362	5,410,871
	Total Special Project Billings	1,131,854	4,942,688	5,085,362	5,410,871
	Total Revenues	48,927,020	53,703,860	88,037,065	84,190,769
379100	Use of (Contributions to) Fund Balance	-1,299,028	2,416,312	-769,432	-4,600,857
	Total Use of (Contributions to) Fund Balance	-1,299,028	2,416,312	-769,432	-4,600,857
	Total Resources	47,627,992	56,120,172	87,267,633	79,589,912

Department of Information Technology

Appropriations By Budget Control Level (BCL) and Program

Finance and Administration Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Finance and Administration	2,173,162	2,625,525	2,713,931	2,724,468
General and Administration	3,611,599	8,247,798	36,383,981	28,047,250
Total	5,784,761	10,873,323	39,097,912	30,771,718
Full-time Equivalents Total*	19.00	21.00	21.00	21.00

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

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

Finance and Administration Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Finance and Administration	2,173,162	2,625,525	2,713,931	2,724,468
Full-time Equivalents Total	19.00	21.00	21.00	21.00

General and Administration Program

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

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administration	3,611,599	8,247,798	36,383,981	28,047,250

Department of Information Technology

Office of Electronic Communications Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citywide Web Team	2,241,800	2,082,106	2,149,251	2,279,790
Community Technology	1,223,236	1,309,230	1,342,624	1,344,485
Office of Cable Communications	663,298	733,013	753,171	729,694
Seattle Channel	2,782,825	3,200,786	3,242,254	3,270,028
Total	6,911,159	7,325,135	7,487,300	7,623,997
Full-time Equivalents Total*	35.00	35.00	35.00	36.00

* 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 Office of Electronic Communications Budget Control Level:

Citywide Web Team Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citywide Web Team	2,241,800	2,082,106	2,149,251	2,279,790
Full-time Equivalents Total	12.75	12.75	12.75	13.75

Community Technology Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Community Technology	1,223,236	1,309,230	1,342,624	1,344,485
Full-time Equivalents Total	4.25	4.25	4.25	4.25

Office of Cable Communications Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Cable Communications	663,298	733,013	753,171	729,694
Full-time Equivalents Total	2.75	2.75	2.75	2.75

Department of Information Technology

Seattle Channel Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Seattle Channel	2,782,825	3,200,786	3,242,254	3,270,028
Full-time Equivalents Total	15.25	15.25	15.25	15.25

Technology Infrastructure Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Communications Shop	1,574,927	1,797,287	1,855,789	1,893,257
Data Network Services	2,950,127	3,962,394	4,109,214	4,027,429
Enterprise Computing Services	6,838,299	8,343,106	9,356,655	8,469,846
Messaging, Collaboration and Directory Services	1,764,468	2,505,760	3,486,285	3,566,472
Radio Network	1,226,879	1,226,644	1,264,909	2,602,166
Service Desk	1,363,027	1,242,912	1,276,546	1,209,240
Technical Support Services	1,822,715	2,018,271	2,078,283	2,032,828
Technology Engineering and Project Management	3,415,223	4,686,636	4,828,011	4,881,911
Technology Infrastructure Grants	1,653,481	0	0	0
Telephone Services	9,628,516	8,876,979	9,088,241	8,747,424
Warehouse	746,674	1,241,110	1,272,303	1,273,483
Total	32,984,336	35,901,098	38,616,236	38,704,056
Full-time Equivalents Total*	123.50	123.50	123.50	122.50

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

Department of Information Technology

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

Communications Shop Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Communications Shop	1,574,927	1,797,287	1,855,789	1,893,257
Full-time Equivalents Total	11.00	11.20	11.20	11.40

Data Network Services Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Data Network Services	2,950,127	3,962,394	4,109,214	4,027,429
Full-time Equivalents Total	11.00	14.75	14.75	15.00

Enterprise Computing Services Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Enterprise Computing Services	6,838,299	8,343,106	9,356,655	8,469,846
Full-time Equivalents Total	24.00	24.25	24.25	24.25

Messaging, Collaboration and Directory Services Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Messaging, Collaboration and Directory Services	1,764,468	2,505,760	3,486,285	3,566,472
Full-time Equivalents Total	12.00	12.25	12.25	12.25

Radio Network Program

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

Department of Information Technology

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Radio Network	1,226,879	1,226,644	1,264,909	2,602,166
Full-time Equivalents Total	1.00	1.00	1.00	0.00

Service Desk Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Service Desk	1,363,027	1,242,912	1,276,546	1,209,240
Full-time Equivalents Total	11.00	9.75	9.75	9.25

Technical Support Services Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Technical Support Services	1,822,715	2,018,271	2,078,283	2,032,828
Full-time Equivalents Total	13.50	14.25	14.25	13.75

Technology Engineering and Project Management Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Technology Engineering and Project Management	3,415,223	4,686,636	4,828,011	4,881,911
Full-time Equivalents Total	7.00	6.00	6.00	6.00

Technology Infrastructure Grants Program

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

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures				
Technology Infrastructure Grants	1,653,481	0	0	0

Telephone Services Program

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

Department of Information Technology

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Telephone Services	9,628,516	8,876,979	9,088,241	8,747,424
Full-time Equivalents Total	30.00	27.05	27.05	27.60

Warehouse Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Warehouse	746,674	1,241,110	1,272,303	1,273,483
Full-time Equivalents Total	3.00	3.00	3.00	3.00

Technology Leadership and Governance Budget Control Level

The purpose of the Technology Leadership and Governance Budget Control Level is provide strategic direction and coordination on technology for the City, including information security policy and management, development of common standards and architectures, development of a multi-year strategic IT plan, and IT project management and monitoring.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citywide Technology Leadership and Governance	1,947,736	2,020,614	2,066,186	1,852,669
Information Security Office	0	0	0	637,472
Total	1,947,736	2,020,614	2,066,186	2,490,141
Full-time Equivalents Total*	12.75	12.75	12.75	13.75

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

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

Citywide Technology Leadership and Governance Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citywide Technology Leadership and Governance	1,947,736	2,020,614	2,066,186	1,852,669
Full-time Equivalents Total	12.75	12.75	12.75	11.75

Department of Information Technology

Information Security Office Program

The purpose of the Information Security Office is to manage the Information Security program for the City including the creation and enforcement of policy, threat and vulnerability management, monitoring, and response, and regulatory compliance.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Information Security Office	0	0	0	637,472
Full-time Equivalents Total	0.00	0.00	0.00	2.00

Information Technology Fund Table

Information Technology Fund (50410)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	44,488,614	19,464,330	26,057,502	17,048,019	18,984,625
Accounting and Technical Adjustments	-19,730,139	0	0	0	0
Plus: Actual and Estimated Revenues	48,927,020	53,703,860	54,494,188	88,037,065	84,190,769
Less: Actual and Budgeted Expenditures	47,627,992	56,120,171	61,567,065	87,267,634	79,589,912
Ending Fund Balance	26,057,502	17,048,019	18,984,625	17,817,450	23,585,483
Reserves Against Fund Balance	18,669,187	13,692,163	14,734,074	14,059,625	22,972,632
Total Reserves	18,669,187	13,692,163	14,734,074	14,059,625	22,972,632
Ending Unreserved Fund Balance	7,388,315	3,355,856	4,250,551	3,757,825	612,851

Department of Information Technology

Capital Improvement Program Highlights

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

The Next Generation Data Center project work continues in 2014, with development of a detailed design addressing the technology, facility, governance, services and relocation process. Preliminary cost estimates for the new Data Center range from \$27 million to \$39 million depending on which choices are made to meet the City's needs. DoIT expects to complete this project in 2015 and will result in a new more resilient and modern data center environment for the City.

The CIP also adds two new projects in 2014, the Information Technology (IT) Security Program and the Technology Management Tools project. Recognizing the importance of data security, DoIT is consolidating and centralizing security related projects that were previously spread across different programs and projects. Consolidating the IT security projects will allow costs to be more easily tracked. In addition, DoIT is updating software systems that other departments use to track help desk tickets and changes to the network system. Both systems are outdated and are in need of upgrades. The Technology Management Tools project will upgrade both of these systems with one replacement system.

Additional capital project work in 2014 includes:

- Additional fiber optic cable link installation;
- Planning, repair, replacement, and modification of software, hardware, and electronics in the City's data and communications infrastructure;
- Equipment replacement and upgrades in the 800 MHz radio network program;
- Computing services architecture environment software and hardware replacement and upgrades; and
- Replacement of Seattle Channel equipment.

Additional information on DoIT's CIP can be found in the [2014-2019 Proposed CIP](#).

Office of Intergovernmental Relations

Marco Lowe, Director

(206) 684-0213

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

Department Overview

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

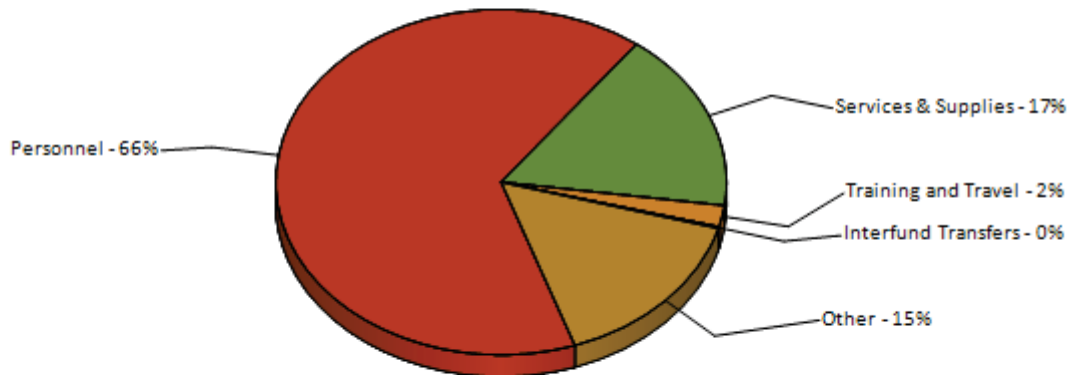
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,885,947	\$2,026,469	\$2,089,085	\$2,066,757
Total Operations	\$1,885,947	\$2,026,469	\$2,089,085	\$2,066,757
Total Appropriations	\$1,885,947	\$2,026,469	\$2,089,085	\$2,066,757
Full-time Equivalent Total*	10.50	10.50	10.50	10.50

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

Office of Intergovernmental Relations

2014 Proposed Budget - Expenditure by Category



Budget Overview

The Office of Intergovernmental Relations (OIR) is responsible for engaging with other jurisdictions and governmental entities in order to collaborate and advocate for outcomes that are in the interest of the City and region. Over 25 percent of OIR's budget funds the City's dues and fees associated with the City's membership and participation in regional, state, national and international organizations. Given the difficult fiscal environment at all levels of government, it is important for the City to ensure external funding for critical services and programs is retained as residents and businesses in Seattle recover from impacts of the Great Recession.

OIR's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget. The budget includes technical adjustments to reflect changes to inflation, retirement, health care, workers' compensation and unemployment accounts. OIR will continue to support the Council and Mayor in disseminating information to the public regarding regional, state, tribal, international and federal issues of importance, and OIR's core work with local, regional, state, tribal, international and federal partners will continue.

Office of Intergovernmental Relations

Incremental Budget Changes

Office of Intergovernmental Relations

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 2,089,085	10.50
Baseline Changes		
Baseline Technical Adjustments	\$ 294	0.00
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	-\$ 22,622	0.00
Total Incremental Changes	-\$ 22,328	0.00
2014 Proposed Budget	\$ 2,066,757	10.50

Descriptions of Incremental Budget Changes

Baseline Changes

Baseline Technical Adjustments - \$294

Technical adjustments are made to align OIR's 2014 baseline budget with updated cost estimates.

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - (\$22,622)

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.

Office of Intergovernmental Relations

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Intergovernmental Relations Budget Control Level	X1G00	1,885,947	2,026,469	2,089,085	2,066,757
Department Total		1,885,947	2,026,469	2,089,085	2,066,757

Department Full-time Equivalents Total*	10.50	10.50	10.50	10.50
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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.*

Appropriations By Budget Control Level (BCL) and Program

Intergovernmental Relations Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Intergovernmental Relations	1,885,947	2,026,469	2,089,085	2,066,757
Total	1,885,947	2,026,469	2,089,085	2,066,757
Full-time Equivalents Total*	10.50	10.50	10.50	10.50

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

Legislative Department

Sally J. Clark, Council President

(206) 684-8888 TTY: (206) 233-0025

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

Department Overview

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

The roles of the nine councilmembers are to establish City laws, approve the City's annual operating and capital improvement budgets, provide oversight to the City's Executive departments, and create policy for the City. Each councilmember has a staff of legislative assistants who help accomplish this work. Communications staff, also a part of the City Council program, assist councilmembers and the Council as a whole in communicating values, goals and issues to the public by providing marketing and public relations services, including website and social media management, strategic media relations, and public affairs work.

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

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

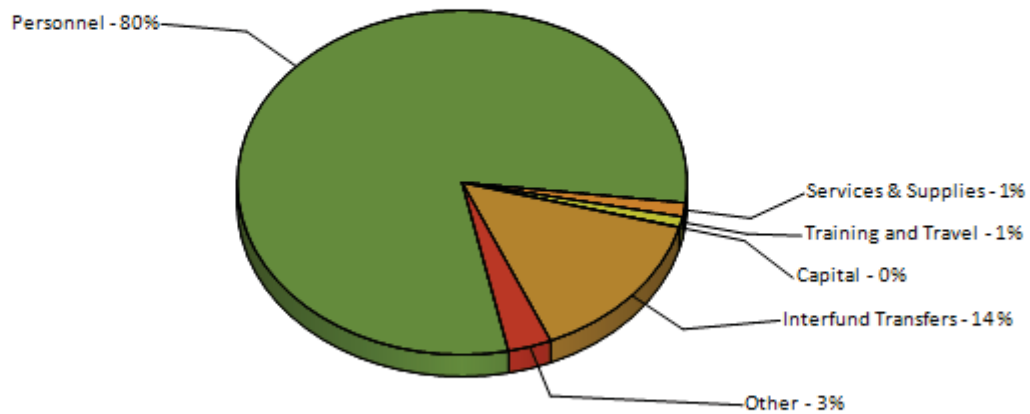
Legislative Department

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$11,439,570	\$12,614,031	\$12,558,023	\$12,426,779
Total Operations	\$11,439,570	\$12,614,031	\$12,558,023	\$12,426,779
Total Appropriations	\$11,439,570	\$12,614,031	\$12,558,023	\$12,426,779
Full-time Equivalent Total*	87.00	86.50	86.50	85.50

* 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



Budget Overview

The Legislative Department's 2014 Proposed Budget has no significant changes from the 2014 Endorsed Budget. The adjustments made to the budget are technical in nature and include changes to inflation, retirement, health care, workers' compensation and unemployment accounts. The 2014 Proposed Budget maintains support to the City Council and preserves the direct services provided by City Council to residents and City departments.

Legislative Department

Incremental Budget Changes

Legislative Department

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 12,558,023	86.50
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	-\$ 131,244	0.00
FTE Correction	\$ 0	-1.00
Total Incremental Changes	-\$ 131,244	-1.00
2014 Proposed Budget	\$ 12,426,779	85.50

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - (\$131,244)

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.

FTE Correction - (1.00) FTE

This change reduces an office aide/maintenance FTE from the department's position count. This incumbent works less than half time and is therefore considered temporary labor. The position resides in the Personnel Department and is paid out of the Legislative Department's temporary labor budget.

Legislative Department

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Legislative Department Budget Control					
Central Staff		2,372,698	2,812,510	2,903,680	2,856,838
City Clerk		1,840,088	2,905,506	2,884,048	2,827,892
City Council		4,434,927	4,939,418	4,799,964	4,726,372
General Expense		2,791,858	1,956,597	1,970,331	2,015,677
Total	G1100	11,439,570	12,614,031	12,558,023	12,426,779
Department Total		11,439,570	12,614,031	12,558,023	12,426,779

Department Full-time Equivalents Total* **87.00** **86.50** **86.50** **85.50**

** 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.*

Appropriations By Budget Control Level (BCL) and Program

Legislative Department Budget Control Level

The purpose of the Legislative Department Budget Control Level is to set policy, enact City laws, approve the City's budget, provide oversight of City departments, and support the mission of the department.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Central Staff	2,372,698	2,812,510	2,903,680	2,856,838
City Clerk	1,840,088	2,905,506	2,884,048	2,827,892
City Council	4,434,927	4,939,418	4,799,964	4,726,372
General Expense	2,791,858	1,956,597	1,970,331	2,015,677
Total	11,439,570	12,614,031	12,558,023	12,426,779
Full-time Equivalents Total*	87.00	86.50	86.50	85.50

** 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 Legislative Department Budget Control Level:

Central Staff Program

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

Legislative Department

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Central Staff	2,372,698	2,812,510	2,903,680	2,856,838
Full-time Equivalents Total	18.00	20.00	20.00	20.00

City Clerk Program

The purpose of the City Clerk Program is to support and facilitate the City's legislative process; maximize public access to the City Clerk's holdings and online records; preserve the City's official and historical records by establishing standards which promote compliance with the Public Records Acts; maintain the City's Boards & Commissions Registry; serve as the City's ex officio elections officer; oversee compliance with the Open Public Meetings Act; and provide information technology, human resources and operational support to the Legislative Department, Office of City Auditor and Office of Professional Accountability Review Board.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Clerk	1,840,088	2,905,506	2,884,048	2,827,892
Full-time Equivalents Total	20.00	27.50	27.50	26.50

City Council Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City Council	4,434,927	4,939,418	4,799,964	4,726,372
Full-time Equivalents Total	39.00	39.00	39.00	39.00

General Expense Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Expense	2,791,858	1,956,597	1,970,331	2,015,677
Full-time Equivalents Total	10.00	0.00	0.00	0.00

Office of the Mayor

Mike McGinn, Mayor

(206) 684-4000

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

Department Overview

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

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

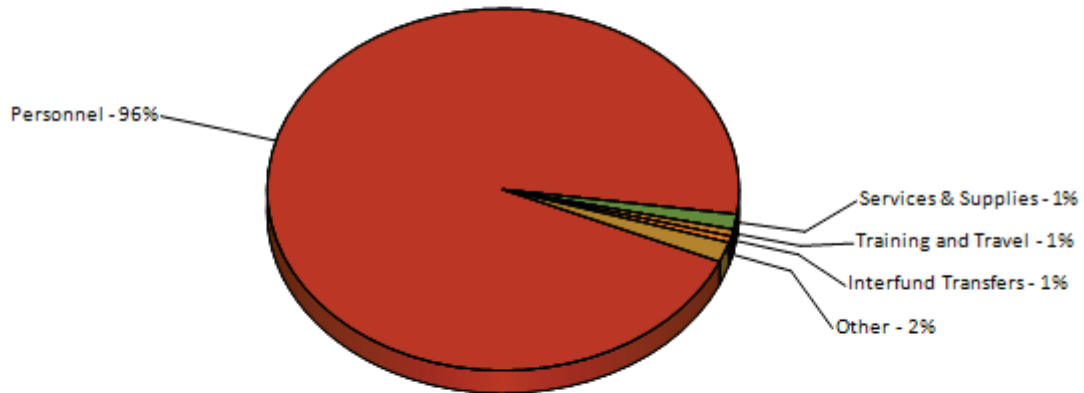
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$3,270,045	\$3,640,898	\$3,758,088	\$3,758,652
Total Operations	\$3,270,045	\$3,640,898	\$3,758,088	\$3,758,652
Total Appropriations	\$3,270,045	\$3,640,898	\$3,758,088	\$3,758,652
Full-time Equivalent Total*	28.50	28.50	28.50	28.50

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

Office of the Mayor

2014 Proposed Budget - Expenditure by Category



Budget Overview

The Office of the Mayor (OM) and resources pledged to City policy development staff have experienced significant budget reductions in recent years resulting from the impacts of the Great Recession on City resources. In 2010, the City reduced staffing in the OM, abolished the former Office of Policy and Management (OPM), and transferred most remaining OPM resources to the Office of the Mayor. In 2011, 2012 and again in 2013, the OM took additional reductions in order to help free up General Fund resources and sustain critical direct programs and services. During this same timeframe, the City's total budget remained about the same. The 2014 Proposed Budget maintains these reduced levels of funding for the OM.

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

Office of the Mayor

Incremental Budget Changes

Office of the Mayor

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 3,758,088	28.50
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	\$ 564	0.00
Total Incremental Changes	\$ 564	0.00
2014 Proposed Budget	\$ 3,758,652	28.50

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - \$564

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

	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Appropriations					
Office of the Mayor Budget Control Level	X1A00	3,270,045	3,640,898	3,758,088	3,758,652
Department Total		3,270,045	3,640,898	3,758,088	3,758,652
Department Full-time Equivalents Total*		28.50	28.50	28.50	28.50

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

Office of the Mayor

Appropriations By Budget Control Level (BCL) and Program

Office of the Mayor Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of the Mayor	3,270,045	3,640,898	3,758,088	3,758,652
Total	3,270,045	3,640,898	3,758,088	3,758,652
Full-time Equivalents Total*	28.50	28.50	28.50	28.50

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

Personnel Compensation Trust Subfunds

David Stewart, Director

(206) 684-7923

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

Department Overview

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

The following subfunds are administered by the Personnel Department:

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

The following subfund is managed by FAS:

- **Transit Benefit Subfund:** Contains the revenues and expenditures associated with the City's transit subsidy program with King County Metro Transit.

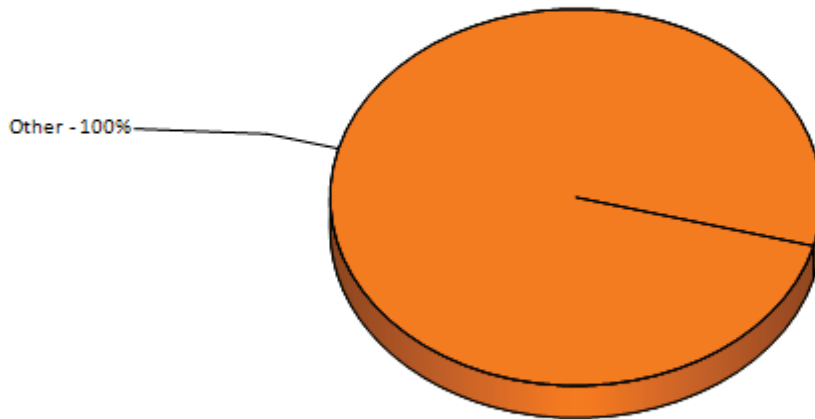
Personnel Compensation Trust Subfunds

Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other Funding - Operating	\$175,804,767	\$192,568,852	\$207,216,811	\$207,104,497
Total Operations	\$175,804,767	\$192,568,852	\$207,216,811	\$207,104,497
Total Appropriations	\$175,804,767	\$192,568,852	\$207,216,811	\$207,104,497
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

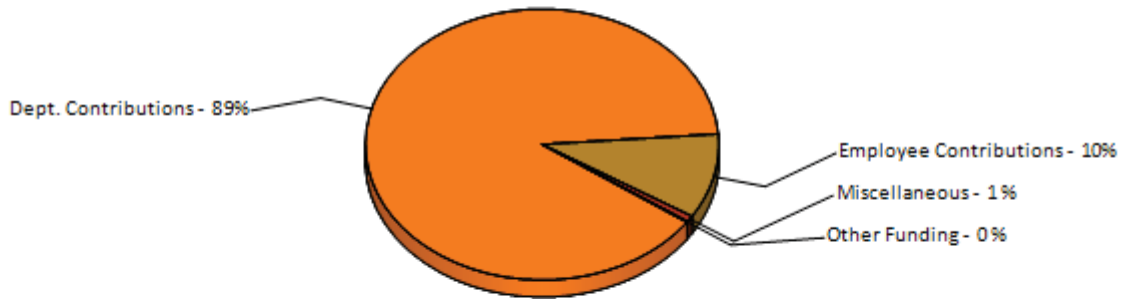
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

2014 Proposed Budget - Expenditure by Category



Personnel Compensation Trust Subfunds

2014 Proposed Budget - Revenue by Category



Budget Overview

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

Health Care Subfund: Total City health care costs (medical, dental, vision) doubled from approximately \$74 million in 2001 to approximately \$149 million in 2012. The General Fund pays for approximately half of the City's total health care costs.

Healthcare Costs Lower Than Projected

The 2014 health care rates for the Aetna and Group Health medical plans are 4.9% and 0.8% respectively over 2013 rates. The new rates reflect a modest cost savings when compared to the 8% long-term health care trend assumption. These savings are largely due to lower-than-anticipated costs as well as administrative changes in managing the healthcare plan.

Effective plan management helps to avoid premium increases and allows the City to keep cost growth rates below the 8% trend. In 2012, the City discontinued the purchase of stop-loss insurance to cover large claims, saving \$1 million in annual premium payments. Instead, the Forecast Variance Reserve (FVR) was created to cover large cost swings. The City forecasts a 2014 FVR ending fund balance of \$8.4 million. The City began self-insuring the

Personnel Compensation Trust Subfunds

Group Health medical plans in 2013, which saves the City nearly \$1.4 million in annual administrative expenses.

2014 Healthcare Rate Components

The following summarizes the changes in individual medical, dental and vision rates in 2014 over 2013 as developed by the City's actuary. These component rates combine to drive the total health care rate.

- **Medical:** For 2014, the City expects a 4.9% rate increase for the Aetna plans, and 0.8% for the Group Health plans relative to 2013.
- **Dental:** For 2014, the City anticipates a 0.2% rate increase for the Washington Dental Service plan and a 2% increase for the Dental Health Service plan relative to 2013.
- **Vision:** For 2014, the City forecasts a 9% rate increase for the Vision Service Plan relative to 2013.

Industrial Insurance Subfund: The 2014 Proposed Budget anticipates modest growth in the cost of the City's Industrial Insurance program. Growth in medical costs is a large driver of the costs for this program and medical costs are expected to grow by 4.5% in 2014 over expected claims during 2013.

The available fund balance in the Industrial Insurance subfund will help offset the impact of the growth of claims costs. The 2014 Proposed Budget draws down the fund balance by providing a partial Citywide subsidy to departments in 2014.

Unemployment Subfund: Unemployment costs increased significantly during the Great Recession, from approximately \$1 million in 2008 to \$3 million in 2010. During the slow recovery, costs are gradually returning to normal levels, \$1.9 million in 2012 and \$1.5 million in 2013. The 2014 Proposed Budget estimates \$1 million in costs due to continued improvement in economic conditions in 2014.

As noted in the 2013 Adopted and 2014 Endorsed Budgets, the available fund balance in the Unemployment subfund will be drawn down to provide a subsidy to departments in 2014. The 2014 Proposed Budget continues that approach by providing departments a full subsidy in 2014. Seattle Public Utilities (SPU), Seattle City Light (SCL), and the Department of Planning and Development (DPD) are exempt from receiving the subsidy since those departments pay unemployment claims on a cost-incurred basis and do not contribute to fund balances of this subfund.

Group Term Life Subfund: The 2014 Proposed Budget does not anticipate any substantive changes for the Group Term Life Subfund relative to 2013. The Subfund expenses related to providing Group Term Life and Long Term Disability optional benefits are projected to increase by a combined total of 3% in 2014 over 2013. These expenses within the Subfund are fully supported by employee and department contributions.

Special Employment Subfund: The 2014 Proposed Budget does not anticipate any substantive changes for the Special Employment Subfund relative to 2013.

Transit Benefit Subfund: In 2013, the City expanded the transit benefit with King County Metro through its ORCA Passport program. The ORCA Passport replaced monthly passes and E-purse products and allows employees more flexibility for the Puget Sound transit systems. The new contract with King County Metro decreases costs for the City in 2013 by \$370,000 as compared to the 2013 Adopted Budget. The 2014 Proposed Budget reflects a decrease of \$2.2 million as compared to the 2014 Endorsed Budget.

Personnel Compensation Trust Subfunds

Incremental Budget Changes

Personnel Compensation Trust Subfunds

	2014 Budget	FTE
Total 2014 Endorsed Budget	\$ 207,216,811	0.00
Group Term Life Changes		
Technical Adjustments	\$ 69,754	0.00
Health Care Changes		
Claims and Premiums Expense	\$ 1,340,711	0.00
Industrial Insurance Changes		
Increase in Claims Activity	\$ 110,000	0.00
Technical Adjustments	\$ 530,000	0.00
Transit Benefit Changes		
Transit Program Changes	-\$ 2,236,510	0.00
Unemployment Insurance		
Increase in Unemployment Claims	\$ 93,731	0.00
Technical Adjustments	-\$ 20,000	0.00
Total Incremental Changes	-\$ 112,314	0.00
2014 Proposed Budget	\$ 207,104,497	0.00

Descriptions of Incremental Budget Changes

Group Term Life Changes

Technical Adjustments - \$69,754

The 2014 Proposed Budget reflects minor changes in the projections for the Long Term Disability (LTD) premiums and the Group Term Life Insurance and Accidental Death and Dismemberment (GTL) premiums and enrollments compared to the 2014 Endorsed Budget. LTD premiums are expected to decrease by approximately \$46,000 while GTL premiums are expected to increase by approximately \$116,000.

Personnel Compensation Trust Subfunds

Health Care Changes

Claims and Premiums Expense - \$1,340,711

The 2014 Proposed Budget reflects an increase of \$1.3 million, from \$175.2 million to \$176.5 million, over the total 2014 Endorsed Budget for health care claims and premium expenses.

Industrial Insurance Changes

Increase in Claims Activity - \$110,000

This change reflects an increase in the projected growth in the industrial insurance claim experience, resulting in a budget increase in the 2014 Proposed Budget, as compared to the 2014 Endorsed Budget. The unreserved fund balance in the Industrial Insurance Subfund partially offsets the claims charges to departments by \$400,000 in 2014.

Technical Adjustments - \$530,000

This change adjusts the anticipated expenses in the 2014 Proposed Budget, as compared to the 2014 Endorsed Budget. The main expenses cover payments to Washington State Labor & Industries for various professional services contracts included in this Subfund, including Second Injury Insurance Premiums.

Transit Benefit Changes

Transit Program Changes - (\$2,236,510)

In July 2013, the City expanded its ORCA transit pass program by including the ORCA Passport to replace monthly passes and E-purse products while expanding flexibility for the Puget Sound transit systems. The new contract with King County Metro decreases costs for the City in 2013 by \$370,000 as compared to the 2013 Adopted Budget and \$2.2 million in 2014 as compared to the 2014 Endorsed Budget.

Unemployment Insurance

Increase in Unemployment Claims - \$93,731

This change reflects updated estimates based on recent claims experience. Overall, the anticipated claims for 2014 in the 2014 Proposed Budget are \$211,000 less than the 2013 Adopted levels.

Technical Adjustments - (\$20,000)

This adjustment decreases the professional services budget.

Personnel Compensation Trust Subfunds

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Group Term Life Budget Control Level	NA000	5,352,749	6,112,320	6,234,566	6,304,320
Health Care Budget Control Level	NM000	148,828,704	161,725,755	175,209,976	176,550,687
Industrial Insurance Budget Control Level	NR500	15,061,977	18,330,000	19,171,000	19,811,000
Special Employment Budget Control Level	NT000	43,453	200,000	200,000	200,000
Transit Benefit Budget Control Level	TRANSITB1	4,620,969	4,900,000	5,400,000	3,163,490
Unemployment Insurance Budget Control Level	NS000	1,896,915	1,300,777	1,001,269	1,075,000
Department Total		175,804,767	192,568,852	207,216,811	207,104,497
Department 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.

Revenue Overview

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
569540	Group Term Life - Dept Contributions	710,490	859,800	876,996	859,800
569580	Health Care - Department Contributions	138,805,860	146,212,208	154,312,278	160,648,150
569550	Industrial Insurance - Dept Contributions	14,829,196	17,580,000	18,771,000	19,411,000
520670	Transit Benefit - Dept Contributions	4,620,969	4,900,000	5,400,000	3,163,490
569570	Unemployment Insurance - Department Contributions	1,497,894	646,493	317,208	298,827
	Total Dept. Contributions	160,464,409	170,198,501	179,677,482	184,381,267
469660	Group Term Life - Employee Contributions	4,620,328	5,252,520	5,357,570	5,444,520
569580	Health Care - Employee Contributions	17,858,360	14,161,718	15,963,310	15,536,227
	Total Employee Contributions	22,478,688	19,414,238	21,320,880	20,980,747
461110	Group Term Life - Other Funding	9,501	10,000	10,000	10,000
441960	Special Employment Program -	43,439	200,000	200,000	200,000

Personnel Compensation Trust Subfunds

Outside Funding					
	Total Other Funding	52,940	210,000	210,000	210,000
569990	Health Care - Other Funding	3,510,953	1,405,000	1,415,300	1,494,474
	Total Miscellaneous	3,510,953	1,405,000	1,415,300	1,494,474
Total Revenues		186,506,990	191,227,739	202,623,662	207,066,488
379100	Use of (Contribution to) Fund Balance - GTL	12,430	-10,000	-10,000	-10,000
379100	Use of (Contribution to) Fund Balance - HC	-11,346,470	-53,171	3,519,087	-1,128,164
579100	Use of (Contribution to) Fund Balance - Ind. Ins.	232,781	750,000	400,000	400,000
379100	Use of (Contribution to) Fund Balance - SEP	14	0	0	0
379100	Use of (Contribution to) Fund Balance - Unemployment	399,021	654,284	684,061	776,173
	Total Use of Fund Balance	-10,702,224	1,341,113	4,593,148	38,009
Total Resources		175,804,766	192,568,852	207,216,810	207,104,497

Personnel Compensation Trust Subfunds

Appropriations By Budget Control Level (BCL) and Program

Group Term Life Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Group Term Life Program	5,352,749	6,112,320	6,234,566	6,304,320
Total	5,352,749	6,112,320	6,234,566	6,304,320

Health Care Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Health Care Program	148,828,704	161,725,755	175,209,976	176,550,687
Total	148,828,704	161,725,755	175,209,976	176,550,687

Industrial Insurance Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Industrial Insurance Program	15,061,977	18,330,000	19,171,000	19,811,000
Total	15,061,977	18,330,000	19,171,000	19,811,000

Special Employment Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Special Employment Program	43,453	200,000	200,000	200,000
Total	43,453	200,000	200,000	200,000

Personnel Compensation Trust Subfunds

Transit Benefit Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Transit Benefit Program	4,620,969	4,900,000	5,400,000	3,163,490
Total	4,620,969	4,900,000	5,400,000	3,163,490

Unemployment Insurance Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Unemployment Insurance Program	1,896,915	1,300,777	1,001,269	1,075,000
Total	1,896,915	1,300,777	1,001,269	1,075,000

Personnel Compensation Trust Subfunds

Personnel Compensation Trust Subfunds Fund Table

Industrial Insurance Subfund (00516)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	6,028,599	5,269,949	5,795,818	4,519,949	4,555,818
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	14,829,196	17,580,000	15,666,890	18,771,000	19,411,000
Less: Actual and Budgeted Expenditures	15,061,977	18,330,000	16,906,890	19,171,000	19,811,000
Ending Fund Balance	5,795,818	4,519,949	4,555,818	4,119,949	4,155,818
State Required Reserve	2,397,919	3,130,000	2,651,723	3,277,500	3,305,000
Total Reserves	2,397,919	3,130,000	2,651,723	3,277,500	3,305,000
Ending Unreserved Fund Balance	3,397,899	1,389,949	1,904,095	842,449	850,818

Transit Benefit Subfund (00410)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,620,969	4,900,000	4,528,754	5,400,000	3,163,490
Less: Actual and Budgeted Expenditures	4,620,969	4,900,000	4,528,754	5,400,000	3,163,490
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Personnel Compensation Trust Subfunds

Unemployment Insurance Subfunds (00517)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	2,872,124	2,323,989	2,473,103	1,669,705	1,654,596
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	1,497,894	646,493	646,493	317,208	298,827
Less: Actual and Budgeted Expenditures	1,896,915	1,300,777	1,465,000	1,001,269	1,075,000
Ending Fund Balance	2,473,103	1,669,705	1,654,596	985,644	878,423
Reserve Against Fund Balance	500,000	500,000	500,000	500,000	500,000
Total Reserves	500,000	500,000	500,000	500,000	500,000
Ending Unreserved Fund Balance	1,973,103	1,169,705	1,154,596	485,644	378,423

Health Care Subfund (00627)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	33,965,257	39,433,196	45,311,726	39,486,367	49,394,757
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	160,175,173	161,778,926	179,431,264	171,690,888	177,678,851
Less: Actual and Budgeted Expenditures	148,828,704	161,725,755	175,348,233	175,209,976	176,550,687
Ending Fund Balance	45,311,726	39,486,367	49,394,757	35,967,279	50,522,921
Reserve - Forecast Variance Reserve	5,394,004	7,644,000	7,644,000	7,873,320	8,446,500
Reserve - Health Care Purposes	28,951,626	22,815,386	31,206,565	19,066,979	31,532,229
Reserve - State Law	10,966,097	9,026,981	10,544,194	9,026,981	10,544,194
Total Reserves	45,311,727	39,486,367	49,394,759	35,967,280	50,522,923
Ending Unreserved Fund Balance	-1	0	-2	-1	-2

Personnel Compensation Trust Subfunds

Special Employment Program Subfund (00515)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	118,800	118,800	118,786	118,800	118,786
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	43,439	200,000	200,000	200,000	200,000
Less: Actual and Budgeted Expenditures	43,453	200,000	200,000	200,000	200,000
Ending Fund Balance	118,786	118,800	118,786	118,800	118,786
Ending Unreserved Fund Balance	118,786	118,800	118,786	118,800	118,786

Group Term Life Insurance Subfund (00628)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Beginning Fund Balance	437,270	446,270	424,840	456,270	355,040
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,340,319	6,122,320	6,042,520	6,244,566	6,314,320
Less: Actual and Budgeted Expenditures	5,352,749	6,112,320	6,112,320	6,234,566	6,304,320
Ending Fund Balance	424,840	456,270	355,040	466,270	365,040
Ending Unreserved Fund Balance	424,840	456,270	355,040	466,270	365,040

Personnel Department

David Stewart, Director

(206) 684-7999

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

Department Overview

The Personnel Department provides human resource services, tools, and assistance to ensure the City accomplishes business goals in a cost-effective and safe manner. The Personnel Department has four primary areas of operation:

The **Employment and Training** section provides recruitment and staffing services, mediation, employee development opportunities, temporary employment program oversight, and technical assistance to all City departments so that the City can meet its hiring needs efficiently, comply with legal guidelines, and accomplish the City's work.

The **Employee Health Services** section provides quality, cost-effective employee benefits, including health care benefits, workers' compensation benefits, and safety services, all of which maintain and promote employee health and productivity, and provide a competitive non-cash compensation package. In addition, this section administers the City of Seattle Voluntary Deferred Compensation Plan and Trust.

The **Citywide Personnel Services** section establishes Citywide personnel rules and provides human resources systems, policy advice, information management, finance and accounting services, and expert consultative assistance to departments, policymakers, and employees. This section includes Policy Development, Information Management, Finance, Budget and Accounting, the Employee Giving and Volunteer Program, Unemployment, and other internal support services.

The **City/Union Relations and Classification/Compensation** section negotiates and administers a personnel system for both represented and non-represented employees with the intention of fairly classifying and compensating the City's diverse work force.

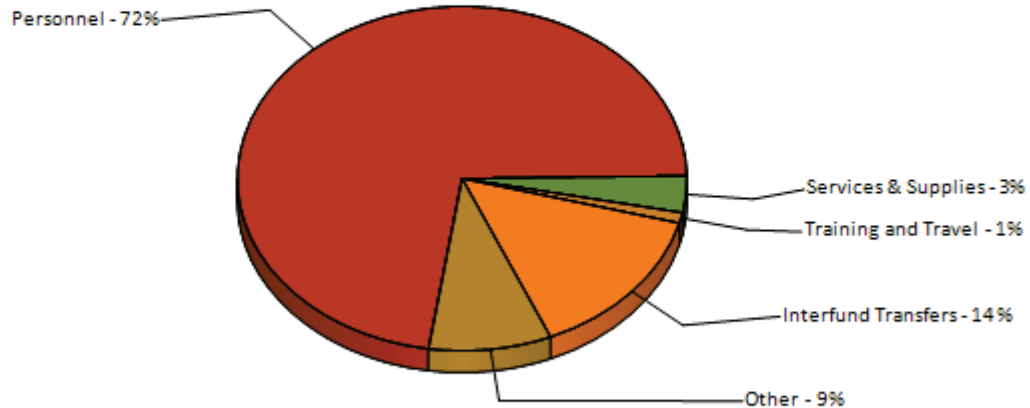
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$11,498,239	\$11,814,748	\$12,171,262	\$12,773,512
Total Operations	\$11,498,239	\$11,814,748	\$12,171,262	\$12,773,512
Total Appropriations	\$11,498,239	\$11,814,748	\$12,171,262	\$12,773,512
Full-time Equivalent Total*	105.25	103.75	103.75	103.75

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

Personnel Department

2014 Proposed Budget - Expenditure by Category



Budget Overview

The 2014 Proposed Budget provides funds for the Personnel Department to procure a Citywide Talent Management System (TMS). The TMS will help modernize the City's human resource management operations. It will improve employee accountability and efficiency by creating an online training system and centralizing performance management and succession planning. These resources will ensure the City is making the best use of its employees and is prepared for a successful future.

In 2014, the department will continue to develop the Citywide human resources strategic plan. The focus of the work will be to develop and coordinate Citywide decisions involving training and development, performance management, consistency in practice, recruitment and selection. The plan will also improve consistency in the application of corrective action and discipline.

Personnel Department

Incremental Budget Changes

Personnel Department

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 12,171,262	103.75
Baseline Changes		
Adjustments to Central Cost Allocations	\$ 10,689	0.00
Proposed Changes		
Purchase Talent Management System	\$ 744,640	0.00
Proposed Technical Changes		
Eliminate Funding for Postini Spam Software	-\$ 1,068	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 152,011	0.00
Total Incremental Changes	\$ 602,250	0.00
2014 Proposed Budget	\$ 12,773,512	103.75

Descriptions of Incremental Budget Changes

Baseline Changes

Adjustments to Central Cost Allocations - \$10,689

The 2014 Proposed Budget makes technical adjustments to reflect changes in central cost allocations and contracts. These adjustments update initial assumptions about costs and inflators made in the first year of the biennium.

Proposed Changes

Purchase Talent Management System - \$744,640

The Talent Management System (TMS) will help the City ensure that it has an efficient and well-trained workforce. Of the total budget, \$206,350 is for one-time system setup; the remaining \$538,290 is for the ongoing subscription cost for the software. The TMS includes two primary services:

1. An online training system to move existing trainings online, increase training opportunities and centrally track participation and certification. Currently, the City performs most training in a classroom setting. Training records must be maintained manually, which is inefficient and prone to mistakes.

Personnel Department

2. A performance management package of online tools for standard and consistent administration of performance evaluations, development plans and succession planning. Currently, each department tracks performance using different goals and procedures. By tracking performance in a central system and standardizing some performance goals, evaluations and development plans can more easily cross department lines. This allows for more consistent employee development and improves departments' ability to identify employees with advancement potential. With 50 percent of City employees eligible for retirement in the next five years, effective employee evaluation and succession planning is essential.

Proposed Technical Changes

Eliminate Funding for Postini Spam Software - (\$1,068)

Spam protection is included in the City's Office 365 software package. The Department of Information Technology will no longer bill departments for Postini Spam Software.

Citywide Adjustments for Standard Cost Changes - (\$152,011)

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

Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City/Union Relations and Class/Comp Services Budget Control Level	N4000	3,116,348	3,391,172	3,496,440	3,443,458
Citywide Personnel Services Budget Control Level	N3000	2,628,247	2,773,615	2,855,227	2,811,976
Employee Health Services Budget Control Level	N2000	2,789,032	2,836,675	2,929,443	2,912,785
Employment and Training Budget Control Level	N1000	2,964,612	2,813,285	2,890,152	3,605,293
Department Total		11,498,239	11,814,748	12,171,262	12,773,512
Department Full-time Equivalent Total*		105.25	103.75	103.75	103.75

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

Personnel Department

Appropriations By Budget Control Level (BCL) and Program

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

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
City/Union Relations and Class/Comp Services	3,116,348	3,391,172	3,496,440	3,443,458
Total	3,116,348	3,391,172	3,496,440	3,443,458
Full-time Equivalents Total*	24.00	24.00	24.00	24.00

* 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.

Citywide Personnel Services Budget Control Level

The purpose of the Citywide Personnel Services Budget Control Level is to establish citywide personnel rules and provide human resources systems, policy advice, information management, finance and accounting services, contingent work force oversight, and expert assistance to departments, policymakers, and employees. This program includes Policy Development, Information Management, Finance and Accounting, Temporary Employment Services, and other internal support services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Citywide Personnel Services	2,628,247	2,773,615	2,855,227	2,811,976
Total	2,628,247	2,773,615	2,855,227	2,811,976
Full-time Equivalents Total*	20.75	20.75	20.75	20.75

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

Personnel Department

Employee Health Services Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Employee Health Services	2,789,032	2,836,675	2,929,443	2,912,785
Total	2,789,032	2,836,675	2,929,443	2,912,785
Full-time Equivalents Total*	21.50	20.50	20.50	20.50

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

Employment and Training Budget Control Level

The purpose of the Employment and Training Budget Control Level is to provide staffing services, employee-development opportunities, mediation, and technical assistance to all City departments. This Budget Control Level includes the Police and Fire Exams, Employment, Supported Employment, Equal Employment Opportunity, Alternative Dispute Resolution, and Career Quest units.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Employment and Training	2,964,612	2,813,285	2,890,152	3,605,293
Total	2,964,612	2,813,285	2,890,152	3,605,293
Full-time Equivalents Total*	39.00	38.50	38.50	38.50

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

Office of Sustainability and Environment

Jill Simmons, Director

(206) 615-0817

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

Department Overview

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

Citywide Coordination: Coordinates interdepartmental work on priority programs, policies and outreach to advance the City's environmental goals. OSE's coordination work includes a focus on food policy, urban forestry, and green infrastructure.

Innovation & Research: Conducts research and development for the City's next generation of environmental and sustainability policies and programs. OSE's innovation and research includes a focus on building energy, including: implementing Community Power Works, a program to provide home energy upgrades; developing a district energy strategic partnership; and implementing the Building Energy Benchmarking & Reporting program.

Climate Change Action Planning and Measurement: Coordinates implementation of the Seattle Climate Action Plan (CAP) to reduce Seattle's greenhouse gas emissions, including goal assessment, action planning, community outreach, and performance measurement. OSE's climate change planning and measurement work also includes developing a climate change adaptation strategy that minimizes the disproportionate impacts of a changing climate while making Seattle less vulnerable and more resilient.

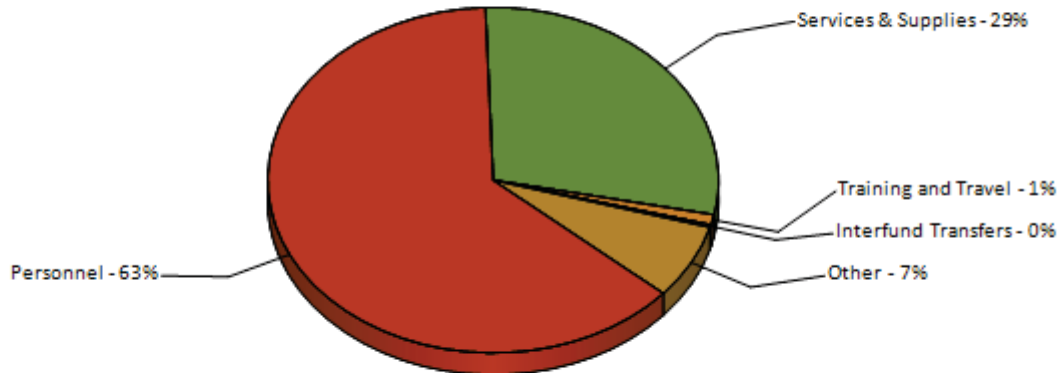
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$5,726,933	\$1,995,677	\$2,092,173	\$2,518,090
Total Operations	\$5,726,933	\$1,995,677	\$2,092,173	\$2,518,090
Total Appropriations	\$5,726,933	\$1,995,677	\$2,092,173	\$2,518,090
Full-time Equivalent Total*	15.00	14.00	10.00	10.50

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

Office of Sustainability and Environment

2014 Proposed Budget - Expenditure by Category



Budget Overview

The City of Seattle remains committed to climate protection and energy efficiency. In 2012, OSE created a Resource Conservation Initiative to provide centralized monitoring of resource use and to improve the operations of City-owned facilities. During the next several years the initiative will look at all aspects of resource use in City buildings, but the first phase focuses on energy. The City's near-term goal is to achieve 20 percent energy savings in municipal buildings by 2020. The 2014 Proposed Budget maintains the Citywide Resource Conservation Advisor position to coordinate Citywide implementation of the Resource Conservation Management Plan and achieve energy and cost savings across multiple City facilities.

In 2014, the department will continue to implement the Energy Benchmarking program, which requires non-residential and multifamily buildings with more than 20,000 square feet to report energy use annually. Enforcement and outreach support to building owners is intended to help achieve the ultimate goal of increasing the energy efficiency of Seattle's buildings. The 2014 Proposed Budget includes funding to extend a temporary enforcement coordinator position.

OSE has managed the successful Community Power Works pilot project since 2010. Launched with a \$20 million Department of Energy (DOE) grant, the program provides a "one-stop shop" for homeowners, businesses and commercial building owners in Seattle interested in energy efficiency upgrades. More than 5,000 Seattle homeowners signed up for the program in the past three years, making this one of the most effective DOE-funded programs in the country. Community Power Works also partnered with community and labor stakeholders to develop a "Community High Road Workforce Agreement" for all work completed in the single-family sector. This Agreement sets wage standards and helps ensure access to high-quality training programs in the clean-energy economy. The Agreement resulted in increased diversity of the single family home weatherization workforce. Since the program began, the contractor pool has more than doubled in size to 25 contractors, of which 16

Office of Sustainability and Environment

percent are minority owned and eight percent are women owned.

The DOE grant funding for Community Power Works ends in March 2014 OSE will transition the day-to-day operations of the program to a non-profit organization, but the City will remain a key partner. The non-profit organization will continue the program using existing loan loss reserves, state funding, customer and contractor generated funds, and City funding. The 2014 Proposed Budget will fund a City liaison for Community Power Works and a consultant contract to monitor contractor compliance with the High Road Agreement.

OSE continues to explore opportunities for expanding district energy (DE) infrastructure in Seattle in First Hill and South Lake Union. A DE system heats and/or cools multiple buildings through one central energy plant, eliminating the need for mechanical plants in each individual building. This centralized heating and cooling allows for increases in energy efficiency and expands options for greener fuel sources. District energy is a key strategy in helping achieve the City's climate protection and energy conservation goals. The 2014 Proposed Budget includes funding for the next phase of analysis and system design in South Lake Union/Denny Triangle.

Finally, the 2014 Proposed Budget doubles City support for the popular Fresh Bucks program, which provides consumers who receive Supplemental Nutrition Assistance Program (SNAP) benefits with extra buying power to purchase fruits and vegetables at farmer's markets. The program matches up to ten dollars for fruit and vegetable purchases at any farmers market in the City. The program has been highly successful in expanding market communities, supporting local businesses and providing healthy choices for low-income residents.

Incremental Budget Changes

Office of Sustainability and Environment

	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 2,092,173	10.00
Baseline Changes		
Correction of Central Cost Rates	\$ 0	0.00
Proposed Changes		
Energy Efficiency Improvements and Planning for City Buildings	\$ 127,583	0.00
Energy Benchmarking Compliance and Outreach Support	\$ 75,000	0.00
Community Power Works Support	\$ 128,475	0.50
District Energy Infrastructure in South Lake Union/Denny Triangle	\$ 100,000	0.00
Fresh Bucks Program	\$ 100,000	0.00
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	-\$ 105,141	0.00
Total Incremental Changes	\$ 425,917	0.50
2014 Proposed Budget	\$ 2,518,090	10.50

Office of Sustainability and Environment

Descriptions of Incremental Budget Changes

Baseline Changes

Correction of Central Cost Rates

This dollar neutral adjustment corrects the allocation between temporary labor and regular salary costs.

Proposed Changes

Energy Efficiency Improvements and Planning for City Buildings - \$127,583

This change extends funding for the Citywide Resource Conservation Advisor position, which has been entirely grant-funded to date and was due to sunset at the end of 2013. This position will work to create a comprehensive energy savings strategy and will serve as an advisor and liaison to guide energy conservation investments across departments. The work will collaborate with FAS and other City capital departments to conduct energy efficiency audits and make cost-effective physical improvements to City buildings.

Energy Benchmarking Compliance and Outreach Support - \$75,000

This change provides funding to maintain a half-time enforcement coordinator position in 2014 to ensure the City has the capacity to establish a strong track record of compliance for the City's energy benchmarking requirement. In 2013, the City began issuing notices of violation to businesses that were not in compliance with the energy reporting requirement. Based on initial results from penalties issued to date and the outcomes of appeals, revenue estimates to the General Fund are 60 percent above the 2014 Endorsed Budget level. This position, which was previously grant-funded, will maintain the current enforcement capacity for the energy benchmarking project.

Community Power Works Support - \$128,475/.50 FTE

The Department of Energy grant that funded the Community Power Works for Home pilot program ends in March 2014. The program's day-to-day operations will transition to a nonprofit organization that will continue to provide energy upgrades to Seattle homeowners. While less involved in ongoing operations, the City will remain a key partner in the program, helping to ensure it meets the City's environmental and workforce goals. This funding supports a half-time position and consultant resources to continue a strong partnership with the program, provide ongoing oversight of the program and ensure compliance to City-mandated wage and hiring standards. The consultant work will include tracking wage compliance, conducting site visits, preparing monthly summaries and online reports, and contractor surveys.

District Energy Infrastructure in South Lake Union/Denny Triangle - \$100,000

In 2013, the City supported a preliminary study of the opportunities to implement a District Energy heating system in the South Lake Union area. The study identified substantial opportunity and significant interest from key developers in the area for District Energy investment. This funding will enable the City to provide time-sensitive analysis and engineering to ensure that infrastructure planning stays on track with the neighborhood's development timelines.

Fresh Bucks Program - \$100,000

This change doubles the City's support for the Fresh Bucks program as it transitions from a pilot project to an

Office of Sustainability and Environment

ongoing, sustainable program at all fourteen Seattle farmers markets. The funding provides partial support for the program's financial incentives to low income families and partial support for program administration. The remainder will be covered by grants and donations. Building on the success of the Seattle Fresh Bucks program and other incentive programs in the state, the Washington State Farmers Market Association is replicating the program to expand access to healthy food for low-income shoppers at farmers markets across the state.

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - (\$105,141)

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
Office of Sustainability and Environment Budget Control Level	X1000	5,726,933	1,995,677	2,092,173	2,518,090
Department Total		5,726,933	1,995,677	2,092,173	2,518,090
Department Full-time Equivalents Total*		15.00	14.00	10.00	10.50

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

Appropriations By Budget Control Level (BCL) and Program

Office of Sustainability and Environment Budget Control Level

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

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Office of Sustainability and Environment	5,726,933	1,995,677	2,092,173	2,518,090
Total	5,726,933	1,995,677	2,092,173	2,518,090
Full-time Equivalents Total*	15.00	14.00	10.00	10.50

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

