

CITY OF  
**Seattle, Washington**  
**2016 Proposed Budget**



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**CITY OF SEATTLE**  
**2016 Proposed Budget**  
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**City of Seattle**  
**2016 Proposed Budget**

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## Introduction

The City of Seattle and its over 10,000 employees build and maintain infrastructure, provide utility service, support the needs of the city's residents, and create recreational, cultural, and other enriching opportunities. In providing excellent service, these employees use and maintain dozens of city-owned properties, a fleet of vehicles ranging from fire trucks to golf carts, and equipment and facilities necessary to complete the City's mission.

Budgeting for a large organization with many functions is a crucial and complex process. A proposed budget requires solid forecasts on commodities (such as the price of fuel), economic strength (as it impacts tax revenues, among other budgetary components), and demand for services (from parking meters to libraries to police officers to disc golf courses).

This book is designed to provide clear and accurate information on the budgetary process, estimated revenue streams, and a basic description of departmental needs and spending. The State of Washington allows cities to adopt biennial budgets. The City Council and Mayor will adopt a budget for 2016 in late 2015.

## City of Seattle Budget Process

In its simplest terms, the City budget is proposed by the Mayor (Executive), checked for compliance with the law (City Attorney), and amended and passed by the City Council (Legislative) before returning to the Mayor for his or her approval and signature. The budget itself is composed of two main documents: an operating budget and a capital improvement program (CIP) budget. The CIP budget consists of large expenditures on infrastructure and other capital projects. The operating budget is primarily composed of expenditures required by the City to deliver the day-to-day array of City services.

Charts summarizing the City's budget process and organization can be found at the end of this section.

### Budget Preparation

The budgeting process begins early each year as departments assess needs and budget forecasters work to estimate revenues and costs. Operating budget preparation is based on the establishment of a current services or "baseline" budget. Current services is what it sounds like – continuing programs and services the City provided in the previous year, in addition to previous commitments that will affect costs in the next year, such as a voter-approved levy for new park facilities, as well as labor agreements and changes in health care, insurance, and cost-of-living- adjustments for City employees.

During the budget preparation period, the Department of Finance and Administrative Services (FAS), working in conjunction with the City Budget Office (CBO), makes two General Fund revenue forecasts, one in April and one in August. Both are used to determine whether the City's projected revenues are sufficient to meet the projected costs of the current services budget. If revenues are not sufficient to cover the cost of current services, the City must identify changes to close the gap – either through reductions or increased revenues or a combination of both. If the revenue forecast shows that additional resources are available, then the budget process identifies new or expanded programs to meet the evolving demands for City services. Regardless, the City is required by state law to prepare a balanced budget.

# Introduction & Budget Process

In May, departments prepare and submit Budget Memos to CBO for analysis and mayoral consideration. The Mayor's Office reviews and provides direction to departments on the Budget Memos, giving direction on items they should include in their formal budget submittal. In early June, CBO receives departmental operating budget and CIP submittals, including all position (employee) changes. Mayoral review and evaluation of department submittals takes place through the end of August. CBO, in conjunction with individual departments, then finalizes the operating and CIP budgets.

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

After the Mayor submits the proposed budget and CIP, the City Council conducts public hearings. The City Council also holds committee meetings in open session to discuss budget requests with department representatives and CBO staff. Councilmembers then recommend specific budget actions for consideration by their colleagues.

During the budget review process, the City Council may choose to explain its budget actions further by developing statements of legislative intent and budget guidance statements for future budget action. Intent statements describe the Council's expectations in making budget decisions and generally require affected departments to report back to the City Council on results.

After completing the public hearing and deliberative processes the City Council votes to adopt the budget, incorporating its desired budget changes, in late November. The Mayor can choose to approve the Council's budget, veto it, or let it become law without mayoral signature. The Mayor must veto the entire budget or none of it, as there is no line-item veto in Seattle. Copies of budget documents are available for public inspection at the CBO offices, at the Seattle Public Library, and on the Internet at <http://www.seattle.gov/budgetoffice>.

During the year, the City may have a need to change the adopted budget to respond to evolving needs. The City makes such changes through supplemental budget appropriation ordinances. A majority of the City Council may, by ordinance, eliminate, decrease, or re-appropriate any unspent appropriations during the year. The City Council, generally with a three-fourths vote, may also increase appropriations from available money to meet necessary expenditures that were not foreseeable earlier. Additional unforeseeable appropriations related to settlement of claims, emergency conditions, or laws enacted since passage of the annual operating budget ordinance require approval by a two-thirds vote of the City Council. Absent such changes, departments are legally required to stay within is annual budget appropriation.



## Reader's Guide

This reader's guide describes the structure of the 2016 Proposed Budget book and outlines its content. The budget book is designed to present budget information in an accessible and transparent manner – the way decision-makers consider the various proposals. It is designed to help residents, media, and City officials more easily understand and participate in the budget deliberations.

A companion document, the 2016-2021 Proposed Capital Improvement Program (CIP), identifies expenditures and fund sources associated with the development and rehabilitation of major City facilities, such as streets, parks, utilities, and buildings over the next six years. The CIP also shows the City's financial contribution to projects owned and operated by other jurisdictions or institutions. The CIP fulfills the budgeting and financial requirements of the Capital Facilities Element of Seattle's Comprehensive Plan by providing detailed information on the capacity impact of new and improved capital facilities.

The 2016 Proposed Budget and 2016-2021 Proposed CIP can also be found online at the City Budget Office's webpage. In addition to PDF files containing the Proposed Budget and Proposed CIP, the site contains department-customized expenditures, and revenues.

### The 2016 Proposed Budget

This document is a description of the proposed spending plan for 2015-2016. It contains the following elements:

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

## Reader's Guide

### Departmental Budget Pages: A Closer Look

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

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

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

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

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

# Reader's Guide

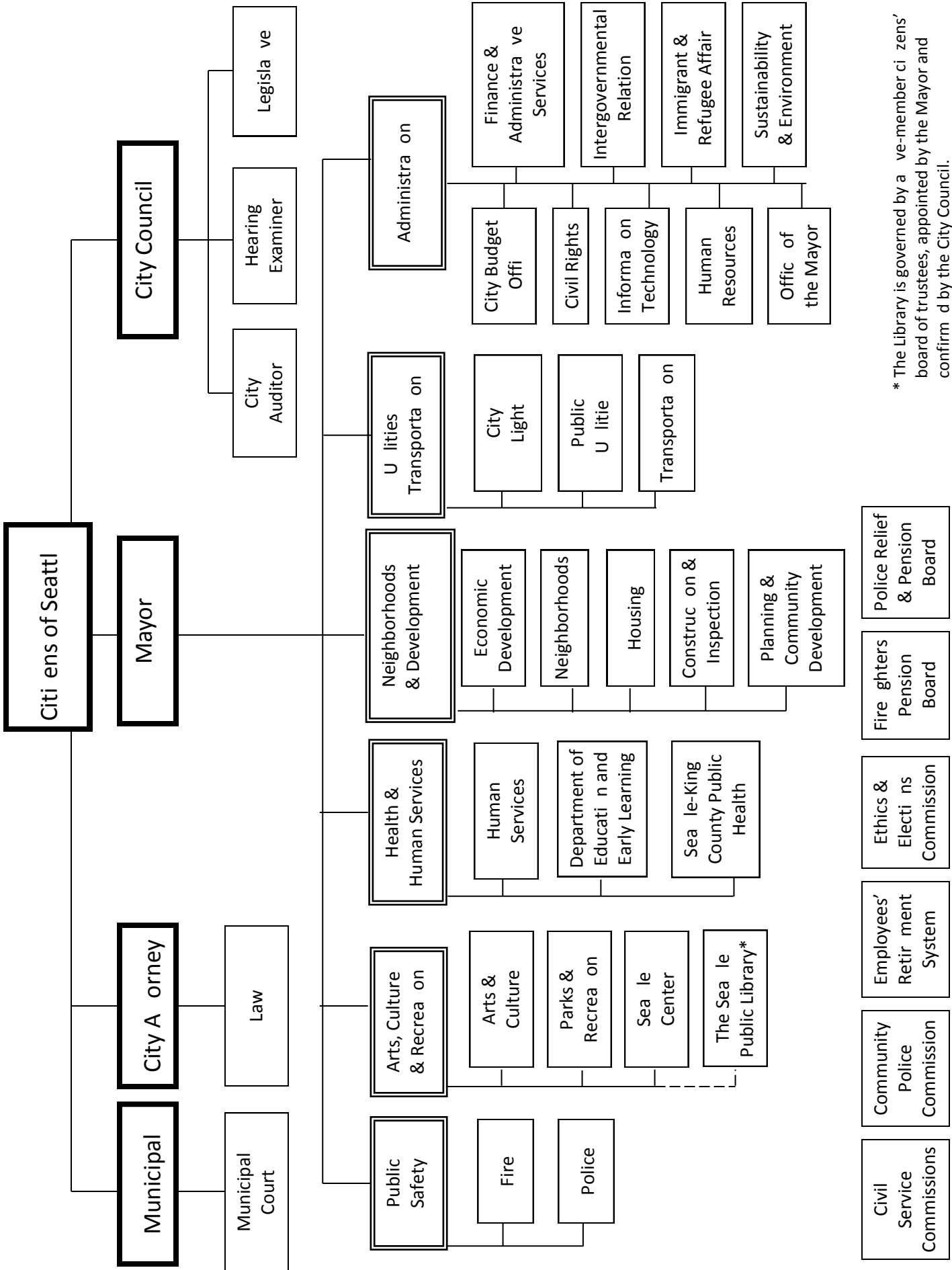
## Budget Presentations

Most department-level budget presentations begin with information on how to contact the department. The department-level budget presentation then goes on to provide a general overview of the department's responsibilities and functions within City government, as well as a summary of the department's overall budget. A narrative description of the issues impacting the department's 2016 Proposed Budget then follows. The next section of the department-level budget presentation provides a numerical and descriptive summary of all of the incremental budget changes included in the 2016 Proposed Budget, along with a discussion of the anticipated operational and service-level changes that will result. The department-level budget presentation concludes with summary level tables that describe the department's overall expenditures and revenues by type as well as by budget control level and program. All department, budget control, and program level budget presentations include a table summarizing historical and adopted expenditures, as well as proposed appropriations for 2016. The actual historical expenditures are displayed for informational purposes only.

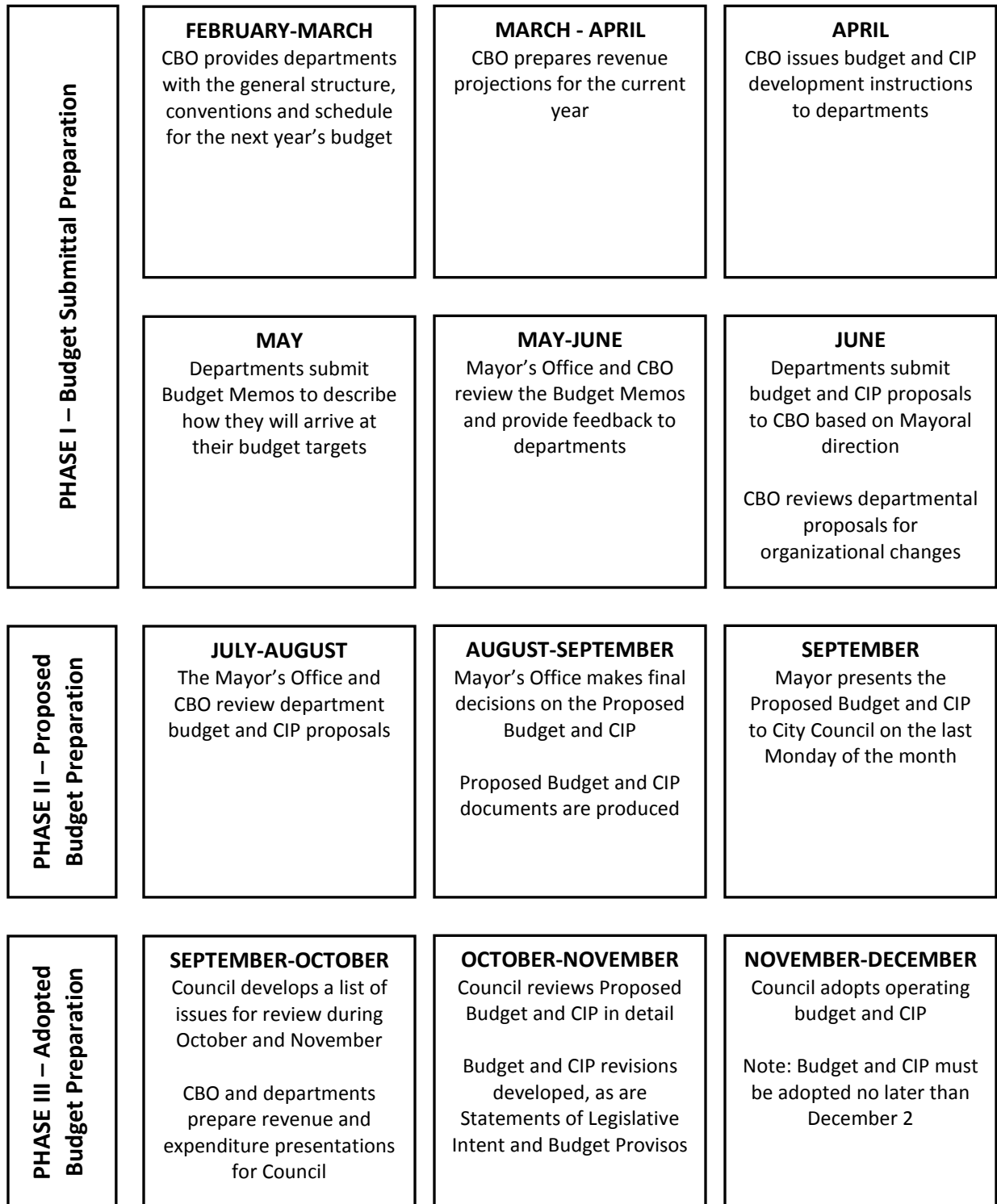
A list of all position changes proposed in the budget has been compiled in the appendix. Position modifications include eliminations, additions, reclassifications, and status changes (such as a change from part-time to full-time status), as well as adjustments to departmental head counts that result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

For information purposes only, an estimate of the number of staff positions to be funded under the 2016 Proposed Budget appears in the departmental sections of the document at each of the three levels of detail: department, budget control, and program. These figures refer to regular, permanent staff positions (as opposed to temporary or intermittent positions) and are expressed in terms of full-time equivalent employees (FTEs). In addition to changes that occur as part of the budget document, changes may be authorized by the City Council or the Human Resources Director throughout the year, and these changes may not be reflected in the estimate of staff positions presented for 2016. These changes are summarized in the appendix.

Where relevant, departmental sections include additional pieces of information: a statement of actual or projected revenues for the years 2014 through 2016; a statement of fund balance; and/or a statement of appropriations to support capital projects appearing in the 2016-2021 Proposed Capital Improvement Program. Explicit discussions of the operating and maintenance costs associated with new capital expenditures appear in the 2016-2021 Proposed Capital Improvement Program document.



# Budget Process Diagram





## 2016 Proposed Budget Executive Summary

The 2016 Proposed Budget for the City of Seattle totals \$5.1 billion, including just over \$1 billion of General Fund spending. General Fund spending will increase by approximately 4.5% relative to the 2015 Adopted Budget. Basic inflationary increases in the cost of providing existing City services are the major driver behind the increased spending, but robust growth in the local economy has also provided the resources needed to support a modest expansion in a limited number of City services. Mayor Murray has targeted these new resources to address pressing on-going needs in areas such as human services, public safety and transportation, while also proposing strategic one-time investments in essential physical infrastructure and some of Seattle's most important cultural assets. Details of these proposal are provided below, following a brief overview of City revenues.

### General Fund Budget Outlook

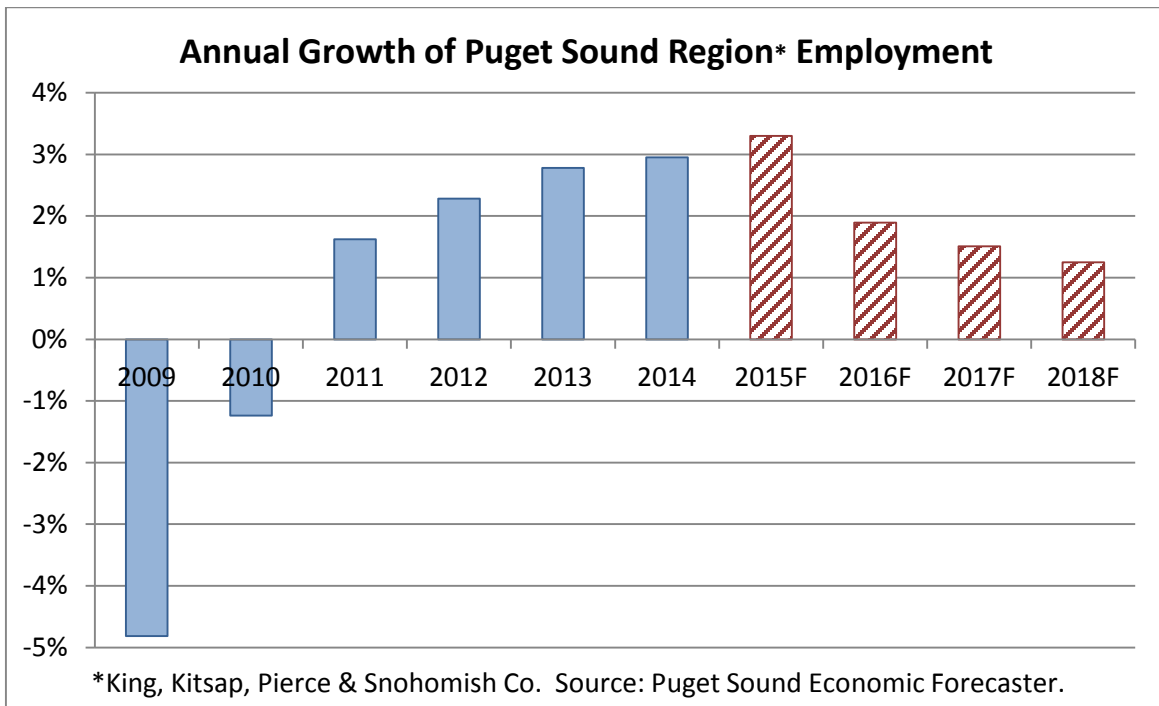
A resurgent local economy has led to revenue growth that is outpacing original forecasts for 2015. When forecast in November 2014, 2015 General Fund revenues were expected to total \$1.043 billion. Based on revenues received to date, the most current forecast anticipates an additional \$13 million, for a total of \$1.056 billion. Given the unanticipated growth experienced to date this year, the General Fund revenue forecast for 2016 has also been updated and upgraded. The forecast now anticipates annual revenue growth of 4.6% for 2016, relative to the current 2015 forecast. This rate of growth is the strongest the City has seen during this period of economic recovery. Nonetheless, revenue growth is still falling well short of the 7+% growth rates experienced in the 1995-2000 and 2005-2007 economic expansions. Furthermore, there is good reason to believe today's pace of growth may not be sustained into the future. The boom in local construction is the key driving force behind the General Fund's accelerating growth. At present, 25% of sales tax receipts are directly attributable to construction. Given the cyclical nature of the construction sector, this level of activity is not likely to be sustained for many more years. In this context, the proposed budget makes modest investments in ongoing programs, but avoids expenditures that will have a major "bow wave" of costs in future years.

The national economy is now in its seventh year of recovery, and while growth has been modest during this period, recent trends have pointed towards an acceleration in the pace of the current expansion. This is certainly true locally, where the Puget Sound regional economy continues to outperform the nation and the rest of Washington state. For example, the unemployment rate in King County currently stands at 4%, compared to 5.3% at both the state and national levels. Boeing and Amazon have become major drivers of the growth in local employment, accounting directly and indirectly for more than 40% of the jobs created in the Puget Sound since 2010. Both offer high-paying jobs that drive secondary employment in other sectors such as entertainment and services. At the same time, rapid growth in the local construction industry has driven demand for construction workers and created new jobs throughout the supply chain for materials, design and other services.

Employment growth provides the strongest evidence of the strength in the local economy. As shown below, the Puget Sound region has seen a steady increase in the rate of job growth during the recovery.

## Proposed Executive Summary

Figure 1. Puget Sound Region\* Employment: Annual Growth Rate



Looking forward, the local economic forecast anticipates continued employment growth, but projects that the rate of growth will slow. Because employment is the fundamental driver of local economic activity, which in turn drives tax revenue, this pattern of slowing growth is also seen in the forward looking forecasts of City revenue. In particular, General Fund revenue growth is projected to slow to 3.3% in 2017 and 2.9% in 2018.

### Prudent Financial Management - Continued Growth in Reserves

While the proposed budget does include modest increases in spending, it continues to take a prudent approach toward planning for unforeseen circumstances by fully funding the City's established reserves. The City maintains two large reserves to help address potential financial stresses on the General Fund: the Revenue Stabilization Account, and the Emergency Subfund.

The Revenue Stabilization Account, better known as the Rainy Day Fund, buffers the General Fund from unanticipated shortfalls in revenue. By adopted policy, 0.5% of General Fund tax revenues are directed into the fund each year, until it reaches a maximum amount established as 5% of this same revenue stream. In 2015, the account reached this maximum level and currently has a balance of \$45.2 million. As General Fund tax revenues continue to grow, so will the maximum balance and the 2016 Proposed Budget funds a deposit of an additional \$2.3 million. The resulting \$47.5 balance will represent the highest level of funding ever achieved in the Revenue Stabilization Account. A healthy Rainy Day Fund is an essential tool in creating financial stability for the City. It allows the City to preserve services in times



## Proposed Executive Summary

of an unexpected revenue contraction, and helps protect the City's high bond rating, which in turn keeps the City's borrowing costs low.

The City's other large reserve, the Emergency Subfund (ESF), protects the General Fund from the risks of significant and unanticipated expenditures, such as recovery from a major natural disaster. By state law, the City can maintain the equivalent of up to 37.5 cents per \$1,000 of assessed property values in the ESF. The City's adopted financial policies require the fund's balance be maintained at the maximum allowed level. The proposed budget will increase the ESF balance by \$5 million to a new 2016 total of \$59 million, which will be an historic high for the fund. Between the two funds, the City will have General Fund reserves of more than \$106 million.

### Planning for Growth

The vibrant local economy has provided opportunity to many, but the growth has also been uneven. Many individuals are struggling to keep pace with the increasing costs of living in Seattle and many neighborhoods are facing unprecedented levels of development and construction. The Mayor's proposed budget recognizes these strains and seeks to make the investments needed to ensure the City can establish and implement policies that will address the current crisis in affordability, while also changing the way the City plans for future growth.

Earlier this year, a committee of broadly represented stakeholders made a series of recommendations to the Mayor and City Council on how to mitigate the rapid increases in the cost of housing. The Housing Affordability and Livability Agenda (HALA) committee suggested a range of regulatory reforms, as well as an expanded role for the City in helping to fund affordable housing. From a funding perspective, Mayor Murray has called for doubling the investments made through the City's housing levy when it comes for renewal in 2016. More immediately, his proposed budget recognizes that other essential policy initiatives and regulatory changes cannot be achieved without staff to conduct outreach, process community input, develop options and bring forward implementing legislation. In total, five new positions are added to directly work in support of the HALA recommendations, with the goal of implementing meaningful policy changes as quickly as possible.

But recognizing that increased staff alone will not be sufficient to effect a paradigm shift in the way the City plans for growth, the Mayor's proposed budget also creates a new Office of Planning and Community Development (OPCD). By providing a high-level office, where City planning can be centralized and coordinated, OPCD will provide the focus needed to address the rapid growth we are now experiencing and plan for the level of density – in both jobs and housing – we can reasonably anticipate for the future. OPCD will manage a coordinated vision for growth and development so the City can make informed decisions about equitable growth, consistent with Seattle's Comprehensive Plan, and align capital investments across the city. While most of OPCD's 43 staff positions will be transferred from the existing Department of Planning and Development, an additional six positions and \$1.3 million of new funding are included in the proposed budget. Additional details about the structure of the new office are provided in OPCD's section of the proposed budget.

## **Proposed Executive Summary**

### **Investing in Neighborhoods**

At the same time that the Mayor's budget recognizes the need for better planning, it also takes immediate steps to invest in the City's neighborhoods as they exist today. This year will be first in which the Seattle Park District, as approved by the voters in August 2014, is fully implemented. An additional \$37 million will be available each year to enhance regular upkeep and major maintenance of existing parks, as well as for the development of new neighborhood parks. The proposed budget also provides more than \$400,000 to convert underutilized pieces of paved roadway into spaces for community gathering and play.

To identify and better understand the some of the near-term, small-scale needs of Seattle's neighborhoods, the Mayor initiated an ongoing series of "Find it / Fix it" walks across the city. These walks provide an opportunity for residents to tour their neighborhoods with the Mayor, Councilmembers and City staff, pointing out areas of concern and opportunities for City action. The proposed budget follows-up on this work by establishing a grant fund to help implement the specific priorities identified through these community walks. Further, as described below, many of the transportation investments proposed in the budget focus specifically on neighborhood-scale improvements to mobility and safety.

More broadly, the Mayor is seeking ways to better reach out to neighborhoods and to involve residents in City government. To this end, the budget proposes funding for a "Mobile City Hall", which will bring the services now offered at a limited number of Neighborhood Service Centers to where people are already gathering. At farmer's markets, neighborhood festivals or other community events, the Mobile City Hall will provide ready answers to questions about City services and programs, as well as a convenient location to pay utility bills and conduct other City business. The Mayor's proposals for outreach also include a significant investment in Seattle's next generation of civic leaders. A pilot program to involve youth in "Participatory Budgeting" will provide a venue to engage Seattle's younger residents in a dialogue about their view of civic priorities. A total of \$500,000 in public resources has been set aside for the youth to prioritize and program. Youth will be led through a structured process to develop, evaluate and select a set of small-scale project or programs, and through actual voting the youth themselves will determine which ideas move forward to implementation. This effort will be led by the Department of Neighborhoods, with assistance from community organizers who have successfully implemented such programs elsewhere in the country.

### **Enhancing Transportation - Safety and Mobility**

Transportation remains a priority across the city; rapid growth in both population and jobs has put a strain on the City's major commuting routes as well as its neighborhood road network. The pending expiration of the "Bridging the Gap" transportation levy will reduce the resources available to address these challenges, but the proposed budget does include a number of strategic transportation investments.

Building on Seattle voter's support of funding for the Seattle Transportation District's expansion of bus service, the 2016 proposed budget includes nearly \$1 million in capital investments to improve service

## **Proposed Executive Summary**

on Metro's C and D RapidRide lines, significantly enhancing transit service to the employment centers in South Lake Union. This is in addition to the \$40+ million in new transit funding authorized last fall by Seattle voters through the Seattle Transportation District's Proposition #1. These new resources will significantly enhance transit operations, increasing the frequency, reliability and speed of service throughout the city. With limited roadway capacity available within the constraints of Seattle's underlying geography, transit provides the best long-run approach to increasing mobility in key transportation corridors.

The proposed budget also includes \$5 million to fund expansion of Pronto, the City's existing bike share service. This investment has the potential to leverage a \$10 million federal grant. In total, the resulting \$15 million could lead to the addition of 200 new bike stations. At this scale, and with the City's direct involvement in system operations, the service could play an ever-more critical role in the city's overall transportation network.

These investments in mobility will be matched by significant funding for improvements that target safety and enhanced pedestrian access. Safety overhauls for Rainier Avenue South, Lake City Way, 35<sup>th</sup> Avenue Southwest and Southwest Roxbury Street are all included in the proposed budget. These investments will be complemented by continued support from safe routes to school and new innovative proposals for more cost-effective methods for providing sidewalks in neighborhoods where they are lacking.

The proposed budget also reflects Mayor Murray's proposed approach to securing the additional \$71 million needed to complete the seawall project. This proposal includes a balanced mix of cash resources, largely from real estate excise tax revenues and long-term debt, with the resulting debt payments to be paid from commercial parking tax revenues over the next 20 years. These revenue streams would otherwise have been available to support other transportation projects, but completing the seawall is a safety project that will address significant seismic risks to downtown residents and businesses.

The Mayor's proposed budget also takes steps to address the traffic disruptions caused by increased construction activity across the city. An increase in the fees charged for right-of-way permits and construction inspection will help fund 36 new full-time positions to better manage use of the right-of-way, enhance utility construction coordination and limit unnecessary disruptions, for motorized vehicles, bicycles and pedestrians. Rapid redevelopment and surging construction activity are signs of the region's economic vibrancy, but this growth can be managed to better limit and mitigate the impacts being felt today.

### **Improving Public Safety**

Public safety remains the most basic responsibility of local government, and Mayor Murray's 2016 Proposed Budget directs increased funding to continue his leadership in addressing this responsibility. Mayor Murray made a commitment to add 100 new fully-trained officers to the Seattle Police Department's (SPD) ranks by the end of this four-year term. To help ensure that this goal is achieved, the proposed budget includes sufficient General Fund support and anticipated grant funding to add 30 new officers in 2016, five more than originally planned. But this is only one of the proposed investments

## Proposed Executive Summary

in SPD planned for 2016. The proposed budget also includes just over \$500,000 to fund three new civilian positions to improve outreach to Seattle residents. These individuals will leverage the more limited time of SPD's uniformed staff to build better relationships with neighborhoods and business groups.

The Mayor's proposed budget also reflects his pledge to fully implement the Department of Justice (DOJ) Settlement Agreement by improving SPD's accountability. Accordingly, the proposed budget includes sufficient funding to fully equip SPD's patrol force with body-worn cameras. A successful pilot has demonstrated this technology can be effective in protecting officers and enhancing accountability. Additional outreach and negotiation will need to be completed before the cameras can be deployed, but lack of funding will not be barrier to full implementation. On the path toward DOJ compliance, the 2016 Proposed Budget also includes funding to deploy the Data Analysis Platform needed to appropriately track officer performance and personnel management. Furthermore, funding initially approved mid-year in 2015 to add staff to the Office of Professional Accountability is included in SPD's base budget for 2016.

Management assessments by SPD's new leadership team have also identified the need to make both physical improvements and staffing additions to the City's 911 communications center. Accordingly \$200,000 is added to upgrade outdated technology, and just under \$600,000 is proposed to support a total of seven new call takers. The additional staff will help reduce the mandatory overtime that is now required to operate the 911 center, but which has proven to be an unsustainable burden on the dedicated personnel who staff the center.

The proposed budget also includes \$275,000 for a two-year pilot program on gun violence prevention. In 2013, Harborview Injury Prevention and the Research Center of the University of Washington conducted a study to evaluate the interrelationships between substance abuse, mental health diagnosis, gun ownership, gun violence injury hospital admissions, and deaths. The 2016 pilot will expand on this work, and will include: 1) intervention with gunshot wound victims during their hospital stay or at a follow-up visit; 2) dedicated case management outreach following discharge from the hospital; and 3) multi-agency attention to the gunshot wound victims.

Enhancement to SPD and steps to prevent violence, however, are not the only proposed public safety enhancements included in the Mayor's 2016 Proposed Budget. Chief Scoggins, who took over leadership of Seattle Fire Department (SFD) earlier this year, identified a number of areas where either one-time investment or modest ongoing funding could improve SFD operation.

To help ensure greater diversity among these new recruits, SFD will also implement a new program designed to reduce the barriers some individuals now face in applying to become a firefighter. Currently, all applicants must be certified Emergency Medical Technicians (EMT). Obtaining such certification can be an expensive process and thus an impediment to some. Under SFD's new program, EMT training will be provided to recruits after they have been accepted into the training program, rather than being required before one can apply.

## Proposed Executive Summary

And recruiting will be a point of focus at SFD in 2016. Staffing levels at the Fire Department have been a concern for some time, but the need for additional recruits has reached a point where action is needed. When staffing levels drop, additional overtime must be demanded of the remaining officers to ensure that all stations are fully staffed at all times. This approach works well for short periods, but long term it puts unsustainable demands on SFD's dedicated firefighters. To address this issue, the proposed budget includes \$2.2 million in one-time funding to add 35 recruits to SFD's training class in 2016.

Another approach to reducing the unnecessary demands on City firefighters is to decrease the number of non-emergency calls to which they respond. In recent years, roughly 25% of 911 calls for service have proven to be non-emergent situations. Chief Scoggins will deploy two new positions to develop and implement a program that will target several social service agencies and even the specific individuals who generate many of these non-emergent calls.

The Mayor's proposed investments in public safety also extend to implementing recommendations from the Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Task Force he called together earlier this year in the wake of a series hate crimes perpetrated on Capitol Hill. The City will continue support of SPD's "Safe Place" program, while at the same time making modest investments in Project EQTY. Furthermore, the Department of Neighborhoods will improve outreach to the LGBTQ community to encourage increase participation in the City's Neighborhood Matching Fund process. The fund has the potential to support community building efforts and/or projects designed to enhance the visibility of the LGBTQ community and acknowledge its role in shaping Seattle, both of which were priorities identified by the Mayor's Task Force.

### Ensuring Equity and Opportunity

Mayor Murray's commitment to equity and opportunity is one that pervades his policy agenda and budget priorities. For example: the mandatory \$15 minimum wage will enhance the wages of thousands of struggling Seattle families; the work of the HALA Committee will address the need for equitable access to housing; the Seattle Preschool Levy will provide educational opportunities for Seattle's children; the Seattle Transportation Benefit District's Proposition 1 will delivers a transit system accessible to all; and the recommendations of the afore-mentioned LGBTQ Task Force will help enhance the safety of this core Seattle community. The proposed budget builds on these major initiatives, making a number of investments to further implementation of each, while also directing resources into complementary areas where equity and opportunity can be further enhanced:

- The 2016 Proposed Budget expands the resources available to the Office of Labor Standards as it takes a lead role in implementing the \$15 minimum wage, protecting the paid sick leave now available to all Seattle workers and enforcing the City's other labor standard laws. Two additional staff positions will be added to the office, an additional \$150,000 will be provided to enhance outreach and education for local businesses and \$50,000 will be provided to enhance outreach and education for affected employees.

## Proposed Executive Summary

- The Office of Immigrant and Refugee Affairs (OIRA) will implement a new program, called the Immigrant Family Institute to enhance relationships between Seattle's immigrant community and the Seattle Police Department. This program will build on the success of the Refugee Women's Institute, which successfully implemented a comparable program. The Immigrant Family Institute will expand the reach of the program to include whole families, including youth and parents.
- OIRA will also be provided additional funding to enhance the New Citizenship Program that will be transferred to the office from the Human Services Department. The existing program assists immigrants in moving along the path toward citizenship. An additional \$200,000 in funding will provide the opportunity to reach more people, host several large-scale citizenship workshops and to develop a public awareness campaign about the benefits of citizenship.
- The Office of Sustainability and the Environment will expand its Equity and Environment initiative, which is designed to enhance the diversity of those involved in the City's various efforts to enhance environmental protection and awareness. An additional \$100,000 will be available to provide grants designed to support this effort and to support fledging organizations in neighborhoods across the City. OSE will also add staff to support implementation of the Fresh Bucks program, which increases access to health foods and supports local sustainability efforts.
- The Seattle Library will receive an additional \$140,000 to expand the current program that allows Wi-Fi hot spots to be checked out and used for portable internet access. This program has proven very popular and its expansion supports the Mayor's digital equity initiative.
- A total of more than \$650,000 will be added to support youth employment. Of this additional funding, \$500,000 will make up for lost federal support, while an additional \$175,000 will be allocated to the Office of Economic Development to contract with a non-profit entity to become a coordinating clearinghouse for various private and public efforts to increase youth employment opportunities. Rather than competing in their efforts to recruit youth, a coordinated effort could create a more efficient and effective placement mechanism for all those committed to this effort.
- The Department of Neighborhoods will receive \$275,000 to continue support for the Duwamish Opportunity Fund. This will provide \$250,000 in grant awards and \$25,000 to administer the fund.
- The 2016 Proposed Budget increases appropriation authority by \$1,750,000 to spend Child Care Bonus funds on the construction of a new child care facility at Plaza Roberto Mestas. The facility will be located at the El Centro de La Raza Campus on Beacon Hill. The Child Care Bonus program receives contributions from real estate developers in return for increased floor area in the downtown and south Lake Union areas.

## Proposed Executive Summary

### Protecting the Most Needy

The Mayor's commitment to equity and opportunity is also manifest in ongoing support for Seattle's most needy, including those in need of shelter and food security. While expanding financial support for these most basic needs, the 2016 Proposed Budget makes investment in new and innovative strategies.

For the first time, the City will provide direct financial support for encampments to be located on City-owned property. More than \$200,000 will be used to lease property, support camp operations and provide case management and service referrals to encampment residents at up to three different locations. The City is currently working to open a new 100-bed homeless shelter in the Uptown neighborhood of Queen Anne, which was initiated in response to recommendations from the Mayor's Emergency Task Force on Unsheltered Homelessness; ongoing funding is included in this budget. In addition, the Human Services Department (HSD) will support a new 24-hour shelter in 2016. This innovative strategy will provide a place of respite and support whenever it is needed, not just overnight. Funding is also provided for the continued operation and expansion of a homeless youth shelter that operates on Capitol Hill. In part to help coordinate all these efforts, HSD will also add a full-time staff person dedicated to homelessness issues. In total, the 2016 Proposed Budget includes more than \$1.5 million of additional resources for services targeting Seattle's homeless population.

In addition to shelter, access to basic health care is another challenge for the most needy among us. Through its contracts with Seattle King County Public Health, HSD has funded expanded outreach to enroll individuals and families in health care coverage. Although this effort has been successful, and health care coverage has expanded, there continues to be a need for increased access to health and dental care. The 2016 Proposed Budget adds \$1.5 million for capital investments in new or expanded community health facilities. HSD will manage a competitive process for this funding.

HSD will also continue its efforts to develop a more accountable and outcome-focused approach to contracting with local service providers. One step in this effort will be to implement a "portfolio model" for contracting with some of its largest providers of homeless services, including the YMCA, the YWCA, the Downtown Emergency Service Center, Mary's Place and Youth Care. The goal of this effort is to target services more towards preventing the loss of housing rather than providing temporary shelter services, while at the same time streamlining HSD's current contracting approach. At the moment, all these agencies are funded through multiple contracts, each with its own reporting requirements and overhead costs. A single contract will be used to purchase a "portfolio" of services that will place an increasing emphasis on upstream efforts to prevent homelessness. As part of the overall effort to improve contracting effectiveness, the proposed budget also includes additional resources to enhance the staff at HSD who are responsible for contract administration and financial oversight. These changes are consistent with recommendations made by the State Auditor's recommendations, following a review of HSD's contracting approach.

## Proposed Executive Summary

### Pursuing Good Government

The afore-mentioned reforms at HSD are just on small component of Mayor Murray's commitment to enhancing the effectiveness and efficiency, and transparency in the basic operation of City government. For example, earlier this year announced his plan to streamline the way information technology (IT) services are provided within City government. Rather than allowing individual departments to duplicate basic functions such as email and data storage, these services will now be consolidated in the new Seattle Information Technology Department (Seattle IT). On April 6<sup>th</sup> 2016, IT positions currently housed in 15 different departments and Executive offices will join the new department. Organized into five divisions: Engineering and Operations; Leadership, Planning and Security; Digital Engagement; Business Office and Citywide IT Initiatives, the new department will provide unified strategic direction and management of the City's IT resources.

At the same time that the Mayor has provided the leadership needed to achieve IT consolidation, he has also continued to support Citywide efforts to develop and implement an all new central accounting system. This system will provide an opportunity to standardize department approaches to both day-to-day financial transactions and long-term financial planning. The new system will be an essential component of efforts to hold departments accountable for the financial resources they are provided and the outcomes they promise in return. System implementation will require more than just the installation of new software, but also a wholesale review of current business practices and financial operations. As one simple example, the City currently lacks a standardized approach to internally billing for the cost of overhead and indirect management costs. Establishing a consistent approach will facilitate centralized monitoring and decision-making, but require each department to adapt to whatever new approach is established. The cost of this system is significant – more than \$60 million over the next three years – but the City has no choice to move forward in some way; the existing system has reached the end of its useful life and is no longer supported by the manufacturer.

Implementation of the new accounting system will also require each department to adapt various "side systems" that currently provide information to the accounting system, or depend on data that the system generates. The increased functionality of the new central accounting system will displace the need for some of these side systems, but some will still be necessary. The 2016 Proposed Budget provides funding to departments across the City so they may begin planning and implementing the changes in both business processes and side systems that will be needed ensure the successful and timely deployment of the central accounting system.

These efforts will help enhance the transparency initiatives that have already marked Mayor Murray's first two years in office. The Performance Seattle portal that was unveiled earlier this year has now been expanded to provide metrics for more than 20 different City departments and Executive offices. For the first time ever, this budget book includes two pilot projects to improve financial transparency, efficiency and performance. The first project involves selecting, publishing and future tracking of budgetary performance measures for four departments, including Parks and Recreation, Arts and Culture, Human Services and Fire. The second project involves the review and publishing of some findings for two departments that accomplished a budgetary structural review of their past spending



## **Proposed Executive Summary**

practices to look for anomalies and opportunities to improve how they structure their budgets. These represent the initial steps toward a more comprehensive approach toward “performance budgeting”, in which resource allocations will be linked directly to expected outputs and outcomes.



# Race and Social Justice Initiative (RSJI)

## Introduction

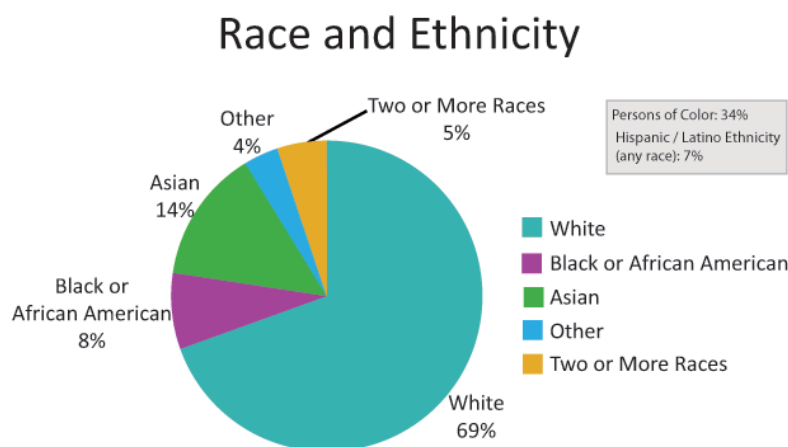
This chapter provides background and context for [Race and Social Justice Initiative \(RSJI\)](#)-related budget additions throughout the 2016 Proposed Budget.

RSJI is a Citywide effort to end institutionalized racism and race-based gaps in City government. A key component is the examination of City policies, projects, initiatives and budget decisions to determine how each item impacts different demographic groups in Seattle. Launched in 2004, Seattle was the first U.S. city to undertake an effort that focused explicitly on institutional racism. Since then, our own King County, and other cities – including Minneapolis, Madison, and Portland – have all established their own equity initiatives. RSJI’s long-term goal is to change the underlying system that creates race-based disparities and to achieve racial equity, as well as:

- ending racial disparities within City government so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents;
- strengthening outreach and public engagement, changing existing services using Race and Social Justice best practices, and improving immigrant and refugee access to City services; and
- leading a collaborative, community-wide effort to eliminate racial inequity in education, criminal justice, environmental justice, health and economic success.

RSJI works to eliminate racial and social disparities across key indicators of success in Seattle, including: arts and culture, criminal justice, education, environment, equitable development, health, housing, jobs, and service equity.

The 2010 Census indicates more than 34 percent of Seattle residents are persons of color. Recent estimates from sources including the American Community Survey show continued deep disparities in the social and economic well-being of Seattle residents. In general, the largest disparities in Seattle, as well as in the nation as a whole, are for the black and Hispanic/Latino populations compared with white, non-Hispanic population. Asians and multi-race persons are also doing poorer than non-Hispanic whites on many social and economic indicators.



Sources: 2010 Census, U.S. Census Bureau

# Race and Social Justice Initiative (RSJI)

## Mayoral Direction

During his first week in office, Mayor Edward B. Murray convened his cabinet of department directors at the Seattle Pacific Science Center to discuss RSJI, its history, its successes and the opportunities the City has to further that work. This was partnered with a tour of the “RACE” exhibit displayed at the Center, which included racial and cultural education information about Seattle and King County. Afterward, the Mayor’s cabinet debriefed on the exhibit and discussed how RSJI could become part of departmental awareness and operations in Seattle.

A few months later, on April 3, 2014, Mayor Murray signed an [Executive Order](#) affirming the City’s commitment to RSJI. The Executive Order expanded the program’s work to include measurable outcomes, greater accountability, and community-wide efforts to achieve racial equity throughout Seattle.

## Consideration of Race and Social Justice in the Mayor’s Office

Each City department has a “Change Team” – a group of employees that supports RSJI activities and strengthen a department’s capacity to get more employees involved. The team facilitates and participates in discussions on race and racism. The Mayor’s Office (including the City Budget Office (CBO) and the Office of Policy and Innovation) created a combined Change Team in 2015. This offers staff an opportunity to engage all levels of the Mayor’s Office in how to more consistently and effectively use an equity lens in policy and budget decision-making. These discussions increase individual and group understanding of how racism and other marginalizing factors affect equity and service provision.

Consistent with established practice since the launch of RSJI, all 2016 budget adjustments were screened for RSJ impacts. Departments used the City’s Racial Equity Toolkit (RET) or other tools to assess direct and indirect results of their proposals, and this analysis was then utilized in the decision-making process within CBO and the Mayor’s Office. To facilitate their analysis, CBO budget analysts attended a full group training on RSJI with specialized training on the RET. This training allowed them to appropriately analyze new policies and program additions or subtractions to ensure that impacts to all communities are carefully considered before any decisions are made.

## Race and Social Justice Impacts in the 2016 Proposed Budget

This section highlights specific examples of RSJI considerations in the 2016 Proposed Budget and budget decision-making processes.

### Equity and Environment Initiative

The Equity and Environment Initiative (EEI) was a new program in 2015 designed to advance racial equity in Seattle’s environmental policies, programs, and outcomes. The 2016 Proposed Budget continues to fund this initiative, which brings RSJI to the center of the City’s environmental work with a sustained focus on equity.

### Expand Program for Priority Hire

The Priority Hire program was launched in 2015, based on recommendations from an advisory group of community worker advocates, labor unions, minority contractors, and others. It creates a Community Workforce Agreement which prioritizes hiring workers for large City projects from disadvantaged populations as a strategy to lower the rates of unemployment in distressed Seattle communities. In

## **Race and Social Justice Initiative (RSJI)**

2016, the Proposed Budget includes increases to this program to ensure that contractors are complying with the terms in the Community Workforce Agreement.

### **Mobile Neighborhood Service Center**

The 2016 Proposed Budget includes funding for a Mobile Service Center vehicle and staff. The Mobile Service Center will expand the network of services offered in economically distressed areas of the city by offering services to those who may not have access to the physical Neighborhood Centers. The Mobile Service Center can connect residents with resources and strengthen City outreach and public engagement for underserved populations.

### **Assistance for Minority Owned Businesses**

The 2016 Proposed Budget includes funding for the Office of Labor Standards to expand education, outreach, and technical assistance to the Seattle business community – with an emphasis on small businesses owned and operated by minority, immigrant and refugee communities – for successful implementation of Seattle's labor ordinances.

### **Retention of Art Spaces in Our Neighborhoods**

The Office of Arts & Culture (Arts) has developed programs to combat the displacement of arts and ethnic cultural spaces, to create cultural affordability, and to support the retention of art spaces in our neighborhoods. The 2016 Proposed Budget provides additional funding to support these efforts, including but not limited to increasing granting initiatives, locating and funding new cultural spaces, and retaining crucial cultural anchors.

### **Youth Work Readiness**

In 2016, Office of Arts & Culture will implement a new grant program to supplement the Seattle Youth Violence Prevention Initiative (SYVPI) Work Readiness Arts Program (WRAP). WRAP is limited to the central, southeast and southwest parts of the city to align with SYVPI boundaries. The current program provides funding to cultural and community organizations to provide programming linking arts learning and work experiences for Seattle youth participating in the SYVPI program. Arts estimates this funding will provide five to 10 additional grants in 2016, allowing for approximately 40 youth (aged 12 to 24) to receive 80 hours of paid training in creative industries with a focus on recruiting youth from historically disadvantaged communities in Seattle.

### **Creative Advantage**

The proposed budget increases funding for Arts' support of Creative Advantage, an arts education initiative led by a public-private partnership that includes Arts, Seattle Public Schools, and The Seattle Foundation. The additional funding in 2016 will provide culturally relevant arts instruction that will help address significant inequities in arts learning and educational outcomes for low-income students and students of color.

### **Recreation Opportunities for All**

The Seattle Department of Parks and Recreation has made continuing efforts to reach and serve immigrants, refugee populations, and others that have been historically underrepresented. These programs have proven successful, but there is currently no dedicated funding for new recreation opportunities in underserved communities. The 2016 Proposed Budget introduces an enhancement fund directed to partnerships with underserved communities which will be used to support partners who work with underrepresented communities and to make connections between Parks and the communities they serve.

# Race and Social Justice Initiative (RSJI)

## **Immigrant Family Institute**

The Immigrant Family Institute will focus on young immigrant and refugee men of color and their families. The program, which will serve 15 young men and their families (up to 45 individuals) and 20–30 police officers, seeks to build understanding between officers in the Seattle Police Department and the communities they serve and protect. The program will feature an eight- to ten-week curriculum, engage numerous City departments to raise awareness about available services, and develop community leadership and capacity within some of Seattle's most vulnerable communities. The police officers will learn more about the diverse communities they serve, helping to address issues around public trust and cultural sensitivity.

## **Expand Programs for New Citizens**

This program assists residents with the application process to become a U.S. citizen. The proposed budget increases funding for this program to ensure that as many eligible residents as possible are on the path to citizenship, with a goal of increasing the number of completed applications from 800 to around 2,000 a year. The proposed budget also includes additional resources to begin implementing a comprehensive civic education and voter engagement campaign, Seattle Votes. In order to understand the unique challenges and barriers immigrant communities face to political participation, resources will be focused on data collection in 2016.

## **WiFi HotSpot Program**

In the 2016 Proposed Budget, the Library is expanding a grant-funded program to provide WiFi internet hotspot devices to library patrons. Many of the patrons who are using the devices belong to the approximately 70,000 households in the City of Seattle without reliable internet service. Internet access is vital to obtain many educational, economic, legal, health, consumer and social services resources.

## **Homelessness Services**

The 2016 Proposed Budget increases funding for homelessness shelters and adds funding for case management services for sanctioned encampments. The budget also adds funding to support the vehicle license fee rebate program and the reduced fare bus pass program known as ORCA LIFT. These programs aide individuals experiencing homelessness and others with low incomes, who are statistically shown to be disproportionately people of color.

## **Youth Employment**

The Summer Youth Employment Program provides jobs and training for youth, helping to build work experience to prepare youth for future educational and work opportunities. The 2016 Proposed Budget sustains the program in the Human Services Department (HSD) to serve at least 450 youth, despite the loss of a federal grant. The budget also includes funding in the Office of Economic Development to support the creation of a new entity to improve matching between employers and youth employees, which is expected to increase the number of available jobs to opportunity youth.

## **Child Care Facility**

The budget also authorizes HSD to use Child Care Bonus revenues to support the construction of a child care facility on Beacon Hill which will serve at least 20% low- and moderate-income clients.

## **Workforce Equity**

In 2015, the Mayor issued Executive Order 2015-02: Workforce Equity Initiative, which addresses gender and race/ethnic wage equity for City employees. Another milestone event for 2015 is the creation of

## Race and Social Justice Initiative (RSJI)

Paid Parental Leave, which was adopted through stand-alone legislation. Initial costs will be funded with existing resources. The City is now tracking the use of leave and will make budget adjustments at the end of each calendar year based on actual use of paid parental leave that exceeds existing funding.

### **Moving Forward**

While there has been increasing attention and work to address equity and social justice issues, there is still a great deal of work needed to address the root causes of inequities and determine culturally appropriate and effective measures to improve access and opportunity.

The City Budget Office (CBO) and the Office of Policy and Innovation will improve their approach to using an equity lens during budget and program analysis each year. Future goals include providing Race and Social Justice Toolkit training for department finance managers, and working with departments to examine the RSJI impacts of their programs holistically – as part of their entire body of work, rather than just incremental budget changes.

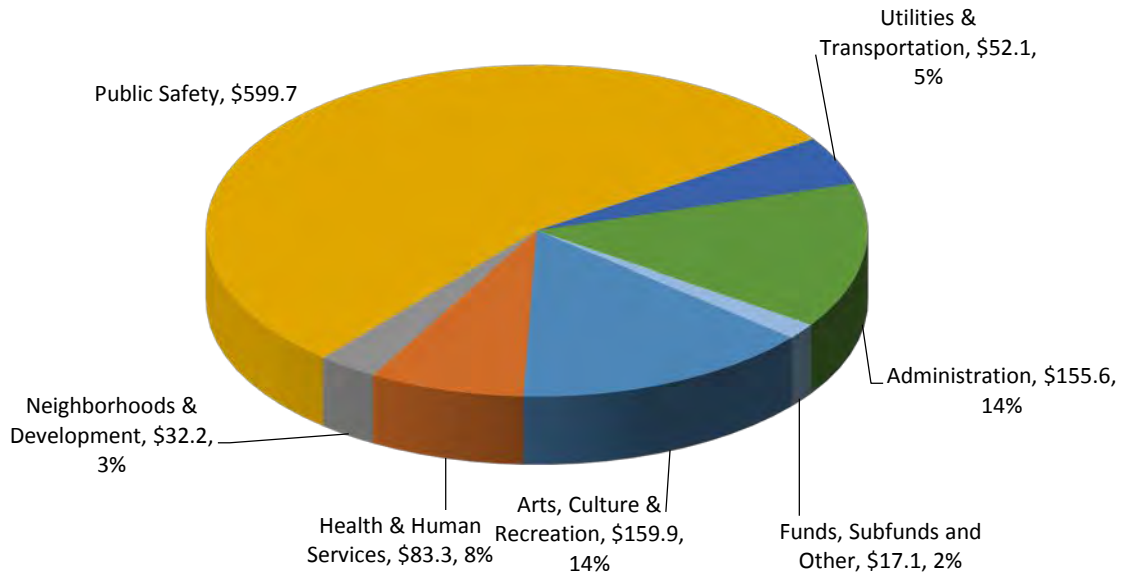
CBO is considering how to more directly communicate the RSJI impacts and considerations for future budget decisions with departments, the City Council, and city residents. These efforts will contribute to Seattle's vision to achieve equitable opportunities for all people and communities.



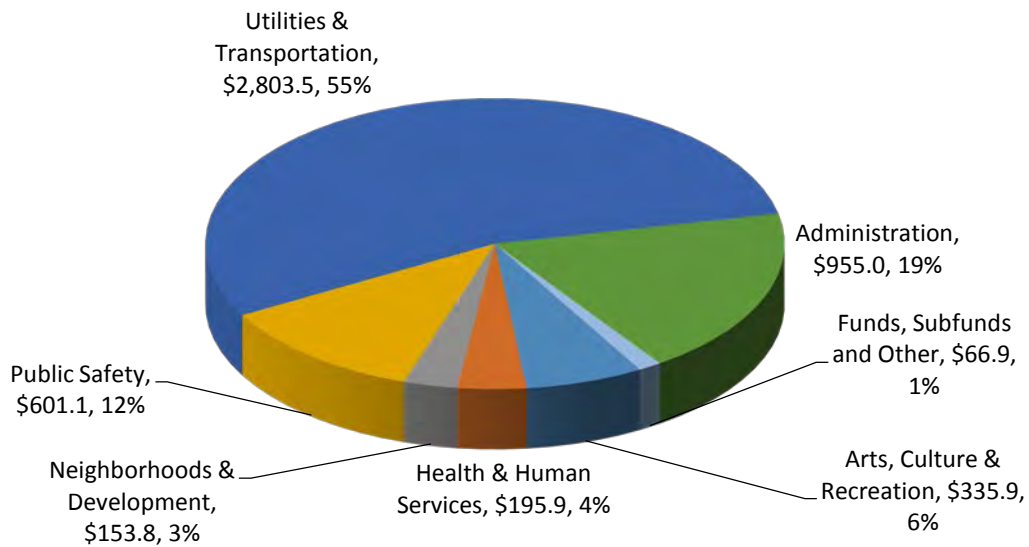


# Summary Charts and Tables

**2016 Proposed General Fund Appropriations - \$1.1 Billion**  
(in millions of dollars)



**2016 Proposed Appropriations - All Funds, \$5.1 Billion\***  
(in millions of dollars)



\*Includes double appropriation

# Summary Charts and Tables

## EXPENDITURE SUMMARY

(in thousands of dollars)

Department	2015 Adopted		2016 Endorsed		2016 Proposed	
	General Subfund	Total Funds	General Subfund	Total Funds	General Subfund	Total Funds
<b>Arts, Culture &amp; Recreation</b>						
Office of Arts and Cultural Affairs <sup>(1)</sup>	0	9,020	0	8,932	0	9,682
The Seattle Public Library	49,750	68,912	50,631	70,489	50,346	71,550
Department of Parks and Recreation	92,853	164,950	96,498	214,432	96,590	209,370
Seattle Center	12,805	43,006	13,050	43,973	12,949	45,261
<b>SubTotal</b>	<b>155,407</b>	<b>285,888</b>	<b>160,180</b>	<b>337,826</b>	<b>159,884</b>	<b>335,864</b>
<b>Health &amp; Human Services</b>						
Human Services Department	64,383	130,009	64,886	127,865	76,329	140,872
Department of Education and Early Learning	12,637	53,517	12,810	60,969	6,985	55,012
<b>SubTotal</b>	<b>77,020</b>	<b>183,526</b>	<b>77,697</b>	<b>188,833</b>	<b>83,314</b>	<b>195,883</b>
<b>Neighborhoods &amp; Development</b>						
Office of Economic Development	7,609	9,144	7,569	9,039	7,919	9,390
Office of Housing	314	52,230	272	51,792	452	52,489
Department of Neighborhoods	5,860	5,860	5,648	5,648	6,659	6,659
Neighborhood Matching Subfund	1,577	4,010	3,325	4,087	3,164	4,578
Department of Planning and Development	10,479	78,001	10,584	76,399	6,024	72,737
Office of Planning and Community Development	0	0	0	0	7,966	7,966
<b>SubTotal</b>	<b>25,839</b>	<b>149,247</b>	<b>27,397</b>	<b>146,964</b>	<b>32,183</b>	<b>153,818</b>
<b>Public Safety</b>						
Criminal Justice Contracted Services	24,161	24,161	24,421	24,421	24,421	24,421
Firemen's Pension	17,312	18,587	17,476	18,769	17,164	18,457
Law Department	23,697	23,697	23,906	23,906	22,722	22,722
Municipal Jail	0	182	0	0	0	0
Police Relief and Pension	20,279	20,396	20,287	20,404	21,713	21,830
Seattle Fire Department	178,366	178,366	179,505	179,505	183,597	183,597
Seattle Municipal Court	29,326	29,326	29,839	29,839	30,334	30,334
Seattle Police Department	293,072	293,072	298,263	298,263	299,736	299,736
<b>SubTotal</b>	<b>586,214</b>	<b>587,788</b>	<b>593,696</b>	<b>595,107</b>	<b>599,686</b>	<b>601,097</b>
<b>Utilities &amp; Transportation</b>						
Seattle City Light	0	1,313,713	0	1,386,090	0	1,369,595
Seattle Public Utilities	1,912	1,016,524	1,665	1,011,069	7,836	1,023,537
Seattle Transportation	40,577	429,366	45,168	342,041	44,288	394,846
Seattle Streetcar	0	9,060	0	9,346	0	5,870
Central Waterfront Improvement	0	2,799	0	29,546	0	417
School Zone Camera Fund	0	10,762	0	8,455	0	9,227
<b>SubTotal</b>	<b>42,489</b>	<b>2,782,225</b>	<b>46,833</b>	<b>2,786,547</b>	<b>52,124</b>	<b>2,803,492</b>

## Summary Charts and Tables

Department	2015 Adopted		2016 Endorsed		2016 Proposed	
	General Subfund	Total Funds	General Subfund	Total Funds	General Subfund	Total Funds
<b>Administration</b>						
Civil Service Commissions	518	518	520	520	507	507
City Budget Office	5,606	5,606	5,650	5,650	5,895	5,895
Office of the Community Police Commission	819	819	830	830	850	850
Department of Information Technology	4,464	82,655	6,499	66,947	3,536	38,194
Seattle Information Technology Department	0	0	0	0	1,718	83,423
Fiber Leasing Fund	0	171	0	155	0	155
Employees' Retirement System	0	22,023	0	19,508	0	20,490
Ethics and Elections Commission	677	677	681	681	654	654
Finance General	58,065	58,065	56,141	56,141	61,021	455,429
Finance and Administrative Services <sup>(2)</sup>	26,874	235,004	27,077	247,158	28,949	61,021
Legislative Department	14,430	14,430	14,232	14,232	14,260	14,260
Office of City Auditor	1,586	1,586	1,598	1,598	1,656	1,656
Office of Hearing Examiner	666	666	670	670	667	667
Office of Immigrant and Refugee Affairs	1,070	1,470	1,843	2,243	2,226	2,626
Office of Intergovernmental Relations	2,594	2,594	2,624	2,624	2,726	2,726
Office of Sustainability and Environment	3,334	3,334	3,246	3,246	3,325	3,325
Office of the Mayor	5,393	5,393	5,443	5,443	5,833	5,833
Personnel Compensation Trust Subfunds	0	227,331	0	240,087	0	235,452
Department of Human Resources	15,419	15,419	15,687	15,687	16,494	16,494
Seattle Office for Civil Rights	4,665	4,665	4,821	4,821	5,301	5,301
<b>SubTotal</b>	<b>146,182</b>	<b>682,427</b>	<b>147,563</b>	<b>688,242</b>	<b>155,619</b>	<b>954,960</b>
<b>Funds, Subfunds and Other</b>						
Bonds Debt Service <sup>(3)</sup>	14,625	32,034	17,581	37,318	16,460	37,456
Cumulative Reserve Subfund <sup>(4)</sup>	0	3,430	0	3,502	0	2,000
Fiscal Reserve Subfunds	0	0	0	0	0	0
Judgment/Claims Subfund	338	17,749	621	17,749	621	17,749
Parking Garage Fund	0	9,208	0	9,475	0	9,716
<b>SubTotal</b>	<b>14,963</b>	<b>62,422</b>	<b>18,202</b>	<b>68,044</b>	<b>17,081</b>	<b>66,921</b>
<b>Grand Total*</b>	<b>1,048,113</b>	<b>4,733,522</b>	<b>1,071,567</b>	<b>4,811,563</b>	<b>1,099,891</b>	<b>5,112,036</b>

\*Totals may not add due to rounding

Notes:

- (1) Includes a dedicated amount based on receipts from Admission Tax.
- (2) The amounts in the "Total Funds" column include appropriations from the Asset Preservation Subfund.
- (3) The amounts in the "Total Funds" column reflect the combination of the General Subfund Limited Tax General Obligation (LTGO) bond debt obligation and the Unlimited Tax General Obligation (UTGO) bond debt obligation. Resources to pay LTGO debt payments from non-General Subfund sources are appropriated directly in operating funds.
- (4) This amount does not include the Cumulative Reserve Subfund (CRS)-supported appropriations for departments receiving CRS support because they are included in the respective department appropriations, and does not include appropriations from the Asset Preservation Subfund because they are included in the Finance and Administrative Services appropriations. The General Subfund contribution to CRS is included in the Finance General appropriations.



## General Subfund Revenue Overview

### City Revenue Sources and Fund Accounting System

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

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

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

All City revenue sources are directly or indirectly affected by the performance of the local, regional, national, and even international economies. For example, revenue collections from sales, business and occupation, and utility taxes, which together account for 58.8% of General Subfund revenue, fluctuate significantly as economic conditions affecting personal income, construction, wholesale and retail sales, and other factors in the Puget Sound region change. The following sections describe the current outlook for the local and national economies, and present greater detail on forecasts for revenues supporting the General Subfund, Cumulative Reserve Subfund, and the Transportation Fund.

### The National and Local Economies, September 2015

#### National Economic Conditions and Outlook

***We are now in the seventh year of the recovery from the Great Recession.*** The period leading up to the Great Recession was characterized by excessive borrowing and risk taking and a huge buildup in U.S. household debt. A lot of the borrowed money was used to purchase assets, which pushed up the price of the assets and eventually led to the buildup of asset bubbles, the largest of which was the housing bubble of 1998-2006. Eventually housing prices rose to a level that could not be sustained, even with exotic mortgages, and prices began to fall. The collapse of the housing bubble triggered the financial crisis which, in turn, precipitated a worldwide recession in 2008-09.

The recession ended in June 2009, 18 months after it started, making it the longest recession in the post war period. By most measures the recession was the worst since the Great Depression. Real Gross Domestic Product

# Revenue Overview

(GDP) declined by 4.2% over a period of six quarters, 8.7 million jobs, 6.3% of total jobs, were lost, and the unemployment rate peaked at 10.0% in October 2009.

Thus far the recovery from the Great Recession has been sluggish, which is typical of recoveries from recessions caused by financial crises. Reasons for the sluggishness include the need for households to reduce their debt burdens, which constrains their ability to spend, and the large stock of nonperforming loans in the financial industry. In addition, housing, which is typically one of the sectors that leads a recovery, has struggled to recover from the bursting of the housing bubble.

**2015 started with a weak first quarter, but growth has picked up since then.** After a strong finish to 2014, the economy slowed in the first quarter of 2015 due to the impact of severe winter weather in much of the nation, a strike by west coast dock workers, and a rising dollar that hurt exporters and U.S. producers who compete with imports. Oil prices continued to weaken in the quarter, which led to a drop in investment in oil exploration and extraction, while the expected boost to consumer spending from lower energy prices failed to materialize as consumers saved much of their oil dividend.

With winter over and the dock workers' strike settled growth picked up in the second quarter, as GDP posted a 3.7% growth rate. Consumer spending was strong in March through May, employment growth accelerated in May and June, and the housing market continued its gradual recovery. Housing starts reached their highest level since late 2007 in the second quarter, and both home sales and prices continued to rise. Purchases of homes by first time buyers reached a five year high in May, aided by Fannie Mae and Freddie Mac's introduction of low down payment products aimed at helping young buyers purchase their first home.

One area of weakness in 2015 is manufacturing, which has been hurt by the rising value of the dollar. In addition, despite healthy job growth and an unemployment rate of 5.3%, wage growth remains weak and labor force participation remains depressed.

**Figure 1. Monthly Change in U.S. Employment**  
Six month Moving Average

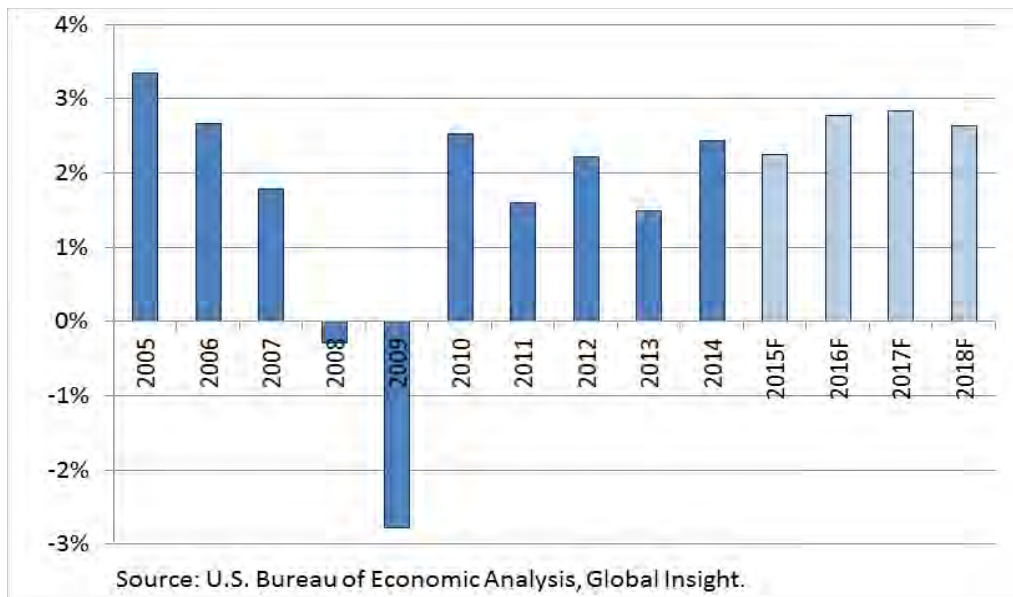


**Economists expect the U.S. recovery to strengthen in 2016 and 2017.** Thus far during the recovery, real gross domestic product (GDP) growth has averaged just over two percent per year. Going forward GDP growth is expected to improve modestly, moving into the 2½ - 3 percent range (see Figure 2). Reasons for this optimism include continued healthy employment growth, low household debt levels, rising consumer confidence, and an

# Revenue Overview

improving housing market. In addition, the public sector, which has been a drag on growth since 2011, is set to begin contributing modestly to growth as state and local governments recover.

**Figure 2. Annual Growth of U.S. Real Gross Domestic Product (GDP)**



Although the current expansion is already longer than the average post-World War II expansion, it is not yet exhibiting signs that suggest its end is near. Most expansions end when the economy overheats causing a rise in inflation, which in turn spurs the Federal Reserve to raise interest rates to slow the economy. There are few signs that the economy is overheating, in large part due to the depth of the recession and the weakness of the recovery. One risk factor for the economy is the normalization of monetary policy. The next step in a return to a more normal monetary policy is for the Federal Reserve to begin increasing short-term interest rates, a move expected in the second half of 2015. The Fed's challenge is to make the transition to higher rates without disturbing the financial markets, as Chairman Bernanke did last year when he announced the Fed would likely be stepping down the pace of its bond purchases. Stock and bond markets reacted strongly to Bernanke's comments, and the subsequent rise in mortgage rates disrupted the fragile housing recovery.

There is probably more risk to the U.S. recovery from forces outside of the U.S. than from domestic factors. At the moment, China poses perhaps the biggest risk to the U.S. and world economies. The slowing of the Chinese economy, along with the deflation of a stock market bubble, a surprise currency devaluation, and a variety of policy missteps by the Chinese government, roiled the world's financial markets in late August.

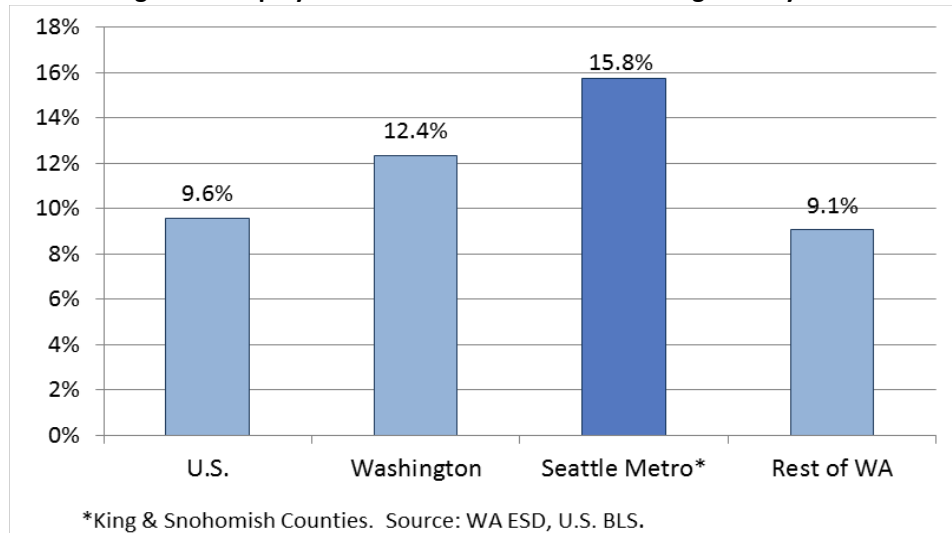
The ongoing turmoil in the Middle East has the potential to disrupt energy markets or disrupt the world economy in other ways. Concerns about Europe have receded somewhat since the resolution of the latest Greek crisis, but Europe remains a source of uncertainty.

## Puget Sound Region Economic Conditions and Outlook

**Unlike much of the nation, the Puget Sound region is experiencing a robust recovery.** Since the Great Recession ended in June 2009, the region's economy has outperformed the national economy by a considerable margin. This is reflected in the region's robust job growth and low unemployment rate. Seattle metro area (King and Snohomish Counties) employment increased by 15.8% from its post-recession low in February 2010 through July 2015 (see Figure 3). This compares to a 9.6% gain for the U.S. and 12.4% gain for Washington State over the same period. The July 2015 unemployment rate for the Seattle metro area was 3.7% compared to 5.3% for both the state and the U.S. According to the Puget Sound Economic Forecaster, the region has also outpaced the U.S. in both income and wage growth during the recovery.

# Revenue Overview

Figure 3. Employment Growth: Post-Recession Trough to July 2015



An analysis by the Puget Sound Economic Forecaster (PSEF) indicates Boeing and Amazon are largely responsible for the strength of region’s recovery, with these two firms responsible for 43% of the jobs created in the region between 2010 and 2014. PSEF concludes that “without the lift from Boeing and Amazon, regional employment and employee compensation would have risen at close to the national rate.”

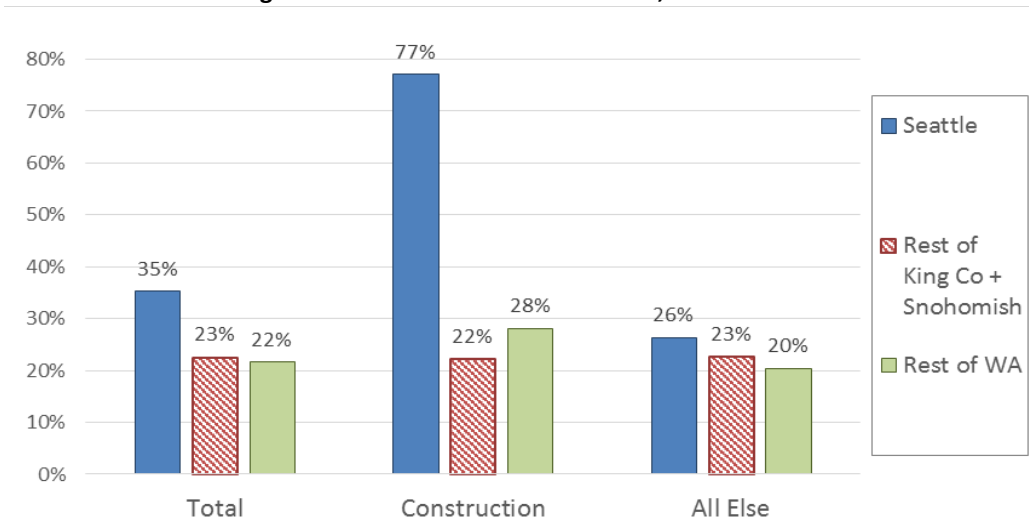
Aerospace provided a major boost to the region’s economy early in the recovery, adding 15,800 jobs between mid-2010 and November 2012. The non-store retailing industry (NAICS 454), which is dominated by Amazon, has posted steady employment growth throughout the recovery. King County non-store retailing added 16,700 jobs in the five year period ending in December 2014. A key reason that these two industries have such a large impact is that the average annual wage for both exceeds \$100,000.

**Seattle has received an outsized share of the region’s growth during the recovery.** At the same time that the Puget Sound region’s recovery has been stronger than the nation’s, Seattle’s recovery has outpaced the recovery of the rest of the region. This can be seen by looking at taxable retail sales data (the tax base for the retail sales tax), one of the few relatively current measures of economic activity available at both the county and city levels. Over the four year period 2010-14, taxable retail sales increased by 35% in Seattle, compared to gains of 23% in the rest of the metro area and 22% in the rest of the state; i.e., outside of the Seattle metro area (see Figure 4). Most of Seattle’s relative strength is due to a 77% increase in construction activity. The rest of Seattle’s tax base has grown only modestly faster than that of the other areas.



# Revenue Overview

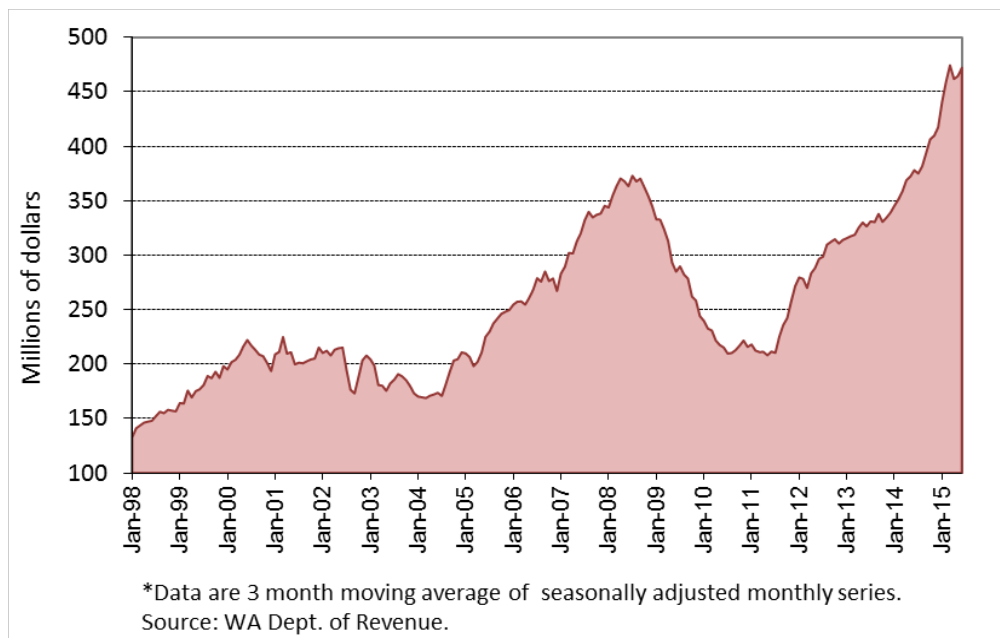
Figure 4. Taxable Retail Sales Growth, 2010 – 2014



Source: WA Department of Revenue.

Seattle’s strong rebound from the recession has been supported by the growth of Amazon, other technology businesses, and business and professional service firms. Employment growth at these businesses, along with the current popularity of in-city living, has boosted the demand for office space and housing in the city, spurring a construction boom. Initially construction was focused in new apartments and public construction, but over time activity has broadened to include more office projects and condominiums. Construction activity has now surpassed levels seen at the peak of the housing bubble in early 2008 (see Figure 5).

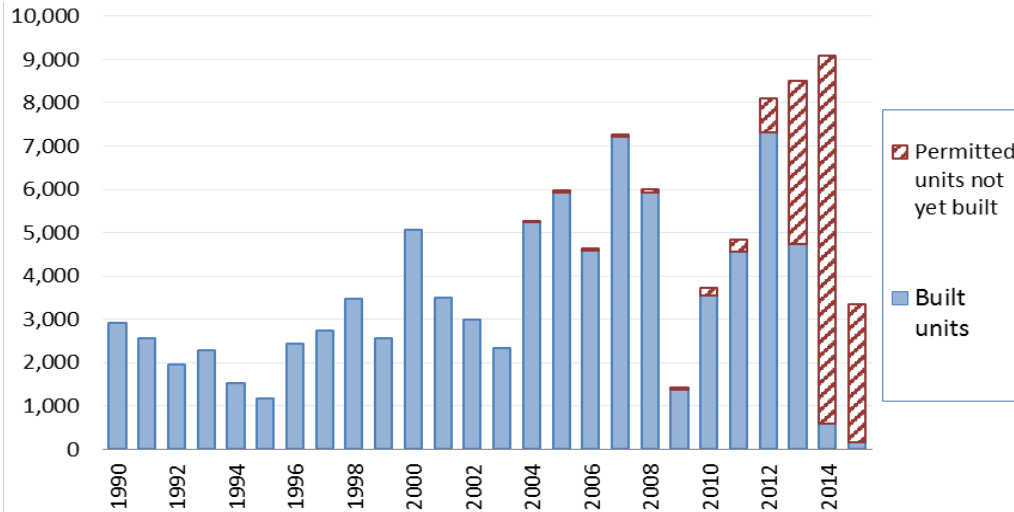
Figure 5. Monthly Taxable Retail Sales for Construction, Seattle



The recent upswing in housing construction is illustrated in Figure 6, which shows the number of new residential units for which a permit was issued by the year of issuance. More permits were issued in each of the last three years, 2012 -14, than in any other year since 1990. Most of the units permitted since the beginning of 2013 are still under construction.

# Revenue Overview

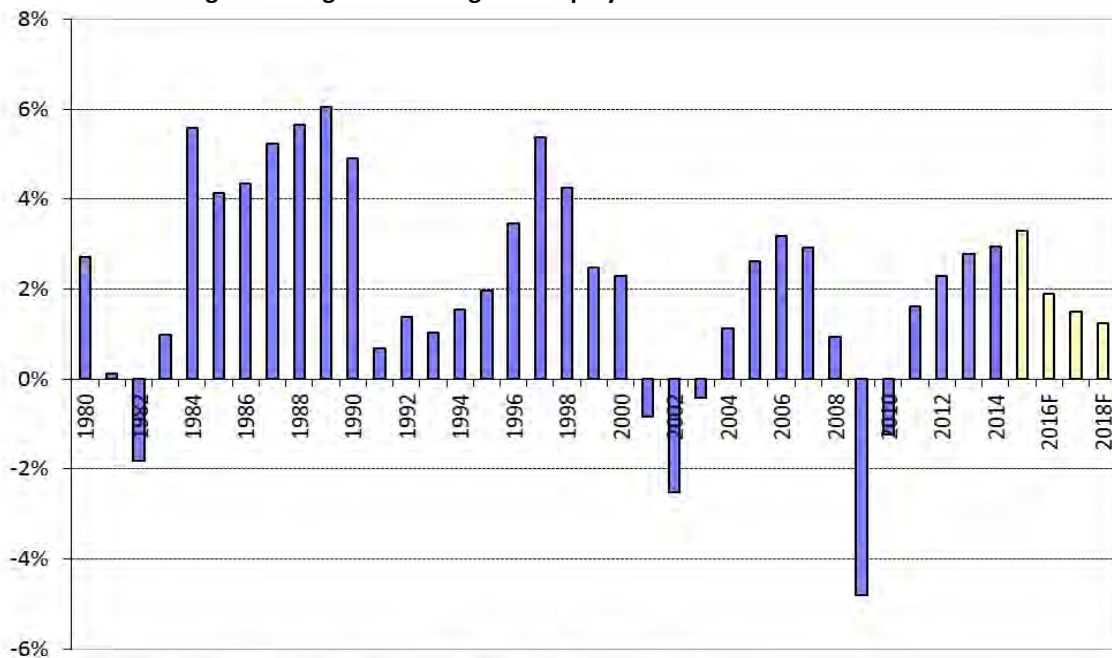
Figure 6. New Residential Units by Year Permit Issued, Seattle



Source: City of Seattle Dept. of Planning and Development.

**The regional economy is expected to slow.** The region’s economy is expected to slow in the coming years, in part because aerospace employment, which expanded rapidly during the early stages of the recovery, is expected to decline at a gentle pace going forward. The Puget Sound Economic Forecaster predicts that 2015 will be the peak year for employment growth, at 3.3% (see Figure 7). The forecast assumes the region will continue to grow faster than the nation, but that the gap between regional and national growth will narrow as the recovery moves forward. Income growth is expected to slow as well, but at a slower pace than employment growth.

Figure 7. Puget Sound Region\* Employment: Annual Growth Rate



\*Puget Sound Region is King, Kitsap, Pierce, and Snohomish Counties.

Source: Historical data from WA ESD; forecasts from the Puget Sound Economic Forecaster.

Sources of risk to the regional economic forecast come from both the national economic forecast, which serves as a basis for the regional forecast, as well as from local economic factors. If the national economy deviates significantly from the national forecast the regional economy will deviate from its forecast as well.

# Revenue Overview

Sources of uncertainty in the local economy include the future trajectory of the current construction cycle as well as the fortunes of the region’s major employers, including Boeing, Amazon, and Microsoft. Boeing has recently relocated some functions and employees to out-of-state locations, but thus far the number of jobs involved has been relatively modest. If Boeing continues moving work out-of-state, the regional forecast will be too optimistic. For Amazon the risk is mostly on the upside, namely that the regional forecast is underestimating Amazon’s future growth. Microsoft has a relatively new CEO who is trying to streamline and refocus the company. As part of a restructuring plan announced in July 2014, Microsoft had reduced its Puget Sound area headcount by approximately six percent as of April 2015. In July 2015 Microsoft announced there will be more local layoffs.

For the Seattle economy, the future course of construction activity is a major source of risk and uncertainty. Construction is a highly cyclical industry, with periods of strong growth often, but not always, followed by sharp downturns. The city is currently well into a boom period, with taxable sales for construction having more than doubled over the past four years. The timing and severity of the inevitable construction slowdown will be a key determinant of the course of the City’s economy over the next several years.

## Consumer Price Inflation

***Inflation has made a modest come back after disappearing during the Great Recession.*** The Great Recession, the worst economic downturn in 80 years, pushed inflation rates down to levels not seen since the 1950s. Driven by a steep decline in energy prices, the annual growth rate of the U.S. CPI-U fell to -0.4% in 2009, the first time in 54 years that consumer prices have declined on an annual basis. During the recovery inflation has been in the 1½ - 2 percent range most of the time, except in 2011, when rising energy prices pushed the U.S. CPI-U up to 3.2%, and in 2015, when a steep drop in energy prices has pulled the rate of inflation to near zero. Also putting downward pressure on prices in 2015 is the strengthening dollar, which has made imports less expensive.

Local inflation tends to track national inflation because commodity prices and national economic conditions are key drivers of local prices. Consequently, Seattle inflation has generally tracked national inflation during the recovery, though Seattle inflation has been running a bit higher recently due to Seattle’s relatively high housing cost inflation. For the first half of 2015, the Seattle CPI-U has risen at a 1.0% rate.

***Seattle inflation is expected to remain subdued.*** In the short- to medium-term, inflationary pressures are expected to remain subdued, as the weakness of the global economy restrains price pressures for commodities, goods, and services. National Inflation is expected to remain near zero through the end of 2015, and then start increasing in 2016 as energy prices begin a gradual rise. The U.S. CPI is expected to settle into the 2% - 2.5% range, though there will likely be some movement outside of this range if energy or food prices rise or fall steeply. Local inflation will continue to track a bit higher than national inflation, particularly in the near term, due to relatively high local housing price inflation.

Figure 8 presents historical data and forecasts of inflation for the Seattle metropolitan area through 2017. The forecasts are for the Seattle CPI-W, which measures price changes for urban wage earners and clerical workers (the CPI-U measures price changes for all urban consumers). The specific inflation measures shown in Figure 8 are used as the bases of cost-of-living adjustments in City of Seattle wage agreements.

**Figure 8. Consumer Price Index Forecast**

	Seattle CPI-W (June-June growth rate)	Seattle CPI-W (growth rate for 12 months ending in June)
2014 (actual)	2.2%	1.6%
2015 (actual)	1.1%	1.1%
2016	2.4%	1.8%
2017	2.4%	2.4%

# Revenue Overview

Source: U.S. Bureau of Labor Statistics, City of Seattle.

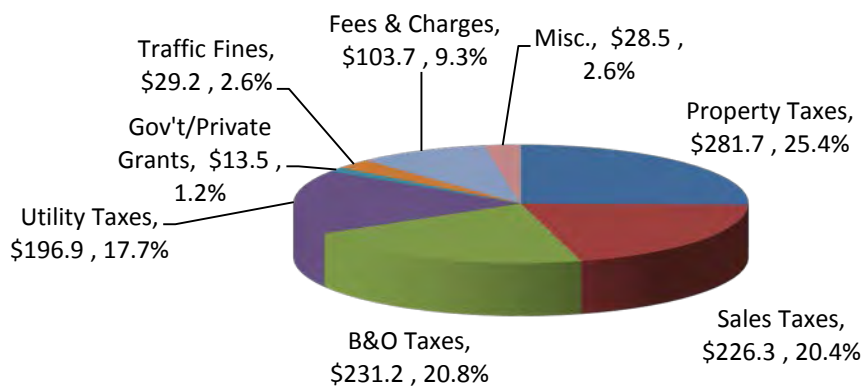
## City Revenues

The following sections describe forecasts for revenue supporting the City's primary operating fund, the General Subfund, its primary capital subfund, the Cumulative Reserve Subfund, as well as specific revenues supporting the City's Bridging the Gap Transportation program in the Transportation Fund.

## General Subfund Revenue Forecast

Expenses paid from the General Subfund are supported primarily by taxes. As Figure 9 illustrates, the most significant revenue source is the property tax, which accounts for over 25.0 percent, followed by the Business and Occupation (B&O) tax, sales tax, and utility taxes.

**Figure 9. 2016 Proposed General Subfund Revenue Forecast by Source - \$1,111.0 Million**



General Subfund revenues were \$1,043.3 million in 2014, a 4.75 percent increase over the prior year. Revenues in 2015 are expected to grow to \$1,056.0 million followed by \$1,111.0 million in 2016. 2014 revenues were relatively high due to around \$18.2 million in pass-through revenues that are not appropriated in adopted budgets.

Figure 10 shows General Subfund actual revenues for 2014, adopted and revised revenues for 2015, as well as the endorsed and proposed revenues for 2016. Revenues, led by B&O and sales taxes, continue to grow outpacing inflation. Construction has been on the rise in Seattle, particularly apartment buildings in dense neighborhoods and office space in South Lake Union playing a key role in tax revenue growth. It appears that the revenues most closely associated with economic activity have returned to more robust levels.

Utility tax receipts from both private and public utilities have held up fairly well through the recession and the following period of expansion. Public utilities have seen a number of general rate increases as well as the creation of revenue stabilization accounts. These rate increases have led to higher tax revenues to the City which have served to counteract the muted growth rates in sales and B&O tax receipts. Some technological changes are having an effect on telecommunications and cable tax revenue streams as consumers change their behaviors. More cellular phone services are being used for internet access and other data services which are not part of the local tax structure. Similarly the competition between cable and satellite service providers along with an increased presence of television online has muted growth in cable tax revenues.

## Revenue Overview

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

Beginning in 2009, City staff began depositing 100% of the revenue from these taxes and fees directly into the General Subfund or other funds as appropriate. This has greatly simplified City accounting. The General Subfund support to the PRF is increased by an amount equal to PRF revenue from these taxes. For 2015 and 2016, General Subfund support to the Parks and Recreation department will be \$92.8 million and \$96.6 million. These contributions are well above the \$44.2 and \$47.0 million that the Charter requires and that would accrue respectively to Parks under the previous 10% accounting approach.

# Revenue Overview

**Figure 10. General Subfund Revenue, 2014 – 2016\***

(in thousands of dollars)

Revenue Source	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
General Property Tax <sup>(1)</sup>	226,037	227,838	227,901	235,803	236,821
Property Tax - Medic One Levy	42,709	43,450	43,776	44,537	44,871
Retail Sales Tax	182,924	189,477	200,427	195,912	209,451
Retail Sales Tax - Criminal Justice Levy	15,098	15,423	16,188	16,118	16,879
B&O Tax (100%)	206,313	216,680	221,048	228,850	231,199
Utilities Business Tax - Telephone (100%)	25,364	25,246	21,878	26,187	23,847
Utilities Business Tax - City Light (100%)	45,303	48,923	46,435	51,506	51,655
Utilities Business Tax - SWU & priv.garb. (100%)	14,607	15,296	15,206	15,835	15,718
Utilities Business Tax - City Water (100%)	30,657	29,704	32,159	31,016	31,053
Utilities Business Tax - DWU (100%)	40,266	40,619	41,705	42,838	43,090
Utilities Business Tax - Natural Gas (100%)	12,740	13,907	11,774	13,294	12,006
Utilities Business Tax - Other Private (100%)	18,253	18,942	18,959	19,222	19,562
Admission Tax	8,116	8,428	8,352	8,688	8,594
Other Tax <sup>(2)</sup>	4,528	4,745	4,745	4,745	10,762
<b>Total Taxes</b>	<b>872,915</b>	<b>898,679</b>	<b>910,554</b>	<b>934,551</b>	<b>955,507</b>
Licenses and Permits	17,261	14,491	16,867	14,491	16,945
Parking Meters/Meter Hoods	39,792	39,731	40,879	40,107	43,130
Court Fines (100%)	29,531	30,188	25,838	29,900	29,153
Interest Income	1,855	2,154	1,656	4,638	2,916
Revenue from Other Public Entities <sup>(3)</sup>	28,705	11,987	12,755	10,737	13,481
Service Charges & Reimbursements	45,078	40,079	41,507	42,034	43,673
<b>Total: Revenue and Other Financing Sources</b>	<b>1,035,136</b>	<b>1,037,309</b>	<b>1,050,055</b>	<b>1,076,457</b>	<b>1,104,805</b>
All Else	4,800	2,617	2,842	3,143	3,415
Interfund Transfers	3,374	3,061	3,061	2,223	2,772
<b>Total, General Subfund</b>	<b>1,043,310</b>	<b>1,042,986</b>	<b>1,055,958</b>	<b>1,081,823</b>	<b>1,110,991</b>

**NOTES:**

- (1) Includes property tax levied for the Firemen’s Pension Fund per RCW 41.16.060.
- (2) Other Tax includes tonnage taxes that previously went to Seattle Public Utilities to pay for Clean City programs. These taxes will now go to the general fund while continuing to support Clean City.
- (3) Included in 2013 Actual figures are the pass-through revenues that are not appropriated in adopted budgets.

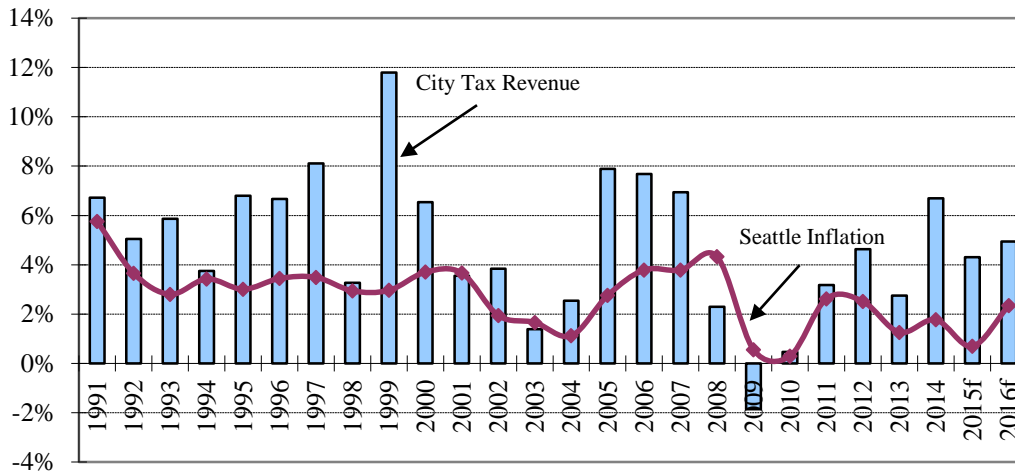
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\* In the past, 10% of certain tax and fee revenues were shown as revenue to the Parks and Recreation Fund and 90% as General Subfund. As of 2009, 100% of these revenues (depicted as “100%” in the table) are deposited into the General Subfund. General Subfund support to the Parks and Recreation Fund is well above the value of 10% of these revenues. This table shows all figures for all years using the new approach.

# Revenue Overview

Figure 11 illustrates tax revenue growth outpacing inflation for most of the 1990s and 2000, before the 2001-2003 local recession took hold. Slow growth posted in 2001 is also attributable to Initiative 747, which reduced the statutory annual growth limit for property tax revenues from 6.0% to 1.0%, beginning in 2002. Economic growth starting in 2004 led to very strong revenue growth in 2005 through 2007, staying well above inflation. The tax revenue growth was outmatched by inflation in 2008 and 2009. The Seattle rate of inflation fell to near zero in 2009 and 2010, but tax revenue growth was negative by almost 2% in 2009. Inflation is forecast to be stable and low over the coming biennium. Tax revenue growth is forecast to be positive and above inflation, with an average annual growth rate of over 4.3 percent 2015 through 2016. Inflation for the same period will average 1.5%.

**Figure 11. City of Seattle Tax Revenue Growth, 1991-2016**



## Property Tax

Property tax is levied primarily on real property owned by individuals and businesses. Real property consists of land and permanent structures, such as houses, offices, and other buildings. In addition, property tax is levied on various types of personal property, primarily business machinery and equipment. Under Washington State law, property taxes are levied by governmental jurisdictions in accordance with annual growth and total rate limitations. Figure 12 shows the different jurisdictions whose rates make up the total property tax rate imposed on Seattle property owners, as well as the components of the City’s 2015 property tax: the non-voted General Purpose levy (61.9%); the five voter-approved levies for specific purposes (33.0%), known as lid lifts because the voters authorize taxation above the statutory lid or limit; and the levy to pay debt service on voter-approved bonds (5.0%). The total amount of property taxes imposed by a taxing jurisdiction is approved by ordinance. The County Assessor then divides this approved levy amount by the assessed value (AV) of all property in the jurisdiction to determine the tax rate (expressed per \$1,000 of assessed value), which, per the Washington State Constitution, is a uniform rate that is then applied to all taxable properties in the respective jurisdiction. The County Assessor determines the value of properties, which is intended to generally reflect 100% of the property’s market value.

**Statutory growth limits, assessed value and new construction.** The annual growth in property tax revenue is restricted by state statute in two ways. First, state law limits growth in the amount of tax revenue a jurisdiction can levy, currently the lesser of 1% or the national measure of the Implicit Price Deflator. Previously, beginning in 1973, state law limited the annual growth of the City’s regular levy (i.e., General Purpose plus voted lid lifts) to 6%. In November 2001, voters statewide approved Initiative 747, which changed the 6% limit to the lesser of 1% or the Implicit Price Deflator, effective for the 2002 collection year. On November 8, 2007, Initiative 747 was found unconstitutional by the state Supreme Court. However, the Governor and state legislature, in a special session on November 29, 2007, reenacted Initiative 747, thus preserving the 1% growth limit. The second growth restriction

# Revenue Overview

is that state law caps the maximum tax rate a jurisdiction can impose. For the City of Seattle, this cap is \$3.60 per \$1,000 of assessed value and covers the City's general purpose levy, including Fire Pension, and lid lifts.

The City of Seattle's 2015 tax rate at \$2.62 per \$1,000 AV was roughly 28 percent of the total \$9.27 rate paid by Seattle property owners for all taxing jurisdictions. The 2015 total and City of Seattle tax obligations for a home of median assessed value in Seattle was \$3,960 and \$1,065 respectively. The obligation amounts in 2014 were approximately \$3,931 and \$1,164.

*Assessed Value (AV)* -- For the first time in 14 years, total assessed value in the City of Seattle fell in 2010 by approximately 10.3 percent. AV fell again in 2011 and 2012 by 2.9 percent and 2.2 percent respectively. The last significant decrease previously was in 1984 when AV dropped by 3.6 percent. Changes in AV affect tax rates as do changes in the amounts levied: as AV falls (rises), tax rates rise (fall). Consequently, from 2009 – 2013 with falling AV, the total property tax rate from all jurisdictions paid by Seattle property owners increased 31.8% from \$7.97 to \$10.50 per thousand dollars of AV. The rate for the City of Seattle increased 27.1% over the same period from \$2.58 to \$3.28, even though the levy amount increased only 12.5%. Rate growth has reversed over the last couple of years as Seattle AV increased 9.57% for 2014, 12.72% for 2015 and is forecast to increase approximately 9.5% in 2016.

*New Construction* -- In addition to the allowed maximum 1% levy growth, state law permits the City to increase its regular levy in the current year by an amount equivalent to the previous year's tax rate times the value of property constructed or remodeled within the last year, as determined by the assessor. Between 1999 and 2010 annual new construction revenues exceeded \$2 million, with rapid increases between 2005 (\$2.9 million) and 2008 (\$6.64 million). New construction revenue for the 2009 tax collection year remained high at \$6.38 million, before succumbing to economic realities and falling 35 percent in 2010 to \$4.11 million, then 52% to \$1.95 million in 2011 before stabilizing at \$2.02 million in 2012. New construction activity and value fell commensurately during this period, but increased 6.9% in the valuation period preceding 2013 tax collections to \$780.2 million from \$729.7 million in 2012, increased a robust 90% further in 2014 to \$1.48 billion and another 53.5% in 2015 to \$2.27 billion. This increased revenues by \$2.39 million in 2013, \$4.6 million in 2014 and \$6.1 million in 2015. The 2016 Proposed Budget projects significant growth in new construction value for 2016 (26.4% to \$2.87 billion) and 2017 (28.2% to \$3.68 billion) before declining 19.2% in 2018 to \$2.98 billion. This new construction volume is projected to generate \$6.3 million additional tax revenues in 2016, \$9.3 million in 2017 and \$7.8 million in 2018.

***The 2016 Proposed Budget assumes 1% growth plus new construction.*** The forecast for the 2016 Proposed Budget's General Subfund (General Purpose) portion of the City's property tax is \$227.9 million in 2015 and \$236.8 million in 2016. Additionally, in 2016 the City will levy approximately \$86.2 million for voter-approved lid lifts accounted for in other funds than the City's General Fund and \$28.8 million to pay debt service on voter-approved bond measures. The City's nine-year Bridging the Gap Transportation lid lift expires in 2015, decreasing the City's levy by approximately \$44 million. Voters, however, will have the opportunity to approve the proposed \$930 million, nine-year Transportation levy renewal at election on November 3, 2015. The first year levy amount is \$95 million.

In August, 2014, voters approved creation of a Metropolitan Parks District (MPD). Pursuant to RCW 35.61, the MPD is a legally separate taxing jurisdiction from the City of Seattle, whose property tax levy authority of \$0.75 per \$1,000 assessed value is outside of the City's statutory rate limit of \$3.60 per \$1,000 assessed value and whose revenues will not be accounted for in the City's General Fund. The MPD named the Seattle Parks District will levy approximately \$47.8 million for collection in the 2016 tax collection year.

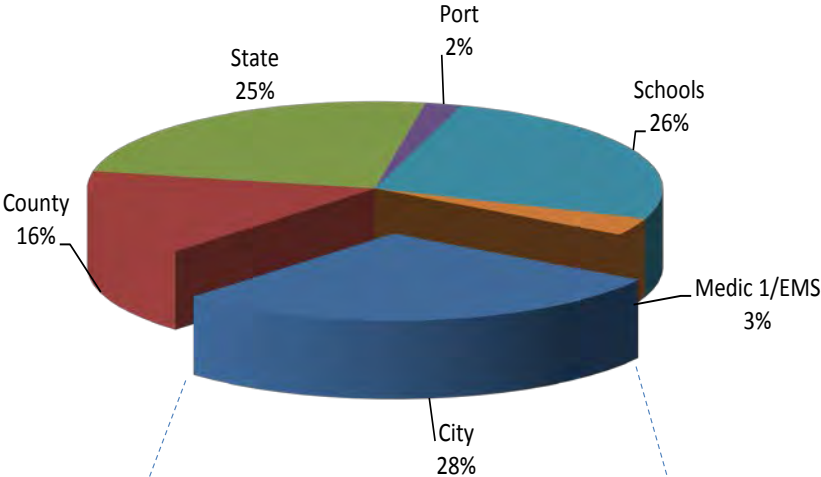
***Medic 1/Emergency Medical Services.*** Voters in November 2013 approved a renewal of the Medic 1/EMS levy at \$0.335 per \$1,000 of AV. At this rate King County projected revenues over the 6-year life of the levy of \$678 million, approximately \$256 million of which will come to the City of Seattle. The 2016 Proposed Budget projects revenues of \$43.78 million in 2015 and \$44.87 million in 2016.



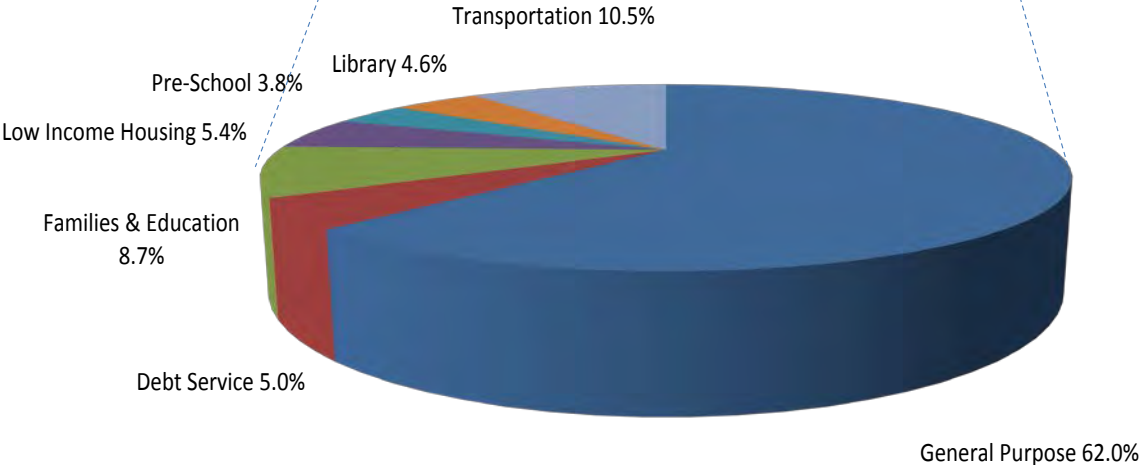
# Revenue Overview

Figure 12.

**Components of Total Property Tax Levy for 2015**  
(tax rate = \$9.27 per \$1,000 assessed value)



**Components of City's Property Tax Levy for 2015**  
(tax rate = \$2.62 per \$1,000 assessed value)



# Revenue Overview

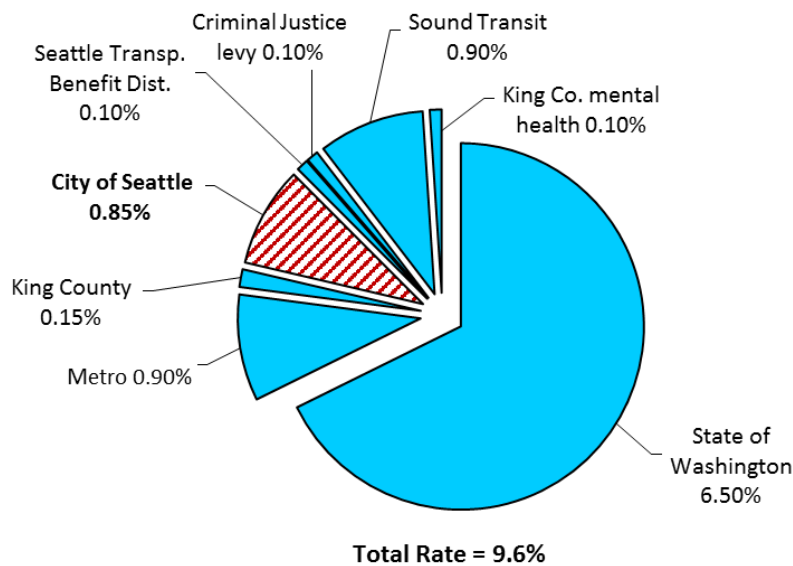
## Retail Sales and Use Tax

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

The sales tax rate in Seattle is 9.6% for all taxable transactions. The rate was increased from 9.5% to 9.6% on April 1, 2015 by the addition of a 0.1% sales tax levy for the Seattle Transportation Benefit District. Seattle voters approved the increase in November 2014.

The basic sales tax rate of 9.6% is a composite of separate rates for several jurisdictions as shown in Figure 13. The City of Seattle's portion of the overall rate is 0.85%. In addition, Seattle receives a share of the revenue collected by the King County Criminal Justice Levy. Revenue collected by the Seattle Transportation Benefit District, whose governing board is comprised of all Seattle City Councilmembers, is used to make transportation improvements within the city.

**Figure 13. Sales and Use Tax Rates in Seattle, 2015**



**Washington State implemented destination based sales taxation in 2008.** On July 1, 2008, Washington brought its sales tax procedures into conformance with the Streamlined Sales and Use Tax Agreement (SSUTA), a cooperative effort of 44 states, the District of Columbia, local governments, and the business community, to develop a uniform set of procedures for sales tax collection and administration that can be implemented by all states. To conform to SSUTA, Washington State had to implement destination based sourcing. Under destination based sourcing, when a retail sale involves a delivery to a customer the sales tax is paid to the jurisdiction in which the delivery is made. Prior to 2008, Washington employed origin based sourcing, i.e., allocating the sales tax to the jurisdiction from which the delivery was made. The change from origin based sourcing to destination based sourcing has resulted in a reallocation of sales tax revenue among local jurisdictions. As a result of the changes the state made to comply with SSUTA, Seattle has seen a modest increase in its sales tax revenue according to analysis by the Washington Department of Revenue.

**Sales tax revenue has grown and contracted with the region's economy.** Of the City's four major taxes, the sales tax is the most volatile because it is the most sensitive to changes in economic conditions. Over half of sales tax revenue comes from retail trade and construction activity, both of which are very sensitive to economic conditions. Seattle's sales tax base grew rapidly in the late 1990s, driven by a strong national economy, expansion at Boeing in 1996-97, and the stock market and technology booms. The recession that followed the bursting of the stock market bubble and the September 11, 2001 terrorist attacks ushered in three successive years of decline (2001-03) in the sales tax base. The economy began to recover in 2004, and then grew strongly for three years, 2005-07, during which the tax base grew at an average annual rate of 9.8%, led by construction's 21.0% rate.

# Revenue Overview

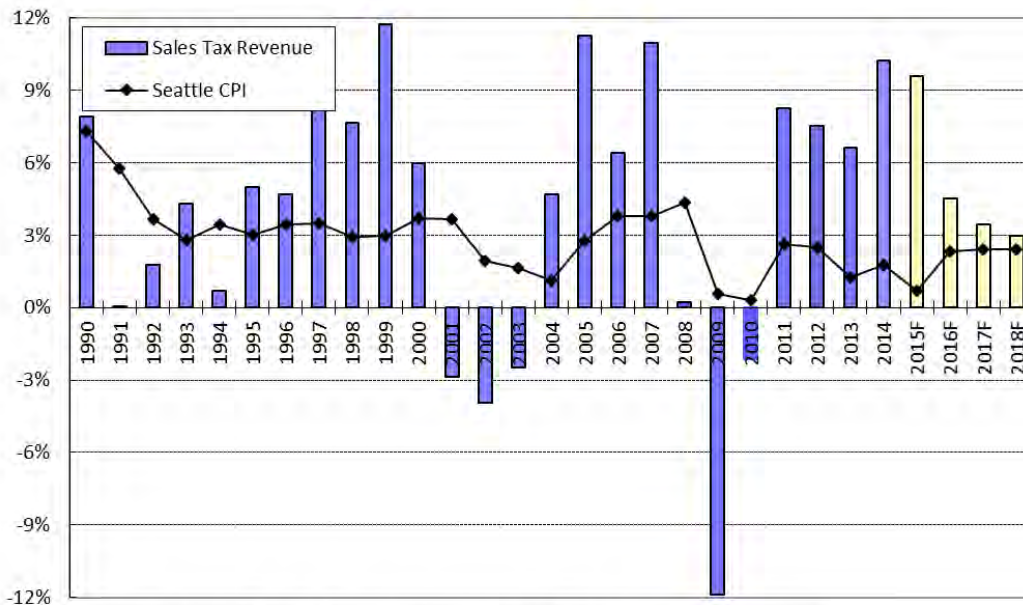
The robust growth of 2005-07 was followed by the Great Recession, which caused the largest contraction in the sales tax base in over 40 years. In a period of five quarters beginning with the third quarter 2008, the retail sales tax base shrunk by 18.2%. The decline was led by a steep drop in construction along with falling sales in manufacturing, finance & insurance, management, education & health services, and building materials & garden supplies.

After hitting bottom 2010, Seattle’s sales tax base has rebounded strongly, with construction leading the way. Other fast growing industries have included motor vehicle & parts retailing, e-commerce retailing, professional, scientific & technical services, accommodation, and food services.

**2015 will be another strong year for sales tax revenue but growth will slow thereafter.** In 2015 sales tax revenue is expected to maintain its robust post-recession pace with a gain of 9.6%, in large part due to the continued strength of construction activity, which is forecast to increase by 19.9%. Growth is expected to slow to the 3.0% to 4.5% range in 2016 – 2018, as both the regional economy and construction activity slow (see Figure 14). Two major sources of uncertainty for the forecast are Amazon and construction.

The sales tax forecast incorporates an expected small revenue gain from SB 6138, a revenue bill passed by the Washington State Legislature in 2015. In addition, the forecast includes an estimate of future sales tax revenue from marijuana sales legalized by Initiative 502.

**Figure 14. Annual Growth of Retail Sales Tax Revenue**



Note: All revenue figures reflect current accrual methods. 2015-18 are forecasts.

## Business and Occupation Tax

Seattle has two municipal business taxes that are levied on business activity that takes place in the city. These complementary taxes are the gross receipts tax, which is levied on the gross receipts of most business activity occurring in Seattle, and the square footage tax, which is levied on the floor area of businesses located in Seattle. The majority of the City’s business tax revenue comes from the gross receipts tax.

Prior to January 1, 2008, the City levied only the gross receipts tax. However, on January 1, 2008, new state mandated procedures for the allocation and apportionment of B&O income took effect. These procedures were expected to reduce Seattle’s B&O tax revenue by \$22.3 million in 2008 according to an analysis prepared by the Washington Department of Revenue. On January 1, 2008, the City imposed a square footage business tax to

# Revenue Overview

recoup the \$22.3 million by taxing a portion of the floor area of businesses that received a tax reduction as a result of the new allocation and apportionment procedures. The new tax was structured so that no business would pay more under the new combined gross receipts and square footage business taxes than it did under the pre-2008 gross receipts tax.

The City levies the gross receipts tax at different rates on different types of business activity, as indicated in Figure 20 at the end of this section. Most types of business activity, including manufacturing, retailing, wholesaling, and printing and publishing, are subject to a tax of 0.215% on gross receipts. Services and transporting freight for hire are taxed at a rate of 0.415%. The gross receipts tax has a small business threshold of \$100,000, which means businesses with taxable gross receipts below \$100,000 are exempt from the tax.

The square footage business tax also has two tax rates. In 2015, the rate for business floor space, which includes office, retail, and production space, is 44 cents per square foot per quarter. Other floor space, which includes warehouse, dining, and exercise space, is taxed at a rate of 15 cents per square foot per quarter. The floor area tax rates are adjusted annually for inflation. The 2016 Proposed Budget proposes that the square footage tax be eliminated on January 1, 2016.

Other things being equal, the B&O tax base is more stable than the retail sales tax base. The B&O base is broader than the sales tax base, which does not cover most services. In addition, the B&O tax is less reliant than the sales tax on the relatively volatile construction and retail trade sectors, and it is more dependent upon the relatively stable service sector.

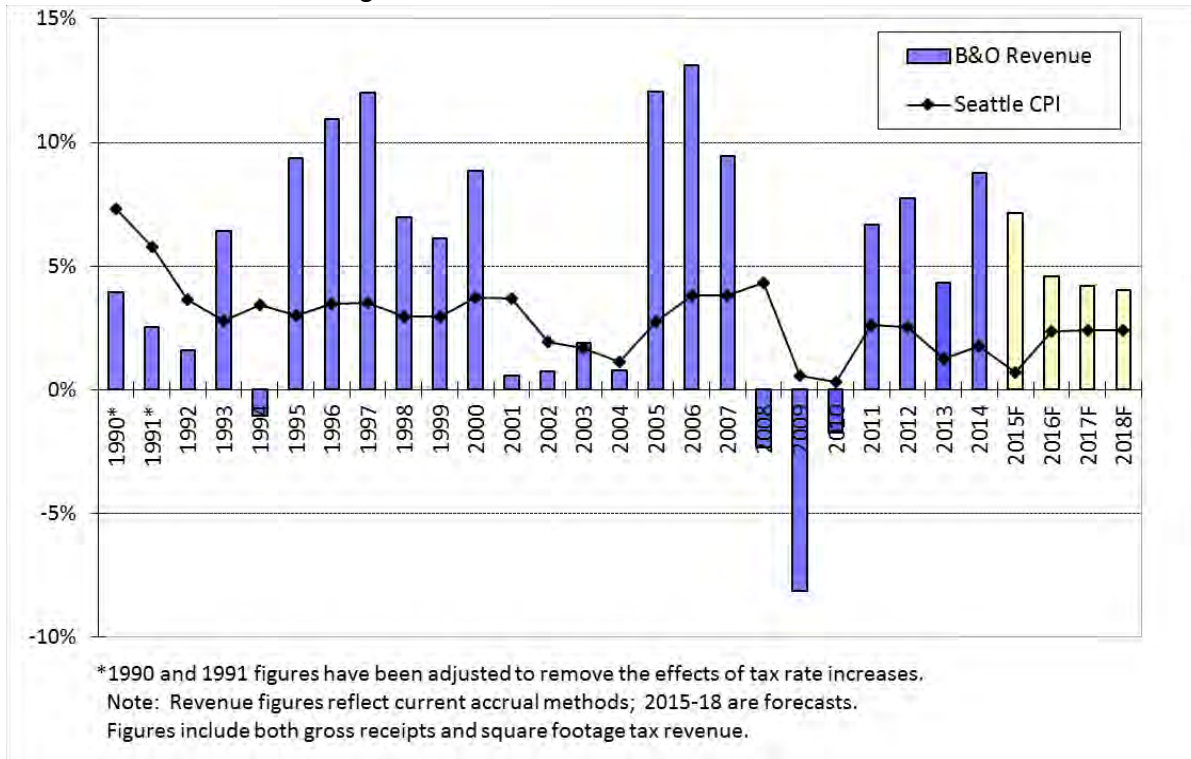
Included in the forecast of business tax revenue are projections of tax refund and audit payments, and estimates of penalty and interest payments for past-due tax obligations. The forecast also incorporates an estimate of the revenue loss due to the proposed elimination of the square footage tax in 2016.

***B&O revenue growth has mirrored the growth of the City's economy.*** In 1995, the City initiated an effort to administer the B&O tax more efficiently, educate taxpayers, and enforce tax regulations. This resulted in unlicensed businesses being added to the tax rolls, businesses reporting their taxable income more accurately, and a significant increase in audit and delinquency collections – all of which helped to increase B&O receipts beginning in 1996. In 2000, B&O revenue was boosted by changes the state of Washington made in the way it taxes financial institutions. These changes affected the local tax liabilities of financial institutions.

Since the mid-1990s, B&O receipts have fluctuated with the economy's ups-and-downs, rising rapidly during the late-1990s stock market & dot-com boom and the housing bubble of the mid-2000s, but falling sharply during the two major recessions of the last decade (see Figure 15). Following four successive years of very weak growth from 2001 through 2004, B&O revenue turned up sharply in 2005 and averaged 11.5% over the three year period 2005-07. The upswing was led by strong growth in construction, professional, scientific & technical services, health services, and finance & insurance. The upturn ended in 2008 with the onset of the Great Recession. 2009 saw the full force of the recession with revenue dropping 8.2% from 2008. The decline was broad based with no industry untouched, but construction, manufacturing, wholesale trade, and finance & insurance were particularly hard hit. The decline continued until the second quarter of 2010, by which time the tax base had lost 16.8% of its value.

# Revenue Overview

Figure 15. Annual Growth of B&O Tax Revenue



In the five years since the 2010 Q2 low point, the B&O tax base has grown at a 6.9% annual rate. Industries growing rapidly during the recovery have been construction, information, real estate, management of companies and enterprises, and food services and accommodation. Health services, historically a fast growing industry, has posted a modest 4.5% annual growth rate during the current recovery. Slow growth in 2013 was caused not by a slowing of growth in the tax base, which expanded by 7.2%, but by a drop in revenue from audit activity and an increase in refund payments from 2012 levels.

**The B&O forecast anticipates strong growth in 2015 followed by a gradual slowing thereafter.** The B&O revenue forecast reflects the expectation that the regional economy will grow more slowly beginning in 2016, and that 2015 will be the last year of double-digit growth for construction. Revenue is expected to increase by 7.1% in 2015, and then drop to the 4% -5% range in 2016 -18.

The forecast incorporates an expected revenue loss of \$2.5 million in 2016 due to the proposed elimination of the square footage tax. It also includes an expected revenue gain of \$400,000 in 2015 and \$600,000 in 2016 and later years from planned improvements to the City’s audit selection process. The City’s current manual selection process will be replaced by an analytically-based automated process that will make use of information from internal and external data sources to identify areas of likely tax non-compliance and to optimize audit workflow. The new process is expected to increase tax compliance, which will provide a modest boost to B&O revenue. Also included in forecast is a projection of revenue from the implementation of Initiative 502, the marijuana initiative.

## Utility Business Tax - Private Utilities

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

**Natural gas prices remain historically low.** The City levies a 6 percent utility business tax on gross sales of natural gas and on sales of steam which has natural gas as an energy source. The bulk of revenue from the natural gas tax is received from Puget Sound Energy (PSE). PSE’s natural gas rates are approved by the Washington Utilities and

# Revenue Overview

Transportation Commission (WUTC). Another tax is levied on consumers of gas delivered by private brokers. It is also assessed at 6% on gross sales.

Spot prices, those paid for delivery in the following month, averaged \$4.3/mBTU for 2014 and are expected to average around \$2.8/mBTU in 2015 and 2016 as a result of the drop in energy prices at the end of 2014. Temperatures play a key role in gas related revenues and are inversely related to natural gas usage and subsequent tax receipts.

**Refunds and Audit payments affect the Telecommunications Tax.** The utility business tax is levied on the gross income of telecommunication firms at a rate of 6 percent. All sectors of the industry have been affected to varying degrees by the recession as well as changes in consumer habits. Wireless revenues have been a source of growth as more and more consumers shift to cellular phones as their primary voice option. This growth has come at the expense of traditional telecom providers, from whom the City has seen steady declines in tax receipts. The recent proliferation of smartphones has been a double-edged sword for the City's tax base. While new smartphone users have added to the wireless tax revenue base, the increased use of data and internet services which are not taxable have caused declines in the revenue streams.

As more and more wireless phone users are using the devices for data transmission instead of voice or text applications, and telecom companies change their rate plans to respond to this consumer behavior, the City will continue to see tax revenue declines. Revenue growth has been negative for the past three years largely as a result of some wireless companies changing their revenue accounting practices to reflect the increased use of non-taxable data services. These accounting practices continue to evolve, leading to another year of negative growth in 2014 of -6.5 percent. Non-current revenues, those that are for prior periods stemming from re-filing or audit/refund payments, have been making up much of the difference keeping the revenue stream flat. In 2015 the City expects the non-current activity to be negative as some large refund payments are processed to various taxpayers. This will result in a year over year revenue growth of -13.7 percent in 2015. Once the refunds are accounted for in 2015, growth in 2016 is forecast to be 9.0 percent.

**Cable tax revenues show positive growth.** The City has franchise agreements with cable television companies operating in Seattle. Under the current agreements, the City levies a 10% utility tax on the gross subscriber revenues of cable TV operators, which accounts for about 90% of the operators' total revenue. The City also collects B&O taxes on miscellaneous revenues not subject to the utility tax. The imposition of a 4.4% franchise fee makes funds available for cable-related public access purposes. This franchise fee is deposited into the City's Cable TV Franchise Fee Subfund.

Cable revenues have been growing, but with increased competition from satellite and internet television providers, the growth has been somewhat muted and continue to be a source of risk to the forecast. Average annual growth for the 2015 – 2016 period is expected to be 3.9%, outpacing inflation.

## Utility Business Tax - Public Utilities

The City levies a tax on most revenue from retail sales collected by City-owned utilities (Seattle City Light and Seattle Public Utilities). Tax rates range from a State-capped 6% on City Light up to a current 15.54% on the City Water Utility. There are no planned tax rate changes; therefore the revenues from the utilities are projected to remain fairly stable, with the exception of those utilities with changes in rate structure.

**New pass-through rates from the Bonneville Power Administration for the current biennium.** City Light sells excess power on the wholesale energy market. City Light energy production, almost exclusively hydro power, competes with natural gas in the wholesale market. For the 2010 fiscal year, the City Council authorized the creation of a rate stabilization fund for the utility funded with an as needed surcharge. The rate stabilization surcharge is not expected to be triggered in 2016, but the possibility remains. For the upcoming biennium energy sales are expected to be relatively flat. Tax revenues that accrue to the General Subfund will have average annual increases of 6.9 percent in 2015 and 2016.

# Revenue Overview

**Water retail rate increases for 2015 and 2016.** Rate increases have already been adopted by Council for the water utility in SPU through 2016. Due to the excessive heat and dryness of the summer in 2015, water usage has been significantly up resulting in higher tax revenues. Tax revenue growth rates are expected to be 4.9 percent in 2015 and fall 3.4 percent in 2016.

**Drainage and Wastewater rate increases mean higher tax revenue growth.** Rates adopted by City Council through 2016 will yield tax receipts from these two utilities that will grow by 3.6 percent and 3.3 percent in 2015 and 2016, respectively.

**Higher Solid Waste rates mean higher tax revenue growth.** The utility tax rate on both City of Seattle and commercial solid waste service is currently 11.5%. Solid Waste rates have been adopted by the City Council through 2016 and along with increased economic activity, will lead to tax revenue growth rates of 4.2 percent and 3.4 percent in 2015 and 2016, respectively.

**Tonnage taxes will move to the General Subfund in 2016.** The City imposes a \$13.27 per ton tax on solid waste hauled within the city limits. Historically these tax revenues, which apply to both public and private haulers, has been collected by Seattle Public Utilities and been used to pay for Clean City programs. These programs support public garbage collection, graffiti removal, illegal dumping, and other activities. In 2016, these taxes, around \$6 million a year, will accrue to the general fund and continue to support Clean City programs.

## Admission Tax

The City imposes a 5% tax on admission charges to most Seattle entertainment events, the maximum allowed by state statute. This revenue source is highly sensitive to swings in attendance at athletic events. It is also dependent on economic conditions, as people's ability and desire to spend money on entertainment is influenced by the general prosperity in the region. Recently, entertainment venues have opened around the City increasing the size of the tax base. Revenues are forecast to grow by an average annual rate of 3.1% for 2015 and 2016.

20% of admissions tax revenues, excluding men's professional basketball, were dedicated to programs supported by the Office of Arts and Cultural Affairs (OACA). For 2010, the Mayor and Council agreed to increase this contribution to 75% based on the actual admission tax receipts from two years prior. As a result, OACA is fully funded by the admissions tax, except for money received from the 1% for Arts program. The forecasts in Figure 11 for admissions taxes reflect the full amount of tax revenue. The Office of Arts and Cultural Affairs section of this document provides further detail on the Office's use of Arts Account revenue from the admission tax and the implementation of this change.

## Licenses and Permits

The City requires individuals and companies conducting business in Seattle to obtain a City business license. In addition, some business activities, such as taxi cabs and security systems, require additional licenses referred to as professional and occupational licenses. The City also assesses fees for public-safety purposes (e.g., pet ownership and fire hazard inspection) and charges a variety of fees for the use of public facilities and rights-of-way. The City instituted a two-tier business license fee structure beginning with licenses for 2005. The cost of a license, which had been \$80 per year for all businesses, was raised to \$90 for businesses with worldwide revenues of more than \$20,000 per year and lowered to \$45 for businesses with worldwide revenues less than \$20,000 per year. City Council increased these fees in the 2015 Adopted Budget to \$110 and \$55 respectively. This is projected to increase revenues by approximately \$1.1 million in each of 2015 and 2016 relative to the 2015 Proposed Budget.

## Parking Meters/Traffic Permits

In spring 2004, the City of Seattle began replacing traditional parking meters with pay stations in various areas throughout the City. In addition to offering the public more convenient payment options, including credit cards

# Revenue Overview

and debit cards, for hourly on-street parking, pay station technology has allowed the City to more actively manage the street right-of-way by adopting different pricing, time limit and other management parameters on different blocks throughout the city and at different times of day. The City currently has around 2,200 pay stations controlling approximately 12,500 parking spaces. The overall objective of the parking management program is to provide a more data-driven, outcome based management and price setting approach in pursuit of the adopted policy goals of 1 to 2 open spaces per block-face, reduced congestion, support of business districts and, as a by-product, reduced vehicle emissions and improved air quality.

One element of the performance based parking management program is greater use of the price signal to achieve management objectives. In 2007, SDOT extended pay station control over 2,160 previously non-paid spaces in the South Lake Union area. Under an experimental approach, multiple rates were implemented categorically for these spaces and were to be adjusted periodically to consistently achieve a desired occupancy rate in the area. This approach was extended citywide in 2009 with a three-tiered rate program, with rates varying according to parking demand by area of the city. Accompanying this change in policy, the maximum allowable hourly rate was increased from \$1.50 per hour to \$2.50 per hour to allow for rate setting flexibility.

The 2011 Adopted Budget included a further increase in the maximum allowable hourly rate from \$2.50 to \$4.00 per hour and an extension of paid evening parking hours from 6 p.m. to 8 p.m. in 7 neighborhoods with high evening occupancy rates. As implemented in 2011, based on measured occupancy throughout the day, SDOT moved from the 3 tiered rate approach to more finely adapted rates by individual neighborhood. The 2012 Adopted Budget went further, redefining the boundaries of parking areas as needed to set rates by neighborhood and where appropriate by sub-neighborhood areas according to occupancy data. It also adopted changes to time limits (from 2 to 4 hours) in 8 neighborhoods and sub-areas. The 2013 Adopted Budget made no further rate, boundary or time limit changes, but assumed full implementation of a pay-by-phone (PBP) payment program. PBP allows individuals to pay for parking by credit card using a smart phone or other smart device, via an account with the City's contracted PBP vendor. The 2014 Adopted Budget assumed status-quo parking rates throughout the City and one time limit change (from 2 to 4 hours) in the Uptown Core area.

The 2015 Adopted Budget, based on collected occupancy data, assumed rate adjustments in several neighborhoods across the City and tested time-of-day pricing in the Chinatown-International District neighborhood. The 2016 Proposed Budget assumes installation of new pay stations in several parking areas, which will allow parking managers to employ time-of-day pricing differences as well as a slate of rate adjustments aimed at achieving prescribed occupancy objectives. Although there are rate reductions and increases planned, a general increase in demand for parking due primarily to increasing employment, particularly in the downtown neighborhoods and an increase in parking spaces along the waterfront planned for 2016, leads to year-over-year forecast revenue growth of 5.3% over 2015 projected revenues of \$37.5 million to \$39.5 million.

*Street Use and Traffic Permits.* Traffic-related permit fees, such as meter hood service, commercial vehicle load zone, truck overload, gross weight and other permits, reversed a downward recessionary trend in 2011, ending 23.3% higher at \$2.33 million than 2010 actual revenues of \$1.83 million. 2012 revenues increased 55% to \$3.65 million, 2013 revenues remained flat at \$3.64 million and 2014 revenues increased 19.4% to \$4.3 million. This increase was due to growing construction and service trade activity and to the advent of the City's car sharing program with Car2Go. City Council approved legislation with the 2015 Adopted Budget that would allow additional car sharing permits and firms to enter the Seattle market. Revenues in this category are projected to increase approximately \$230,000 in 2015 and \$160,000 in 2016.

## Court Fines



# Revenue Overview

Historically, between 70% and 85% of fine revenues collected by the Seattle Municipal Court are from parking citations written by Seattle Police Department parking enforcement and traffic officers. Fines from photo enforcement in selected intersections and school zones now comprise approximately 10-15% of revenues and 10-12% comes from traffic and other tickets. Trends indicated decreases in parking citation volume through 2006. This was in part due to enforcement and compliance changes stemming from the introduction of parking pay station technology beginning in 2004. However, beginning in 2007 citation volume increased, in part due to changes in enforcement technology and strategies, but also to the addition of three Parking Enforcement Officers (PEOs) authorized as part of the South Lake Union parking pay station extension (described above in the Parking Meter section).

Demand for parking enforcement has also grown with changes in neighborhood development, parking design changes and enforcement programs in other parts of the City. The City has established several new Restricted Parking Zones (RPZs), especially around the light-rail train stations through the Rainier Valley. In response, an additional 8 new PEOs were authorized in 2009, 7 in 2010, and 4 in 2011. Two of the four PEOs in 2011 were dedicated to enforcement activities related to the City's scofflaw boot program, which began July 5, 2011. The boot program utilizes mobile license plate recognition cameras and an immobilizing boot device that is attached to scofflaw vehicles, or those with 4 or more outstanding parking citations in collections.

An additional 8 PEOs were adopted for 2013 to compensate for the additional time anticipated to enforce compliance under the Seattle Department of Transportation's new pay-by-phone (PBP) program (see also descriptions in the Seattle Police Department and Transportation Department sections). The PBP program, allows the public to pay for parking with their smart phones or other mobile device. The City began PBP service in July 2013 in the downtown core with PEOs using smartphones to verify compliance rather than the existing HHTs. Full city-wide roll out continued through October 2013.

In 2009, the City received \$27.2 million in court fines and forfeitures, including \$4.7 million from the expanded red light camera enforcement program, which grew from 6 camera locations to 18 in the last quarter of 2008 and to nearly 30 total locations in early 2009. The 2012 Adopted Budget assumed addition of 6 more camera locations and 4 school zone speed camera locations. Due to engineering and permitting complications, installation of the cameras was delayed with the school zone speed cameras becoming operational in December 2012. Total court fines and forfeitures revenues for 2012 were \$32.0 million including \$3.76 million in camera enforcement revenues. In 2013 total revenues grew to \$38.7 million with \$9.9 million of red light and school zone camera enforcement revenues generated by the full year of operations.

The 2014 Adopted Budget assumed an increase in the number of school zone speed camera locations from the original 4 locations to a total of 15 locations by the end of 2014. The 2015 Adopted Budget assumed that only 5 new locations would come on line in the 4<sup>th</sup> quarter of 2014 and the remaining 6 locations were delayed until 2015. Also, per Council action beginning in 2014 the school zone camera revenues will be deposited into a separate fund and will no longer appear in the General Subfund table. Total Fines and Forfeitures revenues for 2014 were \$29.5 million including \$4.5 million of red light camera infraction revenues. School zone camera revenues totaled \$5.1 million in 2014. Non camera fines and forfeitures decreased in 2014 to \$25.0 million from \$28.7 million in 2013 due to management changes, which resulted in greater than anticipated decreases in parking citations. The 2016 Proposed Budget assumes this trend will continue and reach a low point in 2015 before recovering in 2016. Fine and Forfeiture revenues are projected to decline to \$25.8 million in 2015, including \$4.0 million in red light camera revenues, and then grow to \$29.1 million in 2016, including \$4.1 million in red light camera enforcement. With the delay in installation of the additional school zone cameras, enforcement revenue growth will be pushed out and the City expects revenues of \$7.4 million in 2015 and \$8.9 million in 2016.

## Interest Income

Through investment of the City's cash pool in accordance with state law and the City's own financial policies, the General Subfund receives interest and investment earnings on cash balances attributable to several of the City's funds or subfunds that are affiliated with general government activities. Many other City funds are independent, retaining their own interest and investment earnings. Interest and investment income to the General Subfund

# Revenue Overview

varies widely, subject to significant fluctuations in cash balances and changes in earnings rates dictated by economic and financial market conditions.

As a result of the financial crisis in 2008 and the Federal Reserve's unprecedented purchasing of assets through quantitative easing, borrowing rates fell to historic lows. These rates have remained relatively low in 2015 as the Fed exits their purchasing programs. The annual earnings yield for the cash pool is expected to be 1.0 percent in 2015 and 1.8 percent in 2016. Should the economy suffer any setbacks, these rates would be expected to fall. Current estimates for General Subfund interest and investment earnings are \$1.4 million in 2014, \$1.7 million in 2015 and \$2.9 million in 2016.

## Revenue from Other Public Entities

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

***Criminal Justice revenues should be fully restored in the coming biennium.*** The City receives funding from the State for criminal justice programs. The State provides these distributions out of its General Fund. These revenues are allocated on the basis of population and crime rates relative to statewide averages. These revenues have been affected by State budget changes in the recent past and while not expected, could be affected in future budgets out of Olympia.

***Marijuana related revenues will be shared with local jurisdictions.*** As part of the State's 2016 budget, marijuana related tax revenues will be shared with local jurisdictions for public safety purposes. The state has adopted a complicated allocation of these revenues, but in general only those cities in counties that have legalized marijuana sales will receive excise tax distributions based on both their jurisdictions proportion of marijuana related sales as well as a per capita basis. Because this is a new revenue stream with limited information on the size of the tax base, the forecast is imprecise. 2015 revenues are expected to be \$300,000 and \$700,000 in 2016.

***State budget restores liquor related revenues to cities.*** Cities in the state of Washington typically receive two liquor related revenues from the state. One is related to the liquor excise tax on sales of spirits and the other is a share in the State Liquor Board's profits accrued from the operation from their monopoly on spirits sales. The state no longer holds the monopoly in liquor sales in the state due to the passing of Initiative 1183 in November of 2011. The initiative guaranteed the cities would continue to receive distributions in an amount equal to or greater than what they received from liquor board profits prior to the implementation of the initiative as well as an additional \$10 million to be shared annually. There was no guarantee concerning liquor excise taxes. In recent budgets the state has eliminated, on a temporary basis, the sharing of liquor excise taxes. Distributions resumed in the 3<sup>rd</sup> quarter of 2013, but were lower than pre-I-1183 years. In adopting their 2016 FY budget, the state restored the excise tax funding to cities. The City will begin to see the restored funding in the last half of 2015. Liquor related revenues are expected to bring in \$7.3 million in 2015 and \$8.3 million in 2016.

## Service Charges and Reimbursements

***Internal service charges reflect current administrative structure.*** In 1993, the City Council adopted a resolution directing the City to allocate a portion of central service expenses of the General Subfund to City utilities and certain other departments not supported by the General Subfund. The intent is to allocate a fair share of the costs of centralized general government services to the budgets of departments supported by revenues that are largely self-determined. These allocations are executed in the form of payments to the General Subfund from these independently supported departments. More details about these cost allocations and methods are detailed in the Cost Allocation section of this budget.

# Revenue Overview

## Interfund Transfers

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

In ratifying the 2015 and 2016 Budget, it is the intent of the City Council and the Mayor to authorize the transfer of unencumbered, unreserved fund balances from the funds listed in the General Subfund revenue table to the General Subfund.

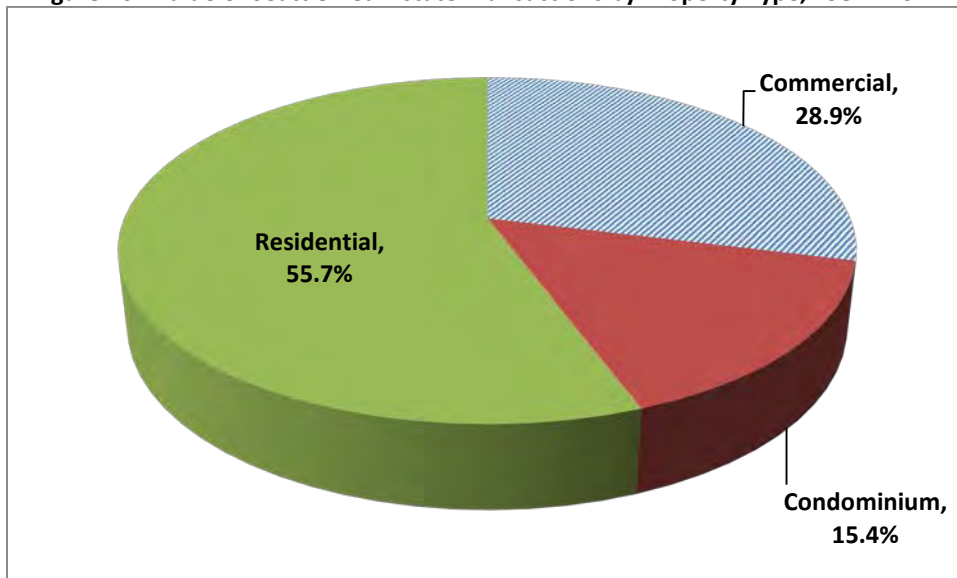
## Cumulative Reserve Subfund – Real Estate Excise Tax

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

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

Over time, 55.7 percent of the City’s REET tax base has come from the sale of residential properties, which include single-family homes, duplexes, and triplexes. Commercial sales, which include apartments with four units or more, account for 28.9 percent of the tax base, and condominiums constitute the remaining 15.4 percent (see Figure 16).

**Figure 16. Value of Seattle Real Estate Transactions by Property Type, 1982 - 2014**

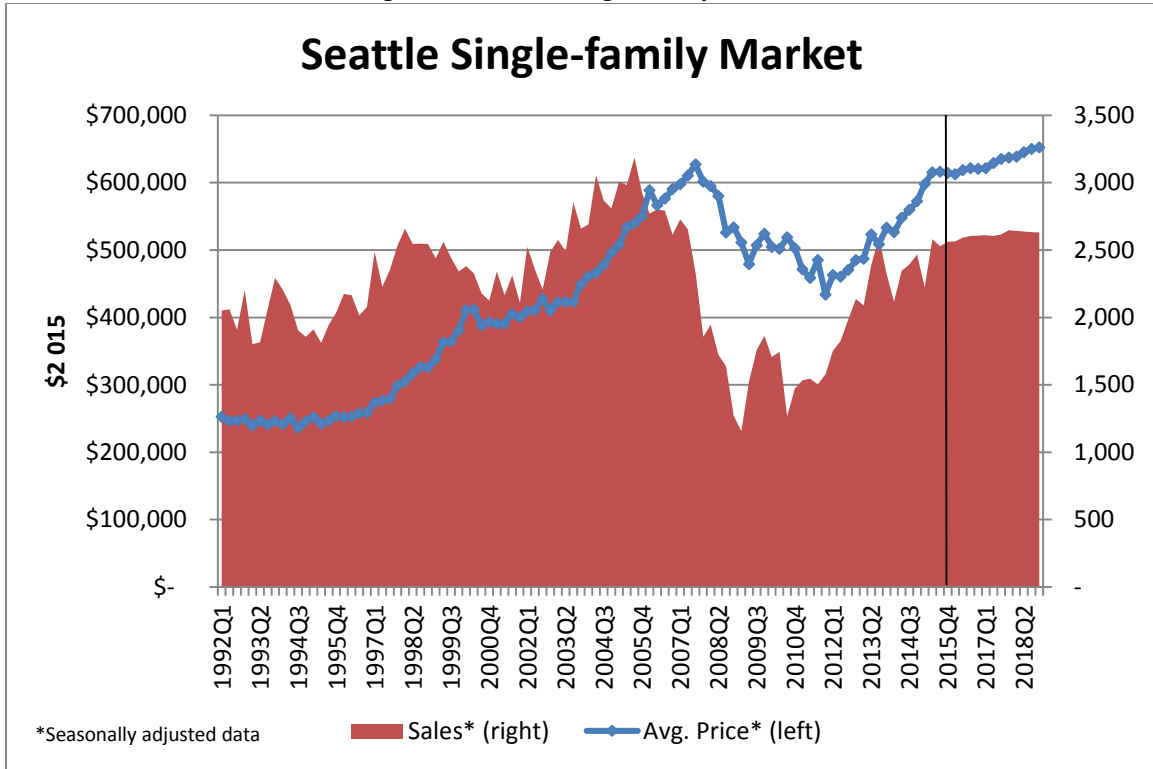


**The residential market continues to grow.** The value of Seattle real estate transactions (the REET tax base) increased at an average annual rate of 13.1% between 1982 and 2007, a period when Seattle area inflation averaged only 3.4% per year. Growth was particularly strong during the recent boom years, fueled by low interest rates and a growing economy. 2008 saw the national property bust that started in late 2005 come to Seattle. The REET tax base declined 50.7% from 2007 to 2008, and continued to decline by 23.4% into 2009. The decline was felt across all three real estate categories. The first quarter of 2009 was the bottom of Seattle’s residential market for both sales and prices on a seasonally adjusted basis. With low financing rates and a growing economy,

# Revenue Overview

residential and condominium sales have been on an upswing with 2014 single-family home prices surpassing their previous peak in 2007; adjusted for inflation, home prices have just begun in 2015 to reach their previous high (see Figure 17).

Figure 17. Seattle Single-family Market



The volatility of REET is reflected by the fact that despite an 8.3% average annual growth rate, the REET tax base declined in ten years during the period 1982 – 2014. This volatility is largely the result of changes in sales volumes, which are sensitive to shifts in economic conditions and movements in interest rates; average prices tend to be more stable over time. That price stability was severely compromised in the downturn as Seattle area prices for residential properties fell 31.0% from their peak, according to the Case/Shiller Home Price Index. Commercial activity tends to be more volatile than the residential market, in part because the sale of a handful of expensive properties can result in significant swings in the value of commercial sales from one year to the next, as was seen in 2007 and 2012 (see Figure 18). 2015 has already seen significant commercial activity with a number of large buildings in the downtown core changing hands as well as numerous apartment buildings coming on-line and subsequently being sold.

# Revenue Overview

Figure 18. Seattle Commercial Sales

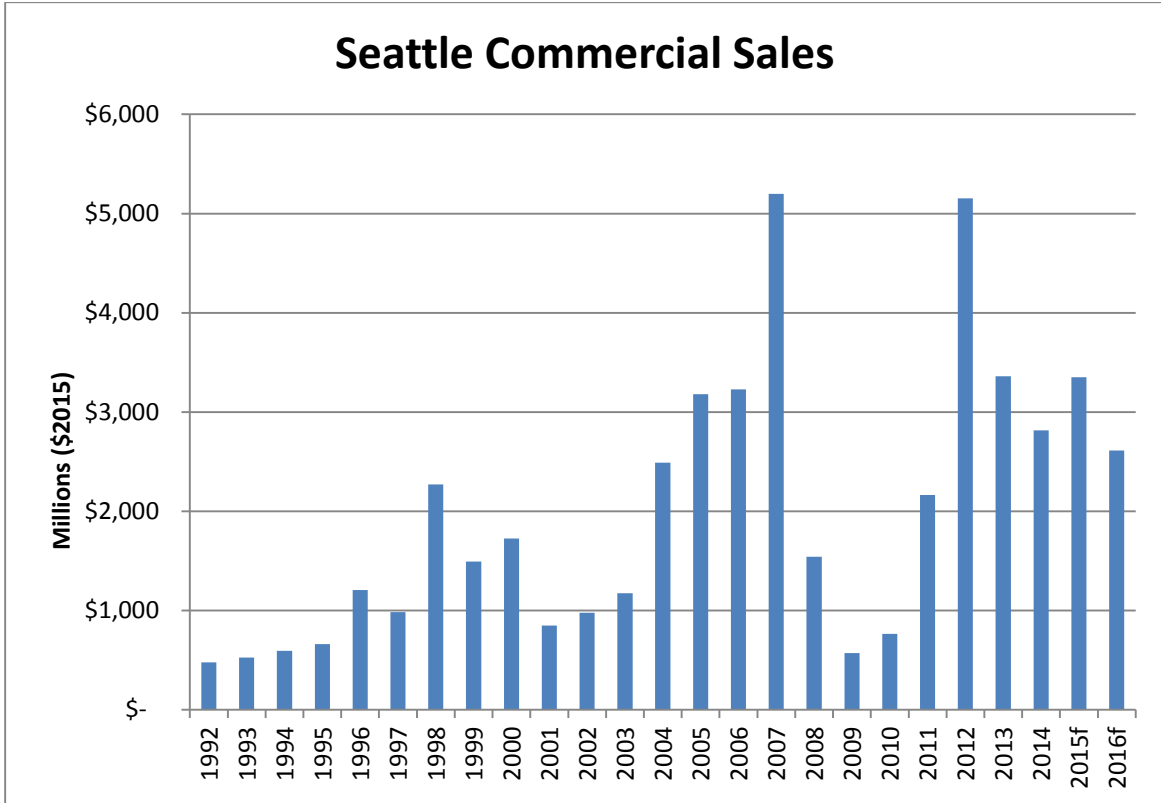
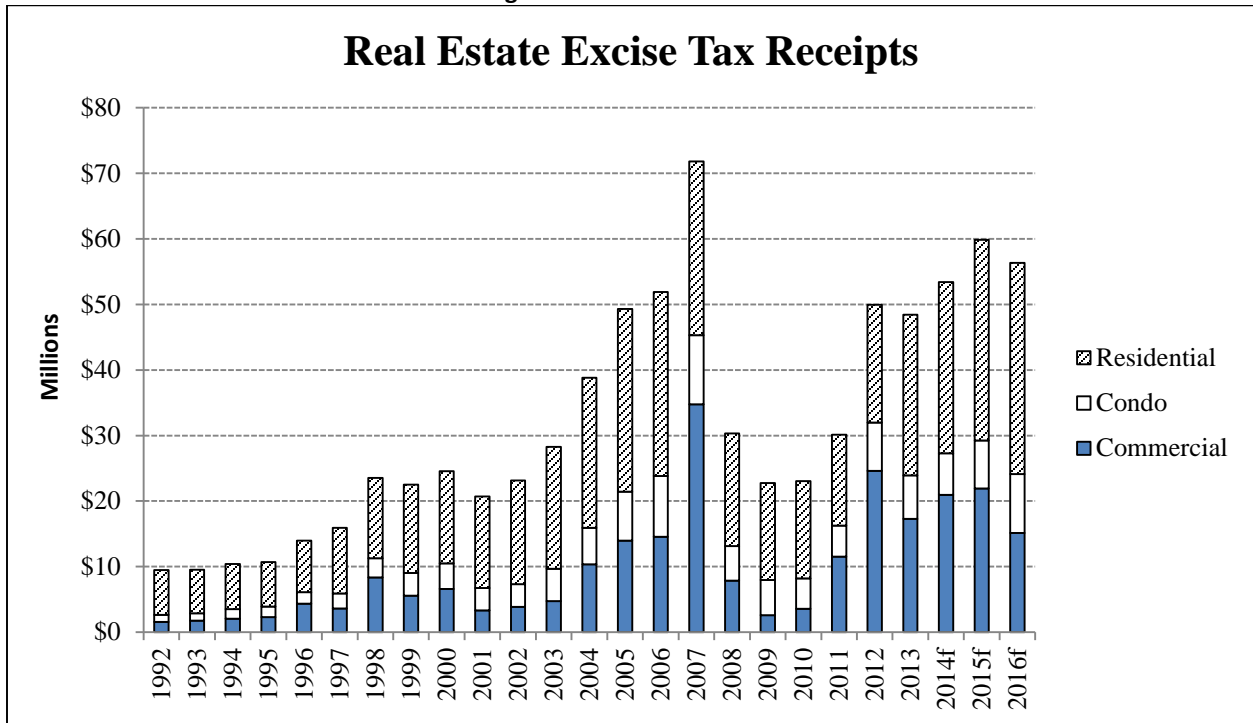


Figure 19. REET Revenues



# Revenue Overview

## Transportation Fund – Bridging the Gap Revenue Sources

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

The transportation lid lift was a nine-year levy authorized under RCW 84.55.050 to be collected from 2007 through 2015. The lid lift provides a stable revenue stream that raised a projected \$43.7 million in 2015. Voters will have an opportunity to vote on a nine-year \$930 million renewal and expansion of this transportation levy on November 3. The first year levy amount for collection in 2016 would be \$95 million.

The commercial parking tax is a tax on the act or privilege of parking a motor vehicle in a commercial parking lot within the City that is operated by a commercial parking business. The tax rate was initially established at 5% effective July 1, 2007. As approved in the authorizing legislation, the rate increased on July 1, 2008 to 7.5%, and then to 10% on July 1, 2009. The tax yielded \$24.1 million in 2010. The commercial parking tax rate increased to 12.5 percent January 1, 2011 and generated \$28.2 million. The tax raised \$31.2 million in 2012, \$32.8 million in 2013 and \$35.7 million in 2014. The 2016 Proposed Budget forecasts revenues to increase to \$36.9 million in 2015 and \$38.3 million in 2016 due to a variety of factors increasing parking usage and price increases. As noted, the original 10% commercial parking tax was established as part of the Bridging the Gap transportation program. The additional revenues from the 2.5% increase in 2011 are authorized to fund a variety of transportation purposes, which are described in the Department of Transportation's section of this budget.

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

# Revenue Overview

Figure 20. Seattle City Tax Rates

	2011	2012	2013	2014	2015
<b>Property Taxes (Dollars per \$1,000 of Assessed Value)</b>					
General Property Tax	\$1.87	\$1.97	\$1.90	\$1.80	\$1.63
Families & Education	0.14	0.27	0.27	0.25	0.23
Parks and Open Space	0.20	0.21	0.20	0.19	0.14
Low Income Housing	0.17	0.18	0.17	0.16	0.16
Fire Facilities	0.10	0.06			
Transportation	0.32	0.33	0.35	0.31	0.27
Pike Place Market	0.10	0.11	0.10	0.06	
Library			0.14	0.13	0.12
Emergency Medical Services	0.30	0.30	0.30	0.33	0.30
City Excess GO Bond	0.15	0.15	0.14	0.14	0.13
<b>Retail Sales and Use Tax</b>	0.85%	0.85%	0.85%	0.85%	0.85%
<b>Business and Occupation Tax</b>					
Retail/Wholesale	0.215%	0.215%	0.215%	0.215%	0.215%
Manufacturing/Extracting	0.215%	0.215%	0.215%	0.215%	0.215%
Printing/Publishing	0.215%	0.215%	0.215%	0.215%	0.215%
Service, other	0.415%	0.415%	0.415%	0.415%	0.415%
International Finance	0.150%	0.150%	0.150%	0.150%	0.150%
<b>City of Seattle Public Utility Business Taxes</b>					
City Light	6.00%	6.00%	6.00%	6.00%	6.00%
City Water	15.54%	15.54%	15.54%	15.54%	15.54%
City Drainage	11.50%	11.50%	11.50%	11.50%	11.50%
City Wastewater	12.00%	12.00%	12.00%	12.00%	12.00%
City Solid Waste	11.50%	11.50%	11.50%	11.50%	11.50%
<b>City of Seattle Private Utility B&amp;O Tax Rates</b>					
Cable Communications (not franchise fee)	10.00%	10.00%	10.00%	10.00%	10.00%
Telephone	6.00%	6.00%	6.00%	6.00%	6.00%
Natural Gas	6.00%	6.00%	6.00%	6.00%	6.00%
Steam	6.00%	6.00%	6.00%	6.00%	6.00%
Commercial Solid Waste	11.50%	11.50%	11.50%	11.50%	11.50%
<b>Franchise Fees</b>					
Cable Franchise Fee	4.40%	4.40%	4.40%	4.40%	4.40%
<b>Admission and Gambling Taxes</b>					
Admissions tax	5.00%	5.00%	5.00%	5.00%	5.00%
Amusement Games (less prizes)	2.00%	2.00%	2.00%	2.00%	2.00%
Bingo (less prizes)	10.00%	10.00%	10.00%	10.00%	10.00%
Punchcards/Pulltabs	5.00%	5.00%	5.00%	5.00%	5.00%

\*The 19.87% rate was effective March 31, 2009, and includes a temporary surcharge to respond to a court decision. This surcharge expired on December 31, 2010.





## Selected Financial Policies

Through a series of Resolutions and Ordinances, the City has adopted a number of financial policies that are designed to protect the City's financial interests and provide a framework and guidelines for the City's financial practices. For additional information about these policies, please refer to the City of Seattle website: [http://www.seattle.gov/financedepartment/financial\\_policies.htm](http://www.seattle.gov/financedepartment/financial_policies.htm).

### Budgetary Basis

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

### Appropriations and Execution

- The adopted budget generally makes appropriations for operating expenses at the budget control level within departments, unless the expenditure is from one of the General Fund reserve accounts, or is for a specific project or activity budgeted in the General Subfund category called Finance General. These projects and activities are budgeted individually.
- Capital projects programmed in the CIP are appropriated in the budget at the program or project level. Grant-funded activities are controlled as prescribed by law and federal or state regulations.
- Within the legally adopted budget authorizations, more detailed allocations, as approved by CBO, are recorded in the City's accounting system, called SUMMIT, at the lowest levels of each department's organizational structure and in detailed expenditure accounts. Throughout the budget year, CBO monitors revenue and spending performance against the budget to protect the financial stability of the City.
- In accordance with Washington state law, any unexpended appropriations for operating or ordinary maintenance expenditures automatically lapse at the close of the fiscal year, except for any appropriation continued by ordinance. Unexpended appropriations for capital outlays remaining at the close of the fiscal year are carried forward to the following year, except for any appropriation abandoned by ordinance.

## Selected Financial Policies

### Budget Transfers

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

### Debt Policies

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

### General Fund Fund Balance and Reserve Policies

- At the beginning of each year, sufficient funds shall be appropriated to the Emergency Subfund so that its balance equals 37.5 cents per thousand dollars of assessed value, which is the maximum amount allowed by state law.
- Annual contributions of 0.50% of forecasted tax revenues are automatically made to the Revenue Stabilization Account of the Cumulative Reserve Subfund (commonly referred to as the “Rainy Day Fund”).<sup>1</sup> In addition, 50% of any unanticipated excess General Subfund fund balance at year’s end is automatically contributed to the Rainy Day Fund. These automatic contributions are temporarily suspended when the forecasted nominal tax growth rate is negative or when the total value of the Rainy Day Fund exceeds 5% of total tax revenues. In addition to the automatic contributions, the City may also make contributions to the Rainy Day Fund via ordinance. Expenditures from the Rainy Day Fund require the approval of a majority of the members of the Seattle City Council and must be informed by the evaluation of out-year financial projections.

### Other Citywide Policies

- As part of the Mayor’s budget proposal, the Executive develops a revenue estimate that is based on the best available economic data and forecasts.

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<sup>1</sup> The 0.50% contribution is lowered to 0.25% of forecasted tax revenues for any year immediately following the suspension of contributions as a result of negative nominal tax revenue growth.

## Selected Financial Policies

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

**Selected Financial Policies**

# 2008 Parks Levy

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## Department Overview

In November 2008, Seattle voters approved the 2008 Parks and Green Spaces Levy (2008 Parks Levy), a \$145.5 million, six-year Levy lid lift for park and recreation purposes. A 16-member Citizen Oversight Committee reviews expenditures, advises on allocations for upcoming budget years, makes recommendations on Opportunity Fund expenditures, and performs other duties. The 2008 Levy expired at the end of 2014. In 2016 and beyond, Parks will spend down the fund balance and any outstanding property tax revenues that may be collected.

The 2008 Parks Levy Fund chapter of the budget is an administrative tool to summarize the approved uses of the Levy. Proceeds from the 2008 Parks Levy are used mainly to support property acquisition, as well as capital expansion, development, and renovation of Seattle Parks and Recreation (Parks) facilities.

Parks manages the 2008 Parks Levy Fund and the majority of the levy funded projects. With these levy resources, the City acquired new neighborhood park and green spaces; developed new and existing parks, playgrounds, trails, boulevards, playfields, and cultural facilities; and performed environmental restoration at various Parks properties. The 2008 Parks Levy also included a development opportunity fund for citizen-initiated projects called the Opportunity Fund.

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

**Park and Green Space Acquisition:** The 2008 Parks Levy provided \$36 million for neighborhood park and green space acquisitions. To date, \$34 million has been appropriated for property acquisitions. The department has implemented a policy to land bank all newly acquired green space until funding for park development is available.

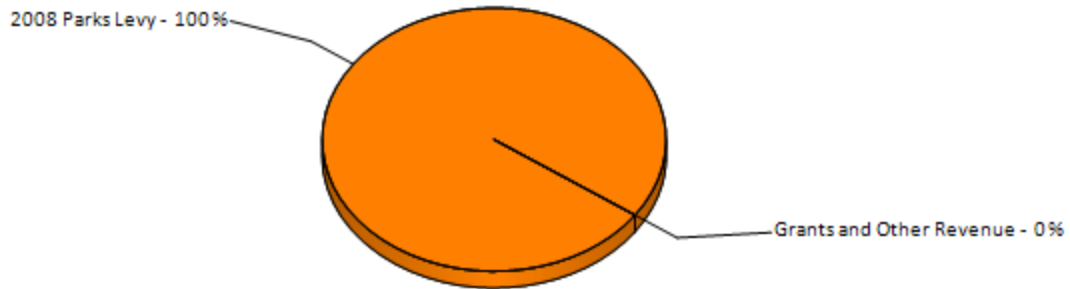
**Park Development Projects:** The levy provided \$87 million for 62 named development projects, three of which are trail projects managed by the Seattle Department of Transportation. To date, \$80 million has been appropriated for development projects. Approximately \$3.4 million of savings were reallocated from this category to fund two more playfield renovations in 2011, and \$9.8 million of inflation contingency funds were reallocated to fund 17 major maintenance projects in 2012.

**Environmental Projects:** The 2008 Parks Levy provided \$8 million for environmental projects, including forest and stream restoration, community garden and P-Patch development, and expanded shoreline access. To date, Parks has appropriated \$8 million for environmental projects.

**Opportunity Fund:** The levy provided \$15 million for citizen-initiated park projects to be recommended by the Levy Oversight Committee. In 2011, the Oversight Committee recommended funding two acquisitions and 13 development projects. In 2013, the Oversight Committee recommended funding three acquisition projects, and 11 development projects. The \$15 million has been appropriated for the Opportunity Fund projects.

## 2008 Parks Levy

### 2016 Proposed Budget - Revenue by Category



### Budget Overview

The 2008 Parks Levy has expired. Current revenues are derived from delinquent property tax bills. The levy requires the Parks Levy Oversight Committee to make recommendations on the allocation of levy dollars. There are no current appropriations for the 2008 Parks Levy, but Parks continues to spend down existing appropriations. The City will appropriate any funds through additional legislation as projects are identified.

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
411100	Taxes , Levies & Bonds	24,844,000	1,027,000	1,918,000	130,000
	<b>Total 2008 Parks Levy</b>	<b>24,844,000</b>	<b>1,027,000</b>	<b>1,918,000</b>	<b>130,000</b>
433000	Grants and Other Revenue	2,784,000	700,000	0	0
	<b>Total Grants and Other Revenue</b>	<b>2,784,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>27,628,000</b>	<b>1,727,000</b>	<b>1,918,000</b>	<b>130,000</b>
	<b>Total Resources</b>	<b>27,628,000</b>	<b>1,727,000</b>	<b>1,918,000</b>	<b>130,000</b>

# 2012 Library Levy

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## Department Overview

In August 2012, Seattle voters approved a seven-year, \$123 million levy to support, maintain and improve core Library services. The City Librarian and the Library Board of Trustees prepare annual progress reports that show how levy proceeds have been used each year.

The 2012 Library Levy allows the Library to increase hours, purchase more books and materials, upgrade public computers and online services, and improve building maintenance. Without the approved levy, the Library would have had to delay important maintenance and public technology investments and make reductions to collections and open hours. The levy supports four priority areas identified through a public process that engaged nearly 39,000 residents: open hours, the collection of books and materials, computers and online services, and building maintenance. As part of this planning process, the Library developed a Strategic Plan that supports reading, personal growth, education, access to information, empowerment of Seattle's neighborhoods, building partnerships and innovation and five action-oriented Service Priorities: youth and family learning; technology and access; community engagement; Seattle culture and history; and reimagined spaces.

The 2012 Library Levy supports the following categories of library services (dollar amounts reflect preliminary 2016 allocations. Final 2016 allocations will be approved by the Library Board of Trustees as part of the 2016 Library Operating Plan):

**Hours and Access:** The levy provides approximately \$3.4 million in 2016 to increase operating hours (over 2012 levels) at branch libraries and bolster reference services to support patrons at branches and the Central Library. Funding also provides support for operational functions that support open hours, such as security services, technology support, and maintenance.

**Collections:** The levy provides approximately \$2.6 million in 2016 to add to the variety and depth of the Library's collection to better meet patron demand for material in all formats. The collections component of the levy also funds a significant increase in purchasing of downloadable materials such as e-books, and more copies of popular materials in print, digital and other formats.

**Technology/Online Services:** The levy provides approximately \$1.2 million in 2016 to replace and upgrade computers and technology infrastructure that was purchased during the Libraries for All (LFA) capital program, providing users access to up-to-date technology tools and resources. The levy also funds improvements to online services to ensure patrons can successfully find and use online material through the Library's online platform.

**Regular maintenance:** The levy provides approximately \$1.3 million in 2016 for regular maintenance to sustain the public's investment in the Central Library and 26 branches that were constructed or remodeled as a result of the 1998 LFA bond measure. Seattle's libraries are among the most heavily used public buildings in the city and require additional resources as they age in order to preserve environments that are safe, clean and welcoming.

**Major maintenance:** The levy provides approximately \$2.2 million in 2016 for sustained stewardship of library facilities. Prior to the levy, the Library's capital improvement program (CIP) was largely funded by allocations from the City's Real Estate Excise Tax (REET). Levy funds have largely replaced REET funding for Library major maintenance throughout the system. REET now provides funding for projects beyond the intended scope of the levy. Included in the levy scope for major maintenance is maintenance necessary for building components such as roofs, floors, finishes, HVAC and mechanical systems. It does not include any funding for new or expanded library space.

## 2012 Library Levy

Additionally, the levy provides approximately \$4.6 million in 2016 to maintain existing core functions and services at 2012 levels and an average of \$280,000 annually to support implementation and accountability measures for levy programs and annual reporting to the public on levy outcomes.

The 2012 Library Levy Fund chapter of the budget is used to show the approved uses of the levy. The dollar amounts reflected above are preliminary and will be finalized in the 2016 Library Operations Plan which will be adopted by the Library Board of Trustees in December 2015. Levy funds to support the Library's operations are transferred to the Library's operating fund and the appropriations are shown in the Library's section of the 2016 Proposed Budget. Capital Improvement Program (CIP) spending for major maintenance is made directly from the Levy Fund and all CIP appropriations are reflected in the Library's section of the Proposed CIP Budget.

### Budget Overview

The 2016 Proposed Budget makes no significant changes to the 2012 Library Levy.

### Incremental Budget Changes

#### 2012 Library Levy

	<b>2016 Budget</b>
<b>Total 2016 Endorsed Budget</b>	<b>\$ 13,665,837</b>

<b>2016 Proposed Budget</b>	<b>\$ 13,665,837</b>
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### Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Library Levy Operating Transfer	18100-B9TRF	12,560,843	13,139,976	13,665,837	13,665,837
Library Levy Capital*	18100	1,516,081	3,148,000	3,242,000	2,242,000
<b>Department Total</b>		<b>14,076,924</b>	<b>16,287,976</b>	<b>16,907,837</b>	<b>15,907,837</b>

\*Capital Improvement Program (CIP) spending is made directly from the Levy Fund and all CIP appropriations are reflected in the Library section of the Proposed CIP Budget.



## 2012 Library Levy

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
411100	Levy Revenue	17,081,846	17,168,000	17,340,000	17,340,000
461110	Interest Earnings	65,534	0	0	50,000
	<b>Total Levy</b>	<b>17,147,380</b>	<b>17,168,000</b>	<b>17,340,000</b>	<b>17,390,000</b>
	<b>Total Revenues</b>	<b>17,147,380</b>	<b>17,168,000</b>	<b>17,340,000</b>	<b>17,390,000</b>
379100	Use of (Contribution to) Fund Balance	-3,070,456	-880,024	-432,163	-1,482,163
	<b>Total Levy</b>	<b>-3,070,456</b>	<b>-880,024</b>	<b>-432,163</b>	<b>-1,482,163</b>
	<b>Total Resources</b>	<b>14,076,924</b>	<b>16,287,976</b>	<b>16,907,837</b>	<b>15,907,837</b>

### Appropriations By Program

#### Library Levy Operating Transfer

The purpose of the Library Levy Operating Transfer program is to transfer funds to the Library Fund (10410) for library operations. This program is funded by Library Levy dollars (Fund 18100).

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Library Levy Operating Transfer	12,560,843	13,139,976	13,665,837	13,665,837
<b>Total</b>	<b>12,560,843</b>	<b>13,139,976</b>	<b>13,665,837</b>	<b>13,665,837</b>

## 2012 Library Levy

### 2012 Library Levy Fund Table

#### 2012 Library Levy Fund (18100)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>4,912,284</b>	<b>2,549,328</b>	<b>8,033,216</b>	<b>3,429,352</b>	<b>4,404,930</b>
Accounting and Technical Adjustments	50,476	0	0	0	0
Plus: Actual and Estimated Revenues	17,147,380	17,168,000	17,218,000	17,340,000	17,390,000
Less: Actual and Budgeted Expenditures	12,560,843	13,139,976	14,273,345	13,665,837	13,665,837
Less: Capital Improvements	1,516,081	3,148,000	6,572,941	3,242,000	2,242,000
<b>Ending Fund Balance</b>	<b>8,033,216</b>	<b>3,429,352</b>	<b>4,404,930</b>	<b>3,861,515</b>	<b>5,887,093</b>
Levy Reserve for Future Use	2,553,000	2,775,448	4,000,309	2,677,039	2,677,039
Planning Reserve		189,937	146,157	619,720	440,299
<b>Total Reserves</b>	<b>2,553,000</b>	<b>2,965,385</b>	<b>4,146,466</b>	<b>3,296,759</b>	<b>3,117,338</b>
<b>Ending Unreserved Fund Balance</b>	<b>5,480,216</b>	<b>463,967</b>	<b>258,464</b>	<b>564,756</b>	<b>2,769,755</b>

# Office of Arts and Culture

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

## Department Overview

The Office of Arts & Culture (Arts) envisions a city driven by creativity that provides the opportunity for everyone to engage in diverse arts and cultural experiences. The office promotes Seattle as a cultural destination and invests in Seattle's arts and cultural sector to ensure the City provides a wide range of high-quality programs, exhibits and public art. Arts includes six programs: Cultural Partnerships, Community Development and Outreach, the Langston Hughes Performing Arts Institute, Public Art, Artwork Conservation, and Administrative Services. These programs are supported by two funding sources: the Arts Account, which is primarily funded through an allocation of the City's admission tax revenues, and the Municipal Arts Fund, which is supported by the 1% for Arts contributions.

The **Cultural Partnerships** program invests in cultural organizations, youth arts programs, individual artists and community groups to increase residents' access to arts and culture, and to promote a healthy cultural sector in the city. The Cultural Partnerships program offers technical assistance and provides grants to arts and cultural organizations throughout the city. The Cultural Partnerships program also leads the City's work in creative placemaking, arts in education, and equity work.

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

The **Langston Hughes Performing Arts Institute (LHPAI)** provides for the operation of LHPAI, a cultural performing arts institute that presents classes, performing arts academies, programs and events, with the goal of providing quality cultural programs with educational components that meet the needs of the community.

The **Public Art** program integrates artists and their ideas in the design of City facilities, manages the City's portable artworks collection and incorporates art in public spaces throughout Seattle. This program is primarily funded through the 1% for Art program, which by ordinance requires eligible City capital projects to contribute one percent of their budgets to the Municipal Arts Fund for the commission, purchase and installation of public artworks.

The **Artwork Conservation** program supports the City of Seattle's Public Art investment in permanent art. This program provides professional assessment, conservation, repair, and routine and major maintenance of artwork for the City's approximately 400-piece permanently sited art collection.

The **Administrative Services** program provides executive management and support services for the office; supports the Seattle Arts Commission, a 16-member advisory board that advises the office, Mayor and City Council on arts programs and policy; and promotes the role of the arts in economic development, arts education for young people and cultural tourism.

## Office of Arts and Culture

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$7,628,345	\$9,020,356	\$8,931,963	\$9,682,199
<b>Total Operations</b>	<b>\$7,628,345</b>	<b>\$9,020,356</b>	<b>\$8,931,963</b>	<b>\$9,682,199</b>
<b>Total Appropriations</b>	<b>\$7,628,345</b>	<b>\$9,020,356</b>	<b>\$8,931,963</b>	<b>\$9,682,199</b>
Full-time Equivalent Total*	30.84	31.59	31.59	29.09

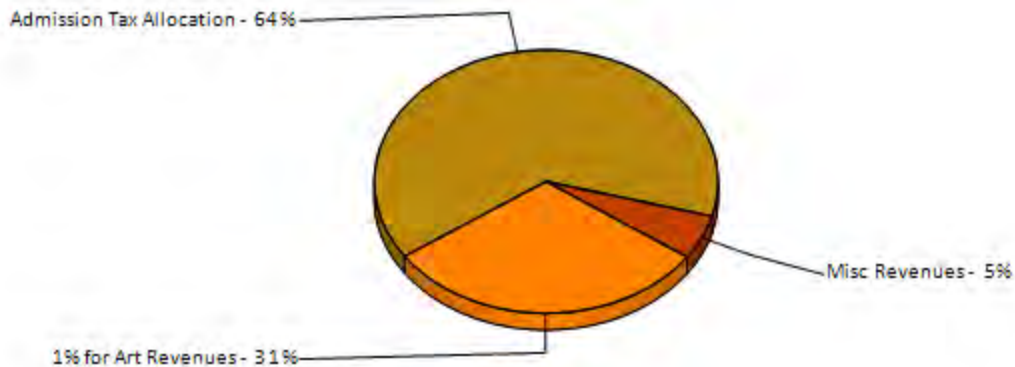
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Office of Arts and Culture

## 2016 Proposed Budget - Revenue by Category



### Budget Overview

The programming choices Arts makes depend in large part on the revenue derived from Admission Tax. This funding supports arts-related programs and one-time capital expenditures to keep artists living and working in Seattle, to build community through arts and cultural events, and to increase arts opportunities for youth. The 2016 Endorsed Budget assumed that Arts would receive 75% of Admission Tax revenues. The 2016 Proposed Budget increases the percent of Admission Tax revenues for Arts from 75% to 80%. In addition, Admission Tax revenues increased slightly over the amount estimated in the 2016 Endorsed Budget.

Using this funding, the 2016 Proposed Budget will increase support for: 1. youth arts programs including supplementing an existing youth arts program run through the Seattle Youth Violence Prevention Initiative (SYVPI) and increasing funding for the Creative Advantage program at Seattle Public Schools; and 2. arts and ethnic cultural space in Seattle.

In 2016, Arts will implement a new grant program to supplement the SYVPI Work Readiness Arts Program (WRAP). The current program provides funding to arts, cultural and community organizations to provide programming linking arts learning and work experiences for Seattle youth participating in the SYVPI program. WRAP is limited to the central, southeast and southwest parts of the city to align with SYVPI boundaries.

This new funding will allow Arts to provide grants to organizations that may not qualify for the SYVPI WRAP program due to geographic or other limiting factors. Arts estimates this funding will provide five to 10 additional grants in 2016, allowing for approximately 40 youth (aged 12 to 24) to receive 80 hours of paid training in creative industries. The proposed budget also provides funding for Arts to reallocate and increase a current part-time position to full time to oversee the WRAP program, this expansion program, and other youth arts programs.

## Office of Arts and Culture

The proposed budget also increases funding for Arts' support of Creative Advantage, an arts-education initiative led by a public-private partnership that includes Arts, Seattle Public Schools, and The Seattle Foundation. The additional funding in 2016 will provide culturally relevant arts instruction that was developed with community and parent input across 10 schools in the South/South-West Arts Pathway. This program, currently implemented in 13 schools, is transforming how youth learn through art and helps address significant inequities in arts learning and educational outcomes for low-income students and students of color.

The Office of Arts & Culture has developed programs to combat the displacement of arts and ethnic cultural spaces, to create cultural affordability, and to support the retention of art spaces in our neighborhoods. The 2016 Proposed Budget provides additional funding to support these efforts, including but not limited to increasing granting initiatives, locating and funding new cultural spaces, and retaining crucial cultural anchors.

The 2013 Adopted Budget transferred the Langston Hughes Performing Arts Institute (LHPAI) program from the Parks Department to Arts. As part of that transfer, Arts and LHPAI developed a long-term workplan to help LHPAI transition into a self-sustaining nonprofit organization beginning in 2016. Arts and LHPAI continue to work with a consultant and a steering committee on the implementation of that workplan. Steps in 2016 include establishing 501(c)(3) status for the new nonprofit, recruiting board members for the nonprofit, and deciding how best to manage the building housing LHPAI. The workplan also includes the transition of the programming workload from LHPAI to the new nonprofit beginning in 2016. The 2016 Proposed Budget includes actions to transfer this workload to the nonprofit and maintain financial support for programming through an Arts administered grant to the nonprofit.

The 2016 Proposed Budget preserves funding at 2015 levels for the department's core programs funded through the Arts Account. These programs - Civic Partners, Youth Arts, CityArtist, smART Ventures and Neighborhood and Community Arts - give one-time grant funding to local artists, arts and cultural organizations and arts-education programs.

Council Resolution 31327 established an Arts Account reserve with a minimum balance of \$400,000, to be funded by January 1, 2015. This resolution requires a Consumer Price Index (CPI) adjustment beginning in 2016 and in future years. The proposed budget fully funds this reserve, including the CPI adjustment in 2016.

The 2016 Proposed Budget for the Municipal Arts Fund has been updated to reflect the 2016 estimated revenues that will be collected from departments from the budgets of capital projects eligible for 1% For Art. It also includes a net-zero technical change to align funding for the Artwork Conservation Program for permanent art with expenditures in 2016.

### Performance Measures Budget Book Pilot

The Office of Arts and Culture (Arts) is one of four departments participating in the 2016 Performance Measures Budget Book Pilot Project. This pilot explores potential use of the annual budget book as a venue to discuss and display performance measures for City departments. A more in-depth description of this pilot and its objectives can be found in the 2016 Proposed Executive Summary of this book.

As part of this project, Arts worked with the City Budget Office to:

1. identify and present service area workload performance measures to be included in the Mayor's 2016 Proposed Budget;
2. present actual and estimated achievements for each measure; and
3. present specific budgetary appropriations and position authorities associated with each measure, as appropriate.

The following tables present information gathered during the initial pilot phase, subject to further refinement as this pilot is developed.

## Office of Arts and Culture

### **Cultural Partnerships: Racial Equity Trainings**

The Seattle Office of Arts & Culture, in conjunction with the Office for Civil Rights (OCR), offers arts and cultural organizations the tools to begin to eliminate institutional racism and build racial equity through workshops and trainings. The numbers below represent individual artists and administrators who have participated in racial-equity trainings.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of Race and Social Justice Initiative Participants from Arts and Cultural Organizations	320	451	391
Average cost per Participant	\$73	\$62	\$73
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars*	\$23,290	\$27,800	\$28,500
Total Positions (FTEs)	1.0	1.0	1.0

\*Reflects program costs only, exclusive of staffing

### **Cultural Partnerships: Creative Advantage program**

The Creative Advantage is the arts plan for Seattle schools, built as a partnership between the City, Seattle Public Schools (SPS) and the Seattle Foundation to address the arts access gap and foster equity and quality for K-12 SPS students by 2020. The program, conceived in 2008, began with several years of district research and planning supported by a national grant. School implementation to deliver high-quality, 21st century arts education to students in neighborhood pathways began in 2013. ARTS funds capacity for Seattle schools, professional development for teaching artists, and partnerships between schools and arts organizations. Staffing oversees these contracts and manages the City's side of the Creative Advantage program, including our teaching artist roster.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of Schools Implementing Creative Advantage	13	13	23
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars*	\$160,000	\$270,000	\$392,500
Total Positions (FTEs)	1.0	1.0	1.5

\*Reflects program costs only, exclusive of staffing

## Office of Arts and Culture

### **Cultural Partnerships: Cultural Investments**

The Office of Arts and Culture's cultural partnerships programs support performances, events, facilities, exhibitions, and the creation and presentation of artworks. Projects range from neighborhood festivals, to main stage performances, to arts training for youth. Since the program was initiated in 1971, the office's total investment in artists and cultural organizations has been greater than \$50 million.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of People Attending Grant-funded Programs^	1.74 million	1.7 million	1.7 million
Number of Artists and Cultural Organizations Funded	367	350	350
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars*	\$2,711,710	\$2,751,300	\$2,728,100
Total Positions (FTEs)	3.75	3.75	3.75

^This figure represents attendees at events where Arts contributed funds towards the event and participant counts were available.

\*Reflects program costs only, exclusive of staffing

## Incremental Budget Changes

### Office of Arts and Culture

	2016 <b>Budget</b>	<b>FTE</b>
<b>Total 2016 Endorsed Budget</b>	<b>\$ 8,931,963</b>	<b>31.59</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 70,566	0.00
<b>Proposed Changes</b>		
Increase Capacity for Youth Arts and Work Readiness Programs	\$ 200,302	0.50
Increase Capacity for Creative Advantage Partnership	\$ 150,000	0.00
Provide Funding for Arts and Ethnic Cultural Spaces	\$ 256,000	0.00
Continue Langston Hughes Transition	\$ 0	-3.00
Citywide Summit Re-Implementation Project	\$ 27,500	0.00
<b>Proposed Technical Changes</b>		
Appropriate Funding for Artwork Conservation Program	\$ 187,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 750,236</b>	<b>-2.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 9,682,199</b>	<b>29.09</b>



# Office of Arts and Culture

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$70,566)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Increase Capacity for Youth Arts and Work Readiness Programs - \$200,302/.50 FTE**

The 2016 Endorsed Budget included \$117,084 to fund the Seattle Youth Violence Prevention Initiative (SYVPI) Work Readiness Arts Program (WRAP) administered by Arts. This program helps youth aged 12 to 24 years old develop job skills applicable to work in creative industries. The Endorsed Budget amount is expected to serve approximately 40 youth who meet the geographic requirements of the SYVPI program. The 2016 Proposed Budget provides additional funding to expand the geographic scope of work readiness grant projects to include projects that serve Seattle youth outside of the SYVPI boundaries. Arts estimates this new funding will provide five to 10 additional grants in 2016, allowing for an additional 40 youth citywide to receive 80 hours of paid training in creative industries. This item also includes funding to reallocate an existing part-time position to the program and increase the position to full time to coordinate City youth arts initiatives, including WRAP and this new grant program.

#### **Increase Capacity for Creative Advantage Partnership - \$150,000**

This item increases funding for the Creative Advantage program in 2016 to support school-community arts partnerships across 10 schools in the South/South-West Arts Pathway, and to offer professional development for community based organizations. Creative Advantage, a partnership between the City of Seattle, Seattle Public Schools, private nonprofit organizations, and the philanthropic sector, is transforming how youth learn through art and helps address significant inequities in arts learning and educational outcomes for low-income students and students of color.

#### **Provide Funding for Arts and Ethnic Cultural Spaces - \$256,000**

The Office of Arts & Culture has developed programs to combat the displacement of arts and ethnic cultural spaces, to create cultural affordability, and to support the retention of art spaces in our neighborhoods. The 2016 Proposed Budget provides additional funding to support these efforts, including but not limited to increasing granting initiatives, locating and funding new cultural spaces, and retaining crucial cultural anchors.

#### **Continue Langston Hughes Transition - (3.00) FTE**

The Langston Hughes Performing Arts Institute (LHPAI) transition plan has laid out steps to transfer programming responsibilities from City staff to a new nonprofit organization in 2016. This net-zero adjustment removes three programming positions in order to transition work and funding to the nonprofit. Arts, via their granting process, will award the new LHPAI nonprofit with \$400,000, equivalent to the cost of the positions and other programming line items.

# Office of Arts and Culture

## Citywide Summit Re-Implementation Project - \$27,500

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### Proposed Technical Changes

## Appropriate Funding for Artwork Conservation Program - \$187,000

In prior years, Arts has directly spent funding from the Cumulative Reserve Subfund Budget Control Level to support their Artwork Conservation Program. In order to better align funding with the work being completed, this technical transaction appropriates funding in an Arts Budget Control Level that is supported by the Cumulative Reserve Subfund. Revenue associated with this transaction is included in the following Revenue Overview section.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Arts Account Budget Control</b>					
Administrative Services		535,825	652,869	577,473	598,187
Community Development and Outreach		537,298	616,223	624,749	611,425
Cultural Partnerships		3,480,285	3,810,876	3,766,536	4,758,092
Langston Hughes Performing Arts Institute		824,622	875,117	843,873	428,046
<b>Total</b>	<b>VA140</b>	<b>5,378,031</b>	<b>5,955,085</b>	<b>5,812,631</b>	<b>6,395,750</b>
<b>Municipal Arts Fund Budget Control</b>					
Artwork Conservation		0	0	0	187,000
Public Art		2,250,314	3,065,271	3,119,332	3,099,449
<b>Total</b>	<b>2VMAO</b>	<b>2,250,314</b>	<b>3,065,271</b>	<b>3,119,332</b>	<b>3,286,449</b>
<b>Department Total</b>		<b>7,628,345</b>	<b>9,020,356</b>	<b>8,931,963</b>	<b>9,682,199</b>

<b>Department Full-time Equivalents Total*</b>	<b>30.84</b>	<b>31.59</b>	<b>31.59</b>	<b>29.09</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Office of Arts and Culture

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	Interfund Transfers	5,300,702	5,953,328	6,124,320	6,492,924
	<b>Total Admission Tax Allocation</b>	<b>5,300,702</b>	<b>5,953,328</b>	<b>6,124,320</b>	<b>6,492,924</b>
461110	Interest Earnings	15,985	20,000	20,000	20,000
461110	Interest Increase/Decrease	5,385	0	0	0
469990	Misc Income	6,193	0	0	0
587001	Interfund Transfers	550,500	0	0	0
587001	Interfund Transfers	70,880	30,880	31,961	31,961
441990	Public Art Management Fees	221,096	192,510	199,248	234,622
461110	Interest Earnings	57,057	72,450	74,986	74,986
461110	Interest Increase/Decrease	33,227	0	0	0
469990	Misc Revenues	10,154	9,315	9,641	196,641
	<b>Total Misc Revenues</b>	<b>970,477</b>	<b>325,155</b>	<b>335,836</b>	<b>558,210</b>
541190	Interfund Transfers (1% for Art)	2,875,456	3,563,755	3,328,968	3,119,647
	<b>Total 1% for Art Revenues</b>	<b>2,875,456</b>	<b>3,563,755</b>	<b>3,328,968</b>	<b>3,119,647</b>
	<b>Total Revenues</b>	<b>9,146,635</b>	<b>9,842,238</b>	<b>9,789,124</b>	<b>10,170,781</b>
379100	Use of/(Contribution to) Fund Balance	-571,614	-49,123	-363,650	-149,135
379100	Use of/(Contribution to) Fund Balance	-946,676	-772,759	-493,511	-339,447
	<b>Total Use of/(Contribution to) Fund Balance</b>	<b>-1,518,290</b>	<b>-821,882</b>	<b>-857,161</b>	<b>-488,582</b>
	<b>Total Resources</b>	<b>7,628,345</b>	<b>9,020,356</b>	<b>8,931,963</b>	<b>9,682,199</b>

# Office of Arts and Culture

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

### Arts Account Budget Control Level

The purpose of the Arts Account Budget Control Level (BCL) is to invest in Seattle's arts and cultural community.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services	535,825	652,869	577,473	598,187
Community Development and Outreach	537,298	616,223	624,749	611,425
Cultural Partnerships	3,480,285	3,810,876	3,766,536	4,758,092
Langston Hughes Performing Arts Institute	824,622	875,117	843,873	428,046
<b>Total</b>	<b>5,378,031</b>	<b>5,955,085</b>	<b>5,812,631</b>	<b>6,395,750</b>
Full-time Equivalents Total*	20.09	20.84	20.84	18.34

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

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

#### **Administrative Services Program**

The purpose of the Administrative Services Program is to provide executive management and support services to the Office and to support the Seattle Arts Commission, a 16-member advisory board that advises the Office, Mayor, and City Council on arts programs and policy.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services	535,825	652,869	577,473	598,187
Full-time Equivalents Total	4.75	5.00	5.00	5.00

#### **Community Development and Outreach Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Development and Outreach	537,298	616,223	624,749	611,425
Full-time Equivalents Total	2.50	3.00	3.00	3.00

#### **Cultural Partnerships Program**

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

## Office of Arts and Culture

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Cultural Partnerships	3,480,285	3,810,876	3,766,536	4,758,092
Full-time Equivalents Total	5.75	5.75	5.75	6.75

### Langston Hughes Performing Arts Institute Program

The Langston Hughes Performing Arts Institute (LHPAI) provides for the operation of LHPAI, a cultural performing arts institute that presents classes, performing arts academies, programs and events, and whose goals are to provide quality cultural programs with educational components that meet the needs of the community.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Langston Hughes Performing Arts Institute	824,622	875,117	843,873	428,046
Full-time Equivalents Total	7.09	7.09	7.09	3.59

### Municipal Arts Fund Budget Control Level

The purpose of the Municipal Arts Fund Budget Control Level (BCL) is to fund the Public Art Program, which develops art pieces and programs for City facilities, and the Artwork Conservation Program, which maintains the City's permanent art collection. The BCL appropriates revenues from the Municipal Arts Fund (MAF).

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Artwork Conservation	0	0	0	187,000
Public Art	2,250,314	3,065,271	3,119,332	3,099,449
<b>Total</b>	<b>2,250,314</b>	<b>3,065,271</b>	<b>3,119,332</b>	<b>3,286,449</b>
Full-time Equivalents Total*	10.75	10.75	10.75	10.75

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

### *The following information summarizes the programs in Municipal Arts Fund Budget Control Level:*

#### **Artwork Conservation Program**

The purpose of the Artwork Conservation Program is to maintain the City of Seattle's Public Art investments in permanent art. This program provides professional assessment, conservation, repair, and routine and major maintenance of artwork for the City's approximately 400-piece permanently sited art collection.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Artwork Conservation	0	0	0	187,000
Full-time Equivalents Total	0.00	0.00	0.00	1.00

# Office of Arts and Culture

## Public Art Program

The purpose of the Public Art program is to integrate artists and their ideas in the design of City facilities, manage the City's portable artworks collection and incorporate art in public spaces throughout Seattle. This program is funded through the 1% for Art program, which by ordinance requires eligible City capital projects to contribute one percent of their budgets to the Municipal Arts Fund for the commission, purchase and installation of public artworks.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Public Art	2,250,314	3,065,271	3,119,332	3,099,449
Full-time Equivalents Total	10.75	10.75	10.75	9.75

## Office of Arts and Culture

### Arts and Culture Fund Table

#### Arts Account (00140)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>577,723</b>	<b>435,037</b>	<b>1,149,337</b>	<b>484,160</b>	<b>530,099</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,949,645	6,004,208	6,004,208	6,176,281	6,544,885
Less: Actual and Budgeted Expenditures	5,378,031	5,955,085	6,623,446	5,812,631	6,395,750
<b>Ending Fund Balance</b>	<b>1,149,337</b>	<b>484,160</b>	<b>530,099</b>	<b>847,810</b>	<b>679,234</b>
Encumbrances	668,361				
Operating Reserve	400,000	400,000	400,000	400,000	409,200
Planning Reserve		54,420	41,862	177,561	138,820
<b>Total Reserves</b>	<b>1,068,361</b>	<b>454,420</b>	<b>441,862</b>	<b>577,561</b>	<b>548,020</b>
<b>Ending Unreserved Fund Balance</b>	<b>80,976</b>	<b>29,740</b>	<b>88,237</b>	<b>270,249</b>	<b>131,214</b>

#### Municipal Arts Fund (62600)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>5,787,503</b>	<b>4,960,368</b>	<b>6,734,179</b>	<b>5,733,127</b>	<b>6,909,737</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	3,196,990	3,838,030	4,215,158	3,612,843	3,625,896
Less: Actual and Budgeted Expenditures	2,250,314	3,065,271	4,039,600	3,119,332	3,286,449
<b>Ending Fund Balance</b>	<b>6,734,179</b>	<b>5,733,127</b>	<b>6,909,737</b>	<b>6,226,638</b>	<b>7,249,184</b>
Encumbrances	974,329				
Planning Reserve		22,916	17,628	74,770	56,102
<b>Total Reserves</b>	<b>974,329</b>	<b>22,916</b>	<b>17,628</b>	<b>74,770</b>	<b>56,102</b>
<b>Ending Unreserved Fund Balance</b>	<b>5,759,850</b>	<b>5,710,211</b>	<b>6,892,109</b>	<b>6,151,868</b>	<b>7,193,082</b>





# Department of Parks and Recreation

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Jesús Aguirre, Superintendent

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

## Department Overview

The Department of Parks and Recreation (Parks) works with all residents to be good stewards of the environment, and to provide safe, welcoming opportunities to play, learn, contemplate, and build community. Parks manages a 6,200 acre park system of 465 parks with hundreds of athletic fields, tennis courts, and play areas, extensive natural areas, 120 miles of trails, and more than 25 miles of boulevards. The system comprises about 11% of the City's land area, and includes 26 community centers, eight indoor swimming pools, two outdoor (summer) swimming pools, three environmental education centers, two small craft centers, four golf courses, an outdoor stadium, specialty gardens, and much more. The Woodland Park Zoological Society operates the zoo with City financial support, and the Seattle Aquarium Society operates the City-owned Seattle Aquarium.

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

Parks' funding is a combination of tax dollars from the City's General Fund and revenue from a variety of other sources including user fees, rental charges and payments from capital funds for the time staff spend working on capital projects. Funding for new parks facilities has historically come from voter-approved levies, grants, and City real estate excise tax revenue. In 2014, Seattle voters approved the formation of a metropolitan park district. The Seattle Park District provides for a new taxing district and revenue source to fund increased parks and recreation services and capital projects.

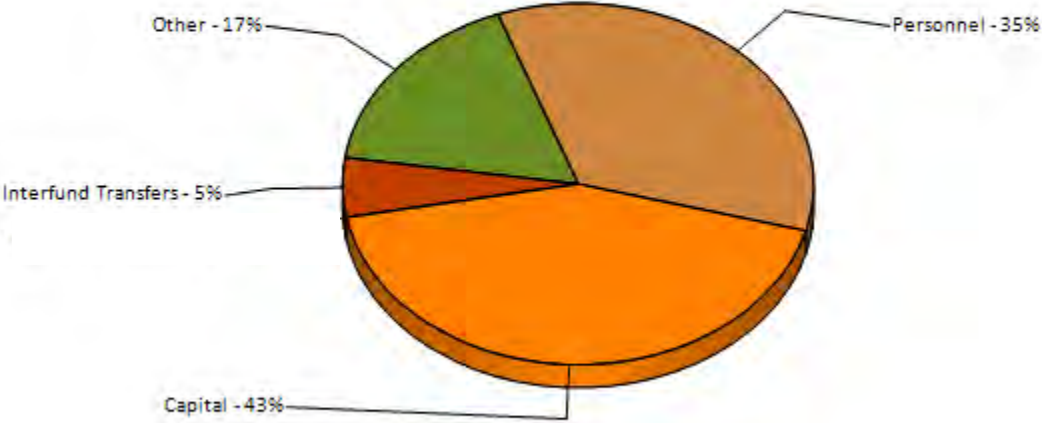
# Department of Parks and Recreation

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$88,900,249	\$92,852,624	\$96,498,348	\$96,589,513
Other Funding - Operating	\$44,037,680	\$51,378,398	\$56,754,690	\$58,562,752
<b>Total Operations</b>	<b>\$132,937,929</b>	<b>\$144,231,022</b>	<b>\$153,253,038</b>	<b>\$155,152,265</b>
Other funding - Capital	\$44,261,892	\$20,719,000	\$61,179,000	\$54,218,000
<b>Total Appropriations</b>	<b>\$177,199,821</b>	<b>\$164,950,022</b>	<b>\$214,432,038</b>	<b>\$209,370,265</b>
Full-time Equivalent Total*	877.45	908.35	919.35	918.68

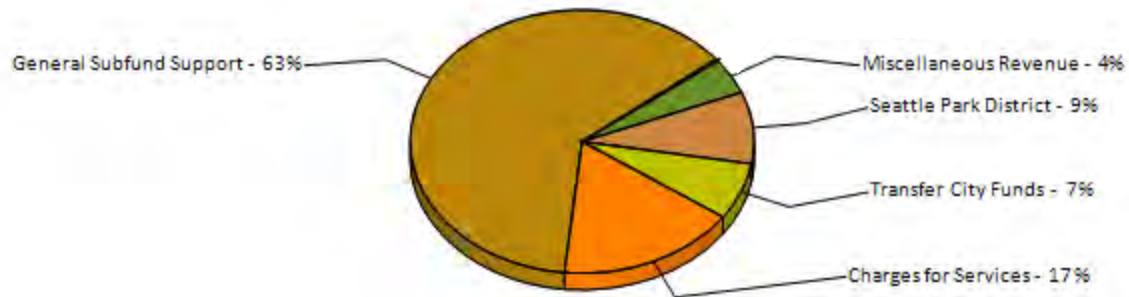
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Department of Parks and Recreation

## 2016 Proposed Budget - Revenue by Category



### Budget Overview

In August 2014, the voters of Seattle passed a ballot measure creating the Seattle Park District. The passage of the park district was the culmination of the Parks Legacy Plan project, led by the Parks Legacy Plan Citizens' Advisory Committee. State statute authorizes the park district to levy and impose various taxes and fees to generate revenues to maintain, operate and improve parks, community centers, pools, and other recreation facilities and programs. The goal of the park district is to provide long-term, stable funding to support recreation programming, parks projects and the critical needs for investment in major and ongoing maintenance.

The park district's taxing authority does not begin until January 1, 2016. As a result, 2016 is the first year of full funding park district programs. Because this is the second year of a biennium budget, these programs were already included in the 2016 Endorsed Budget and are not shown in detail in the budget pages that follow. For more detail on what park district funding is providing, please see the [park district website](#) or the [2015 Adopted and 2016 Endorsed Budget](#)

In 2016, Parks is chiefly engaged in implementation of the park district programs. Changes to the budget are primarily technical in nature or increasing operational capacity. The latter category includes expanded capital project capacity in the form of new project management software and the re-establishment of the Planning Services Unit; increased funding for policy staff; and technical upgrades to support credit card security upgrades and the City-wide Summit Reimplementation accounting project.

# Department of Parks and Recreation

## Performance Measures Budget Book Pilot

The Department of Parks and Recreation is one of four departments participating in the 2016 Performance Measures Budget Book Pilot Project. This pilot explores potential use of the annual budget book as a venue to discuss and display performance measures for City departments. A more in-depth description of this pilot and its objectives can be found in the 2016 Proposed Budget Executive Summary of this book.

As part of this project, Parks worked with the City Budget Office to

1. identify and present service area workload performance measures to be included in the Mayor's 2016 Proposed Budget;
2. present actual and estimated achievements for each measure; and
3. present specific budgetary appropriations and position authorities associated with each measure, as appropriate.

The following tables present information gathered during the initial pilot phase, and subject to further refinement as this pilot is developed.

<b><u>Volunteer Program Participation</u></b>			
Seattle Parks employs Volunteer Programs Coordinators who recruit, register, supply, train and supervise volunteers. Additionally, staff at various work sites support volunteers through training, tools, materials, and provision of the administrative services volunteers need to succeed.			
	2014	2015	2016
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>
Number of Volunteer Hours	257,152	260,000	260,000
Cost to Administer Per Volunteer Hour	\$1.56	\$1.55	\$1.54
	2014	2015	2016
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Total Dollars	\$399,957	\$401,770	\$400,115
Total Positions (FTEs)	4.0 FTE	4.0 FTE	4.0 FTE

<b><u>Grounds Maintenance –Developed Parks</u></b>			
Geographically-based park district crews handle day-to-day cleaning, maintenance and landscaping of approximately 4,500 acres of developed park spaces in 400 locations throughout Seattle. Parks Resources crews remove litter and garbage, maintain athletic fields and picnic shelters, clean dog off-leash areas, keep grass watered and trimmed, irrigate, landscape and water plants and trees, establish new trees and plants, clean restrooms, keep play areas safe, support volunteer projects, and help prepare for special events. These open spaces and recreational facilities are open to all members of the community and as density increases their use by community is anticipated to increase which will affect future maintenance costs. While the resources required to maintain a specific park is influenced by the park's size, amenities, natural features and usage, this measure averages costs across the system as a whole.			
	2014	2015	2016
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>
Cost Per Acre	\$6,789	\$7,064	\$7,259
	2014	2015	2016
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
Total Budget	\$30,549,162	\$31,790,051	\$32,665,284
Total Positions (FTEs)	234 FTE	243 FTE	243 FTE

## Department of Parks and Recreation

### Swimming Pool Operations

Parks and Recreation operates eight indoor pools that operate year-round and two outdoor pools that operate in summer months only. The indoor pools all have six 25-yard long lanes, and two have additional shallow water areas. Use of the indoor pools includes swim and water safety lessons, fitness classes, and time for lap swims and general public swims. There are also various special events, swim team rentals, summer swim team programs, use by Seattle high schools for their swim teams, and other rentals (e.g., scuba classes). Each pool is operated by Parks staff and revenue from swim fees and class registration covers a substantial amount of the staffing, utilities and operating costs of the pools. The cost recovery of an individual pool varies based on the specifics of the facility, the programs and amenities offered and the number of participants utilizing the City's low-income swim fees. This measure averages cost recovery rates across the 10 pool system.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Swimming Pool Revenues	\$5,020,413	\$5,231,496	\$5,018,100
Swimming Pool Cost Recovery	68.7%	69.6%	68.3%

	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Budget	\$7,305,597	\$7,521,569	\$7,636,618
Total Positions (FTEs)	46.25	48.25	49.25

### Park District Major Maintenance

The Seattle Parks and Recreation system includes developed parks, forests and green spaces, athletic fields, swimming pools and beaches, golf courses, community centers and a conservatory. Parks has a financial obligation to maintain all of these assets for continued public use and enjoyment.

A major maintenance project is a capital investment intended to preserve a facility. Typically, these projects are expensive and long-lasting, costing at least \$20,000 and designed to function for at least 15 years. Projects can take anywhere between 1-3 years to complete. A backlog exists because the number of projects has historically outpaced funding. In 2014, Seattle voters passed the Seattle Parks District, in which a significant portion of the funding was earmarked to address this major maintenance backlog. Parks plans to establish a planning goal over each of the six year Park District funding cycles to systematically address the major maintenance needs of the system. The backlog is not a finite list of projects, and will continue to change as more facility assessments are completed and project lifecycles exhausted. Because there is not a beginning and end to the major maintenance backlog, Parks has established a six year goal of 126 projects to show progress over the long term. Note that during the 2015 ramp up year, the target number of projects to complete is 3. The number will increase to 24 starting in 2016 when the Park District starts receiving revenue.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Completed Projects	0	3	24

	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Budget	\$0	\$843,291	\$16,861,863
Total Positions (FTEs)	n/a	n/a	n/a

# Department of Parks and Recreation

## **Golf**

Golfers play more than 200,000 rounds at Parks' four public courses, three driving ranges, and the pitch-and-putt course. Revenue from greens fees, driving range fees, restaurants and merchandise sales covers the courses' operating costs and provides for ongoing major maintenance work and major golf improvements. Premier Golf operates the courses while Parks runs the ground maintenance operations.

The Golf program's financial sustainability depends on the City continuing to provide competitive courses and amenities for golfers. Investments made in the Golf Master Plan such as the recently renovated Jefferson Park Clubhouse and driving range, and the driving range and perimeter trail around Jackson course, support the long-term sustainability of the Golf program. The annual revenues received by providing this recreation opportunity to the golf community is vital to sustaining this public amenity.

The cost recovery goal for the golf program assumes 5% of total revenues will be used to support general parks and recreation services to the residents of Seattle. Revenues generated in excess of budget are allocated to the Golf Capital Improvement Project to fund future investments in the courses and associated facilities.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Golf Revenues	\$9,376,868	\$12,169,000	\$12,531,000
Cost Recovery	98%	105%	105%

	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Budget	\$9,584,006	\$11,560,550	\$11,904,449
Total Positions (FTEs)*	24 FTE	24 FTE	24 FTE

\* FTE total for Golf includes Parks positions only. Additional staff support golf programs as employees of Premier Golf.

## Incremental Budget Changes

### Department of Parks and Recreation

	<b>2016</b>	
	<b>Budget</b>	<b>FTE</b>
<b>Total 2016 Endorsed Budget</b>	<b>\$ 153,253,038</b>	<b>919.35</b>
 <b>Baseline Changes</b>		
Add Funding to Operate New Parks	\$ 208,186	0.00
Replace Lost Parking Revenue	\$ 0	0.00
Align FTE with Actual Positions	\$ 0	-1.50
Citywide Adjustments for Standard Cost Changes	-\$ 239,971	0.00
 <b>Proposed Changes</b>		
Correct Revenues and Expense Related to Seattle Conservation Corps	-\$ 363,247	0.50
Reestablish the Planning Services Unit	\$ 30,020	0.25

## Department of Parks and Recreation

Align Work Performed with Appropriate Funding Source	\$ 0	0.00
Sprint Telecom Permit Revenue	\$ 0	0.00
One-time Use of Fund Balance	\$ 0	0.00
Reorganize Community Center Supervision Model	-\$ 102,157	0.00
Increase Early Season Lifeguarding at Select Locations	\$ 0	0.08
Project Management Software	\$ 69,000	0.00
Interim Funding to Operate Boat Moorages	\$ 645,000	0.00
Adjust Magnuson Revenues	\$ 45,370	0.00
Payment Card Industry Compliance	\$ 270,001	1.00
Increased Animal Control in Parks	\$ 0	-1.00
Add Capacity for Policy and Organizational Development	\$ 374,999	2.00
Citywide Summit Re-Implementation Project	\$ 1,042,000	0.00
 <b>Proposed Technical Changes</b>		
Technical Adjustments	-\$ 79,974	-2.00
 <b>Total Incremental Changes</b>	 <b>\$ 1,899,227</b>	 <b>-0.67</b>
 <b>2016 Proposed Budget</b>	 <b>\$ 155,152,265</b>	 <b>918.68</b>

### Descriptions of Incremental Budget Changes

#### Baseline Changes

##### **Add Funding to Operate New Parks - \$208,186**

This adjustment adds funding for operations and maintenance at 13 newly acquired or developed park properties. Most of these properties were acquired with 2008 Park Levy funds which did not provide for operations and maintenance. This change is shown on the revenue side of the budget.

##### **Replace Lost Parking Revenue**

In 2016, Parks will develop a park on a land-banked, revenue producing parking lot in the Denny Triangle. The revenue will be lost when the site becomes a park. The proposed budget replaces this lost revenue with General Fund.

##### **Align FTE with Actual Positions/(1.50) FTE**

This adjustment corrects errors in the budget system to align the legally adopted position count with Parks and Seattle Department of Human Resources records.

# Department of Parks and Recreation

## **Citywide Adjustments for Standard Cost Changes - (\$239,971)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

## **Proposed Changes**

### **Correct Revenues and Expense Related to Seattle Conservation Corps - (\$363,247)/.50 FTE**

This adjustment makes several changes to the Seattle Conservation Corps (SCC) Budget. In general these changes seek to correct discrepancies in the revenue and expense authority within SCC BCL and provide more administrative capacity. This includes:

1. Removal of expenditure authority for rent no longer being paid (-\$130,721).
2. Removal of expense and revenue authority from the Parks Division to reflect work previously contracted out now being done by SCC (-\$232,526). The revenues will now go to SCC, but no increase to their authority is necessary.
3. Addition of a part-time administrative staff assistant to provide more support in the tracking of participants, billing and funding sources and other administrative needs.

### **Reestablish the Planning Services Unit - \$30,020/.25 FTE**

The Planning Services unit was eliminated two years ago as a budget reduction. However, the creation of the Seattle Park District has increased the planning needs of the department. To support this minor reorganization, the proposed budget moves appropriations and five staff members from other units and adds CIP-backed revenues to increase a .75 FTE manager to full-time. The Planning Services unit centralizes capital project planning (the planning, early design and public involvement of projects) and creates a focus and consistency in those planning efforts.

### **Align Work Performed with Appropriate Funding Source**

As major maintenance work for the Seattle Park District begins, Parks recognizes that department staff are in many instances the most qualified and effective people to perform much of this work. This affects the Maintenance Services Unit, the Natural Resources Unit and the Parks Resources Unit. This adjustment appropriately reduces General Fund revenues to reflect that some staff time will now be supporting Park District projects. This change is shown on the revenue side of the budget.

### **Sprint Telecom Permit Revenue**

In 2014, Parks finalized the renewal of an existing agreement with Sprint for the use of Parks' right of way under the Burke-Gilman Trail for fiber optic cable. Parks' initial estimate, included in the 2014 Adopted Budget, was \$250,000. The final negotiated amount is \$400,000 annually through 2023. In 2015, the adopted budget added \$150,000 to reflect this revenue, this adjustment adds the revenues to the 2016 Proposed Budget. These revenues will be included in Parks base budget going forward and appear on the revenue side of the budget.

### **One-time Use of Fund Balance**

Parks has a history of efficiently managing costs and has been able to accumulate fund balance. In 2016, Parks will use \$809,000 of fund balance to reduce the amount of General Fund it needs. This adjustment is reflected on the revenue side of the budget.



# Department of Parks and Recreation

## **Reorganize Community Center Supervision Model - (\$102,157)**

This item eliminates a vacant recreation program coordinator, senior and reorganizes management into four geographic areas, rather than five. Parks implemented this approach in 2015 and has determined this is an effective and efficient model for community center supervision.

## **Increase Early Season Lifeguarding at Select Locations/.08 FTE**

In response to warmer temperatures in early spring in 2015 and the projection for similar weather in spring of 2016, Parks is repurposing existing funds to open two swimming beaches a month early in 2016. East Green Lake and Madrona Beach will have limited lifeguarding beginning Memorial Day weekend in 2016.

## **Project Management Software - \$69,000**

The Planning Division is launching a new project management system to help it prepare for the increased number of park district projects. This adjustment adds revenue from the Capital Improvement Program and expenditure authority for the ongoing annual license fee.

## **Interim Funding to Operate Boat Moorages - \$645,000**

Parks owns two moorages on Lake Washington. The current operator's contract has come to an end. Parks is taking over operations until it can enter into a long-term agreement with a partner to operate the moorages. This increase in appropriations will allow Parks to operate the moorages and perform needed upkeep and basic repairs and is funded with moorage fee revenues.

## **Adjust Magnuson Revenues - \$45,370**

New leases in Building 11 at Magnuson Park will increase Parks revenue by \$195,370 in 2016. Of that amount, \$45,370 will be used for operations and maintenance of the facility. The remaining \$150,000 offsets General Fund, which is shown on the revenue side of the budget.

## **Payment Card Industry Compliance - \$270,001/1.00 FTE**

Due to an increasing volume of credit card transactions, the City needs to comply with Level One payment card industry data security standards. This standard requires a higher level of security and stronger policies around receiving credit card payments. Parks requires additional resources to meet the new requirements.

This adjustment adds \$150,000 of one-time funding for hardware required at all Parks sites processing credit cards. It also adds \$120,000 ongoing funding and a business process coordinator to ensure Parks remains compliant with the standards.

## **Increased Animal Control in Parks/(1.00) FTE**

The 2016 Endorsed Budget included 2.0 FTE for the Seattle Park District funded initiative: Make Parks Safer. The proposed budget reallocates one of these positions to Finance and Administrative Services (FAS) for an animal control officer to partner with the existing Parks position to patrol parks and enforce leash and scoop laws. This arrangement of combining animal control staff with Parks staff will ensure that interactions with the public find the right balance of enforcement and education. Funding for this initiative was included in the 2016 Endorsed Budget as part of the new Park District.

## **Add Capacity for Policy and Organizational Development - \$374,999/2.00 FTE**

Over the last several years, the scope of Parks' work has increased - particularly with the creation of the Seattle Park District. It is important to Parks and its stakeholders to maintain a long-term strategic focus and identify

# Department of Parks and Recreation

ways to consistently improve. To ensure that Parks can achieve these goals, the proposed budget adds resources to the Superintendent's Office, including funding for two policy advisor positions and increased funding for a third partially-funded position.

## **Citywide Summit Re-Implementation Project - \$1,042,000**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### Proposed Technical Changes

#### **Technical Adjustments - (\$79,974)/(2.00) FTE**

Technical adjustments include departmental and City-wide non-programmatic adjustments that do not represent fundamental changes in Parks' service delivery. Parks adjusts revenue and expenses budgets between or within budget control levels (BCLs) to better reflect actual spending patterns.

These technical adjustments make the following changes:

- Moves FTE authority and personnel funding between BCLs to align work and spending with cost centers.
  - Twenty reclassifications, including seven recreation program specialists who submitted a voluntary reclassification request to the Seattle Department of Human Resources.
  - Moves three positions to BCLs where their actual work takes place.
  - Increases a recreation leader from part-time to full time by eliminating a vacant part-time recreation leader position.
  - Reduces a pool maintenance worker from a 1.0 FTE to a .75 FTE.
- Adjustment of expenditures to better align with expected revenues and actual costs.
  - Moves fleet and fuel costs across BCLs to add funding in areas which increased need, such as park cleaning, and reduce in areas of less need.
  - Increases aquatics personnel budget by approximately \$180,000 by reallocating budget from non-personnel account groups to align the budget with actual spending.
  - Reallocates funds within the Magnuson Park Administration unit to align budget with expenditures relating to temporary labor and professional services.
- Increase for utility costs of \$266,400. Parks' utility costs continue to rise, particularly driven by increases to Seattle Public Utilities water and drainage rates.
- Reductions to the Out-of-School-Time program by \$134,500 and 2.0 FTE to match expected revenues from school district and Families and Education Levy contracts. This funding varies from year to year based on actual contracts and changes to grant funding schools have available to them.

# Department of Parks and Recreation

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Environmental Learning and Programs Budget Control Level	K430A	1,453,843	1,109,594	1,131,714	1,106,828
Facility and Structure Maintenance Budget Control Level	K320A	15,466,793	16,888,837	17,997,271	17,708,924
Finance and Administration Budget Control Level	K390A	8,099,784	10,358,225	12,429,737	14,294,669
Golf Budget Control Level	K400A	9,583,965	11,560,548	11,904,448	11,904,447
Judgment and Claims Budget Control Level	K380A	652,212	384,598	710,693	710,693
Natural Resources Management Budget Control Level	K430B	7,539,640	8,536,469	9,210,151	9,124,929
Park Cleaning, Landscaping, and Restoration Budget Control Level	K320B	30,549,601	31,790,049	32,665,281	32,702,663
Planning, Development, and Acquisition Budget Control Level	K370C	5,700,586	6,918,320	6,969,790	7,215,078
Policy Direction and Leadership Budget Control Level	K390B	7,780,660	3,870,315	4,115,167	4,460,102
Recreation Facilities and Programs Budget Control Level	K310D	24,407,532	27,410,216	28,573,590	28,000,660
Regional Parks and Strategic Outreach Budget Control Level	K440A	0	4,393,146	5,348,504	6,146,850
Seattle Aquarium Budget Control Level	K350A	2,451,118	299,999	1,079,998	1,079,998
Seattle Conservation Corps Budget Control Level	K320C	3,361,784	4,122,534	4,171,356	4,080,475
Swimming, Boating, and Aquatics Budget Control Level	K310C	9,213,398	9,664,355	9,821,934	9,537,806
Woodland Park Zoo Budget Control Level	K350B	6,677,014	6,923,817	7,123,404	7,078,143
<b>Department Total</b>		<b>132,937,929</b>	<b>144,231,022</b>	<b>153,253,038</b>	<b>155,152,265</b>
<b>Department Full-time Equivalent Total*</b>		<b>877.45</b>	<b>908.35</b>	<b>919.35</b>	<b>918.68</b>

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

# Department of Parks and Recreation

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
441710	Sales of Merchandise	133,878	24,884	24,884	27,284
441990	Miscellaneous Charges and Fees	41,527	259,026	259,026	26,500
443870	Resource Recover Revenues	6,325,296	3,504,084	3,504,082	3,264,282
447300	Recreational Activity Fees	9,358,091	12,250,943	12,612,943	12,612,941
447350	Recreation Shared Revenues - ARC	500,739	851,605	851,605	851,605
447450	Recreation admission fees	2,312,706	2,128,256	2,128,256	2,057,670
447500	Exhibit Admission Fees	32,394	378,972	378,972	378,972
447550	Athletic Facility Fees	2,917,403	2,752,568	2,752,568	2,752,568
447600	Program Fees	3,506,234	2,846,153	2,846,153	3,602,818
462300	Parking Fees	54,957	104,792	104,792	44,892
469990	Miscellaneous Revenue	286,779	125,360	145,033	125,899
543970	Charges to Other City Departments	1,810,415	338,986	338,986	338,986
569990	Miscellaneous Revenue	58,042	0	0	20,000
	<b>Total Charges for Services</b>	<b>27,338,461</b>	<b>25,565,629</b>	<b>25,947,300</b>	<b>26,104,418</b>
587001	General Subfund Support	88,900,249	92,852,622	96,498,347	96,589,512
	<b>Total General Subfund Support</b>	<b>88,900,249</b>	<b>92,852,622</b>	<b>96,498,347</b>	<b>96,589,512</b>
434010	State Grants	118,136	0	0	0
439090	Private Contributions	133,406	452,400	452,400	452,400
	<b>Total Intergovernmental</b>	<b>251,542</b>	<b>452,400</b>	<b>452,400</b>	<b>452,400</b>
462400	ST Space Facilities Rentals	5,121,400	5,179,359	5,179,359	4,472,662
462500	LT Space/Facilities Leases	535,526	698,741	698,741	1,345,441
462800	Concession Proceeds	42,398	80,000	80,000	80,000
462900	Rents and Use Charges	1,002,446	1,162,235	412,235	547,629
469100	Salvage Sales	18,406	0	0	0
469400	Judgments & Settlements	30,117	0	0	0
469970	Telephone Commission Revenue	404	1,300	1,300	1,300
499999	Miscellaneous Revenue	14,353	0	0	0
562500	Interfund Building/Other Space Rental	92,000	72,000	72,000	72,000
562900	Interfund Other Rent and Use	121,173	255,000	255,000	255,000
	<b>Total Miscellaneous Revenue</b>	<b>6,978,223</b>	<b>7,448,635</b>	<b>6,698,635</b>	<b>6,774,032</b>
587900	Seattle Parks District	0	7,536,398	13,613,159	13,613,159
	<b>Total Seattle Park District</b>	<b>0</b>	<b>7,536,398</b>	<b>13,613,159</b>	<b>13,613,159</b>
587900	Transfers from CRS & Parks Levy	8,060,055	9,931,227	9,949,087	10,809,636
	<b>Total Transfer City Funds</b>	<b>8,060,055</b>	<b>9,931,227</b>	<b>9,949,087</b>	<b>10,809,636</b>

## Department of Parks and Recreation

<b>Total Revenues</b>		<b>131,528,529</b>	<b>143,786,911</b>	<b>153,158,928</b>	<b>154,343,157</b>
379100	Use of Fund Balance	1,409,400	444,111	94,110	809,108
	<b>Total Use of Fund Balance</b>	<b>1,409,400</b>	<b>444,111</b>	<b>94,110</b>	<b>809,108</b>
<b>Total Resources</b>		<b>132,937,929</b>	<b>144,231,022</b>	<b>153,253,038</b>	<b>155,152,265</b>

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

#### Environmental Learning and Programs Budget Control Level

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Environmental Learning and Programs	1,453,843	1,109,594	1,131,714	1,106,828
<b>Total</b>	<b>1,453,843</b>	<b>1,109,594</b>	<b>1,131,714</b>	<b>1,106,828</b>
Full-time Equivalents Total*	14.77	11.10	11.10	11.10

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

#### Facility and Structure Maintenance Budget Control Level

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Facility and Structure Maintenance	15,466,793	16,888,837	17,997,271	17,708,924
<b>Total</b>	<b>15,466,793</b>	<b>16,888,837</b>	<b>17,997,271</b>	<b>17,708,924</b>
Full-time Equivalents Total*	115.56	131.05	133.05	129.30

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## Department of Parks and Recreation

### **Finance and Administration Budget Control Level**

The purpose of the Finance and Administration Budget Control Level is to provide the financial, technological, and business development support for the Department.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	8,099,784	10,358,225	12,429,737	14,294,669
<b>Total</b>	<b>8,099,784</b>	<b>10,358,225</b>	<b>12,429,737</b>	<b>14,294,669</b>
Full-time Equivalents Total*	43.00	43.00	44.00	44.00

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### **Golf Budget Control Level**

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Golf	9,583,965	11,560,548	11,904,448	11,904,447
<b>Total</b>	<b>9,583,965</b>	<b>11,560,548</b>	<b>11,904,448</b>	<b>11,904,447</b>
Full-time Equivalents Total*	24.00	24.00	24.00	24.00

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### **Judgment and Claims Budget Control Level**

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Judgment and Claims	652,212	384,598	710,693	710,693
<b>Total</b>	<b>652,212</b>	<b>384,598</b>	<b>710,693</b>	<b>710,693</b>

## Department of Parks and Recreation

### **Natural Resources Management Budget Control Level**

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Natural Resources Management	7,539,640	8,536,469	9,210,151	9,124,929
<b>Total</b>	<b>7,539,640</b>	<b>8,536,469</b>	<b>9,210,151</b>	<b>9,124,929</b>
Full-time Equivalents Total*	59.74	69.91	74.91	74.24

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### **Park Cleaning, Landscaping, and Restoration Budget Control Level**

The purpose of the Park Cleaning, Landscaping, and Restoration Budget Control Level is to provide custodial, landscape, and forest maintenance and restoration services.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Park Cleaning, Landscaping, and Restoration	30,549,601	31,790,049	32,665,281	32,702,663
<b>Total</b>	<b>30,549,601</b>	<b>31,790,049</b>	<b>32,665,281</b>	<b>32,702,663</b>
Full-time Equivalents Total*	234.04	243.10	243.10	243.77

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### **Planning, Development, and Acquisition Budget Control Level**

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Planning, Development, and Acquisition	5,700,586	6,918,320	6,969,790	7,215,078
<b>Total</b>	<b>5,700,586</b>	<b>6,918,320</b>	<b>6,969,790</b>	<b>7,215,078</b>
Full-time Equivalents Total*	42.65	47.85	47.85	48.85

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# Department of Parks and Recreation

## Policy Direction and Leadership Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Policy Direction and Leadership	7,780,660	3,870,315	4,115,167	4,460,102
<b>Total</b>	<b>7,780,660</b>	<b>3,870,315</b>	<b>4,115,167</b>	<b>4,460,102</b>
Full-time Equivalents Total*	42.75	29.50	29.50	31.50

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## Recreation Facilities and Programs Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Recreation Facilities and Programs	24,407,532	27,410,216	28,573,590	28,000,660
<b>Total</b>	<b>24,407,532</b>	<b>27,410,216</b>	<b>28,573,590</b>	<b>28,000,660</b>
Full-time Equivalents Total*	189.57	210.32	211.32	208.82

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## Regional Parks and Strategic Outreach Budget Control Level

The purpose of the Regional Parks and Strategic Outreach Division Budget Control Level (BCL) is to provide centralized management for Seattle Parks and Recreation's regional parks such as Magnuson, Discovery, Gas Works, Lincoln, Seward, Green Lake, Alki, and Myrtle Edwards and major partners such as the golf program operator, Woodland Park Zoological Society, Seattle Aquarium Society, Seattle Public Schools, Friends of the Waterfront, and the Olympic Sculpture Park.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Regional Parks and Strategic Outreach	0	4,393,146	5,348,504	6,146,850
<b>Total</b>	<b>0</b>	<b>4,393,146</b>	<b>5,348,504</b>	<b>6,146,850</b>
Full-time Equivalents Total*	0.00	20.50	22.50	23.50

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# Department of Parks and Recreation

## Seattle Aquarium Budget Control Level

The purpose of the Seattle Aquarium Budget Control Level is to provide exhibits and environmental educational opportunities with the goal of expanding knowledge of, inspiring interest in, and encouraging stewardship of the aquatic wildlife and habitats of Puget Sound and the Pacific Northwest.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Seattle Aquarium	2,451,118	299,999	1,079,998	1,079,998
<b>Total</b>	<b>2,451,118</b>	<b>299,999</b>	<b>1,079,998</b>	<b>1,079,998</b>
Full-time Equivalents Total*	36.50	0.00	0.00	0.00

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## Seattle Conservation Corps Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Seattle Conservation Corps	3,361,784	4,122,534	4,171,356	4,080,475
<b>Total</b>	<b>3,361,784</b>	<b>4,122,534</b>	<b>4,171,356</b>	<b>4,080,475</b>
Full-time Equivalents Total*	18.55	18.55	18.55	19.05

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## Swimming, Boating, and Aquatics Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Swimming, Boating, and Aquatics	9,213,398	9,664,355	9,821,934	9,537,806
<b>Total</b>	<b>9,213,398</b>	<b>9,664,355</b>	<b>9,821,934</b>	<b>9,537,806</b>
Full-time Equivalents Total*	56.32	59.47	59.47	60.55

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## Department of Parks and Recreation

### Woodland Park Zoo Budget Control Level

The purpose of the Woodland Park Zoo Budget Control Level is to provide funds to contract with the non-profit Woodland Park Zoological Society to operate and manage the Woodland Park Zoo. This BCL includes the City's support for Zoo operations. The purpose of the Zoo is to provide care for animals and offer exhibits, educational programs, and visitor amenities so Seattle residents and visitors have the opportunity to enjoy and learn about animals and wildlife conservation.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Woodland Park Zoo	6,677,014	6,923,817	7,123,404	7,078,143
<b>Total</b>	<b>6,677,014</b>	<b>6,923,817</b>	<b>7,123,404</b>	<b>7,078,143</b>

## Department of Parks and Recreation

### Parks and Recreation Fund Table

#### Park and Recreation Fund (10200)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>4,242,000</b>	<b>2,331,281</b>	<b>2,832,600</b>	<b>1,887,170</b>	<b>2,588,489</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	131,528,529	143,786,911	143,786,911	153,158,928	154,343,157
Less: Actual and Budgeted Expenditures	132,937,929	144,231,022	144,231,022	153,253,038	155,152,265
Plus: Projected Underspend			200,000		500,000
<b>Ending Fund Balance</b>	<b>2,832,600</b>	<b>1,887,170</b>	<b>2,588,489</b>	<b>1,793,060</b>	<b>2,279,381</b>
Ongoing Reserves	642,000	746,000	669,000	659,000	659,000
Planning Reserve		579,000	465,000	1,888,000	1,612,000
<b>Total Reserves</b>	<b>642,000</b>	<b>1,325,000</b>	<b>1,134,000</b>	<b>2,547,000</b>	<b>2,271,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,190,600</b>	<b>562,170</b>	<b>1,454,489</b>	<b>-753,940</b>	<b>8,381</b>

# Department of Parks and Recreation

## Capital Improvement Program Highlights

The 2016 Capital Improvement Program (CIP) reflects a wide range of projects. The primary funding source is the Seattle Park District which provides \$34.2 million. Additionally, the Cumulative Reserve Subfund (CRS) provides approximately \$14.7 million, through a combination of \$14.3 million in REET I and REET II, and \$400,000 in unrestricted funds. Approximately \$2.54 million of the total CRS funding is budgeted for debt service, and \$0.3 million is for Aquarium projects as the final portion of the City's \$8 million capital commitment authorized by Ordinance 123205 which transferred operations and maintenance of the aquarium to the Seattle Aquarium Society.

Park's 2016 CIP maintains a strong commitment to asset preservation. As such, the projects proposed for REET are prioritized consistent with Parks' asset management criteria. Ongoing major maintenance projects, such as environmental remediation, landscape and forest restoration, irrigation system repair, pavement restoration, and replacing major roof and HVAC systems address basic infrastructure needs across the Parks system. The 2016 CIP also provides REET for capital maintenance at Bell Harbor Marina (\$1 million), algae reduction treatment at Green Lake (\$1.2 million), and moorage improvements (\$2 million).

The Seattle Park District capital funding levels remain the same as the 2016 Endorsed Budget. Together these initiatives total more than \$34.2 million annually starting in 2016. Significant Park District investments for 2016 include:

- working to address the major maintenance backlog (\$16.8 million);
- community center rehabilitation projects (\$4.3 million); making progress on the Green Seattle Partnership goal of restoring 2500 acres of urban forestland by 2025 (\$2.2 million); and
- begin development of new parks at land-banked sites (\$5 million).

Reductions from the 2016 endorsed CIP are primarily constrained to two areas:

1. The proposed CIP reduces 2016 spending on Smith Cove from \$6 million to \$550,000. The total budget of the project remains \$6 million, however the CIP is adjusted to distribute that over three years, which better reflects the spending plan. Funding in 2016 comes from an interfund loan with later spending coming from cash on hand or other sources. This project will be ultimately funded by the park district.
2. The proposed CIP reduces spending on Parks-related waterfront projects by \$440,000 to reflect changes in the timeline and overall prioritization of project resources for this City-wide project.

Parks will continue to use federal Community Development Block Grant funds for the Seattle Conservation Corps in 2016. The Seattle Conservation Corps (SCC) executes park improvement projects in low to moderate-income neighborhoods while at the same time providing training and employment for formerly homeless adults. In 2016, \$808,000 will be used to fund the SCC to improve approximately 20 parks through the Parks Upgrade Program.

The 2008 Parks and Green Spaces Levy projects comprised a significant portion of Parks CIP for the past six years. While there are no new allocations in 2016, spending will continue for a few more years as final projects wrap up.

### Capital Improvement Program Appropriation

Budget Control Level	2016 Endorsed	2016 Proposed
<b>Ballfields/Athletic Courts/Play Areas: K72445</b>		
2013 King County Parks Levy	1,000,000	1,000,000

## Department of Parks and Recreation

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	150,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	150,000	0
<b>Subtotal</b>	<b>1,150,000</b>	<b>1,150,000</b>

### Building Component Renovations: K72444

2013 King County Parks Levy	660,000	660,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	900,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	600,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	140,000	140,000
<b>Subtotal</b>	<b>1,400,000</b>	<b>1,700,000</b>

### Building For The Future - CIP: K720302

2016 Multipurpose LTGO Bond Fund	6,000,000	0
Parks Capital Fund	8,798,000	9,348,000
<b>Subtotal</b>	<b>14,798,000</b>	<b>9,348,000</b>

### Citywide and Neighborhood Projects: K72449

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	1,030,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,030,000	207,000
<b>Subtotal</b>	<b>1,030,000</b>	<b>1,237,000</b>

### Debt Service and Contract Obligation: K72440

Cumulative Reserve Subfund - REET I Subaccount (00163)	805,000	2,601,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,961,000	1,560,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	171,000	171,000
<b>Subtotal</b>	<b>2,937,000</b>	<b>4,332,000</b>

### Docks/Piers/Floats/Seawalls/Shorelines: K72447

Beach Maintenance Trust Fund	25,000	25,000
Central Waterfront Improvement Fund	6,200,000	2,247,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	3,000,000	4,800,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	1,500,000	300,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	60,000	0
<b>Subtotal</b>	<b>10,785,000</b>	<b>7,372,000</b>

### Fix It First - CIP: K720300

Parks Capital Fund	25,188,000	25,188,000
<b>Subtotal</b>	<b>25,188,000</b>	<b>25,188,000</b>

### Forest Restoration: K72442

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	1,995,000
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## Department of Parks and Recreation

Cumulative Reserve Subfund - REET II Subaccount (00161)	1,995,000	0
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	88,000	88,000
<b>Subtotal</b>	<b>2,083,000</b>	<b>2,083,000</b>

### Maintaining Parks and Facilities - CIP: K720301

Parks Capital Fund	200,000	200,000
<b>Subtotal</b>	<b>200,000</b>	<b>200,000</b>

### Parks Infrastructure: K72441

Community Development Block Grant Fund	808,000	808,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	700,000	800,000
Cumulative Reserve Subfund - REET II Subaccount (00161)	100,000	0
<b>Subtotal</b>	<b>1,608,000</b>	<b>1,608,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>61,179,000</b>	<b>54,218,000</b>
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# Seattle Center

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Robert Nellams, Director

(206) 684-7200

<http://www.seattlecenter.com/>

## Department Overview

Seattle Center is home to cultural and educational organizations, sports teams, festivals, community programs (including cultural and community celebrations), and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center is a premier urban park whose purpose is to create exceptional events, experiences and environments that delight and inspire the human spirit and build a stronger community.

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

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

Due to the size and importance of commercial revenues, Seattle Center confronts many of the same market factors that other businesses do. Changing consumer preferences, fluctuating demand and the many options customers have in terms of discretionary spending all influence the financial performance of Seattle Center. But Seattle Center's situation is also unique in that it must meet the simultaneous financial challenges of competition with other facilities that host events; the presence on campus of long-term, non-profit tenants; and the need to balance its public and private event offerings.

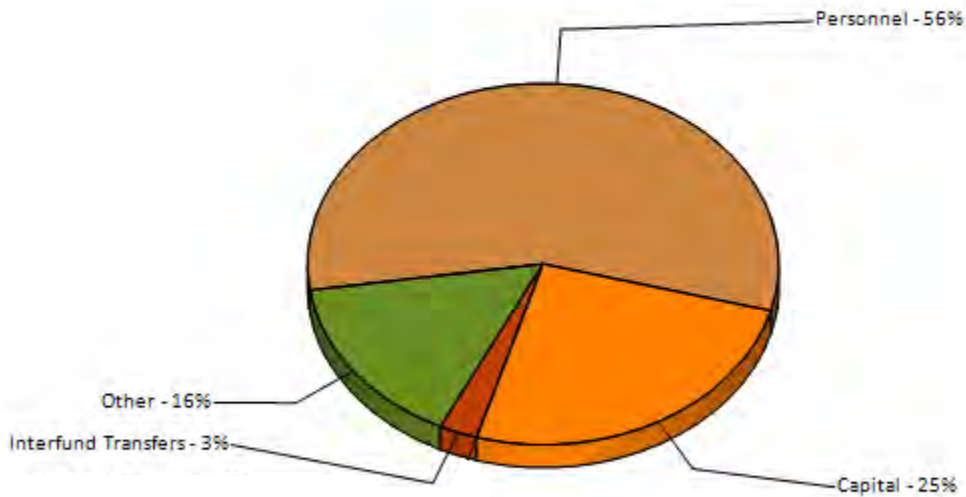
## Seattle Center

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$13,216,723	\$12,805,073	\$13,050,327	\$12,948,724
Other Funding - Operating	\$24,818,616	\$24,477,614	\$24,902,258	\$25,343,746
<b>Total Operations</b>	<b>\$38,035,339</b>	<b>\$37,282,687</b>	<b>\$37,952,585</b>	<b>\$38,292,470</b>
Other funding - Capital	\$5,425,540	\$5,723,000	\$6,020,000	\$6,969,000
<b>Total Appropriations</b>	<b>\$43,460,879</b>	<b>\$43,005,687</b>	<b>\$43,972,585</b>	<b>\$45,261,470</b>
Full-time Equivalent Total*	240.66	241.13	241.13	241.13

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

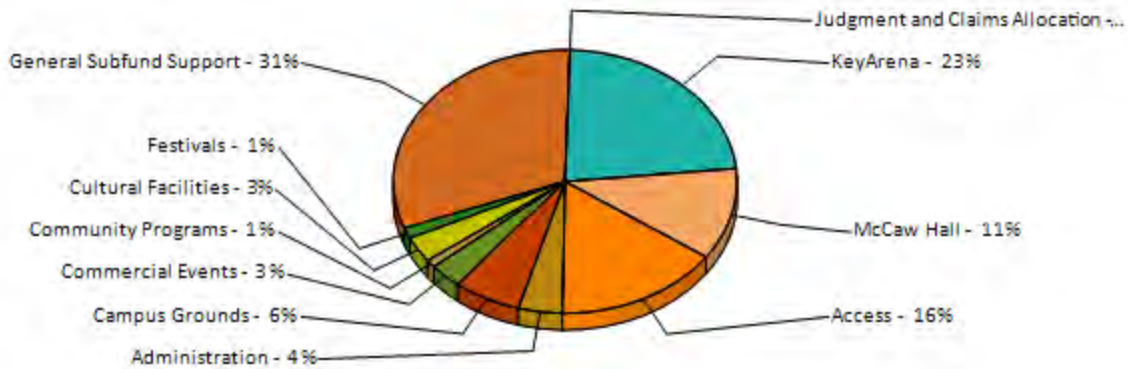
### 2016 Proposed Budget - Expenditure by Category





# Seattle Center

## 2016 Proposed Budget - Revenue by Category



## Budget Overview

Seattle Center is emerging from a period of budgetary retrenchment that began in the Great Recession and was exacerbated by the loss of the Seattle SuperSonics in 2008 and delayed payments by non-profit lease holders. In recent years, its focus has been on efficiencies in an attempt to align its operational costs with revenues. As the local economy has improved, Center has seen revenue increases in a number of areas including KeyArena, McCall Hall and the Armory.

KeyArena event bookings, and the profitability of those bookings, have been increasing since 2010 as the venue hosts a broader range of events. McCaw Hall continues to have consistent event bookings and attendance. Its primary users, the Pacific Northwest Ballet and the Seattle Opera, continue to draw large audiences for their productions. The Armory (which was substantially remodeled in 2011-2012) remains fully leased with food vendors and has seen a significant increase in customers.

In 2015, Seattle Center has focused efforts on providing high quality events while being fiscally conservative to efficiently and effectively use its resources. This focus has enabled the department to begin conversations around setting up a cash reserve to prepare for unanticipated declines in revenue. In meeting the day-to-day cash needs of the department, Seattle Center has made great strides in maintaining a positive daily cash balance in the six funds they manage reflecting a strong recovery from the Great Recession. In consistently achieving this six-fund positive balance, Seattle Center has not needed to use a temporary cash pool loan approved by Ordinance 123644 in June 2011 in order to meet their daily cash needs. As of August 2015, Seattle Center has finished positively on a six-fund cash basis in all of the prior 12 months and considers the cash pool loan paid, well in advance of the December 31, 2017 repayment date.

Looking to continue their financial progress in 2016, Seattle Center focused budget requests on technically required funding adds as a result of actions in 2015, did not request additional resources that would draw down

## Seattle Center

its fund balance, and provided revenue increases and operating efficiencies to reduce its reliance on the General Fund in 2016 and beyond. The 2016 Proposed Budget:

- Funds premium pay for employees who require a Grade II or above Steam Engineer's License to complete their work to minimize turn-over and knowledge loss;
- Recognizes a temporary drop in lease revenue, as a result of contract amendments that are expected to boost long-term revenue; and
- Identifies areas for efficiency, such as festival staffing, or increased revenue, including monthly parking and food concessions, in order to reduce reliance on the General Fund.

The 2016 Proposed Budget also maintains funding for programs at Seattle Center, allowing visitors to continue to have access to a vast array of events and performances.

### Incremental Budget Changes

#### Seattle Center

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 37,952,585</b>	<b>241.13</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 17,528	0.00
<b>Proposed Changes</b>		
Reduce Reliance on General Fund Resources	\$ 0	0.00
Reduce General Fund Operating Expenses	-\$ 186,000	0.00
Citywide Summit Re-Implementation Project	\$ 454,175	0.00
<b>Proposed Technical Changes</b>		
Technical Changes	\$ 89,238	0.00
<b>Total Incremental Changes</b>	<b>\$ 339,885</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 38,292,470</b>	<b>241.13</b>

# Seattle Center

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$17,528)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Reduce Reliance on General Fund Resources**

Seattle Center anticipates higher than expected revenue in 2016 due to increased monthly parking rates implemented in October 2015 and increased funding for maintenance services in the final Monorail contract signed after completion of the 2015 Adopted and 2016 Endorsed Budget. This revenue reduces Seattle Center's reliance on General Fund resources by \$336,000.

#### **Reduce General Fund Operating Expenses - (\$186,000)**

This adjustment reduces the General Fund appropriation to Seattle Center for labor and non-labor expenses related to operations, maintenance and services. During the 2016 budget process, Seattle Center identified areas where it could reduce its General Fund appropriations. The Executive does not believe that these reductions will significantly affect services to the public. This reduction represents less than a 0.5% cut from the 2015 Adopted Budget for department operations.

#### **Citywide Summit Re-Implementation Project - \$454,175**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### Proposed Technical Changes

#### **Technical Changes - \$89,238**

In 2015, Council approved two pieces of legislation that affect resource needs for Seattle Center. The first ordinance (124832) amended the Experience Music Project Lease which reduced the amount of revenue that Seattle Center will receive for space rent. Over time, Seattle Center expects it will receive revenue to replace the reduced lease revenue, however, in 2016, Seattle Center will need \$150,000 of General Fund to maintain the status quo. This change is reflected in the revenue side of the budget. The second ordinance (124783) implemented premium pay changes for building operator engineers and HVAC technicians at Seattle Center. The 2016 Proposed Budget provides resources for the ongoing needs associated with these pay changes.

## Seattle Center

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Access Budget Control Level	SC670	1,109,171	1,137,505	1,146,770	1,137,305
Administration-SC Budget Control Level	SC690	7,144,047	7,434,984	7,511,957	8,021,132
Campus Grounds Budget Control Level	SC600	11,993,677	12,173,173	12,337,402	12,304,752
Commercial Events Budget Control Level	SC640	1,019,818	988,854	1,025,729	1,015,956
Community Programs Budget Control Level	SC620	2,098,686	2,140,349	2,171,378	2,155,080
Cultural Facilities Budget Control Level	SC630	224,758	232,529	234,987	232,557
Debt Budget Control Level	SC680	126,450	126,050	126,450	124,450
Festivals Budget Control Level	SC610	1,466,899	1,342,795	1,357,377	1,299,978
Judgment and Claims Budget Control Level	SC710	702,856	0	0	0
KeyArena Budget Control Level	SC660	7,804,836	7,439,541	7,692,926	7,656,446
McCaw Hall Budget Control Level	SC650	4,344,141	4,266,907	4,347,609	4,344,814
<b>Department Total</b>		<b>38,035,339</b>	<b>37,282,687</b>	<b>37,952,585</b>	<b>38,292,470</b>
<b>Department Full-time Equivalents Total*</b>		<b>240.66</b>	<b>241.13</b>	<b>241.13</b>	<b>241.13</b>

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

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
462300	Parking	5,641,867	4,949,642	4,893,301	5,168,301
462800	Monorail	916,491	900,000	900,000	961,000
	<b>Total Access</b>	<b>6,558,358</b>	<b>5,849,642</b>	<b>5,793,301</b>	<b>6,129,301</b>
441960	Seattle Center Fund	0	45,000	45,000	45,000
462500	McCaw Hall Tenant Use Fees - Debt	63,225	59,125	62,250	62,250
462900	Administration	14,986	8,500	8,500	8,500
541490	CIP	1,131,355	1,420,456	1,454,184	1,454,184
587001	General Fund - McCaw Hall Debt	63,225	59,125	62,250	62,250

## Seattle Center

	<b>Total Administration</b>	<b>1,272,791</b>	<b>1,592,206</b>	<b>1,632,184</b>	<b>1,632,184</b>
462500	Leases - Campus Grounds	1,457,296	1,392,809	1,429,310	1,493,310
462800	Armory Concessions	850,607	977,466	1,022,152	1,029,695
	<b>Total Campus Grounds</b>	<b>2,307,903</b>	<b>2,370,275</b>	<b>2,451,462</b>	<b>2,523,005</b>
462400	Campus Commercial Events	1,812,101	1,108,914	1,210,471	1,210,471
	<b>Total Commercial Events</b>	<b>1,812,101</b>	<b>1,108,914</b>	<b>1,210,471</b>	<b>1,210,471</b>
439090	Campus Sponsorships	322,196	285,000	285,000	285,000
441960	Seattle Center Productions	154,658	85,000	85,000	85,000
	<b>Total Community Programs</b>	<b>476,854</b>	<b>370,000</b>	<b>370,000</b>	<b>370,000</b>
462500	Leases - Cultural Facilities	1,435,080	1,469,128	1,476,885	1,255,342
	<b>Total Cultural Facilities</b>	<b>1,435,080</b>	<b>1,469,128</b>	<b>1,476,885</b>	<b>1,255,342</b>
441960	Festivals	515,695	517,165	530,749	530,749
	<b>Total Festivals</b>	<b>515,695</b>	<b>517,165</b>	<b>530,749</b>	<b>530,749</b>
587001	General Subfund Support	11,876,882	12,174,439	12,416,568	12,314,965
	<b>Total General Subfund Support</b>	<b>11,876,882</b>	<b>12,174,439</b>	<b>12,416,568</b>	<b>12,314,965</b>
587001	Judgment and Claims Allocation	702,856	0	0	0
	<b>Total Judgment and Claims Allocation</b>	<b>702,856</b>	<b>0</b>	<b>0</b>	<b>0</b>
441710	KeyArena Miscellaneous	836,731	530,772	616,296	616,296
441960	KeyArena Reimbursables	2,776,140	3,040,586	3,186,208	3,186,208
462400	KeyArena Premium Seating	734,878	874,439	925,009	925,009
462400	KeyArena Rent	454,859	1,108,857	1,225,695	1,225,695
462800	KeyArena Concessions	813,886	1,051,382	1,172,678	1,172,678
462800	KeyArena Ticketing	1,828,191	1,654,577	1,938,577	1,938,577
	<b>Total KeyArena</b>	<b>7,444,685</b>	<b>8,260,613</b>	<b>9,064,463</b>	<b>9,064,463</b>
441960	McCaw Hall Reimbursables	1,648,526	1,563,677	1,636,976	1,636,976
462400	McCaw Hall Rent	432,263	397,588	413,358	413,358
462500	McCaw Hall Tenant Use Fees	1,343,732	1,344,118	1,351,226	1,351,226
462800	McCaw Hall Catering & Concessions	340,669	271,450	285,023	285,023
462800	McCaw Hall Miscellaneous	240,856	173,269	211,896	211,896
587001	General Fund - McCaw Hall	573,759	571,509	571,509	571,509
	<b>Total McCaw Hall</b>	<b>4,579,805</b>	<b>4,321,611</b>	<b>4,469,988</b>	<b>4,469,988</b>
	<b>Total Revenues</b>	<b>38,983,010</b>	<b>38,033,993</b>	<b>39,416,071</b>	<b>39,500,468</b>
379100	Use of (Contribution To) Fund Balance	-947,671	-751,306	-1,463,486	-1,207,998
	<b>Total Use of (Contribution To) Fund Balance</b>	<b>-947,671</b>	<b>-751,306</b>	<b>-1,463,486</b>	<b>-1,207,998</b>
	<b>Total Resources</b>	<b>38,035,339</b>	<b>37,282,687</b>	<b>37,952,585</b>	<b>38,292,470</b>

# Seattle Center

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

### Access Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Access	1,109,171	1,137,505	1,146,770	1,137,305
<b>Total</b>	<b>1,109,171</b>	<b>1,137,505</b>	<b>1,146,770</b>	<b>1,137,305</b>
Full-time Equivalents Total*	10.27	9.37	9.37	9.37

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

### Administration-SC Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration-SC	7,144,047	7,434,984	7,511,957	8,021,132
<b>Total</b>	<b>7,144,047</b>	<b>7,434,984</b>	<b>7,511,957</b>	<b>8,021,132</b>
Full-time Equivalents Total*	20.11	22.11	22.11	22.11

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

### Campus Grounds Budget Control Level

The purpose of the Campus Grounds Budget Control Level is to provide gathering spaces and open-air venues in the City's urban core. Program services include landscape maintenance, security patrols and lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, management of revenues associated with leasing spaces, and food service operations at the Armory.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Campus Grounds	11,993,677	12,173,173	12,337,402	12,304,752
<b>Total</b>	<b>11,993,677</b>	<b>12,173,173</b>	<b>12,337,402</b>	<b>12,304,752</b>
Full-time Equivalents Total*	77.97	75.84	75.84	75.84

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

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### **Commercial Events Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Commercial Events	1,019,818	988,854	1,025,729	1,015,956
<b>Total</b>	<b>1,019,818</b>	<b>988,854</b>	<b>1,025,729</b>	<b>1,015,956</b>
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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

### **Community Programs Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Programs	2,098,686	2,140,349	2,171,378	2,155,080
<b>Total</b>	<b>2,098,686</b>	<b>2,140,349</b>	<b>2,171,378</b>	<b>2,155,080</b>
Full-time Equivalents Total*	11.88	12.88	12.88	12.88

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

### **Cultural Facilities Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Cultural Facilities	224,758	232,529	234,987	232,557
<b>Total</b>	<b>224,758</b>	<b>232,529</b>	<b>234,987</b>	<b>232,557</b>
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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

## Seattle Center

### Debt Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt	126,450	126,050	126,450	124,450
<b>Total</b>	<b>126,450</b>	<b>126,050</b>	<b>126,450</b>	<b>124,450</b>

### Festivals Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Festivals	1,466,899	1,342,795	1,357,377	1,299,978
<b>Total</b>	<b>1,466,899</b>	<b>1,342,795</b>	<b>1,357,377</b>	<b>1,299,978</b>
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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

### Judgment and Claims Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Judgment and Claims	702,856	0	0	0
<b>Total</b>	<b>702,856</b>	<b>0</b>	<b>0</b>	<b>0</b>

### KeyArena Budget Control Level

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena. Included in this category are all operations related to sports teams playing in the arena, along with concerts, family shows, and private meetings.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
KeyArena	7,804,836	7,439,541	7,692,926	7,656,446
<b>Total</b>	<b>7,804,836</b>	<b>7,439,541</b>	<b>7,692,926</b>	<b>7,656,446</b>
Full-time Equivalents Total*	65.99	66.49	66.49	66.49

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



## Seattle Center

### **McCaw Hall Budget Control Level**

The purpose of the McCaw Hall Budget Control Level is to operate and maintain McCaw Hall.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
McCaw Hall	4,344,141	4,266,907	4,347,609	4,344,814
<b>Total</b>	<b>4,344,141</b>	<b>4,266,907</b>	<b>4,347,609</b>	<b>4,344,814</b>
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

### **Seattle Center Fund Table**

#### **Seattle Center Fund (11410)**

	2014	2015	2015	2016	2016
	<b>Actuals</b>	<b>Adopted</b>	<b>Revised</b>	<b>Endorsed</b>	<b>Proposed</b>
<b>Beginning Fund Balance</b>	<b>2,000,429</b>	<b>2,200,872</b>	<b>2,948,100</b>	<b>2,952,178</b>	<b>3,699,406</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	38,983,010	38,033,993	37,905,942	39,416,071	39,500,468
Less: Actual and Budgeted Expenditures	38,035,339	37,282,687	37,154,636	37,952,585	38,292,470
<b>Ending Fund Balance</b>	<b>2,948,100</b>	<b>2,952,178</b>	<b>3,699,406</b>	<b>4,415,664</b>	<b>4,907,404</b>
McCaw Hall Reserve	1,429,337	1,189,000	1,429,337	1,189,000	1,429,337
Planning Reserve		427,641	328,954	1,409,500	1,085,052
<b>Total Reserves</b>	<b>1,429,337</b>	<b>1,616,641</b>	<b>1,758,291</b>	<b>2,598,500</b>	<b>2,514,389</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,518,763</b>	<b>1,335,537</b>	<b>1,941,115</b>	<b>1,817,164</b>	<b>2,393,015</b>

# Seattle Center

## Capital Improvement Program Highlights

Seattle Center's 2016-2021 Proposed Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year. In 2016, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan. Adopted by the City Council in 2008, the Century 21 Master Plan will guide development of the Seattle Center campus over the next 20 years.

The 2016-2021 CIP includes funding for continued renovation of the Armory, including mechanical systems, restrooms, and meeting rooms. Funding is also included for asset-preservation investments in Seattle Center's other two large public-assembly facilities, KeyArena and McCaw Hall, as well as for campus open space and the Seattle Center Monorail. New in 2016 are improvements to the Mercer Garage to address traffic issues as a result of lane pattern changes on adjacent streets and increased funding for the northwest corner entrance to campus.

The costs of managing Seattle Center's CIP, including project management and administration, are presented in Seattle Center's operating budget. These costs are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects. Funding for Seattle Center's 2016-2021 Proposed CIP comes primarily from the Cumulative Reserve Subfund, property sale proceeds, federal grant funds, and private sources.

More information and background on Seattle Center's CIP can be found in the 2016-2021 Proposed CIP online here: [2016-2021 Proposed CIP](#).

### Capital Improvement Program Appropriation

Budget Control Level	2016 Endorsed	2016 Proposed
<b>Armory Rehabilitation: S9113</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	833,000	833,000
<b>Subtotal</b>	<b>833,000</b>	<b>833,000</b>
<b>Campuswide Improvements and Repairs: S03P01</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,050,000	1,619,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	30,000	30,000
Seattle Center Capital Reserve Subfund	0	290,000
<b>Subtotal</b>	<b>1,080,000</b>	<b>1,939,000</b>
<b>Facility Infrastructure Renovation and Repair: S03P02</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	100,000	100,000
<b>Subtotal</b>	<b>100,000</b>	<b>100,000</b>
<b>Key Arena: S03P04</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	400,000	350,000
<b>Subtotal</b>	<b>400,000</b>	<b>350,000</b>

## Seattle Center

**McCaw Hall Capital Reserve Fund: S0303**

McCaw Hall Capital Reserve	545,000	545,000
<b>Subtotal</b>	<b>545,000</b>	<b>545,000</b>

**Monorail Improvements: S9403**

Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,474,000	1,474,000
<b>Subtotal</b>	<b>1,474,000</b>	<b>1,474,000</b>

**Parking Repairs and Improvements: S0301**

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	240,000
<b>Subtotal</b>	<b>0</b>	<b>240,000</b>

**Public Gathering Space Improvements: S9902**

Cumulative Reserve Subfund - REET I Subaccount (00163)	671,000	671,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	90,000	90,000
<b>Subtotal</b>	<b>761,000</b>	<b>761,000</b>

**Utility Infrastructure: S03P03**

Cumulative Reserve Subfund - REET I Subaccount (00163)	827,000	727,000
<b>Subtotal</b>	<b>827,000</b>	<b>727,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>6,020,000</b>	<b>6,969,000</b>
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# The Seattle Public Library

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Marcellus Turner, City Librarian

(206) 386-4636

<http://www.spl.org>

## Department Overview

The Seattle Public Library, founded in 1891, includes the Central Library, 26 neighborhood libraries, the Center for the Book, and a robust "virtual library" available on a 24/7 basis through the Library's website. The system-wide services program, located at the Central Library, develops and manages services available across the city including borrower services, outreach and public information, specialized services for children, teens, and adults as well as immigrant and refugee populations, and marketing, public education and programming. The Central and branch libraries provide library services, materials, and programs close to where people live, go to school, and work, and serve as focal points for community engagement and lifelong learning.

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

The Seattle Public Library had over 6.5 million visits in person in 2014, and over 7 million virtual visits through the Library's catalog and website. As the center of Seattle's information network, the Library provides a vast array of resources and services to the public (2014 usage noted), including:

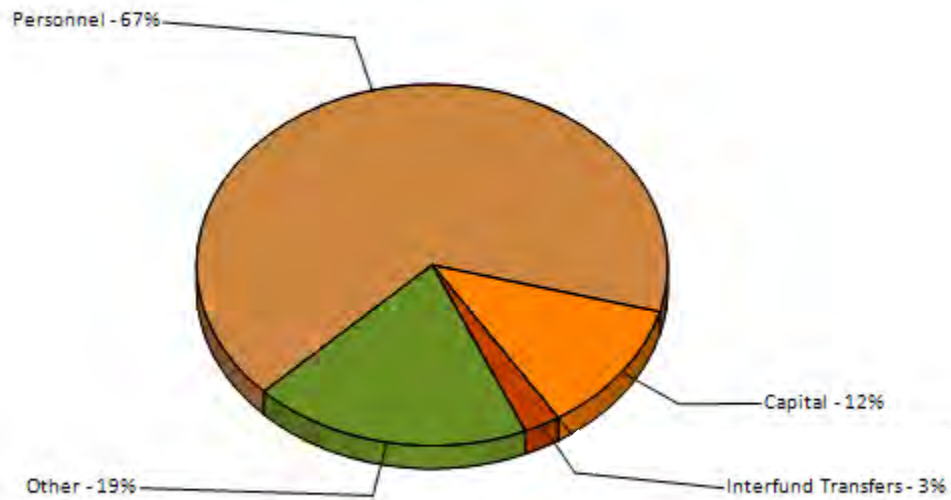
- print and electronic books, media, magazines, newspapers (11.7 million items checked out);
- assisted information services in-person, virtual, and telephone (831,000 responses);
- on-site Internet access and classes (1.4 million patron Internet sessions);
- downloadable media, including e-books, audiobooks, music and video (1.8 million downloads);
- sheet music and small practice rooms;
- electronic databases (468,000 sessions);
- an extensive multilingual collection;
- English as a Second Language (ESL) and literacy services;
- outreach and accessible services and resources for people with disabilities or special needs;
- nearly 10,000 literary and other programs and activities attended by 359,000 children, teens, and adults;
- Homework Help (more than 13,000 in-person students visits during the 2014-2015 academic year);
- 23 neighborhood meeting rooms (5,100 meetings by neighborhood groups);
- a large Central Library auditorium and 12 meeting rooms (nearly 557 meetings by external groups with a total of 25,444 participants); and
- Quick Information Center telephone reference service (386-INFO).

# The Seattle Public Library

## Budget Snapshot

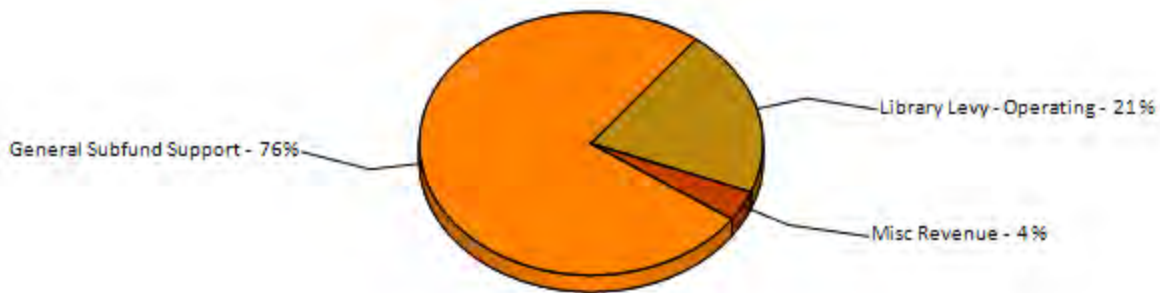
Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$47,859,759	\$49,749,668	\$50,630,853	\$50,345,639
Other Funding - Operating	\$14,392,584	\$15,514,142	\$15,600,189	\$16,677,777
<b>Total Operations</b>	<b>\$62,252,343</b>	<b>\$65,263,810</b>	<b>\$66,231,042</b>	<b>\$67,023,416</b>
Other funding - Capital	\$2,117,134	\$3,648,000	\$4,258,000	\$4,527,000
<b>Total Appropriations</b>	<b>\$64,369,477</b>	<b>\$68,911,810</b>	<b>\$70,489,042</b>	<b>\$71,550,416</b>

## 2016 Proposed Budget - Expenditure by Category



# The Seattle Public Library

## 2016 Proposed Budget - Revenue by Category



### Budget Overview

Ensuring the Library has adequate resources to provide services to the community is a priority for the Mayor, City Council and Seattle residents. In August 2012, Seattle voters approved a seven-year, \$123 million levy to maintain and improve core Library services. The levy supports four core service areas identified through an extensive public engagement process: open library hours, the collection of books and materials, computers and online services, and building maintenance. Levy funds allow the Library to keep 13 branches open seven days a week and 13 branches open six days a week; improve collections and reduce wait times on popular items; invest in technology and online services; and perform maintenance necessary to preserve library facilities, some of Seattle's most intensely used public facilities.

The 2016 Proposed Budget includes the continuation and expansion of a new and popular program that allows library patrons to check out WiFi HotSpots. This program addresses technological equity disparities by enabling some of the 70,000 Seattle residents with no internet access to have extended, reliable internet connections in their residence. In addition, the 2016 Proposed Budget authorizes spending for the replacement of the Integrated Library System which manages the circulation of print and digital materials, provides virtual services, and allows patrons to place holds on materials. The system is being evaluated in 2015 to determine the scale of necessary acquisition, training and implementation of a new or improved system. Finally, the 2016 Proposed Budget includes operating efficiencies such as functional re-organizations, a technical adjustment to recalculate the cost of the additional week of operations funded by the levy and recognition of new media forms, all of which generate General Fund savings.

The 2016 Proposed Budget allocates additional Real Estate Excise Tax (REET) funds to support major maintenance at the iconic Central Library that was not funded by the levy. The levy provides crucial support at the various neighborhood branches to extend the useful life of the buildings, address safety and security issues, and increase access for all library patrons. The 2016 Proposed Budget also includes REET funding for reconfiguration of library

# The Seattle Public Library

spaces to address changes in usage patterns and tenant improvements to modify a leased space for the Library's shops, landscaping and storage functions.

## Incremental Budget Changes

### The Seattle Public Library

	<b>2016 Budget</b>
<b>Total 2016 Endorsed Budget</b>	<b>\$ 66,231,042</b>
<b>Baseline Changes</b>	
Citywide Adjustments for Standard Cost Changes	-\$ 357,036
<b>Proposed Changes</b>	
Continue and Expand WiFi HotSpot Lending Program	\$ 140,000
Replace the Horizon Integrated Library System	\$ 750,000
Recognize Shift to New Media Forms	-\$ 37,000
Restructure and Enhance Operating Efficiencies	-\$ 289,500
Citywide Summit Re-Implementation Project	\$ 207,913
<b>Proposed Technical Changes</b>	
Technical Adjustments to Align Levy Revenues and Expenditures	\$ 377,997
<b>Total Incremental Changes</b>	<b>\$ 792,374</b>
<b>2016 Proposed Budget</b>	<b>\$ 67,023,416</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$357,036)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.



# The Seattle Public Library

## Proposed Changes

### **Continue and Expand WiFi HotSpot Lending Program - \$140,000**

In 2015, the Library began a new and popular program which allows library patrons to reserve and check-out a WiFi hotspot device for a three-week checkout period. Library patrons, many of whom may have limited internet access at home, only need a library card to place a hold on one of these devices. Initially, the Library had grant funding for 150 devices, and due to demand and the initial success, the Library was able to obtain additional grant funding and expand to 350 devices. The demand continues to grow and there are approximately 1,200 holds for the devices. The additional funding in the budget for this program supplements the grant by extending the program through the end of 2016 and adding at least 50 additional devices to decrease wait times. The Library will work with other City departments and community partners to reach those who have limited or no internet access to increase connectivity for those most in need.

### **Replace the Horizon Integrated Library System - \$750,000**

This proposal uses Library fund balance to replace the Library's Integrated Library System (ILS), which circulated nearly 12 million items (including print and ebooks) and managed over 4 million holds on materials last year. The proposed budget represents the cost of acquisition, licensing, data migration, implementation and staff training for the new system. Project implementation is dependent on the decision to be made at the end of a consultant evaluation study that is being conducted in 2015.

### **Recognize Shift to New Media Forms - (\$37,000)**

In recognition of increasing reliance on electronic media forms, the Library will eliminate the purchase of magazine titles on microfilm for magazines and periodicals, many of which are available through the Library's digital services. In addition, the Library will reduce binding and rebinding services on collections of print magazines and damaged books. The Library will continue to purchase those microform rolls with local or historically significant content and will continue to bind and repair print materials of historical importance and in Special Collections and Genealogy using private funding.

### **Restructure and Enhance Operating Efficiencies - (\$289,500)**

The Library proposes combining the Facilities and Security divisions into one division in recognition of their functional alignment, which creates efficiencies by eliminating a vacant manager position. In addition, the Library is reclassifying and reorganizing positions in the Collection and Access Services Division, resulting in the reduction of two partial positions. The Library is also reducing funding for equipment and eliminating a membership in a professional organization of urban libraries. These reductions are expected to have limited operating impacts.

### **Citywide Summit Re-Implementation Project - \$207,913**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## Proposed Technical Changes

### **Technical Adjustments to Align Levy Revenues and Expenditures - \$377,997**

This adjusts the 2016 budget to allow the Library to spend levy funds which support to library operations. The 2012 Library Levy is a revenue source in the Library's Operating Fund and this adjustment brings appropriation authority in line with revenue assumptions. Use of this additional budget authority will be determined by the

# The Seattle Public Library

Library Board of Trustees as part of the Library's 2016 Operations Plan. In 2016, levy resources will continue support for core services, increase and diversify collections, and improve computer and online resources. Levy resources will also be used to keep the Library open 52 weeks a year. The levy restores one week of service that had been cut from 2008-2012 due to budget reductions. The 2016 Proposed Budget includes a budget neutral change to assign the full 2016 cost of the restored week of service to the levy.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Administrative Services</b>					
Administrative Services Director		541,399	606,566	654,086	650,948
Event Services		411,353	479,145	484,162	471,071
Facilities and Security Services		0	0	0	7,857,774
Facilities Maintenance Services		6,251,561	6,538,276	6,630,509	0
Finance Services		1,085,061	1,597,187	1,604,547	2,437,417
Safety and Security Services		1,415,679	1,439,642	1,452,935	0
<b>Total</b>	<b>B1ADM</b>	<b>9,705,053</b>	<b>10,660,816</b>	<b>10,826,239</b>	<b>11,417,210</b>
<b>City Librarian's Office</b>					
City Librarian		461,613	474,178	481,598	463,175
Communications		296,459	292,840	295,106	291,382
<b>Total</b>	<b>B2CTL</b>	<b>758,072</b>	<b>767,018</b>	<b>776,704</b>	<b>754,557</b>
<b>Human Resources</b>	<b>B5HRS</b>	<b>1,133,659</b>	<b>1,114,143</b>	<b>1,130,499</b>	<b>1,116,413</b>
<b>Information Technology</b>	<b>B3CTS</b>	<b>4,280,855</b>	<b>4,447,412</b>	<b>4,403,729</b>	<b>5,217,211</b>
<b>Library Programs and Services</b>					
Collection and Access Services		14,192,044	12,167,277	12,383,667	12,486,648
Library Programs and Services Director		731,783	605,579	824,226	810,471
Program and Services - Systemwide Services		2,527,178	4,820,976	4,840,079	4,717,141
Programs and Services - Central and Branch Operations		28,089,517	29,800,053	30,154,317	29,623,669
<b>Total</b>	<b>B4PUB</b>	<b>45,540,522</b>	<b>47,393,885</b>	<b>48,202,289</b>	<b>47,637,929</b>
<b>Marketing and Online Services</b>	<b>B6MKT</b>	<b>834,182</b>	<b>880,536</b>	<b>891,582</b>	<b>880,096</b>
<b>Department Total</b>		<b>62,252,343</b>	<b>65,263,810</b>	<b>66,231,042</b>	<b>67,023,416</b>

# The Seattle Public Library

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	General Subfund Support	47,859,759	49,749,668	50,630,853	50,345,639
	<b>Total General Subfund Support</b>	<b>47,859,759</b>	<b>49,749,668</b>	<b>50,630,853</b>	<b>50,345,639</b>
587104	Library Levy Enhanced Services	8,159,059	8,526,389	8,889,885	8,795,325
587104	Library Levy General Fund Backfill	4,285,000	4,435,629	4,590,876	4,590,876
587104	Library Levy- Administration	116,264	177,958	185,076	279,636
	<b>Total Library Levy - Operating</b>	<b>12,560,323</b>	<b>13,139,976</b>	<b>13,665,837</b>	<b>13,665,837</b>
441610	Copy Services	37,052	60,000	60,000	46,000
441610	Pay for Print	175,942	159,000	159,000	159,000
459700	Fines and Fees	1,500,144	1,564,014	1,564,014	1,512,000
462300	Parking Revenue	348,077	353,000	353,000	353,000
462400	Space Rentals	164,929	150,000	150,000	153,000
462800	Coffee Cart	3,750	3,000	3,000	3,000
469112	Sale of fixed Assets	52,456	35,000	35,000	43,000
469990	Misc. Revenue	9,369	3,000	3,000	3,000
542810	Cable Franchise	190,000	190,000	190,000	190,000
	<b>Total Misc Revenue</b>	<b>2,481,719</b>	<b>2,517,014</b>	<b>2,517,014</b>	<b>2,462,000</b>
	<b>Total Revenues</b>	<b>62,901,801</b>	<b>65,406,658</b>	<b>66,813,704</b>	<b>66,473,476</b>
379100	Use of (Contribution to) Fund Balance	-649,458	-142,848	-582,662	549,940
	<b>Total Use of Fund Balance</b>	<b>-649,458</b>	<b>-142,848</b>	<b>-582,662</b>	<b>549,940</b>
	<b>Total Resources</b>	<b>62,252,343</b>	<b>65,263,810</b>	<b>66,231,042</b>	<b>67,023,416</b>

# The Seattle Public Library

## Appropriations By Program

### Administrative Services

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services Director	541,399	606,566	654,086	650,948
Event Services	411,353	479,145	484,162	471,071
Facilities and Security Services	0	0	0	7,857,774
Facilities Maintenance Services	6,251,561	6,538,276	6,630,509	0
Finance Services	1,085,061	1,597,187	1,604,547	2,437,417
Safety and Security Services	1,415,679	1,439,642	1,452,935	0
<b>Total</b>	<b>9,705,053</b>	<b>10,660,816</b>	<b>10,826,239</b>	<b>11,417,210</b>

*The following information summarizes the programs in Administrative Services:*

#### **Administrative Services Director Program**

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

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services Director	541,399	606,566	654,086	650,948

#### **Event Services Program**

The purpose of the Events Services Program is to support Library-hosted as well as private events and programs in order to make Library facilities and meeting rooms more available to the public.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Event Services	411,353	479,145	484,162	471,071

#### **Facilities and Security Services Program**

In 2015, the Facilities Maintenance Services and Safety and Security Services Programs were combined. The purpose of the Facilities and Security Services Program is to maintain and secure the Library's buildings and grounds so that library services are delivered in safe, secure, clean, well-functioning and comfortable environments.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Facilities and Security Services	0	0	0	7,857,774

#### **Facilities Maintenance Services Program**

The purpose of the Facilities Maintenance Services Program is to maintain the Library's buildings and grounds

# The Seattle Public Library

so that library services are delivered in clean, well-functioning and comfortable environments.

In 2015, the Facilities Maintenance Services and Safety and Security Services Programs were combined into the Facilities and Security Services Program.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Facilities Maintenance Services	6,251,561	6,538,276	6,630,509	0

## Finance Services Program

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

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Finance Services	1,085,061	1,597,187	1,604,547	2,437,417

## Safety and Security Services Program

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

In 2015, the Facilities Maintenance Services and Safety and Security Services Programs were combined into the Facilities and Security Services Program.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Safety and Security Services	1,415,679	1,439,642	1,452,935	0

## City Librarian's Office

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

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
City Librarian	461,613	474,178	481,598	463,175
Communications	296,459	292,840	295,106	291,382
<b>Total</b>	<b>758,072</b>	<b>767,018</b>	<b>776,704</b>	<b>754,557</b>

# The Seattle Public Library

*The following information summarizes the programs in City Librarian's Office:*

## City Librarian Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
City Librarian	461,613	474,178	481,598	463,175

## Communications Program

The purpose of the Communications Program is to ensure that the public and Library staff are fully informed about Library operations, which includes over 10,000 annual public programs. The office contributes to the Library's web site, a 24/7 portal to library services, and provides timely and accurate information through a variety of other methods.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Communications	296,459	292,840	295,106	291,382

## Human Resources

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Human Resources	1,133,659	1,114,143	1,130,499	1,116,413
<b>Total</b>	<b>1,133,659</b>	<b>1,114,143</b>	<b>1,130,499</b>	<b>1,116,413</b>

## Information Technology

The purpose of the Information Technology program is to provide public and staff technology, data processing infrastructure and services.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Information Technology	4,280,855	4,447,412	4,403,729	5,217,211
<b>Total</b>	<b>4,280,855</b>	<b>4,447,412</b>	<b>4,403,729</b>	<b>5,217,211</b>

# The Seattle Public Library

## Library Programs and Services

The purpose of the Library Programs and Services Division is to provide services, materials, and programs that benefit and are valued by Library patrons. Library Programs and Services provides technical and collection services and materials delivery systems to make Library resources and materials accessible to all patrons.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Collection and Access Services	14,192,044	12,167,277	12,383,667	12,486,648
Library Programs and Services Director	731,783	605,579	824,226	810,471
Program and Services - Systemwide Services	2,527,178	4,820,976	4,840,079	4,717,141
Programs and Services - Central and Branch Operations	28,089,517	29,800,053	30,154,317	29,623,669
<b>Total</b>	<b>45,540,522</b>	<b>47,393,885</b>	<b>48,202,289</b>	<b>47,637,929</b>

*The following information summarizes the programs in Library Programs and Services:*

### **Collection and Access Services Program**

The purpose of the Collection and Access Services Program is to make library books, materials, databases, downloadable materials, and the library catalog available to patrons and to provide a delivery system that makes Library materials locally available.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Collection and Access Services	14,192,044	12,167,277	12,383,667	12,486,648

### **Library Programs and Services Director Program**

The purpose of the Library Programs and Services Director Program is to administer public services, programs, and collection development and access.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Library Programs and Services Director	731,783	605,579	824,226	810,471

### **Program and Services - Systemwide Services Program**

The purpose of the Library Programs and Services - Systemwide Services Program is to provide system wide services including borrower services, specialized services for children, teens and adults, community engagement, special collections, and public education and programming. This program also provides in-depth information and service coordination to patrons and staff at branches so they have access to more extensive resources than would otherwise be available at a single branch.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Program and Services - Systemwide Services	2,527,178	4,820,976	4,840,079	4,717,141

### **Programs and Services - Central and Branch Operations Program**

The purpose of the Central and Branch Libraries Program is to provide services, materials, and programs close

# The Seattle Public Library

to where people live and work to support life-long learning, cultural enrichment, recreational reading, and community engagement.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Programs and Services - Central and Branch Operations	28,089,517	29,800,053	30,154,317	29,623,669

## **Marketing and Online Services**

The purpose of the Marketing and Online Services Division is to develop the Library's online services and employ innovative strategies for connecting patrons and community organizations to Library services and resources. The division develops marketing tools to enable the Library to reach new users and help current users discover all the new ways the Library can enrich their lives.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Marketing and Online Services	834,182	880,536	891,582	880,096
<b>Total</b>	<b>834,182</b>	<b>880,536</b>	<b>891,582</b>	<b>880,096</b>

## **Library Fund Table**

### **Library Fund (10410)**

	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2015 Revised</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Beginning Fund Balance</b>	<b>1,099,310</b>	<b>1,170,452</b>	<b>1,748,768</b>	<b>1,313,300</b>	<b>1,892,119</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	62,901,801	65,406,658	66,043,877	66,813,704	66,473,476
Less: Actual and Budgeted Expenditures	62,252,343	65,263,810	65,900,526	66,231,042	67,023,416
<b>Ending Fund Balance</b>	<b>1,748,768</b>	<b>1,313,300</b>	<b>1,892,119</b>	<b>1,895,962</b>	<b>1,342,179</b>
Known Liability	82,753				0
Planning Reserve		189,937	146,105	619,720	440,142
<b>Total Reserves</b>	<b>82,753</b>	<b>189,937</b>	<b>146,105</b>	<b>619,720</b>	<b>440,142</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,666,015</b>	<b>1,123,363</b>	<b>1,746,014</b>	<b>1,276,242</b>	<b>902,037</b>



# The Seattle Public Library

## Capital Improvement Program Highlights

The Seattle Public Library's facilities include 26 branch libraries and the Central Library, as well as a storage facility and leased shops space. In 2008, the Library completed the final building projects of a system wide capital program, known as "Libraries for All" (LFA). As a result of that \$290.7 million program, which was funded by a combination of public and private sources, Seattle had a new Central Library and four new branch libraries at Delridge, International District/Chinatown, Northgate and South Park. In addition, each of the 22 branch libraries that were in the system as of 1998 was renovated, expanded or replaced.

Library buildings are some of the most intensively-used public facilities in Seattle. The Seattle Public Library had more than 6.5 million visits in person in 2014. Even the quietest branch has nearly 70,000 people walk through the door each year. The Library's historic landmark buildings have unique features such as brick facades, slate roofs and other details. It is important to use designs and materials consistent with their landmark status, which increases major maintenance costs. The Central Library poses a different set of challenges. A building of its size, complexity and intensity of use requires significant annual major maintenance to preserve core functionality and continually improve building efficiency. All of these factors were considered in establishing the major maintenance component of the Library Levy.

The 2012 Library Levy allows the Library to sustain LFA improvements with appropriate asset management. This effort is especially critical as all Library buildings will pass the ten year mark from their LFA construction/renovation during the seven year Levy period. In 2016, the Library will use \$2.2 million of Levy funding, combined with \$2.3 million in Real Estate Excise Tax (REET) funding, to maintain and improve facilities across the system. The total 2016 Library CIP is \$4.5 million.

### Asset Preservation

The overriding priority of the Library's capital program is extending the useful life of the buildings as long as possible. Major repairs and replacement to roofs, building envelopes, HVAC and other critical building systems, doors, windows, flooring and casework are examples of the asset preservation items that must be funded through the Library's CIP budget. Using Levy funds, the Library plans to undertake a number of branch asset preservation projects as buildings reach and surpass the ten-year mark, including planned work at the Beacon Hill, Greenwood, High Point and Lake City branches in 2016.

Also included in the Major Maintenance Program is work at the Central Library to replace worn flooring on the heavily used Level 3 Living Room, as well as upgrades to the lighting and entryway. In addition, the Library will develop and implement methods to access the extensive interior curtain wall on levels 3, 5, 9 and 10 to inspect the fire suppression system and glazing and to clean windows periodically.

### Program Enhancements

The Library will use REET funding in 2016 to continue the "Re-Imagining Spaces" program which restructures library spaces to address changes in how patrons use the Library. As Library resources and programming evolve to meet customer interests, there are opportunities to use spaces in innovative ways that provide flexibility, expand learning opportunities and encourage interaction.

# The Seattle Public Library

## Capital Improvement Program Appropriation

	2016 Endorsed	2016 Proposed
<b>ADA Improvements - Library: B301112</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	19,000
<b>Subtotal</b>	<b>0</b>	<b>19,000</b>
<b>Library Major Maintenance: B301111</b>		
2012 Library Levy Fund (18100)	3,242,000	2,242,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,016,000	2,266,000
<b>Subtotal</b>	<b>4,258,000</b>	<b>4,508,000</b>
<b>Total Capital Improvement Program Appropriation</b>	<b>4,258,000</b>	<b>4,527,000</b>

# Department of Education and Early Learning

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Holly Miller, Acting Director

(206) 233-5118

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

## Department Overview

The mission of the new Department of Education and Early Learning (DEEL) is to ensure all Seattle children have the greatest opportunity to succeed in school and life, and to graduate from school ready for college or a career. DEEL achieves this goal by investing in high quality early learning services and programs that help children succeed in school, increasing capacity for such programs in underserved communities and strengthening school-community connections.

DEEL is responsible for weaving together early learning programs in the City to provide families with the opportunity to prepare their children to enter school ready to succeed. By braiding and blending resources from the Families and Education Levy, the Seattle Preschool Program Levy, the state Early Childhood Education and Assistance Program, and City General Fund, the department seeks to ensure low-income families in the City have access to high quality early learning.

DEEL administers the Education-Support Services Levy, otherwise known as the Families and Education Levy. DEEL is responsible for developing the City's education policy and investment strategy for levy funds to help children succeed in school by increasing access to high-quality programs supporting academic achievement. DEEL builds linkages between the City of Seattle, the Seattle Public School District, and other organizations to ensure successful levy implementation. Levy investments are made in programs that improve academic achievement. To that end, each program undergoes ongoing program evaluation to ensure it delivers on specific targeted outcomes intended to improve academic achievement. The department provides annual reports detailing program targets and results to policy makers and the community.

DEEL also administers the Seattle Preschool Program Levy which the voters approved in November 2014. The purpose of the program is to expand access to affordable, high-quality preschool for Seattle's three- and four-year-olds so they enter school prepared to succeed and the academic opportunity gap for children is eliminated. The levy funds a demonstration phase of the Seattle Preschool Program which began in 2015 and aims to serve 2,000 children in 100 classrooms by 2018.

DEEL is the liaison for the City with the higher education community on all education issues of joint concern. The department builds partnerships with, and facilitates collaboration between, local higher education representatives to increase academic, economic and social advancement. DEEL aligns City investments with institutions' priorities, initiatives, and goals to increase student success and higher levels of educational attainment.

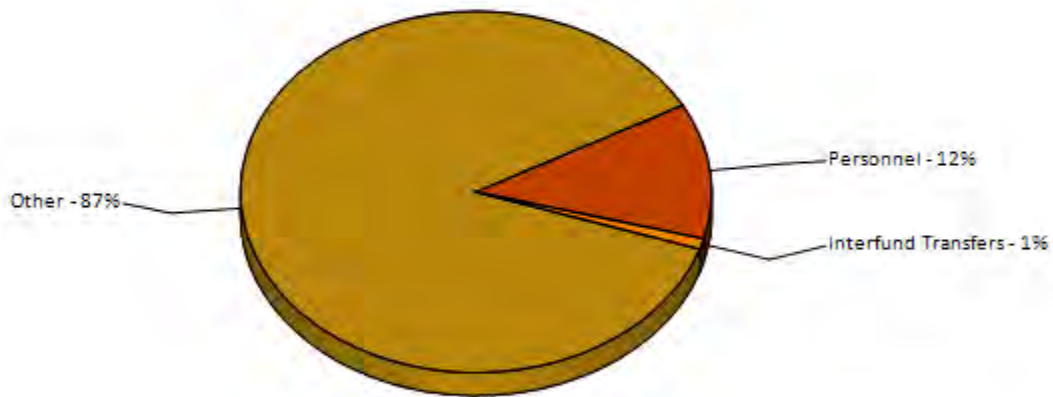
## Department of Education and Early Learning

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$0	\$40,879,618	\$48,158,155	\$48,026,488
General Fund Support	\$0	\$12,637,149	\$12,810,346	\$6,985,124
<b>Total Operations</b>	<b>\$0</b>	<b>\$53,516,767</b>	<b>\$60,968,501</b>	<b>\$55,011,612</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$53,516,767</b>	<b>\$60,968,501</b>	<b>\$55,011,612</b>
Full-time Equivalent Total*	0.00	52.50	54.50	54.00

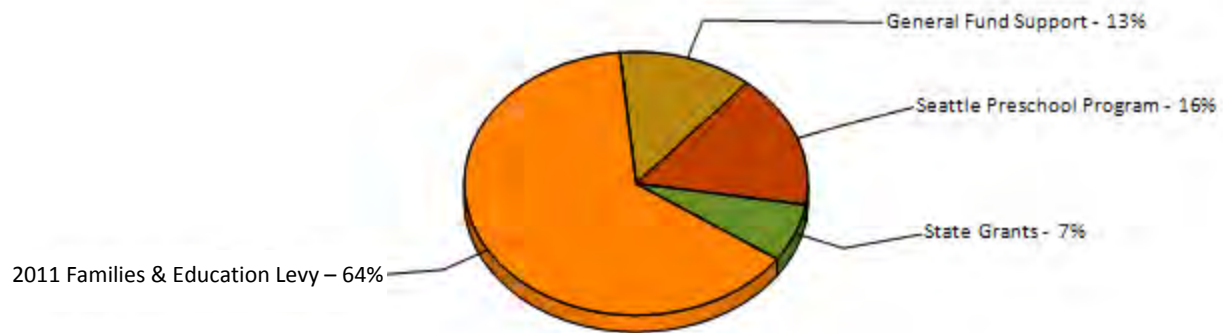
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Department of Education and Early Learning

## 2016 Proposed Budget - Revenue by Category



### Budget Overview

The 2016 Proposed Budget continues to realign expenses and education-related services across the City. This process began with the creation of DEEL as part of the 2015 Adopted Budget. In 2016, the proposed budget makes technical changes to better align expenses with funding sources and adds General Fund to support central costs.

The proposed budget moves the Seattle Youth Violence Prevention Initiative (SYVPI) to the Human Services Department (HSD). This change completes the transitions related to the creation of DEEL. The City is seeking to improve engagement and service delivery to at-risk youth and families. This work is led by HSD's Youth and Family Empowerment Division. SYVPI uses early interventions supports and community engagement to give high-risk youth greater opportunities to be successful in life. Moving SYVPI to HSD will improve the effectiveness of the program.

Additionally, an assessment of SYVPI is currently underway and is expected to be completed in late 2015. In 2016, HSD and Executive staff will lead an effort to ensure SYVPI is addressing the needs of the city's at-risk youth, as identified by the assessment. This process will involve public engagement and eventual recommendations to the City Council on changes to the program.

# Department of Education and Early Learning

## Incremental Budget Changes

### Department of Education and Early Learning

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 60,968,501</b>	<b>54.50</b>
<b>Baseline Changes</b>		
Supplemental Budget Changes	\$ 0	4.00
Citywide Adjustments for Standard Cost Changes	\$ 90,383	0.00
<b>Proposed Changes</b>		
Transfer SYVPI to Human Services Department	-\$ 5,869,624	-4.00
Eliminate Sunsetting Position	\$ 0	-0.50
<b>Proposed Technical Changes</b>		
Technical Adjustments to Align Expenditures with Revenues	-\$ 177,648	0.00
<b>Total Incremental Changes</b>	<b>-\$ 5,956,889</b>	<b>-0.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 55,011,612</b>	<b>54.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Supplemental Budget Changes/4.00 FTE**

This adjustment reflects changes made through supplemental budget legislation since the last adopted budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the adopted budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. These changes include four additional FTEs:

- a strategic advisor responsible for policy work related to the Families and Education Levy;
- an accounting position to support the Child Care Assistance Program;
- an early learning coach to support Step Ahead preschool classrooms; and
- an early education specialist to provide preschool monitoring and technical assistance to SPP classrooms.

# Department of Education and Early Learning

## **Citywide Adjustments for Standard Cost Changes - \$90,383**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

## **Proposed Changes**

### **Transfer SYVPI to Human Services Department - (\$5,869,624)/(4.00) FTE**

DEEL was created to house all the education-related programs of the City. SYVPI is focused on outreach and interventions for youth and their family. Its purpose is more human services than education. To better coordinate the City's investment in SYVPI and other youth engagement programs, the proposed budget transfers SYVPI to the HSD Youth and Family Empowerment Division.

### **Eliminate Sunsetting Position/(.50) FTE**

This adjustment eliminates a part-time grants and contracts specialist position. The position was created to support contracting needs for a federal Department of Justice Byrne grant for SYVPI, which also funded the position. The grant period ends December 31, 2015, as does the work for which this position was needed.

## **Proposed Technical Changes**

### **Technical Adjustments to Align Expenditures with Revenues - (\$177,648)**

These technical adjustments change revenue and expense budgets to better reflect actual spending, revenues and programmatic alignment. They do not affect service delivery. These adjustments include:

- Alignment of expenditures with the state Early Childhood Education and Assistance Program grant amount. In 2016, the City will receive \$3.9 million (about \$132,000 less than the prior year) and the proposed budget adjusts expenditures accordingly.
- Shifts \$24,000 of personnel costs from the General Fund to other revenue sources to better reflect work performed. This change is on the revenue side only and does not affect appropriation.
- Shifts \$115,000 to the General Fund from other revenue sources to support rent and other centrally allocated costs. This revenue was not added in 2015 because many of the central costs were calculated before the department was created. Other funding sources for these purposes are reduced commensurately resulting in a net-zero change in appropriation.
- Inflation adjustment resulting in a \$45,000 decrease.

## Department of Education and Early Learning

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Director's Office Budget Control Level	ED100	0	23,709,171	25,710,341	25,819,499
Early Learning Budget Control Level	ED300	0	22,600,943	27,773,316	27,025,383
Finance and Administration Budget Control Level	ED200	0	1,487,623	1,612,804	2,166,730
Youth Violence Prevention Initiative Budget Control Level	ED600	0	5,719,030	5,872,040	0
<b>Department Total</b>		<b>0</b>	<b>53,516,767</b>	<b>60,968,501</b>	<b>55,011,612</b>

<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>52.50</b>	<b>54.50</b>	<b>54.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
411100	Taxes, Levies, & Bonds	0	31,926,024	35,069,140	35,069,140
	<b>Total 2011 Families &amp; Education Levy</b>	<b>0</b>	<b>31,926,024</b>	<b>35,069,140</b>	<b>35,069,140</b>
587001	General Fund	0	12,637,149	12,810,346	6,985,124
	<b>Total General Fund Support</b>	<b>0</b>	<b>12,637,149</b>	<b>12,810,346</b>	<b>6,985,124</b>
411100	Taxes, Levies, & Bonds	0	4,761,696	8,354,609	8,354,609
441930	Parent Tuition	0	140,860	683,368	683,368
	<b>Total Seattle Preschool Program</b>	<b>0</b>	<b>4,902,556</b>	<b>9,037,977</b>	<b>9,037,977</b>
434010	State Grants	0	4,051,038	4,051,038	3,919,371
	<b>Total State Grants</b>	<b>0</b>	<b>4,051,038</b>	<b>4,051,038</b>	<b>3,919,371</b>
<b>Total Revenues</b>		<b>0</b>	<b>53,516,767</b>	<b>60,968,501</b>	<b>55,011,612</b>
<b>Total Resources</b>		<b>0</b>	<b>53,516,767</b>	<b>60,968,501</b>	<b>55,011,612</b>



# Department of Education and Early Learning

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

### Director's Office Budget Control Level

The purpose of the Director's Office Budget Control Level is to provide executive leadership to support the achievement of department outcomes, manage K-12 Levy investments, and engage community members in the work of the department.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Director's Office	0	23,709,171	25,710,341	25,819,499
<b>Total</b>	<b>0</b>	<b>23,709,171</b>	<b>25,710,341</b>	<b>25,819,499</b>
Full-time Equivalents Total*	0.00	12.00	12.00	13.00

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

### Early Learning Budget Control Level

The purpose of the Early Learning Budget Control Level is to help children enter school ready to succeed, provide preschool teachers with resources and training, and assist Seattle families with gaining access to early learning resources.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Early Learning	0	22,600,943	27,773,316	27,025,383
<b>Total</b>	<b>0</b>	<b>22,600,943</b>	<b>27,773,316</b>	<b>27,025,383</b>
Full-time Equivalents Total*	0.00	29.00	32.00	31.00

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

### Finance and Administration Budget Control Level

The purpose of the Finance and Administration Budget Control Level is to provide financial, administrative, human resources, and information technology support to the department.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	0	1,487,623	1,612,804	2,166,730
<b>Total</b>	<b>0</b>	<b>1,487,623</b>	<b>1,612,804</b>	<b>2,166,730</b>
Full-time Equivalents Total*	0.00	6.00	6.00	10.00

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

## Department of Education and Early Learning

### Youth Violence Prevention Initiative Budget Control Level

The purpose of the Youth Violence Prevention Initiative Budget Control Level is to help reduce youth violence.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Youth Violence Prevention Initiative	0	5,719,030	5,872,040	0
<b>Total</b>	<b>0</b>	<b>5,719,030</b>	<b>5,872,040</b>	<b>0</b>
Full-time Equivalents Total*	0.00	5.50	4.50	0.00

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

### Education Fund Table

#### Department of Education Fund

	2014	2015	2015	2016	2016
	<b>Actuals</b>	<b>Adopted</b>	<b>Revised</b>	<b>Endorsed</b>	<b>Proposed</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	53,516,767	53,516,767	60,968,501	55,011,612
Less: Actual and Budgeted Expenditures	0	53,516,767	53,516,767	60,968,501	55,011,612
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Education-Support Services Levy

Holly Miller, Department of Education and Early Learning

(206) 233-5118

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

## Department Overview

In November 2011, Seattle voters approved a \$231 million renewal of the Education-Support Services Levy, otherwise known as the Families and Education Levy, for the period of 2012-2018. The 2011 Families and Education Levy invests in early learning, elementary school, middle school, high school, and health programs to achieve three goals:

1. Improve children's readiness for school.
2. Enhance students' academic achievement and reduce the academic achievement gap.
3. Decrease students' dropout rate and increase graduation from high school and prepare students for college and/or careers after high school.

Levy investments are aligned with the goals of Seattle Public Schools and the Road Map Initiative to double the number of students who enroll in post-secondary programs after high school and/or achieve a career credential.

Department of Education and Early Learning (DEEL) staff administer the Families and Education Levy. The mission of DEEL is to ensure all Seattle children have the greatest opportunity to succeed in school and in life and to graduate from school ready for college or a career. DEEL is responsible for developing the City's education policy and investment strategy to help children succeed in school, strengthen school-community connections, and increase access to high-quality programs supporting academic achievement. DEEL, the Department of Parks and Recreation, and Public Health - Seattle & King County all use levy dollars to implement programs and support levy goals and objectives

Levy investments are made in programs that improve academic achievement. To that end, each program undergoes ongoing program evaluation to ensure it delivers on specific targeted outcomes intended to improve academic achievement. DEEL publishes annual reports detailing program targets (adopted by the Levy Oversight Committee) and program results.

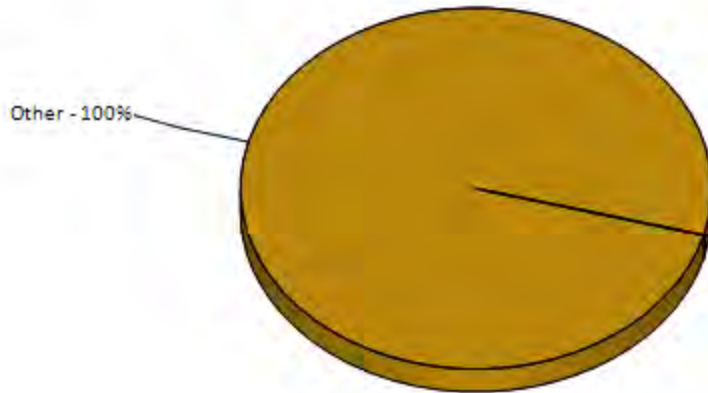
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$26,836,000	\$31,926,029	\$35,069,140	\$35,069,140
<b>Total Operations</b>	<b>\$26,836,000</b>	<b>\$31,926,029</b>	<b>\$35,069,140</b>	<b>\$35,069,140</b>
<b>Total Appropriations</b>	<b>\$26,836,000</b>	<b>\$31,926,029</b>	<b>\$35,069,140</b>	<b>\$35,069,140</b>
Full-time Equivalent Total*	9.00	0.00	0.00	0.00

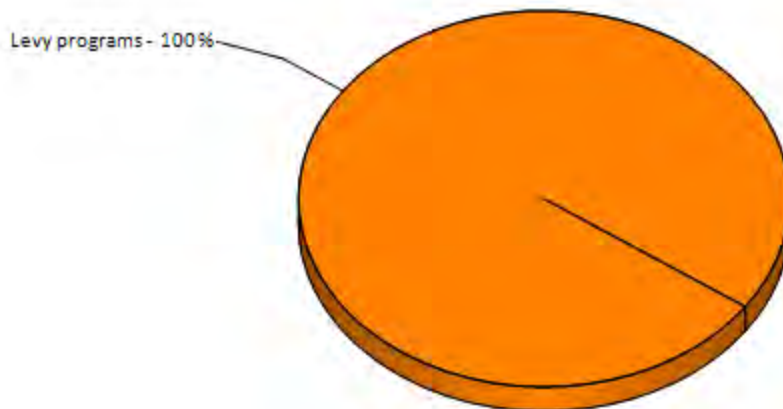
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## Education-Support Services Levy

### 2016 Proposed Budget - Expenditure by Category



### 2016 Proposed Budget - Revenue by Category



# Education-Support Services Levy

## Budget Overview

The 2011 Families and Education Levy substantially increases the overall funding available to support children and their families, both in- and out-of-school, in an effort to help all Seattle's children succeed academically. Outlined below is an overview of the six key program areas that were recommended by the 2011 Families and Education Levy Advisory Committee and funded in the levy:

1. **Early Learning and School Readiness** includes funding for:
  - up to 736 Step Ahead pre-school slots annually for 4-year olds once the program is fully established (571 slots funded in the 2015-2016 school year and 635 in 2016-17; starting in 2015, Step Ahead expansion funding is used to prepare providers for the quality standards of the Seattle Preschool Program);
  - professional development for Step Ahead, Early Childhood Education and Assistance Program, Head Start, Comprehensive Childcare Program, and Family Friend & Neighbor sites;
  - health screenings for Step Ahead;
  - home visitation for 2-3 year olds (160 families annually); and
  - support for families and children entering kindergarten each year.
2. **Elementary School Academic Achievement** includes funding for:
  - extended learning time and out-of-school time initially at 4 schools, increasing to 16 in the 2015-2016 school year, 20 in 2016-17, and eventually ramping up to 23 schools;
  - summer learning for up to 875 students once the program is fully established (345 in 2015 and 470 in 2016); and
  - family support for both high-risk elementary students and refugee/immigrant and Native American families/students.
3. **Middle School Academic Achievement and College/Career Preparation** includes funding for:
  - extended learning time and out-of-school time;
  - social, emotional, and behavioral support, college and career planning at 4 schools, case management for college and career planning for up to 600 students;
  - summer learning for up to 1300 students at full implementation (1,160 in 2016); and
  - out-of-school time transportation and sports.
4. **High School Academic Achievement and College/Career Preparation** includes funding for:
  - extended learning time & social, emotional, and behavioral support for ninth graders at five schools, college and career planning at five schools, case management for college and career planning for up to 400 students once the program is fully established (the case management program comes online in 2015-16 for 100 students and will serve 200 in 2016-17); and
  - summer learning for up to 500 students.
5. **Student Health** includes funding for:
  - school-based health centers (SBHCs) and nursing services at five middle schools and 10 high schools;
  - SBHC, nursing, and family engagement services at the Seattle World School;
  - SBHC services for students at the Interagency Academy;
  - health care, mental health interventions and community referrals for elementary school students at eight sites;
  - a quality control system for mental health providers; and
  - oral health services for 10 schools.
6. **Administration, and Research and Evaluation** provides funding for staff in the Department of Education and Early Learning to provide oversight, administration, and strategic direction for the above referenced programs. These staff members are responsible for building strong partnerships with Seattle Public Schools, community funders, and community providers to ensure successful program development and implementation. As part of this program, the levy funds ongoing research and evaluation driven by the use of data to make continuous program improvements. This provides a strong accountability structure

## Education-Support Services Levy

for levy programs, including a data-sharing agreement with Seattle Public Schools and performance based contracts tied to achieving specific indicator and outcome goals.

The program areas described above represent the investment areas critical for children to achieve the educational milestones that will put them on a successful path from pre-school to post-secondary attainment. The Budget Control Levels (BCLs) mirror these program areas.

The proposed budget reflects the level of expenditure described in the 2011 Families and Education Levy financial plan approved by the City Council in Ordinance 123567. The levy can legally collect property taxes in the amount of \$231.6 million over seven years, from 2012-2018. In the first year, 2012, the amount levied was \$32.1 million. This amount is then inflated by 1% annually through 2018. The City expects to collect approximately \$230.6 million over seven years. In addition, from 2012 to 2018, the Levy fund is expected to earn \$4.9 million from interest earnings on its fund balance, resulting in a combined total revenue estimate of \$235.5 million.

The levy implementation plan expands program service delivery levels during each successive year to include a growing number of schools and children. Due to the limitation of 1% annual growth in levy amounts imposed by law, and to fund the expanded program levels in the latter years of the levy, the funding strategy appropriated less than the revenues collected in the early years and held those funds in reserve within the City's Education - Support Services Fund (displayed at the end of this section). Those reserves are used to fund higher program and administration expenses in the final years of implementation. 2016 is the first year in which levy spending has exceeded revenues collected in that same year.

All appropriated funds are also appropriated through the Department of Education and Early Learning (DEEL) operating fund. DEEL administers all levy appropriations.

### Incremental Budget Changes

#### Education-Support Services Levy

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 35,069,140</b>	<b>0.00</b>
<b>Baseline Changes</b>		
Technical Reallocation of Account Groups	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 0</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 35,069,140</b>	<b>0.00</b>

# Education-Support Services Levy

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Technical Reallocation of Account Groups

Families and Education Levy appropriations were structured into account groups. Because it serves only as a funding source, this structure was unnecessary and caused complications during the City Budget Office's central cost change process. This adjustment removes those account groups.

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>2011 Families and Education Levy</b>					
Administration and Evaluation Budget Control Level	IL702	1,109,869	1,513,612	1,546,452	1,546,452
Early Learning and School Readiness Budget Control Level	IL102	6,336,356	8,178,209	9,153,954	9,153,954
Elementary School Academic Achievement Budget Control Level	IL202	5,467,457	6,965,431	8,234,147	8,234,147
High School Academic Achievement and College/Career Preparation Budget Control Level	IL402	2,368,128	2,719,223	2,946,048	2,946,048
Middle School Academic Achievement and College/Career Preparation Budget Control Level	IL302	5,441,405	6,213,583	6,694,169	6,694,169
Student Health Budget Control Level	IL502	6,112,785	6,335,971	6,494,370	6,494,370
<b>Department Total</b>		<b>26,836,000</b>	<b>31,926,029</b>	<b>35,069,140</b>	<b>35,069,140</b>
<b>Department Full-time Equivalents Total*</b>		<b>9.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## Education-Support Services Levy

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
411100	Taxes, Levies & Bonds	32,646,160	32,916,694	33,257,454	33,257,454
461110	Interest Earnings	427,027	908,013	894,941	894,941
	<b>Total Levy programs</b>	<b>33,073,187</b>	<b>33,824,707</b>	<b>34,152,395</b>	<b>34,152,395</b>
	<b>Total Revenues</b>	<b>33,073,187</b>	<b>33,824,707</b>	<b>34,152,395</b>	<b>34,152,395</b>
379000	Use of (Contribution to) Fund Balance	-6,237,187	-1,898,683	916,745	916,745
	<b>Total Levy programs</b>	<b>-6,237,187</b>	<b>-1,898,683</b>	<b>916,745</b>	<b>916,745</b>
	<b>Total Resources</b>	<b>26,836,000</b>	<b>31,926,024</b>	<b>35,069,140</b>	<b>35,069,140</b>

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

#### Administration and Evaluation Budget Control Level

The purpose of the Administration Budget Control is to monitor that funds are used to achieve the Levy's goals of school readiness, academic achievement, reduced dropout rates and increased graduation rates, and student preparedness for college and/or careers after high school.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administration and Evaluation	1,109,869	1,513,612	1,546,452	1,546,452
<b>Total</b>	<b>1,109,869</b>	<b>1,513,612</b>	<b>1,546,452</b>	<b>1,546,452</b>
Full-time Equivalents Total*	9.00	0.00	0.00	0.00

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

#### Early Learning and School Readiness Budget Control Level

The purpose of the Early Learning and School Readiness Budget Control Level is to ensure that children enter Seattle's schools ready to learn by increasing access for low-income families to higher quality and more extensive educational child care, and expanding the number of current early childhood education programs.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Early Learning and School Readiness	6,336,356	8,178,209	9,153,954	9,153,954
<b>Total</b>	<b>6,336,356</b>	<b>8,178,209</b>	<b>9,153,954</b>	<b>9,153,954</b>



## Education-Support Services Levy

### **Elementary School Academic Achievement Budget Control Level**

The purpose of the Elementary School Academic Achievement Budget Control Level is to improve Seattle's elementary school-aged children's ability to achieve academically by investing in quality academic support programs.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Elementary School Academic Achievement	5,467,457	6,965,431	8,234,147	8,234,147
<b>Total</b>	<b>5,467,457</b>	<b>6,965,431</b>	<b>8,234,147</b>	<b>8,234,147</b>

### **High School Academic Achievement and College/Career Preparation Budget Control Level**

The purpose of the High School Academic Achievement and College/Career Preparation Budget Control Level is to improve Seattle's high school-aged children's ability to achieve academically, complete school, and be prepared for college and/or careers after high school by investing in quality academic support programs.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
High School Academic Achievement and College/Career Preparation	2,368,128	2,719,223	2,946,048	2,946,048
<b>Total</b>	<b>2,368,128</b>	<b>2,719,223</b>	<b>2,946,048</b>	<b>2,946,048</b>

### **Middle School Academic Achievement and College/Career Preparation Budget Control Level**

The purpose of the Middle School Academic Achievement and College/Career Preparation Budget Control Level is to improve Seattle's middle school-aged children's ability to achieve academically, complete school, and be prepared for college and/or careers after high school by investing in quality academic support programs.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Middle School Academic Achievement and College/Career Preparation	5,441,405	6,213,583	6,694,169	6,694,169
<b>Total</b>	<b>5,441,405</b>	<b>6,213,583</b>	<b>6,694,169</b>	<b>6,694,169</b>

### **Student Health Budget Control Level**

The purpose of the Student Health Budget Control Level is to reduce health-related barriers to learning so that students can achieve academically, complete school, and be prepared for college and/or careers after high school by investing in school-based health programs located at Seattle Public Schools.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Student Health	6,112,785	6,335,971	6,494,370	6,494,370
<b>Total</b>	<b>6,112,785</b>	<b>6,335,971</b>	<b>6,494,370</b>	<b>6,494,370</b>

## Education-Support Services Levy

### Education Levy Fund Table

#### 2011 Families and Education Levy (17857)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>39,214,145</b>	<b>43,366,668</b>	<b>45,451,332</b>	<b>45,265,346</b>	<b>47,350,010</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	33,073,187	33,824,707	33,824,707	34,152,395	34,152,395
Less: Actual and Budgeted Expenditures	26,836,000	31,926,029	31,926,029	35,069,140	35,069,140
<b>Ending Fund Balance</b>	<b>45,451,332</b>	<b>45,265,346</b>	<b>47,350,010</b>	<b>44,348,601</b>	<b>46,433,265</b>
Reserved Fund Balance	45,451,332	45,265,346	47,350,010	44,348,601	46,433,265
<b>Total Reserves</b>	<b>45,451,332</b>	<b>45,265,346</b>	<b>47,350,010</b>	<b>44,348,601</b>	<b>46,433,265</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Human Services Department

Catherine Lester, Director

(206) 386-1001

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

## Department Overview

The mission of the Human Services Department (HSD) is to connect people with resources and solutions during times of need, so all Seattle residents can live, learn, work, and take part in strong and healthy communities. HSD contracts with more than 170 community-based human service providers and administers programs to ensure Seattle residents have food and shelter, education and job opportunities, access to health care, opportunities to gain social and economic independence and success, and many more of life's basic necessities. HSD is committed to working with the community to provide appropriate and culturally-relevant services.

HSD's Strategic Plan, "Healthy Communities, Healthy Families" identifies a set of goals and actions to position HSD to better serve clients and strengthen the City's overall service delivery system. The strategic plan includes four key goals:

- Create a Proactive, Seamless Service System;
- Strengthen and Expand Partnerships;
- Engage and Partner with the Community; and
- Use Data-Driven Design and Evaluation.

HSD's work is funded by a variety of revenue sources, including federal, state and inter-local grants, and the City's General Fund. General Fund contributions leverage significant grant revenues to benefit Seattle residents. As a result, external grants represent approximately 46% of HSD's revenue, while General Fund represents 54%. The General Fund increase in 2016 is due in part to shifting the Seattle Youth Violence Prevention Initiative from the Department of Education and Early Learning to HSD.

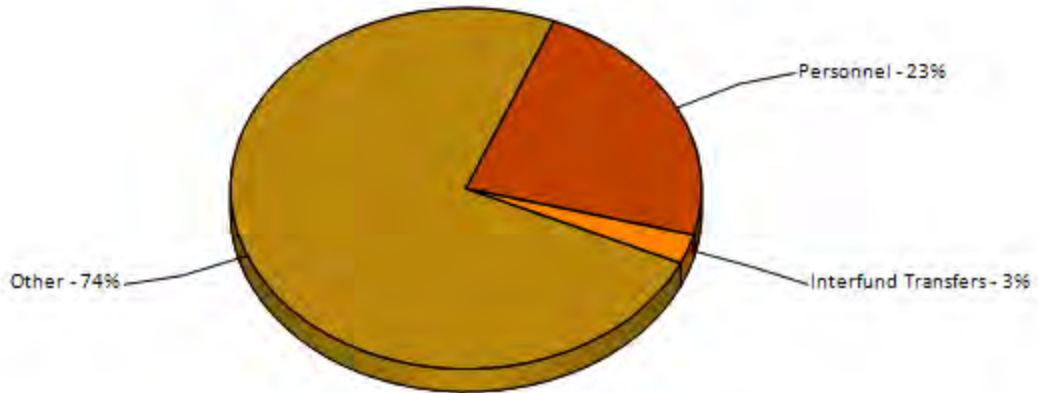
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$66,524,652	\$64,382,792	\$64,886,463	\$76,328,710
Other Funding - Operating	\$61,661,697	\$65,626,482	\$62,978,465	\$64,542,855
<b>Total Operations</b>	<b>\$128,186,349</b>	<b>\$130,009,274</b>	<b>\$127,864,928</b>	<b>\$140,871,565</b>
<b>Total Appropriations</b>	<b>\$128,186,349</b>	<b>\$130,009,274</b>	<b>\$127,864,928</b>	<b>\$140,871,565</b>
Full-time Equivalent Total*	343.35	326.60	326.60	330.60

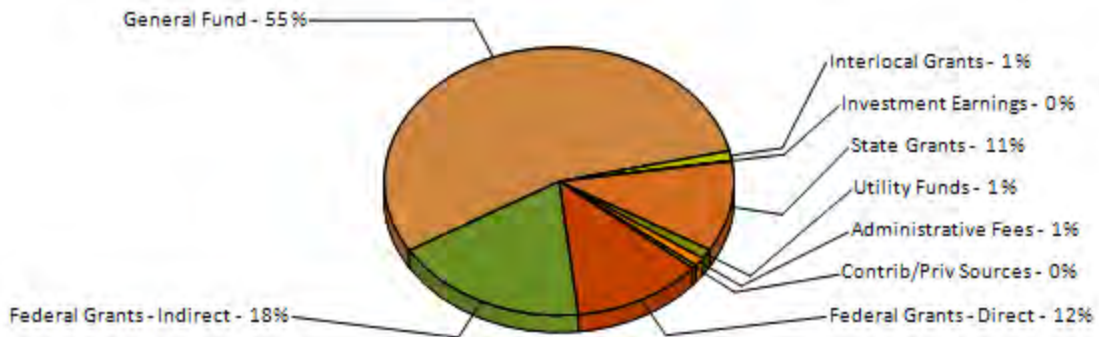
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Human Services Department

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Human Services Department

## Budget Overview

The 2016 Proposed Budget for the Human Services Department (HSD) adds strategic new investments and increases support in key program areas such as:

- homelessness;
- youth employment;
- domestic violence; and
- community health facilities.

The proposed budget maintains all current investments, and continues support for the additional homelessness investments initiated in 2015 in response to recommendations from the Mayor's Task Force on Unsheltered Homelessness. The proposed budget also supports youth employment and expands resources for domestic violence prevention.

### Enhance Homelessness Investments

The Human Services Department invests more than \$40 million annually in services for adults, families and young people who are at-risk of or experiencing homelessness. The majority of the investments, totaling \$26.7 million, are made in Homeless Intervention, which includes emergency shelter, transitional housing, day/hygiene centers, street outreach, and meal programs. Homeless Prevention investments total \$4.6 million annually, and include services such as rental assistance, eviction prevention, housing stability services for seniors and tenant-based education. Investments in Permanent Housing total \$7.6 million and include services such as permanent supportive housing and rapid re-housing for families.

Despite these annual investments, strong demand continues for assistance to help individuals and families who are at-risk of or experiencing homelessness. To help address this need, the Mayor convened an Emergency Task Force on Unsheltered Homelessness. The task force recommendations included expanding shelter capacity as well as permitting encampments on public land.

The 2016 Proposed Budget expands shelter capacity by continuing commitments made with one-time existing resources in 2015 for a new shelter for single adults, and a youth shelter. The number of people living without shelter in Seattle has increased by 30 percent since 2010. The City funds 1,724 shelter beds in Seattle. Despite this current capacity and significant City investments, there continues to be a need for additional shelter. The budget continues funding to expand shelter capacity. Over the course of one year, the additional capacity will serve 700 to 800 individuals in need of shelter.

In addition to adding shelter capacity, the 2016 Proposed Budget adds funding to support a limited number of encampments on public and private properties in non-residential areas. Encampments are not a long-term sustainable solution to homelessness, but the current system does not have the capacity to shelter everyone in need. The budget includes funding for case management services and lease costs for encampments on City property.

### Expand Mayor's Youth Employment Initiative

The Mayor's Youth Employment Initiative supported more than 2,000 positions in 2015 for young people across the city, from summer jobs through Seattle Parks and other City agencies, to internships at private sector employers. The City received a private sector grant to launch the creation of an intermediary function to support employer recruitment and the development of new youth internship opportunities. The Mayor has a goal of doubling the number of youth internships in 2016 to 4,000.

# Human Services Department

## **Enhance Domestic Violence Response**

The Mayor's Office on Domestic Violence and Sexual Assault conducted research and community engagement in 2014-2015 to identify gaps in existing services and to identify best practices. Through this research and engagement, results showed that although gender-based violence occurs in all communities, immigrants, refugees, and people of color are disproportionately impacted and experience violence, assault, and abuse at much higher rates. To address these disparities, the 2016 Proposed Budget adds funding for culturally and/or linguistically relevant outreach and education. The budget also repurposes existing funding to increase legal assistance and mobile flexible advocacy for identified survivors of domestic violence. Both of the strategies are part of a broader 5-year strategic plan, known as Seattle for an Abuse Free Environment (SAFE), to improve the citywide response to gender-based violence.

## **Competitive Funding for Community Health Facilities**

Although access to health care remains a challenge for many in the region and health disparities persist by geography, income, and race/ethnicity, the Affordable Care Act has helped increase health insurance coverage. The State of Washington was one of the first states to implement Medicaid expansion as part of the Affordable Care Act (ACA). More than 112,000 individuals obtained new Medicaid coverage in King County during the 2013-2014 open enrollment period. An additional 70,000 individuals enrolled in health care coverage programs offered through the Health Insurance Exchange. This shifting landscape appears to have increased the demand for services offered through community health care facilities, as the City has been approached by several agencies seeking to expand their services and requesting financial support for the capital investments needed to build new facilities or expand existing ones. In response, the 2016 Proposed Budget adds funding for a competitive process for community health facilities. HSD will develop criteria for a competitive process for the funding. This approach will allow the City to evaluate each of the requests, weighing the relative benefits of each proposed project and assessing the viability of the overall funding plan for each facility.

## **Minimum Wage Mitigation**

The 2015 Adopted 2016 Endorsed Budget included funding to mitigate the impact of the minimum wage increase on human service providers. Due to significant audit risk associated with adding the funding to existing contracts, the 2015 funding was not allocated to providers. The full amount of this funding will be carried forward and used in combination with 2016 resources to both address the impacts of minimum wage and to support capacity building for non-profit providers. HSD has been working in close collaboration with a group of human service providers to determine how best to address the minimum wage impacts and deploy funding for capacity building. HSD and the providers have identified data collection, racial equity training, and financial stability as areas where investments in capacity could help grow and sustain the City's human service partners. HSD will continue to work collaboratively with human services providers to develop a final plan for the best use of capacity building funding.

# Human Services Department

## Performance Measures Budget Book Pilot

The Human Services Department (HSD) is one of four departments participating in the 2016 Performance Measures Budget Book Pilot Project. This pilot explores potential use of the annual budget book as a venue to discuss and display performance measures for City departments. A more in-depth description of this pilot and its objectives can be found in the 2016 Proposed Budget Executive Summary of this book.

As part of this project, HSD worked with the City Budget Office to

1. identify and present service area workload performance measures to be included in the Mayor’s 2016 Proposed Budget;
2. present actual and estimated achievements for each measure; and
3. present specific budgetary appropriations and position authorities associated with each measure, as appropriate.

The following tables present information gathered during the initial pilot phase, and subject to further refinement as this pilot is developed.

### **Homeless Shelters**

The Department of Human Services in 2014 invested more than \$9 million (65% general fund/35% grants) in emergency shelter for homeless individuals and families. These funds support the operation of approximately 1,653 year-round emergency shelter beds for single adults, families with children, youth, young adults, and survivors of domestic violence. Additional capacity is added through distribution of hotel/motel vouchers. The federal Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) Act, which reauthorized the McKinney-Vento Homelessness Assistance Act, sets the goals of aligning investments to keep people from entering homelessness, helping people who are currently homeless to rapidly exit homelessness, and prevent people from returning to homelessness. The HEARTH Act also a goal of 20 day or less for the average length of stay for shelters. In 2014 providers exceeded the returns to homelessness target which was set at 5%.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Length of Stay (average bed nights)	50	20	20
Returns to Homelessness	3.6%	5%	5%
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars	\$9,009,662	\$9,183,060	\$9,828,808

The figures above do not include staffing costs for HSD.

# Human Services Department

## **Food and Meals**

Each year, the Seattle Human Services Department invests funds in meal and food bank programs to help people who are homeless, homebound or have low incomes to meet their basic nutritional needs. These programs include food banks, food distributions programs, and meal programs. Food banks provide food and other household supplies to low-income, and homeless individuals and families. HSD funds 17 food bank sites across Seattle. Food distribution programs provide food and other household supplies to food banks. Meal programs provide meals to low-income, and homeless individuals and families. The meal sites vary in size and hours of operation.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of individuals received emergency food/meals	524,527	525,000	525,000
Cost per participant served	\$5.15	\$5.30	\$5.35
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars	\$2,701,624	\$2,784,847	\$2,806,288

## **Youth Employment**

The Seattle Youth Employment Program (SYEP) makes investments that allow youth and young adults to engage in employment internships. These internships are a critical strategy on the pathway to post-secondary education and adult employment. Youth and young adults are placed in both City internships as well as private sector internships. The City is funding a partnership to create an Intermediary in order to help increase private internship opportunities. The role of the Intermediary will be to recruit private employers as well as provide a matching function between youth and employment opportunities. The information below includes only youth funded by the City of Seattle. The 2016 Proposed Budget amount is reduced due to a loss of Workforce Innovation and Opportunity Act (WIOA) funding. This reduction is mitigated by adding additional General Fund dollars to the program as well as changes in program operations.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of youth placed in internships*	446	450	450
Cost per youth served	\$7,935	\$9,266	\$8,871
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars	\$3,538,911	\$3,875,397	\$3,599,787



# Human Services Department

## Senior Centers

Most senior centers are for anyone age 50 or older. Most centers provide opportunities for fitness, volunteerism, lifelong learning, transportation, and healthy meals. The cost per client increases each year due to rising costs of operating senior centers. The following are senior centers funded in part by the Seattle Human Services Department/Aging and Disability Services:

- Ballard Northwest Senior Activity Center
- Central Area Senior Center
- Greenwood Senior Center
- International Drop In Center
- Pike Market Senior Center
- South Park Senior Center
- Southeast Seattle Senior Center
- Wallingford Community Senior Center
- Senior Center of West Seattle
- Chinese Information & Service Center (Sunshine Garden)
- Asian Counseling & Referral Service (Club Bamboo)

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of clients provided services	12,396	12,500	12,500
Cost per client served	\$86.96	\$93.70	\$99.86
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars	\$1,077,938	\$1,171,303	\$1,248,251

## Domestic Violence and Sexual Assault Support

Annually HSD invests more than \$5 million in services and programs to address domestic violence, sexual assault, commercial sexual exploitation, prevention, intervention, coordinated response, and offenders' accountability programs. Programs focusing on specialized populations include the Multilingual Access Project, Access to Advocacy Outreach for limited English Proficient victims and Peace in the Home Helpline. Peace in the Home Helpline is a victim advocacy phone line which allows limited English survivors to connect with an advocate in 14 different languages. In 2014 providers exceeded the target of providing services to 2,626 individuals.

	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Estimated</u>
Number of individuals receiving support services	2,920	2,743	2,928
Cost per client served	\$1,538	\$1,914	\$1,820
	2014 <u>Actual</u>	2015 <u>Adopted</u>	2016 <u>Proposed</u>
Total Dollars	\$4,490,901	\$5,249,270	\$5,327,484

# Human Services Department

## Incremental Budget Changes

### Human Services Department

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 127,864,928</b>	<b>326.60</b>
<b>Baseline Changes</b>		
Internal Transfers and Position Changes	\$ 0	0.00
Improve Finance and Contract Staffing Capacity	\$ 310,000	0.00
<b>Proposed Changes</b>		
Increase Homelessness Investments and Staffing Capacity	\$ 1,473,853	0.00
Realign Homelessness Investments	\$ 300,000	0.00
Increase Support for Mayor's Initiative on Youth Employment	\$ 507,100	0.00
Enhance Domestic Violence Response	\$ 150,000	0.00
Community Health Facilities	\$ 1,500,000	0.00
Enhance Utility and Transportation Assistance Programs	\$ 549,948	0.00
Implement LGBTQ Task Force Recommendations	\$ 70,000	0.00
Move Seattle Youth Violence Prevention Initiative (SYVPI) from DEEL to HSD	\$ 5,869,624	4.00
Move Advocacy Contracts from HSD to OIR	-\$ 140,049	0.00
Citywide Summit Re-Implementation Project	\$ 525,215	0.00
Enhance Food Support to Diabetic Individuals	\$ 25,000	0.00
Support Kinship Collaboration	\$ 39,000	0.00
Enhance Gun Violence Prevention and Place-Based Violence Prevention	\$ 325,000	0.00
Construct New Child Care Facility	\$ 1,750,000	0.00
<b>Proposed Technical Changes</b>		
Technical Changes	-\$ 248,054	0.00
<b>Total Incremental Changes</b>	<b>\$ 13,006,637</b>	<b>4.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 140,871,565</b>	<b>330.60</b>

# Human Services Department

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Internal Transfers and Position Changes**

These adjustments include budget neutral adjustments to realign positions and programs within the department.

#### **Improve Finance and Contract Staffing Capacity - \$310,000**

The 2016 Proposed Budget adds \$310,000 to continue funding added in the 2015 Second quarter Supplemental Budget Ordinance to increase finance and contract staffing at HSD. This change does not include FTEs because HSD is using existing FTE pockets. The budget also includes \$34,000 for a position reclassification.

In 2014, the Washington State Auditor's Office released audit findings related to how HSD administers federal funds, and found that HSD did not have adequate contracting controls. The increased staffing capacity will support addressing the audit findings.

### Proposed Changes

#### **Increase Homelessness Investments and Staffing Capacity - \$1,473,853**

The 2016 Proposed Budget includes \$1.2 million to continue funding for homeless investments initiated in 2015 to advance many of the recommendations of the Mayor's Task Force on Unsheltered Homelessness, as well as staffing capacity for the Human Services Department to lead and implement homelessness initiatives. The investments include increased shelter capacity, rent and case management for encampments, as well as staffing increases to support the work. Specifically the funding includes \$422,000 for a new shelter for up to 100 single adults, and \$174,000 for a youth shelter for up to 20 youth per day. The budget also includes \$90,000 for estimated lease costs for encampment sites on City-owned property, and \$150,000 for case management services for encampments. Funding is also continued for a special advisor on homelessness, which was added through a supplemental budget in 2015.

The 2016 Proposed Budget also adds \$100,000 on a one-time basis to increase funding for HSD's shelter fluctuation funds. The shelter fluctuation funds are flexible funding which allow HSD to respond to critical shelter operations needs to allow shelters to continue operations. For example, the funds could be used to support rent increases or pay for a shelter to move locations. The 2016 Proposed Budget also adds \$200,000 for a 24-hour shelter. Providing 24-hr shelter is important to support the needs of people experiencing homelessness to access a safe, warm place to be both at night and during the day. The limited availability of 24-hr shelters was identified as a gap in services in the Homelessness Investment analysis.

The budget also increases staffing capacity in the Community Support and Assistance division. The 2016 Proposed Budget adds \$193,000 and 1.5FTE. One FTE is a senior planner position which will be focused on the implementation of existing federal mandates around homelessness. The federal Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) reauthorized the McKinney-Vento Act and created an increased emphasis on performance as well as prevention resources. The additional staff capacity is needed to support alignment of City and County programs and funding toward the new HEARTH performance measures. A 0.5 FTE planner II position is added to focus on implementing the veteran homelessness and employment programs. The City has increased efforts to address Veteran homelessness through the Mayors Challenge to End Veteran's Homelessness and the 25 Cities Challenge. The Mayors Challenge to End Veteran Homelessness is led by First Lady Michelle Obama in partnership with the federal Office of Housing and Urban Development (HUD), the US Interagency Council on Homelessness, the US Department of Veterans Affairs, and the National League of Cities.

## Human Services Department

The 25 Cities Initiative, led by the U.S. Department of Veterans Affairs, is focused on helping communities with high concentrations of Veteran homelessness. The additional staffing is needed for research, planning, and reporting on these initiatives. This change also includes repurposing an existing 0.5 FTE to focus on the fair housing assessment required by the federal Department of Housing and Urban Development.

### **Realign Homelessness Investments - \$300,000**

Last year the Mayor charged HSD with analyzing its current investments in homelessness services. The analysis found that the majority of funding, 89%, is targeted to help individuals who are already homeless, and only 11% of investments are focused on preventing individuals and families from becoming homeless. Homelessness intervention includes services such as rental assistance, eviction prevention, housing stability for seniors, and tenant-based education.

As a result of the current alignment of funding, HSD recommended in the Homelessness Investment Analysis Report that investments be shifted to a progressive engagement model to deliver a portfolio of services through a pilot with selected service providers. The progressive engagement model combines a portfolio of services and includes diversion, shelter, rapid rehousing, housing search, and employment navigation. HSD has identified five providers who will participate in the portfolio model pilot. The selected agencies represent 35% of the total investments that HSD makes in homelessness. The 2016 Proposed Budget includes \$300,000 for the portfolio model contracts to begin the shift in investment. It is anticipated that this effort will reduce the average length of stay for individuals and families in the City's shelter programs, with the goal of reaching an average stay of 20 days. The current average length of stay in Seattle shelters is more than 140 days. Decreasing the average length of stay by connecting individuals with services and pathways to more permanent housing will allow for more individuals to have access to shelter.

### **Increase Support for Mayor's Initiative on Youth Employment - \$507,100**

In Seattle, the youth unemployment rate is over 13%, and the rate is higher for low-income youth, and youth of Color. In 2015, the Mayor's Youth Employment Initiative created more than 2,000 positions for youth across the City.

The 2016 Proposed Budget adds \$507,000 to support the Summer Youth Employment Program (SYEP). This funding maintains 100 youth jobs and supports activities previously supported through a federal Workforce Innovation and Opportunity Act (WIOA) grant. The budget also makes changes to how the program is structured to more strategically use City resources. HSD will shift more of the employer recruitment, preparation, and management to an external partner, also known as an "intermediary". HSD will also rely more on non-profit partners to provide case management services to youth. Additional information on the intermediary function is included in the Office of Economic Development (OED) section of the budget.

### **Enhance Domestic Violence Response - \$150,000**

The Mayor's Office on Domestic Violence and Sexual Assault invests more than \$5.1 million annually in services and programs addressing domestic violence and sexual assault. The King County Coalition Against Domestic Violence in a 2013 report, found that there is a need for increased prevention and awareness raising, intervention services, enhanced coordination, and improved offender accountability.

The 2016 Proposed Budget includes \$150,000 in new funding and repurposes \$125,000 in existing funding for the Seattle for an Abuse Free Environment (SAFE) initiative, a 5-year strategic plan to improve citywide response to gender-based violence. The four key strategies of the plan include prevention, intervention, enhancement of coordinated response, and improving offender accountability. The \$150,000 will be targeted to culturally and/or linguistically relevant outreach and education. The funding will go to one or more community-based providers to conduct outreach and education on gender-based violence to immigrant, refugee, ethnic communities, communities of color, and deaf/and or hard of hearing, GBLTQ, and other marginalized populations. The measurable outcomes for the program include: 1) increasing knowledge about gender-based violence; and 2)

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increasing knowledge of community-based victim support resources. The longer-term goals of the program are to increase the number of victims identified and connected to services.

The budget also repurposes \$125,000 in base funding to increase legal assistance and mobile flexible advocacy for identified survivors of domestic violence. The funding will provide client-centered, mobile flexible advocacy, and domestic violence legal services. The long-term goals of the program are to increase the number of clients who receive legal assistance, and to increase the number of clients who benefit from flexible advocacy funding.

### **Community Health Facilities - \$1,500,000**

Through its contracts with Seattle King County Public Health, HSD has funded expanded outreach to enroll individuals and families in health care coverage. Although this effort has been successful, and health care coverage has expanded, there continues to be a need for increase access to health and dental care. The 2016 Proposed Budget adds \$1.5 million for community health facilities. HSD will manage a competitive process for the funding.

### **Enhance Utility and Transportation Assistance Programs - \$549,948**

In 2014 the Mayor announced a goal of doubling the utility discount program (UDP). The program is offered by the utilities, and the utilities contract with HSD to administer the program. Enrollment has grown from 14,000 in 2014 to almost 18,000 in 2015 but more work is needed to meet the goal of doubling enrollment. The 2016 Proposed Budget adds \$60,000 in utilities funding to support a 0.5 FTE program supervisor. The position will allow for expanded processing and retention capacity, program oversight and coordination.

In November of 2014, Seattle voters approved a measure of the Seattle Transportation Benefit District (STBD) to fund King County Metro transit service. The funding source is a \$60 vehicle license fee (VLF) and a 0.1% sales and use tax. The measure also provides for a \$20 VLF rebate for low-income residents, and a low-income access to transit program. Low-income residents are eligible for an ORCA LIFT card which allows for reduced bus fares. The 2016 Proposed Budget adds \$490,000 in VLF funding to support 4.75 FTE to administer the ORCA lift program and the \$20 VLF rebate.

### **Implement LGBTQ Task Force Recommendations - \$70,000**

The Mayor convened a task force to address the increase in reported bias crimes, as well as a general and increasing sense of danger among members of the LGBTQ community. The task force recommendations included the following:

1. Support community-based efforts to address violence and intolerance, and improve SPD understanding of the LGBTQ community;
2. Address issues unique to Seattle's LGBTQ youth;
3. Assess impacts of the built environment on LGBTQ safety, accessibility, livelihood, and visibility; and
4. Increase public awareness and understanding about Seattle's LGBTQ community

The 2016 Proposed Budget includes \$40,000 to support a capacity building project focused on improving agencies' work with LGBTQ homeless young people. The budget also includes \$30,000 to support education and outreach. The task force recommendations are also supported by budget increases in the Department of Parks and Recreation and Department of Neighborhoods, and by existing resources in multiple departments.

### **Move Seattle Youth Violence Prevention Initiative (SYVPI) from DEEL to HSD - \$5,869,624/4.00 FTE**

The Department of Education and Early Learning (DEEL) was created to house all the education-related programs of the City. SYVPI is focused on outreach and interventions for youth and their family. Its purpose is more human services than education. To better coordinate the City's investment in SYVPI and other youth engagement programs, the budget transfers SYVPI to the HSD Youth and Family Empowerment Division. In 2014 the Office of

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the City Auditor recommended that the Executive conduct a Youth Violence (YV) needs assessment. The needs assessment is in progress and is expected to be completed by the end of the year.

## **Move Advocacy Contracts from HSD to OIR - (\$140,049)**

HSD currently has two contracts that are focused on advocacy efforts. Because the scope of the contract is more closely aligned with the work of the Office of Intergovernmental Relations (OIR), funding for these contracts is transferred from HSD to OIR and reduced in OIR's budget. For additional information, see the OIR section of the 2016 Proposed Budget.

## **Citywide Summit Re-Implementation Project - \$525,215**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Enhance Food Support to Diabetic Individuals - \$25,000**

The 2016 Proposed Budget includes \$25,000 to support food bank programs for diabetic individuals. An estimated 13.4% of residents in King County have experienced food insecurity in 2013. Food insecurity for diabetic patients can lead to negative health outcomes. This funding will support food bags specifically tailored to diabetic individuals in consultation with nutritionists.

## **Support Kinship Collaboration - \$39,000**

An estimated 3,000 relatives or close family members are raising children across Seattle, because the parents are not stable enough to parent on a daily basis. Kinship care provides outreach and coordination to ensure that caregivers are able to access resources, and that children's wellbeing is improved. The 2016 Proposed Budget includes \$39,000 to support a 0.5 FTE program coordinator at a non-profit organization. This position was previously funded by the State of Washington.

## **Enhance Gun Violence Prevention and Place-Based Violence Prevention - \$325,000**

The 2016 Budget adds \$50,000 in new funding, and repurposes \$200,000 of SYVPI funding to support a community and place-based violence prevention initiative to reduce youth victimization and crime. Based on research by George Mason University's Center for Evidence-Based Crime Policy that revealed that youth crime is highly concentrated in small places, this approach focuses on non-arrest solutions to bring about positive youth outcomes. This work was previously supported by a Department of Justice Grant.

The budget also includes \$275,000 for a two-year pilot program on gun violence prevention. Funding for the second year will be reviewed in the 2017 budget process, with potential leverage considered. In 2013 Harborview Injury Prevention and the Research Center of the University of Washington conducted a study to evaluate the interrelationships between substance abuse, mental health diagnosis, gun ownership, gun violence injury hospital admissions, and deaths. The study found that there are a small number of individuals admitted annually to hospitals in King County for firearm related injuries, and interventions with these individuals have the potential to reduce the high risk of recidivism, and reduce gun violence in the city. The 2016 pilot will expand on this work, and will include: 1) intervention with gunshot would victims during their hospital stay or at a follow-up visit; 2) dedicated case management outreach following discharge from the hospital; and 3) multi-agency attention to the gunshot would victims.

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## Construct New Child Care Facility - \$1,750,000

The 2016 Proposed Budget increases appropriation authority by \$1,750,000 to spend Child Care Bonus funds on the construction of a new child care facility at Plaza Roberto Maestas. The facility will be located at the El Centro de La Raza Campus on Beacon Hill. The Child Care Bonus program receives contributions from real estate developers in return for increased floor area in the Downtown and South Lake Union areas. In exchange for the City's investment in the child care center, El Centro commits to using to space for child care services for no less than 20 years, with at least 20% of the clients being from low- and moderate-income families.

### Proposed Technical Changes

#### Technical Changes - (\$248,054)

The technical adjustments include transferring from funding finance general to HSD's budget for the Law Enforcement Assisted Diversion (LEAD) program, and for public health investments. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. The adjustments also include an increase due to the reclassification of a position in the Mayor's Office of Domestic Violence and Sexual Assault.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>CDBG - Human Services Department Budget Control</b>					
Homeless Intervention		4,305,962	3,910,042	3,910,346	3,786,254
Leadership and Corporate Services		968,702	1,042,364	1,043,657	1,051,074
<b>Total</b>	<b>6HSD10</b>	<b>5,274,665</b>	<b>4,952,406</b>	<b>4,954,003</b>	<b>4,837,328</b>

### Aging and Disability Services

#### Aging and Disability Services - Area Agency on Aging Budget Control

Healthy Aging		8,112,219	8,536,105	8,548,064	8,716,263
Home-Based Care		23,566,136	25,414,046	25,233,582	24,983,055
Mayor's Office on Senior Citizens		432,836	514,177	523,409	528,668
Planning and Coordination		2,365,675	2,697,668	2,723,606	2,887,289
<b>Total</b>	<b>H60AD</b>	<b>34,476,866</b>	<b>37,161,996</b>	<b>37,028,661</b>	<b>37,115,275</b>

### Leadership and Administration

#### Leadership and Administration Budget Control

Data Integrity		2,683,265	1,798,291	1,867,056	1,851,929
Fiscal and Contract Administration		2,499,432	2,597,905	2,526,442	3,735,400
Human Resources		929,855	792,997	797,421	900,399
Leadership		2,847,216	2,952,561	2,810,536	2,791,712

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Mayor's Office on Domestic Violence and Sexual Assault Prevention		0	0	0	6,116,142
<b>Total</b>	<b>H50LA</b>	<b>8,959,769</b>	<b>8,141,754</b>	<b>8,001,455</b>	<b>15,395,582</b>
<b>Public Health Services</b>					
<b>Public Health Services Budget Control</b>					
Alcohol and Other Drugs		1,504,364	1,546,039	1,581,598	1,559,231
Asthma		133,927	137,110	140,264	138,280
Family Support Services		2,277,776	0	0	0
Gun Violence Prevention		0	0	0	325,000
Health Care Access		392,125	352,840	359,230	380,212
Health Care for the Homeless		1,597,405	1,630,952	1,668,463	1,644,868
HIV/AIDS		856,787	874,779	894,898	932,242
Oral Health		125,942	133,299	136,365	134,437
Primary Care: Medical and Dental		6,818,044	6,894,815	7,121,332	7,213,272
<b>Total</b>	<b>H70PH</b>	<b>13,706,370</b>	<b>11,569,834</b>	<b>11,902,150</b>	<b>12,327,542</b>
<b>Transitional Living and Support</b>					
<b>Community Support and Assistance Budget Control</b>					
Access to Benefits		1,425,335	1,542,424	1,785,649	0
Community Facilities		291,270	2,569,076	678,343	3,923,761
Emergency and Transitional Services		34,158,995	39,045,185	38,964,534	40,476,829
Mayor's Office of Domestic Violence and Sexual Assault Prevention		5,030,015	5,898,814	6,001,518	0
<b>Total</b>	<b>H30ET</b>	<b>40,905,615</b>	<b>49,055,499</b>	<b>47,430,044</b>	<b>44,400,590</b>
<b>Youth and Family Empowerment</b>					
<b>Youth and Family Empowerment Budget Control</b>					
Access to Benefits		0	0	0	2,890,711
Family Support		3,501,145	-2,773	-2,773	0
Nutrition Assistance		9,449,781	2,532,483	2,660,224	2,477,123
Youth Services		11,912,138	16,598,075	15,891,164	21,427,414
<b>Total</b>	<b>H20YF</b>	<b>24,863,064</b>	<b>19,127,785</b>	<b>18,548,615</b>	<b>26,795,248</b>
<b>Department Total</b>		<b>128,186,349</b>	<b>130,009,274</b>	<b>127,864,928</b>	<b>140,871,565</b>
<b>Department Full-time Equivalent Total*</b>		<b>343.35</b>	<b>326.60</b>	<b>326.60</b>	<b>330.60</b>

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



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## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
433010	US Dept of Housing & Urban Development (HUD) / Community Development Block Grant (CDBG)	5,274,665	4,952,406	4,954,003	4,837,328
433010	Childrens Hospital / Community Transformation Grant	26,612	0	0	0
433010	King County / McKinney-CoC Planning MOA	47,131	100,000	0	100,000
433010	King County / Safe Harbors McKinney Grant I	286,738	303,975	303,975	0
433010	King County / Safe Harbors McKinney Grant III	0	99,739	99,739	0
433010	University of Washington / Reduce Disability - Alz Disease	8,287	0	0	0
433010	US Dept of Housing & Urban Development (HUD) / Seattle Housing Authority (SHA) Client Case Management	359,744	359,744	359,744	359,744
433010	WA Dept of Health / Senior Fall Prevention	293	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Administration on Aging (AoA) - Nutritional Services Incentive Program (NSIP)	602,875	638,340	638,340	478,669
433010	WA Dept of Social & Health Services (DSHS) / ADRC Enhanced Options Cnslng	58,278	112,000	56,000	0
433010	WA Dept of Social & Health Services (DSHS) / Chronic Disease Self-Mgmt	31,102	32,000	0	0
433010	WA Dept of Social & Health Services (DSHS) / Healthy Options	0	250,000	250,000	0
433010	WA Dept of Social & Health Services (DSHS) / Older Americans Act (OAA) - Elder Abuse Prevention	18,387	18,139	17,891	17,891
433010	WA Dept of Social & Health Services (DSHS) / Title III-B - Older Americans Act (OAA) Supportive Services	2,213,141	2,160,617	2,140,675	2,140,675
433010	WA Dept of Social & Health Services (DSHS) / Title III-C-1 - Older Americans Act (OAA) Congregate meals	1,638,010	1,767,296	1,738,863	1,738,863

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433010	WA Dept of Social & Health Services (DSHS) / Title III-C-2 - Older Americans Act (OAA) Home delivered meals	773,853	855,870	841,567	841,657
433010	WA Dept of Social & Health Services (DSHS) / Title III-D - Older Americans Act (OAA) Health promotion	74,249	101,712	100,333	100,333
433010	WA Dept of Social & Health Services (DSHS) / Title III-E - Older Americans Act (OAA) National Family Caregiver	763,403	730,218	720,312	720,312
433010	WA Dept of Social & Health Services (DSHS) / TITLE VII - One time Elder Ab	12,620	0	0	0
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Administrative Claiming	1,072,175	1,207,735	1,207,735	1,207,735
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Case Mgmt	8,008,802	8,419,079	8,100,252	8,997,225
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Home Care Worker Orientation for IP	101,964	95,000	95,000	103,314
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Home Care Worker Training Wages	1,070,460	2,138,795	2,138,795	1,177,453
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - Medicaid Nurse Delegation	9,822	23,000	23,000	11,916
433010	WA Dept of Social & Health Services (DSHS) / Title XIX - New Freedom	560,981	390,280	390,280	363,965
433010	WA Dept of Social & Health Services (DSHS) / US Dept of Agriculture (USDA) / Senior Farmers Market Nutrition	24,473	152,963	152,963	270,372
433010	WA Dept of Social & Health Services (DSHS)/ Hand Held Signature Pads	45,896	0	0	0
433010	WA Dept of Social & Health Services (DSHS)/ Medicare Improvements for Patients & Providers Acr for Beneficiary – Expansion	20,550	0	0	0
433010	WA Dept of Social & Health Services (DSHS)/ Medicare Improvements for Patients & Providers Acr for Beneficiary – Outreach and Assistance	552	0	0	0

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433010	WA Office of Superintendent of Public Instruction (OSPI) / Child and Adult Care Food Program	1,153,366	1,184,450	1,184,450	1,184,450
433010	WA Office of Superintendent of Public Instruction (OSPI)/ Summer Food Service Program	517,472	516,388	516,388	516,388
433010	Workforce Development Council (WDC) / Workforce Investment Act	738,402	866,682	866,682	0
	<b>Total Federal Grants - Indirect</b>	<b>25,514,303</b>	<b>27,476,428</b>	<b>26,896,987</b>	<b>25,168,290</b>
541490	City of Seattle Office of Housing (OH) / Housing Levy	935,163	940,341	940,341	940,341
541490	Seattle Department of Transportation/ Vehicle Licensing Fee & ORCA LIFT	0	0	0	490,000
	<b>Total Administrative Fees</b>	<b>935,163</b>	<b>940,341</b>	<b>940,341</b>	<b>1,430,341</b>
439090	City of Seattle Ordinance #120907 / Sex Industry Victims Fund - Care and Treatment for Sex Industry Workers	24,396	70,000	70,000	92,662
469930	City of Seattle Ordinance #120443 / Transfer Development Rights - Child Care Bonus	2,926,405	500,000	500,000	500,000
541490	City of Seattle / RCW 9A.88.14 / Sexual Abuse for Minors	0	8,000	8,000	32,500
	<b>Total Contrib/Priv Sources</b>	<b>2,950,801</b>	<b>578,000</b>	<b>578,000</b>	<b>625,162</b>
431010	US Department of Education (DOE) / Upward Bound	441,045	415,087	415,087	415,087
431010	US Dept of Housing & Urban Development (HUD) / Emergency Shelter Grants Program (ESGP)	967,892	780,457	780,457	866,012
431010	US Dept of Housing & Urban Development (HUD) / Housing Opportunities for People with AIDS (HOPWA) Grant	1,694,776	1,779,541	1,779,541	1,770,821
431010	US Dept of Housing & Urban Development (HUD) / McKinney Grant	11,754,624	12,959,054	12,959,054	12,774,344
431010	US Dept of Housing & Urban Development (HUD) / McKinney-Safe Harbor HMIS Care Program	61,608	0	0	403,714
431010	US Dept of Justice (DOJ) / Domestic Violence (DV) Transitional Housing	80,608	92,000	92,000	94,700
431010	US Dept of Justice (DOJ) / Grants to Encourage Arrest Policies (GEAP)	277,423	325,000	325,000	434,155
	<b>Total Federal Grants - Direct</b>	<b>15,277,976</b>	<b>16,351,139</b>	<b>16,351,139</b>	<b>16,758,833</b>

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587001	General Subfund Support	67,275,652	64,382,792	64,886,463	76,328,710
	<b>Total General Fund</b>	<b>67,275,652</b>	<b>64,382,792</b>	<b>64,886,463</b>	<b>76,328,710</b>
437010	Bank of America / Bank of America Grant	24,751	0	0	0
437010	Community Health Plan of Washington / Community Health Plan of WA	162,002	0	0	0
437010	Community Health Plan of Washington/Chronic Care /Transitional Care Services	0	0	0	150,000
437010	King County / Human Services Levy - Program to Encourage Active Rewarding Lives for Seniors (PEARLS)	178,000	178,000	178,000	178,000
437010	King County / Levy funds for Veteran Case Management	136,664	177,818	178,000	177,999
437010	King County / Safe Harbors - Safe Harbors Levy Replace Fee	174,992	175,000	175,000	175,000
437010	King County / Safe HarborsHomeless Blck Grnt	125,000	125,000	125,000	125,000
437010	Paul Allen Foundation / Financial Empowerment Center	588,854	600,000	600,000	600,000
437010	Public Health Seattle & King County/ Partnerships to Improve Community Health (PICH)	0	0	0	60,000
437010	Raikes Foundation/ Carnegie Travel	1,590	0	0	0
437010	Seattle Housing Authority (SHA) / New Citizen Initiative	24,112	25,000	0	0
437010	Seattle Housing Authority (SHA) / SHA-Rapid Rehousing Pilot	37,017	0	0	0
437010	Seattle Housing Authority/ Yesler Terrace Youth Participants	10,271	0	0	0
437010	United Way / Safe Harbors Grant	130,045	75,000	75,000	75,000
437010	United Way / United Way	0	78,945	78,945	78,945
437010	Washington Dental Service Foundation/ AAA Oral Health	813	0	0	0
	<b>Total Interlocal Grants</b>	<b>1,594,111</b>	<b>1,434,763</b>	<b>1,409,945</b>	<b>1,619,944</b>
461110	WA Dept of Social & Health Services (DSHS) / Interest - State Cash Advance	92,975	100,000	100,000	100,000
	<b>Total Investment Earnings</b>	<b>92,975</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
434010	WA Dept of Early Learning (DEL) / Early Childhood Education Assistance Program (ECEAP)	2,789,902	0	0	0

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434010	WA Dept of Social & Health Services (DSHS) / Administration on Aging (AoA) - Care Consultation Services for Veteran Directed home services	15,162	20,000	20,000	20,000
434010	WA Dept of Social & Health Services (DSHS) / Family Caregivers	3,169,788	3,195,495	3,153,357	3,168,117
434010	WA Dept of Social & Health Services (DSHS) / Kinship Care Navigator	84,551	84,785	84,785	84,785
434010	WA Dept of Social & Health Services (DSHS) / Kinship Care Support	223,042	229,314	225,082	216,316
434010	WA Dept of Social & Health Services (DSHS) / Kinship Collaboration Coordination	29,583	0	0	0
434010	WA Dept of Social & Health Services (DSHS) / Office of Refugee & Immigrant Administration (ORIA) - New Citizenship Initiative (NCI)	322,386	355,537	0	0
434010	WA Dept of Social & Health Services (DSHS) / Prescription Drugs Information & Assistance	13,378	17,560	17,560	17,560
434010	WA Dept of Social & Health Services (DSHS) / Respite Home Care Workers' Health Care Insurance & Training	147,145	165,891	165,891	27,250
434010	WA Dept of Social & Health Services (DSHS) / Respite-AWHI	0	0	0	130,716
434010	WA Dept of Social & Health Services (DSHS) / Senior Citizens Service Act	1,997,050	2,184,289	2,155,106	2,177,000
434010	WA Dept of Social & Health Services (DSHS) / State Portion Senior Farmers Market Nutrition	1,568	0	0	0
434010	WA Dept of Social & Health Services (DSHS) / State Portion- Title XIX New FD	225,000	390,280	390,280	363,965
434010	WA Dept of Social & Health Services (DSHS) / Title XIX Medicaid Case Mgmt - State Portion	8,012,229	8,419,079	8,100,252	8,997,224
	<b>Total State Grants</b>	<b>17,030,784</b>	<b>15,062,230</b>	<b>14,312,313</b>	<b>15,202,933</b>
541490	City of Seattle / Utility Rate Assistance	1,009,133	1,421,580	1,506,968	1,649,715
541490	Seattle City Light (SCL) / Credit Liaison (Project Share)	263,003	0	0	0

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541490	Seattle Public Utilities (SPU) / Water Energy Assistance Program	41,346	59,233	59,233	40,000
<b>Total Utility Funds</b>		<b>1,313,482</b>	<b>1,480,813</b>	<b>1,566,201</b>	<b>1,689,715</b>
<b>Total Revenues</b>		<b>131,985,247</b>	<b>127,806,506</b>	<b>127,041,389</b>	<b>138,923,928</b>
379100	Fund Balance	-3,798,898	2,202,770	823,539	1,947,637
<b>Total Fund Balance</b>		<b>-3,798,898</b>	<b>2,202,770</b>	<b>823,539</b>	<b>1,947,637</b>
<b>Total Resources</b>		<b>128,186,349</b>	<b>130,009,276</b>	<b>127,864,928</b>	<b>140,871,565</b>

# Human Services Department

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

### CDBG - Human Services Department Budget Control Level

The purpose of the Community Development Block Grant (CDBG) - Human Services Department Budget Control Level is to find and fund solutions for human needs to assist low-income and vulnerable residents in greater Seattle to live and thrive.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeless Intervention	4,305,962	3,910,042	3,910,346	3,786,254
Leadership and Corporate Services	968,702	1,042,364	1,043,657	1,051,074
<b>Total</b>	<b>5,274,665</b>	<b>4,952,406</b>	<b>4,954,003</b>	<b>4,837,328</b>

*The following information summarizes the programs in CDBG - Human Services Department Budget Control Level:*

#### **Homeless Intervention Program**

The purpose of the Homeless Intervention Program is to provide homeless intervention and prevention services to low-income and homeless people so they can become self-sufficient. CDBG funds support the City's continuum-of-care model by providing a number of emergency and stabilization programs including, but not limited to, emergency shelter and transitional housing for homeless single men, women, and families; hygiene services; housing counseling; and rent assistance.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeless Intervention	4,305,962	3,910,042	3,910,346	3,786,254

#### **Leadership and Corporate Services Program**

The purpose of the Leadership and Corporate Services Program is to provide administration, planning, and technical assistance to City departments and community-based organizations to implement CDBG-funded programs efficiently and effectively. CDBG funds support the City's planning and grant administration functions to ensure compliance with all applicable federal regulations.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Leadership and Corporate Services	968,702	1,042,364	1,043,657	1,051,074

## Human Services Department

### **Aging and Disability Services - Area Agency on Aging Budget Control Level**

The purpose of the Aging and Disability Services - Area Agency on Aging Budget Control Level is to provide a network of community support that improves choice, promotes independence, and enhances the quality of life for older people and adults with disabilities. Additional Information: The Aging and Disability Services Division of the Seattle Human Services Department also functions as the Area Agency on Aging of the Seattle-King County region, an entity which is sponsored by the City of Seattle, King County and United Way of King County. For more information, visit: <http://www.seattle.gov/humanservices/seniorsdisabled/areaagency.htm>.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Healthy Aging	8,112,219	8,536,105	8,548,064	8,716,263
Home-Based Care	23,566,136	25,414,046	25,233,582	24,983,055
Mayor's Office on Senior Citizens	432,836	514,177	523,409	528,668
Planning and Coordination	2,365,675	2,697,668	2,723,606	2,887,289
<b>Total</b>	<b>34,476,866</b>	<b>37,161,996</b>	<b>37,028,661</b>	<b>37,115,275</b>
Full-time Equivalents Total*	174.75	173.75	173.75	174.75

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

**The following information summarizes the programs in Aging and Disability Services - Area Agency on Aging Budget Control Level:**

#### **Healthy Aging Program**

The purpose of the Healthy Aging Program is to provide a variety of community services that help senior adults in King County improve and maintain their health, independence, and quality of life.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Healthy Aging	8,112,219	8,536,105	8,548,064	8,716,263

#### **Home-Based Care Program**

The purpose of the Home-Based Care Program is to provide an array of home-based services to elders and adults with disabilities in King County so that they can remain in their homes longer than they would without these services.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Home-Based Care	23,566,136	25,414,046	25,233,582	24,983,055
Full-time Equivalents Total	145.75	145.75	145.75	145.75



# Human Services Department

## Mayor's Office on Senior Citizens Program

The purpose of the Mayor's Office for Senior Citizens Program is to provide employment opportunities for seniors and adults with disabilities to improve their ability to remain economically independent.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Mayor's Office on Senior Citizens	432,836	514,177	523,409	528,668
Full-time Equivalents Total	7.50	7.50	7.50	7.50

## Planning and Coordination Program

The purpose of the Planning and Coordination Program is to provide leadership, advocacy, fund and system development, planning and coordination, and contract services to the King County aging-support network so that systems and services for elderly and disabled individuals are as available, accountable, and as effective as possible.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Planning and Coordination	2,365,675	2,697,668	2,723,606	2,887,289
Full-time Equivalents Total	21.50	20.50	20.50	21.50

## Leadership and Administration Budget Control Level

The purpose of the Leadership and Administration Budget Control Level is to provide human services leadership and support to Seattle departments and residents. The Leadership and Administration Budget Control Level also includes the Mayor's Office of Domestic Violence and Sexual Assault.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Data Integrity	2,683,265	1,798,291	1,867,056	1,851,929
Fiscal and Contract Administration	2,499,432	2,597,905	2,526,442	3,735,400
Human Resources	929,855	792,997	797,421	900,399
Leadership	2,847,216	2,952,561	2,810,536	2,791,712
Mayor's Office on Domestic Violence and Sexual Assault Prevention	0	0	0	6,116,142
<b>Total</b>	<b>8,959,769</b>	<b>8,141,754</b>	<b>8,001,455</b>	<b>15,395,582</b>
Full-time Equivalents Total*	65.85	66.35	66.35	69.85

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

# Human Services Department

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

## Data Integrity Program

The purpose of the Data Integrity Program is to provide technical systems and solutions to Department management and employees so they can effectively conduct departmental business.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Data Integrity	2,683,265	1,798,291	1,867,056	1,851,929
Full-time Equivalents Total	20.10	20.10	20.10	20.10

## Fiscal and Contract Administration Program

The purpose of the Fiscal and Contract Administration Program is to provide budget, accounting, and financial reporting systems and services so that the department can effectively conduct business.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Fiscal and Contract Administration	2,499,432	2,597,905	2,526,442	3,735,400
Full-time Equivalents Total	21.25	21.25	21.25	22.25

## Human Resources Program

The purpose of the Human Resources Program is to provide personnel services, systems, and solutions to the Department so that it can effectively conduct business.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Human Resources	929,855	792,997	797,421	900,399
Full-time Equivalents Total	5.75	5.75	5.75	5.75

## Leadership Program

The purpose of the Leadership Program is to provide vision, direction, planning, and coordination to the Department, other City departments, and the community. Its mission is also to develop, strengthen, and expand collaborative relationships with HSD's community partners so that the City's human services are responsive to community needs, supportive of community initiatives, and are delivered through efficient and effective systems.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Leadership	2,847,216	2,952,561	2,810,536	2,791,712
Full-time Equivalents Total	18.75	19.25	19.25	17.25

# Human Services Department

## Mayor's Office on Domestic Violence and Sexual Assault Prevention Program

The purpose of the Domestic Violence and Sexual Assault Prevention Program is to provide leadership and coordination of City and community strategies, education, and training to improve response to, and prevention of, violence against women and children.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Mayor's Office on Domestic Violence and Sexual Assault Prevention	0	0	0	6,116,142
Full-time Equivalents Total	0.00	0.00	0.00	4.50

### **Public Health Services Budget Control Level**

The purpose of the Public Health Services Budget Control Level is to provide funds for the following public health services and programs: primary care medical, dental, and specialty services, and access to health insurance for at-risk and vulnerable populations; health care for teens in Seattle's public schools; health care for homeless individuals and families; HIV/AIDS prevention and care programs; programs to provide access to chemical and dependency services; programs to reduce the disparities in health among the Seattle population; programs that prevent gun violence; and public health nursing care home visits to give mothers and babies a healthy start in life using the Nurse Family Partnership (NFP) program model.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Alcohol and Other Drugs	1,504,364	1,546,039	1,581,598	1,559,231
Asthma	133,927	137,110	140,264	138,280
Family Support Services	2,277,776	0	0	0
Gun Violence Prevention	0	0	0	325,000
Health Care Access	392,125	352,840	359,230	380,212
Health Care for the Homeless	1,597,405	1,630,952	1,668,463	1,644,868
HIV/AIDS	856,787	874,779	894,898	932,242
Oral Health	125,942	133,299	136,365	134,437
Primary Care: Medical and Dental	6,818,044	6,894,815	7,121,332	7,213,272
<b>Total</b>	<b>13,706,370</b>	<b>11,569,834</b>	<b>11,902,150</b>	<b>12,327,542</b>

# Human Services Department

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

## Alcohol and Other Drugs Program

The purpose of the Alcohol and Other Drugs Program is to provide funding, program development assistance, and educational resources and training to Seattle residents to promote primary alcohol/drug use prevention and outreach to help people enter treatment. Three programs operated by the King County Department of Community and Human Services - Chemical Dependency Interventions for High Utilizers, Emergency Services Patrol, and Youth Engagement Program - are supported by this funding. Also, methadone vouchers are provided through Public Health - Seattle and King County to opiate-dependent city residents.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Alcohol and Other Drugs	1,504,364	1,546,039	1,581,598	1,559,231

## Asthma Program

The purpose of the Asthma Program is to control asthma by providing in-home indoor air testing and education, case management services, and community-based assessment and intervention to promote well-being and reduce the health risks of asthma.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Asthma	133,927	137,110	140,264	138,280

## Family Support Services Program

The purpose of the Family Support Services Program is to provide assessment, education, skills-building, and support to pregnant women and families with children, so babies are born with the best opportunity to grow and thrive, the effects of health problems are minimized, and children receive the care and nurturing they need to become functional adults.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Family Support Services	2,277,776	0	0	0

## Gun Violence Prevention Program

The purpose of the Gun Violence Prevention Program is to provide funding for initiatives that prevent gun violence. The programs include reviewing gun death cases in an interdisciplinary way, as well as providing technical assistance and support on safe storage for guns. The program also includes gun violence intervention, which focuses on gunshot wound victims to prevent to reduce the high risk of recidivism.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Gun Violence Prevention	0	0	0	325,000

# Human Services Department

## Health Care Access Program

The purpose of the Health Care Access Program is to provide outreach, medical application assistance, linkage to community services and resources, coordination of care, and targeted interventions to uninsured, underserved, high-risk pregnant and parenting women and other high-risk individuals and families to minimize health disparities.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Health Care Access	392,125	352,840	359,230	380,212

## Health Care for the Homeless Program

The purpose of the Health Care for the Homeless Program is to improve access to quality health care through screening, prevention, Medicaid enrollment, case management for people with chronic substance-abuse problems or with complex health and social problems, training, technical assistance, and support to shelters and homeless service sites.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Health Care for the Homeless	1,597,405	1,630,952	1,668,463	1,644,868

## HIV/AIDS Program

The purpose of the HIV/AIDS Program is to work with community partners to assess, prevent, and manage HIV infection in Seattle to stop the spread of HIV and improve the health of people living with HIV. This program area includes support for HIV/AIDS case management services and needle exchange.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
HIV/AIDS	856,787	874,779	894,898	932,242

## Oral Health Program

The purpose of the Oral Health Program is to provide prevention and clinical dental services to high-risk children to prevent dental disease and improve oral health.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Oral Health	125,942	133,299	136,365	134,437

## Primary Care: Medical and Dental Program

The purpose of the Primary Care: Medical and Dental Program is to provide access to high-quality medical, dental, and access services delivered by community-based health care safety net partners to improve the health status of low-income, uninsured residents of Seattle.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Primary Care: Medical and Dental	6,818,044	6,894,815	7,121,332	7,213,272

# Human Services Department

## **Community Support and Assistance Budget Control Level**

The purpose of the Community Support and Assistance Budget Control Level is to provide resources and services to Seattle's low-income and homeless residents.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Access to Benefits	1,425,335	1,542,424	1,785,649	0
Community Facilities	291,270	2,569,076	678,343	3,923,761
Emergency and Transitional Services	34,158,995	39,045,185	38,964,534	40,476,829
Mayor's Office of Domestic Violence and Sexual Assault Prevention	5,030,015	5,898,814	6,001,518	0
<b>Total</b>	<b>40,905,615</b>	<b>49,055,499</b>	<b>47,430,044</b>	<b>44,400,590</b>
Full-time Equivalents Total*	40.50	41.50	42.50	22.50

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

**The following information summarizes the programs in Community Support and Assistance Budget Control Level:**

### **Access to Benefits Program**

The purpose of the Access to Benefits Program is to support the Utility Discount Program, which provides utility payment assistance to Seattle residents with low incomes.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Access to Benefits	1,425,335	1,542,424	1,785,649	0
Full-time Equivalents Total	14.50	14.50	15.50	0.00

### **Community Facilities Program**

The purpose of the Community Facilities Program is to provide technical assistance and capital funding to community-based human service organizations to help the organizations plan and develop facility projects to improve the quality, capacity, and efficiency of service delivery.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Facilities	291,270	2,569,076	678,343	3,923,761
Full-time Equivalents Total	8.00	8.00	8.00	8.00

# Human Services Department

## Emergency and Transitional Services Program

The purpose of the Emergency and Transitional Services Program is to provide emergency and transitional services and permanent housing to homeless and low-income people in Seattle, so they have access to nutritious food and a path to stable, permanent housing.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Emergency and Transitional Services	34,158,995	39,045,185	38,964,534	40,476,829
Full-time Equivalents Total	13.50	14.50	14.50	14.50

## Mayor's Office of Domestic Violence and Sexual Assault Prevention Program

The purpose of the Domestic Violence and Sexual Assault Prevention Program is to provide leadership and coordination of City and community strategies, education, and training to improve response to, and prevention of, violence against women and children.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Mayor's Office of Domestic Violence and Sexual Assault Prevention	5,030,015	5,898,814	6,001,518	0
Full-time Equivalents Total	4.50	4.50	4.50	0.00

## Youth and Family Empowerment Budget Control Level

The purpose of the Youth and Family Empowerment BCL is to support children, youth, and families with programs, skills, and knowledge.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Access to Benefits	0	0	0	2,890,711
Family Support	3,501,145	-2,773	-2,773	0
Nutrition Assistance	9,449,781	2,532,483	2,660,224	2,477,123
Youth Services	11,912,138	16,598,075	15,891,164	21,427,414
<b>Total</b>	<b>24,863,064</b>	<b>19,127,785</b>	<b>18,548,615</b>	<b>26,795,248</b>
Full-time Equivalents Total*	62.25	45.00	44.00	63.50

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

# Human Services Department

*The following information summarizes the programs in Youth and Family Empowerment Budget Control Level:*

## Access to Benefits Program

The purpose of the Access to Benefits Program is to support the Utility Discount Program, which provides utility payment assistance to Seattle residents with low incomes. This program also includes transportation discount programs.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Access to Benefits	0	0	0	2,890,711
Full-time Equivalents Total	0.00	0.00	0.00	15.50

## Family Support Program

The purpose of the Family Support Program is to provide Seattle families with resources such as child care subsidies, meal programs, citizenship services, and family centers.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Family Support	3,501,145	-2,773	-2,773	0
Full-time Equivalents Total	4.50	4.50	4.50	0.00

## Nutrition Assistance Program

The purpose of the Nutrition Assistance Program is to provide children and families access to affordable, culturally relevant, high-quality food and nutrition education, and other family support resources, that will allow for children and their families to be healthy, successful in school, and contributing members of the community. These programs include the Child Care Nutrition program as well as the Farm to Table program.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Nutrition Assistance	9,449,781	2,532,483	2,660,224	2,477,123
Full-time Equivalents Total	28.00	9.75	9.75	8.75

## Youth Services Program

The purpose of the Youth Services Program is to provide youth and young adults direct services, designed to help them succeed academically, learn job and life skills, and develop alternatives to criminal activity, violence, and homelessness.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Youth Services	11,912,138	16,598,075	15,891,164	21,427,414
Full-time Equivalents Total	29.75	30.75	29.75	39.25



# Human Services Department

## Human Services Fund Table

### Human Services Operating Fund (16200)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	5,843,099	6,270,000	9,641,997	4,067,232	7,439,229
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	126,710,582	122,854,100	122,854,100	122,087,386	134,086,600
Less: Actual and Budgeted Expenditures	122,911,684	125,056,868	125,056,868	122,910,925	136,034,237
<b>Ending Fund Balance</b>	<b>9,641,997</b>	<b>4,067,232</b>	<b>7,439,229</b>	<b>3,243,693</b>	<b>5,491,592</b>
Child Care Bonus Funds	3,495,000	1,595,000	4,514,325	1,595,000	2,764,325
Other Mandatory Restrictions	1,707,000	1,014,000	1,929,086	422,000	1,487,943
Reserve Cash Flow and Benefits/Paid Leave	200,000	200,000	300,000	200,000	300,000
<b>Total Reserves</b>	<b>5,402,000</b>	<b>2,809,000</b>	<b>6,743,411</b>	<b>2,217,000</b>	<b>4,552,268</b>
<b>Ending Unreserved Fund Balance</b>	<b>4,239,997</b>	<b>1,258,232</b>	<b>695,818</b>	<b>1,026,693</b>	<b>939,324</b>



# Seattle Preschool Levy

Holly Miller, Department of Education and Early Learning

(206) 233-5118

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

## Department Overview

In November 2014, voters approved a four-year, \$58 million Seattle Preschool Services Levy to fund the Seattle Preschool Program (SPP) Action Plan. The purpose of the program is to expand access to affordable, high-quality preschool for Seattle's three- and four-year-olds so that they enter school prepared to succeed and the academic opportunity gap for children is eliminated. The levy funds a demonstration phase of the Seattle Preschool Program that began in 2015 and will grow to serve 2,000 children in 100 classrooms by 2018.

The SPP closely follows the recommendations of national experts and consultants who advised the City to develop an evidence-based program which builds on community partnerships and the existing network of preschool providers, is accessible to all families, and is realistic and practical.

Department of Education and Early Learning (DEEL) staff administer the Seattle Preschool Levy. The mission of DEEL is to ensure that all Seattle children have the greatest opportunity to succeed in school and in life and to graduate from school ready for college or a career. DEEL oversees implementation of the SPP by contracting for services with community providers, directly providing coaching for preschool directors and teachers, and investing in capacity building (e.g. tuition support for teaching staff to attain required educational credentials, facility construction and renovations, and other organizational supports).

Levy investments are intended to make sure that children are exhibiting appropriate developmental skills by the time they enter kindergarten. Children's growth is supported in all developmental domains including social/emotional health, physical development, cognitive skills, language, literacy, and math.

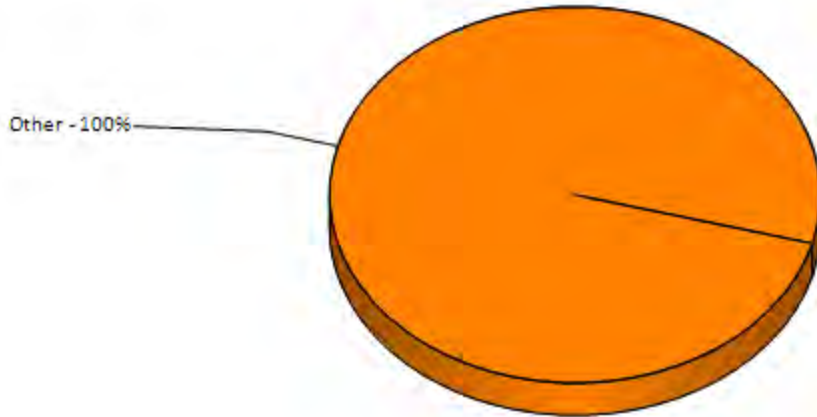
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$0	\$4,902,556	\$9,037,977	\$9,037,977
<b>Total Operations</b>	<b>\$0</b>	<b>\$4,902,556</b>	<b>\$9,037,977</b>	<b>\$9,037,977</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$4,902,556</b>	<b>\$9,037,977</b>	<b>\$9,037,977</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

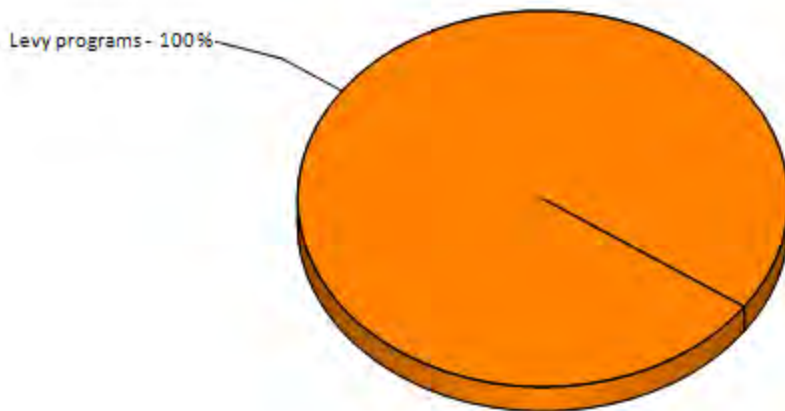
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Seattle Preschool Levy

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Seattle Preschool Levy

## Budget Overview

The Seattle Preschool Program builds on the foundation established by the City's investment of Families and Education Levy funds in the Step-Ahead program; the Child Care Assistance Program funded by the City's General Fund; the Early Childhood Education and Assistance Program funded by Washington state and managed by the City; and federal investments in Head Start. The key elements of SPP are based on the expertise of national consultants and researchers, Washington state experts involved with developing the state's early learning strategy, local providers and advocates, key stakeholders and policy makers. SPP reflects the best thinking about how to prepare children for school and eliminate the academic opportunity gap.

Levy services:

1. *School Readiness* funds 15 SPP classrooms in the 2015-16 school year serving up to 287 three- and four-year-olds and 39 SPP classrooms in 2016-17 serving up to 780 children.
2. *Program Support* funds professional development and training for approximately 30 lead teachers and assistants in 2015-16 and 78 in 2016-17.
3. *Capacity Building* funds tuition support for teachers to gain required credentials and facility construction, renovation, and improvements to increase access to quality classrooms.
4. *Research and Evaluation* funds:
  - o external evaluators to assess classroom environments and teacher/child interactions;
  - o training for teachers on how to appropriately assess child development;
  - o external evaluators to develop and begin a comprehensive evaluation strategy; and
  - o data system development to support quality improvement and evaluation.
5. *Administration* funds DEEL staff to provide oversight, administration and leadership for the development of the investments identified above. The levy requires continuous quality improvement, strong community partnerships, and transparency in the program's development.
6. *Contingency* funds provide flexibility for this new investment. SPP requires partnerships with existing programs and for those programs to contribute resources from their existing sources, as well as parent tuition based on a sliding fee scale. While estimates of these resources were based on working with existing providers and funders, the City included contingency funds in case actual recoveries or contributions fall short of expectations.

The 2016 Proposed Budget reflects the level of expenditure described in the financial plan adopted by the City Council in Ordinance 124509. The levy is expected to generate revenues of \$58,034,730 over four years. For 2016, the budget assumes \$15.1 million in revenue. Because programs are phased in, the adopted budget appropriates only \$9 million of the 2016 revenue. The City will hold excess funds in reserve for latter years when expenditures will exceed earned revenues.

## Incremental Budget Changes

### Seattle Preschool Levy

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 9,037,977</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 9,037,977</b>	<b>0.00</b>

# Seattle Preschool Levy

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administration Budget Control Level	IP500	0	1,711,616	2,116,001	2,116,001
Capacity Building Budget Control Level	IP300	0	1,342,346	2,597,576	2,597,576
Contingency Budget Control Level	IP600	0	138,690	243,338	243,338
Program Support: Professional Development and Training Budget Control Level	IP200	0	247,675	742,874	742,874
Research and Evaluation Budget Control Level	IP400	0	918,614	687,115	687,115
School Readiness Budget Control Level	IP100	0	543,615	2,651,073	2,651,073
<b>Department Total</b>		<b>0</b>	<b>4,902,556</b>	<b>9,037,977</b>	<b>9,037,977</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
411100	Taxes, Levies & Bonds	0	14,286,440	14,440,923	14,440,923
441930	Parent Tuition	0	140,860	683,368	683,368
	<b>Total Levy programs</b>	<b>0</b>	<b>14,427,300</b>	<b>15,124,291</b>	<b>15,124,291</b>
	<b>Total Revenues</b>	<b>0</b>	<b>14,427,300</b>	<b>15,124,291</b>	<b>15,124,291</b>
379100	Use of (Contribution to) Fund Balance	0	-9,524,744	-6,086,314	-6,086,314
	<b>Total Levy programs</b>	<b>0</b>	<b>-9,524,744</b>	<b>-6,086,314</b>	<b>-6,086,314</b>
	<b>Total Resources</b>	<b>0</b>	<b>4,902,556</b>	<b>9,037,977</b>	<b>9,037,977</b>

# Seattle Preschool Levy

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

### Administration Budget Control Level

The purpose of the Administration Budget Control Level is to administer Seattle Preschool Program funds.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration	0	1,711,616	2,116,001	2,116,001
<b>Total</b>	<b>0</b>	<b>1,711,616</b>	<b>2,116,001</b>	<b>2,116,001</b>

### Capacity Building Budget Control Level

The purpose of the Capacity Building Budget Control Level is to help preschool teachers, assistants, and directors meet the requirements of the Seattle Preschool Program and to provide support for facility development or remodeling.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Capacity Building	0	1,342,346	2,597,576	2,597,576
<b>Total</b>	<b>0</b>	<b>1,342,346</b>	<b>2,597,576</b>	<b>2,597,576</b>

### Contingency Budget Control Level

The purpose of the Contingency Budget Control Level is to provide additional funding to Seattle Preschool Program programs if initial estimates of costs understated the need for resources, and to support quality improvement efforts that arise as the program is phased in.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Contingency	0	138,690	243,338	243,338
<b>Total</b>	<b>0</b>	<b>138,690</b>	<b>243,338</b>	<b>243,338</b>

### Program Support: Professional Development and Training Budget Control Level

The purpose of the Program Support: Professional Development and Training Budget Control Level is to develop the skills of preschool teachers and directors and to provide support so that children are better prepared for school.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Program Support: Professional Development and Training	0	247,675	742,874	742,874
<b>Total</b>	<b>0</b>	<b>247,675</b>	<b>742,874</b>	<b>742,874</b>

## Seattle Preschool Levy

### Research and Evaluation Budget Control Level

The purpose of the Research and Evaluation Budget Control Level is to assist Seattle Preschool Program programs in achieving their intended results and to support continuous improvement.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Research and Evaluation	0	918,614	687,115	687,115
<b>Total</b>	<b>0</b>	<b>918,614</b>	<b>687,115</b>	<b>687,115</b>

### School Readiness Budget Control Level

The purpose of the School Readiness Budget Control Level is to prepare children for school by providing access to full day preschool for Seattle families regardless of income.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
School Readiness	0	543,615	2,651,073	2,651,073
<b>Total</b>	<b>0</b>	<b>543,615</b>	<b>2,651,073</b>	<b>2,651,073</b>

### Preschool Levy Fund Table

#### Preschool Services Fund

	2014	2015	2015	2016	2016
	<b>Actuals</b>	<b>Adopted</b>	<b>Revised</b>	<b>Endorsed</b>	<b>Proposed</b>
<b>Beginning Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,524,744</b>	<b>9,524,744</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	14,427,300	14,427,300	15,124,291	15,124,291
Less: Actual and Budgeted Expenditures	0	4,902,556	4,902,556	9,037,977	9,037,977
<b>Ending Fund Balance</b>	<b>0</b>	<b>9,524,744</b>	<b>9,524,744</b>	<b>15,611,058</b>	<b>15,611,058</b>
Reserve for Future Programming		9,524,744	9,524,744	15,611,058	15,611,058
<b>Total Reserves</b>		<b>9,524,744</b>	<b>9,524,744</b>	<b>15,611,058</b>	<b>15,611,058</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Seattle Department of Construction and Inspections

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Diane Sugimura, Director

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[www.seattle.gov/dpd](http://www.seattle.gov/dpd)

## Department Overview

The Seattle Department of Construction and Inspections (SDCI) is created in the Mayor's 2016 Proposed Budget for the purpose of administering City ordinances which regulate building construction, the use of land, and housing. The department is created through Council Bill 118502, which also creates a new executive Office of Planning and Community Development (OPCD) to focus on citywide long range planning and growth. This reorganization involves separating the planning functions from the department formerly known as Department of Planning and Development (DPD). The new Seattle Department of Construction and Inspections remains responsible for regulatory and compliance functions related to building and land use activities in the City of Seattle. This proposal is consistent with Executive Order 2015-04 and is consistent with the budget changes described in the OPCD section of the 2016 budget.

SDCI is responsible for developing policies and codes related to public safety, environmental protection, land use, construction, and rental housing, including:

- Environmentally Critical Areas Ordinance (ECA);
- Housing and Building Maintenance Code;
- Just Cause Eviction Ordinance;
- Rental Registration and Inspection Ordinance;
- Seattle Building and Residential Codes;
- Seattle Condominium and Cooperative Conversion Ordinances;
- Seattle Electrical Code;
- Seattle Energy Code;
- Seattle Grading Code;
- Seattle Land Use Code;
- Seattle Mechanical Code;
- Seattle Noise Ordinance;
- Seattle Shoreline Master Program;
- Seattle Tenant Relocation Assistance Ordinance;
- Seattle Tree Protection Ordinance;
- State Environmental Policy Act (SEPA); and
- Stormwater Code.

SDCI reviews land use and construction-related permits, annually approving more than 29,000 permits and performing approximately 106,000 on-site inspections. The work includes public notice and involvement for Master Use Permits (MUPs); shoreline review; design review; approval of permits for construction, mechanical systems, site development, elevators, electrical installation, boilers, furnaces, refrigeration, signs and billboards; annual inspections of boilers and elevators; and home seismic retrofits.

# Seattle Department of Construction and Inspections

SDCI also enforces compliance with community standards for housing, zoning, shorelines, tenant relocation assistance, just cause eviction, vacant buildings, noise, and development-related violation complaints, responding to nearly 8,000 complaints annually.

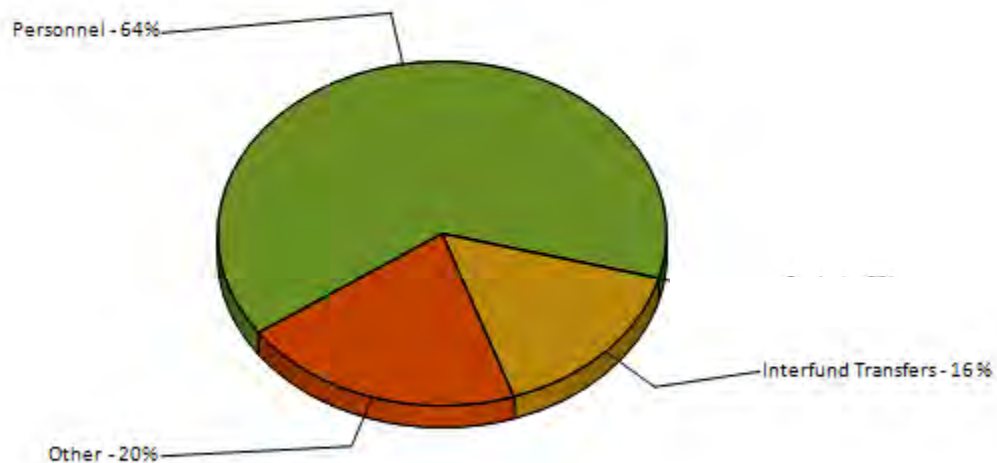
SDCI operations are funded by a variety of fees and General Fund resources. SDCI must demonstrate that its fees are set to recover no more than the cost of related services. To provide this accountability, SDCI uses cost accounting to measure the full cost of its programs. Each program is allocated a share of departmental administration, and other overhead costs, to report the full cost and calculate the revenue requirements of the program.

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$10,571,361	\$10,478,879	\$10,583,647	\$6,023,535
Other Funding - Operating	\$49,663,031	\$67,522,598	\$65,815,238	\$66,713,678
<b>Total Operations</b>	<b>\$60,234,392</b>	<b>\$78,001,477</b>	<b>\$76,398,885</b>	<b>\$72,737,213</b>
<b>Total Appropriations</b>	<b>\$60,234,392</b>	<b>\$78,001,477</b>	<b>\$76,398,885</b>	<b>\$72,737,213</b>
Full-time Equivalent Total*	401.00	417.50	419.50	402.30

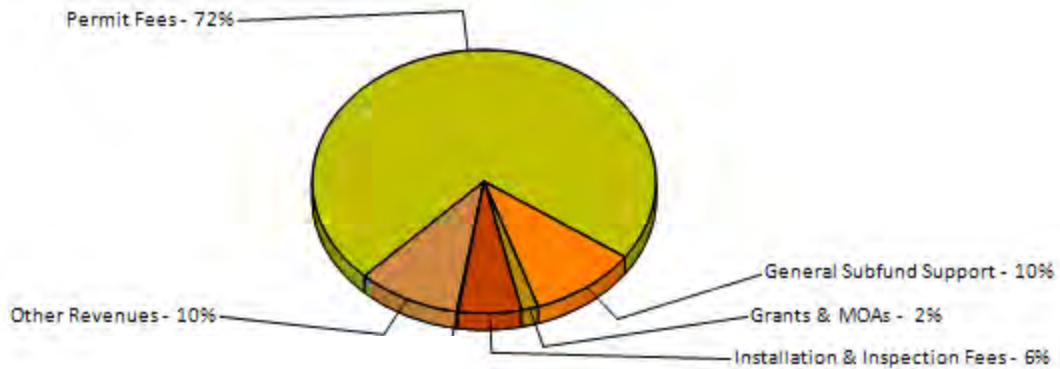
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## 2016 Proposed Budget - Expenditure by Category



# Seattle Department of Construction and Inspections

## 2016 Proposed Budget - Revenue by Category



## Budget Overview

The City of Seattle continues to see high levels of permit applications and development. In order to address concerns related to rapid growth, the 2016 Proposed Budget creates a new executive Office of Planning and Community Development (OPCD) to align the city's planning functions and coordinate long range planning across all City departments.

To enact this reorganization, the 2016 Proposed Budget transfers most of the staff and associated budget from the Department of Planning and Development (DPD) Planning Budget Control Level (BCL), which includes the Planning Services, Planning Commission, and Design Commission programs, to OPCD. The transfer includes two community engagement positions and a finance analyst position that support the Planning Services program but were budgeted in other programs. The proposed budget also transfers one position to the Department of Neighborhoods (DON) to support community outreach and engagement specifically for the implementation of policies of the Mayor's action plan related to the Housing Affordability and Livability Agenda (HALA) and eliminates a vacant unfunded half time Land Use Planner position from the Planning Division. A total of 34 FTEs will be transferred out of DPD to OPCD. These positions, along with new positions that will be added in to OPCD's budget, will support the City's aligned community and long range planning goals.

Four positions from the former DPD Planning Services program will be housed in SDCI and transfer into the Code Compliance BCL. A new program, Code Development, will be created within the SDCI Code Compliance BCL beginning in 2016 to house this group. This group will work closely with OPCD on policy development and continue to draft, process, evaluate and implement code changes as they go through the Mayoral and Council review and approval processes.

# Seattle Department of Construction and Inspections

All other 2015 DPD positions will be included in the Seattle Department of Construction and Inspections.

The 2016 Proposed Budget also adds resources for improvements to the design review permit process. Initially implemented in 1994, the design review process requires developers to engage with community members in the early stages of the design process. New multifamily and commercial developments that exceed zone-specific size thresholds are required to go through design review. A design review advisory group is providing recommendations on how to improve community input and to make the process more efficient. The department has also received feedback from the HALA Advisory Committee, the Seattle Metropolitan Chamber of Commerce, and the Seattle chapter of the American Institute of Architects on improvements that would make the design review process more consistent and predictable, and more time and cost effective. Prior to receiving formal recommendations from the advisory group the 2016 Proposed Budget adds three positions that will facilitate more efficiency for Design Review and all master use permits.

Development since the Great Recession has been at a record pace, and the Operations Division in SDCI is making strategic management and budget decisions to respond to continued high levels of permit applications and inspections. Several new positions are added in 2016 to support SDCI's objective of timely review of permit applications and conducting inspections given the continued high volumes of new construction projects. The proposed budget provides funding for four positions and reallocates five existing positions to increase staffing capacity to respond to increased demand for permits and inspections and to do proactive succession planning.

The 2016 Proposed Budget also adds a Council liaison/complex issues manager position to the SDCI Director's Office. With Council districts going into effect in 2016, the department will establish a more proactive working relationship with all Councilmembers and their staff so the department can be more responsive to their constituents.

## Incremental Budget Changes

### Seattle Department of Construction and Inspections

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 76,398,885</b>	<b>419.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 574,588	0.00
Move FTEs to Primary Program Area	\$ 0	0.50
Respond to Increased Volume of Electrical Inspections	\$ 542,442	4.00
Enforce Medical Marijuana Regulations	\$ 171,073	0.80
Support Implementation of Shoreline Management Program	\$ 128,221	1.00
<b>Proposed Changes</b>		
Transfer Planning Division Functions to New Office	-\$ 6,626,855	-34.00
Transfer HALA Outreach and Engagement to DON	\$ 0	-1.00
Improve Design Review Process	\$ 499,152	4.00
Respond to Increased Volume of New Construction Projects	\$ 302,662	1.00
Reduce Permit Intake Wait Times and Processing Review	\$ 496,647	2.00

# Seattle Department of Construction and Inspections

Add City Council Liaison Position	\$ 143,267	1.00
Support Implementation of New Stormwater Code Requirements	\$ 569,780	4.00
Citywide Summit Re-Implementation Project	\$ 614,182	0.00
Technical and IT Support for City Projects	\$ 313,900	0.00
<b>Proposed Technical Changes</b>		
Overhead Adjustment and Technical Changes	-\$ 241,555	-0.50
<b>Total Incremental Changes</b>	<b>-\$ 3,661,672</b>	<b>-17.20</b>
<b>2016 Proposed Budget</b>	<b>\$ 72,737,213</b>	<b>402.30</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$574,588)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

#### **Move FTEs to Primary Program Area/.50 FTE**

This adjustment reallocates the FTE count in various SDCI programs as a change from the previous labor allocation method, which did not show round numbers, to simply showing how many FTEs are assigned to each program in SDCI as their "home org." This change will allow the budget to show FTE count the same way as the City's personnel database and will mirror SDCI's organizational chart. This change also increases the total FTE count by 0.5 FTE to match Seattle Department of Human Resources' data.

#### **Respond to Increased Volume of Electrical Inspections - \$542,442/4.00 FTE**

This adjustment annualizes costs included in the 2015 Quarter 1 supplemental budget legislation. Ordinance 124775 added four positions to the electrical inspections program to respond to increased volumes of reviews and inspections associated with electrical permits. In addition to a higher volume of building permits, the department is experiencing a greater proportion of larger, more complex projects that require additional inspection visits. The budget for these positions is backed by electrical permit fee revenue, which grew approximately 23 percent in 2014 compared to 2013.

#### **Enforce Medical Marijuana Regulations - \$171,073/.80 FTE**

This adjustment annualizes costs included in a stand-alone piece of legislation that passed in 2015. Ordinance 124807 relates to the regulation of marijuana businesses. SDCI costs associated with the passage of this legislation include a 0.8 Housing/Zoning Inspector, Sr. position for Code Enforcement, along with one-time costs for a vehicle and temporary labor for Code Development to update codes as necessary, and develop policies,

# Seattle Department of Construction and Inspections

procedures and rules to implement the program. The Housing/Zoning Inspector, Sr. position is scheduled to sunset December 31, 2017.

## **Support Implementation of Shoreline Management Program - \$128,221/1.00 FTE**

This adjustment relates to a stand-alone piece of legislation that passed in 2015. Ordinance 124750 amended parts of the environmentally critical areas regulations in the Seattle Municipal Code. The legislation added regulations for floating on-water residences, including a verification process for house barges. SDCI staff time will be required for up to two years to verify house barges and floating on water residences. This increase in staff time will be paid for through the Code Compliance budget.

## **Proposed Changes**

### **Transfer Planning Division Functions to New Office - (\$6,626,855)/(34.00) FTE**

The Mayor's 2016 Proposed Budget transfers positions and baseline budget related to community planning to the proposed new Office of Planning and Community Development (OPCD). This adjustment transfers 25.5 FTE from the Planning Division, 3.0 FTE from the Planning Commission, 3.5 FTE from the Design Commission, and 2.0 FTE from the Community Engagement program, all of which will support OPCD.

### **Transfer HALA Outreach and Engagement to DON/(1.00) FTE**

This item transfers one full-time strategic advisor to the Department of Neighborhoods (DON) to conduct outreach and engagement specifically for the implementation of policies of the Mayor's action plan related to the Housing Affordability and Livability Agenda. This position will serve as a liaison between City departments, internal and external stakeholders, the Mayor's Office, Council and communities and neighborhoods to ensure inclusive engagement and outreach.

### **Improve Design Review Process - \$499,152/4.00 FTE**

This action allows SDCI to begin implementing improvements to the design review permit process. Implemented in 1994, the design review process requires developers to engage with community members in the early stages of the design process. Recent legislative changes have also increased the types of projects that are required to go through the Design Review process, which creates an even stronger need to make the process more effective and efficient. An Advisory Group is developing recommendations on how to make the process more time and cost effective, while improving community input to the process. In addition, the Housing Affordability and Livability Agenda (HALA) Advisory Committee provided recommendations to improve the predictability and timeliness of the City design review process. Based on preliminary recommendations, this adjustment adds three new Land Use Planner positions to provide additional review capacity to help facilitate more efficient design review and master use permit processing. The costs of the new positions are backed by permit fees. This adjustment also adds a two-year term limited Planning and Development Specialist position to draft, process, and evaluate code changes as they go through the Mayoral and Council review and approval processes, as well as help establish processes and procedures for implementing program improvements. This position will be part of the new Code Development Program in SDCI and paid for by General Fund.

### **Respond to Increased Volume of New Construction Projects - \$302,662/1.00 FTE**

Increased volumes of permitted new construction projects in Seattle have exceeded the capacity of existing staff resources to respond to requests for certain types of mechanical inspections, including annual refrigeration inspections, side sewer inspections of new and repaired sanitary and storm water piping, and erosion control measures on ground disturbances. This adjustment increases staffing capacity in SDCI's Operations Division by

# Seattle Department of Construction and Inspections

creating and funding a Mechanical Inspector position and funding an existing, unfunded Site Development Inspector. These costs are backed by permit and inspection fees.

## **Reduce Permit Intake Wait Times and Processing Review - \$496,647/2.00 FTE**

This adjustment provides additional staffing and makes more strategic use of existing staff to reduce permit intake wait times, process permits more efficiently and better serve customers. In addition, the Housing Affordability and Livability Agenda (HALA) Advisory Committee provided recommendations to improve the predictability and timeliness of the City's permitting process. The Land Use Services program in the Operations Division is making strategic management and budget decisions to respond to their review of permit applications for new development in the city. Development since the Great Recession has been at a record pace, and several senior level staff in the Land Use program are acting in key advisory roles on the review, analysis, and oversight of many complex projects. The Proposed Budget reclassifies four existing positions who have distinct specializations to a Strategic Advisor 1 job title to better reflect their roles. Another technical change in this program reclassifies five existing Permit Process Leader positions to a Land Use Planner job classification to align the budget title with the actual positions that exist.

In Construction Plans Administration, the adjustment also funds a vacant and unfilled Permit Specialist Supervisor position to provide additional supervisory capacity, which will improve training, staff development and coverage for absences from the workplace, also helping the stability of response times. The Operations Division will also reallocate five existing positions to the Permit Process Leader level by reallocating four existing Building Plans Examiner positions and one existing Permit Specialist II position. These changes will allow for promotional opportunities from within the department, help to maintain acceptable intake appointment wait times and provide single points of contact for high volume applicants and other priority projects. Finally, this adjustment adds two three-year term limited Strategic Advisor positions to provide leadership and talent development in Construction Review and Inspection Quality (CRIQ) as part of a proactive succession planning effort. These costs are backed by permit and inspection fees.

## **Add City Council Liaison Position - \$143,267/1.00 FTE**

This adjustment adds a position in the Director's Office to act as a City Council liaison and complex issues project manager. This position will serve as a primary point of contact for meetings with Councilmembers, review memos and materials provided to Councilmembers and Council committee meetings, track all legislation at Council that will impact SDCI operations and codes that SDCI implements, and serve as the point of contact within SDCI for Councilmembers and their staff and Council Central staff.

## **Support Implementation of New Stormwater Code Requirements - \$569,780/4.00 FTE**

This adjustment increases staffing capacity within SDCI's Operations Division in conjunction with significant modifications to the standards of the Stormwater Code, as proposed by Seattle Public Utilities (SPU) in 2015. The Stormwater Code was updated to comply with Washington State Department of Ecology requirements. To support the new code requirements, SDCI requires two additional Civil Engineer Specialists for drainage plans review and two Site Development Inspectors for site inspections. These costs are backed by permit and inspection fees along with funding via an existing MOA with SPU.

## **Citywide Summit Re-Implementation Project - \$614,182**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

# Seattle Department of Construction and Inspections

## Technical and IT Support for City Projects - \$313,900

This change provides resources for SDCI's Information Technology program's work on updates to the permitting system to support implementation of the Housing Affordability and Livability Agenda (HALA) recommendations, as well as other Citywide technology related projects, including Office 365 licenses, the citywide Compliance and Privacy project, and system testing related to SDCI's move to the Next Generation Data Center (NGDC). The budget also provides funding to help support the Citywide standard that calls for desktop computers to be replaced on a 5-year cycle.

## Proposed Technical Changes

### Overhead Adjustment and Technical Changes - (\$241,555)/(.50) FTE

This change redistributes and adjusts internal overhead costs that have changed based on the budget adjustments described above. Overall, overhead costs billed to the General Fund have increased by \$210,000, and overhead costs billed to permit fees have decreased by \$408,000. In 2016 only, SDCI will continue to provide services related to information technology, human resources/payroll, and finance and accounting support to help support a smooth transition for the new OPCD. These services will be provided by SDCI to OPCD and determined through an overhead payment mechanism similar to the 2015 overhead distribution.

This adjustment also incorporates a change in which SDCI will no longer subsidize land use project support for other City departments and local government agencies. This change will require that these agencies begin paying SDCI the full cost for these services, consistent with what private sector applicants pay, and is expected to result in revenues of about \$66,000. Another technical change here aligns SDCI's budget with the City healthcare bill.

Finally, this adjustment eliminates a 0.5 FTE Land Use Planner position that was vacant and unfunded.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Annual Certification and Inspection Budget Control</b>					
Annual Certification and Inspection		4,009,206	4,160,425	4,225,807	4,096,261
<b>Total</b>	<b>U24A0</b>	<b>4,009,206</b>	<b>4,160,425</b>	<b>4,225,807</b>	<b>4,096,261</b>
<b>Code Compliance Budget Control</b>					
Code Compliance		4,648,672	4,916,438	5,064,076	5,292,260
Code Development		0	0	0	1,043,946
Rental Housing		1,873,966	1,883,088	2,327,644	2,327,256
<b>Total</b>	<b>U2400</b>	<b>6,522,638</b>	<b>6,799,526</b>	<b>7,391,720</b>	<b>8,663,462</b>
<b>Construction Inspections Budget Control</b>					
Building Inspections		5,045,741	5,513,090	5,597,973	5,697,741
Construction Inspections Unallocated CBA		0	2,266,620	2,318,752	2,318,752
Electrical Inspections		5,180,504	5,090,879	5,169,572	5,792,546
Signs and Billboards		514,057	354,586	360,913	349,985



# Seattle Department of Construction and Inspections

Site Review and Inspection		3,116,006	3,357,416	3,406,306	4,302,502
<b>Total</b>	<b>U23A0</b>	<b>13,856,309</b>	<b>16,582,591</b>	<b>16,853,516</b>	<b>18,461,526</b>
<b>Construction Permit Services Budget Control</b>					
Construction Permit Services Overhead Allocations		0	-2,009,727	-2,035,474	-2,020,647
Construction Permit Services Unallocated CBA		0	3,981,900	4,073,484	4,073,484
Construction Plans Administration		13,494,660	17,115,636	16,793,956	17,053,370
Operations Division Management		0	2,009,727	2,035,474	2,020,647
<b>Total</b>	<b>U2300</b>	<b>13,494,660</b>	<b>21,097,536</b>	<b>20,867,440</b>	<b>21,126,854</b>
<b>Department Leadership Budget Control</b>					
Community Engagement		0	758,809	764,694	396,953
Department Leadership Overhead Allocations		0	-14,439,049	-15,102,922	-15,551,374
Director's Office		0	700,751	705,059	841,686
Finance and Accounting Services		0	6,767,751	6,987,335	6,880,689
Human Resources		0	314,331	316,931	313,306
Information Technology Services		0	5,897,407	6,328,903	7,118,740
<b>Total</b>	<b>U2500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Land Use Services Budget Control</b>					
Land Use Services		11,195,985	12,522,079	12,731,598	13,114,084
Land Use Services Unallocated CBA		0	1,660,500	1,672,241	1,672,241
Public Resource Center		1,755,310	1,833,036	1,868,473	1,860,374
<b>Total</b>	<b>U2200</b>	<b>12,951,295</b>	<b>16,015,615</b>	<b>16,272,312</b>	<b>16,646,699</b>
<b>Planning Budget Control</b>					
Design Commission		589,386	589,540	599,992	0
Planning Commission		554,853	554,399	562,964	0
Planning Services		6,499,016	5,822,845	5,896,717	0
<b>Total</b>	<b>U2900</b>	<b>7,643,255</b>	<b>6,966,784</b>	<b>7,059,673</b>	<b>0</b>
<b>Process Improvements and Technology Budget Control Level</b>	<b>U2800</b>	<b>1,757,031</b>	<b>6,379,000</b>	<b>3,728,417</b>	<b>3,742,411</b>
<b>Department Total</b>		<b>60,234,392</b>	<b>78,001,477</b>	<b>76,398,885</b>	<b>72,737,213</b>
<b>Department Full-time Equivalents Total*</b>		<b>401.00</b>	<b>417.50</b>	<b>419.50</b>	<b>402.30</b>

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

# Seattle Department of Construction and Inspections

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	General Subfund Support	10,571,356	10,478,879	10,583,647	6,023,535
587001	Overhead Payment from OPCD - General Fund	0	0	0	1,729,324
	<b>Total General Subfund Support</b>	<b>10,571,356</b>	<b>10,478,879</b>	<b>10,583,647</b>	<b>7,752,859</b>
437010	Grant Revenues	260,033	159,000	0	0
587900	SPU MOA for Side Sewer & Drainage	1,147,252	1,200,000	1,200,000	1,200,000
	<b>Total Grants &amp; MOAs</b>	<b>1,407,285</b>	<b>1,359,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
422150	Boiler	1,140,201	1,247,000	1,247,000	1,247,000
422160	Elevator	3,130,815	3,231,000	3,231,000	3,231,000
	<b>Total Installation &amp; Inspection Fees</b>	<b>4,271,016</b>	<b>4,478,000</b>	<b>4,478,000</b>	<b>4,478,000</b>
461110	Interest	478,324	100,000	100,000	100,000
	<b>Total Interest</b>	<b>478,324</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
442450	Rental Housing Registration	633,282	2,859,000	4,645,000	4,645,000
469990	Other Revenues	2,299,902	2,296,000	2,296,000	2,296,000
587116	Cumulative Reserve Fund-REET I - Design Commission	593,898	589,540	599,992	0
587116	Cumulative Reserve Fund-REET I - TRAO	289,433	310,000	350,000	350,000
587116	Cumulative Reserve Fund-Unrestricted - TRAO	75,678	77,000	79,000	79,000
	<b>Total Other Revenues</b>	<b>3,892,193</b>	<b>6,131,540</b>	<b>7,969,992</b>	<b>7,370,000</b>
422111	Building Development	33,220,515	30,668,000	30,668,422	30,668,000
422115	Land Use	6,918,625	6,078,000	6,078,000	6,678,000
422130	Electrical	7,074,642	7,210,000	7,210,000	7,210,000
443694	Site Review & Development	2,524,826	2,342,000	2,342,000	2,342,000
469990	Contingent Revenues - Unaccessed	0	6,620,000	6,620,000	8,064,585
	<b>Total Permit Fees</b>	<b>49,738,608</b>	<b>52,918,000</b>	<b>52,918,422</b>	<b>54,962,585</b>
	<b>Total Revenues</b>	<b>70,358,782</b>	<b>75,465,419</b>	<b>77,250,061</b>	<b>75,863,444</b>
379100	Use of (Contribution To) Fund Balance	-10,124,390	2,536,058	-851,176	-3,126,231
	<b>Total Use of Fund Balance</b>	<b>-10,124,390</b>	<b>2,536,058</b>	<b>-851,176</b>	<b>-3,126,231</b>
	<b>Total Resources</b>	<b>60,234,392</b>	<b>78,001,477</b>	<b>76,398,885</b>	<b>72,737,213</b>

# Seattle Department of Construction and Inspections

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

### Annual Certification and Inspection Budget Control Level

The purpose of the Annual Certification and Inspection Budget Control Level is to provide inspections of mechanical equipment at installation and on an annual or biennial cycle. The purpose of this BCL includes costs of certification of installers and mechanics.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Annual Certification and Inspection	4,009,206	4,160,425	4,225,807	4,096,261
<b>Total</b>	<b>4,009,206</b>	<b>4,160,425</b>	<b>4,225,807</b>	<b>4,096,261</b>
Full-time Equivalents Total*	23.49	23.49	23.49	20.00

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

*The following information summarizes the programs in Annual Certification and Inspection Budget Control Level:*

### **Annual Certification and Inspection Program**

The purpose of the Annual Certification and Inspection Program is to provide inspections of mechanical equipment at installation and on an annual or biennial cycle in a fair, reasonable, efficient, and predictable manner. These services are provided so mechanical equipment is substantially maintained to applicable codes, legal requirements, and policies, and operated safely. The program also certifies that installers and mechanics are qualified, by validation of work experience and testing of code knowledge, to operate and maintain mechanical equipment.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Annual Certification and Inspection	4,009,206	4,160,425	4,225,807	4,096,261
Full-time Equivalents Total	23.49	23.49	23.49	20.00

# Seattle Department of Construction and Inspections

## Code Compliance Budget Control Level

The purpose of the Code Compliance Budget Control Level is to see that properties and buildings are used and maintained in conformance with code standards, deterioration of structures and properties is reduced, tenant protections are enforced, and land use and environmental codes and processes are updated.

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Compliance	4,648,672	4,916,438	5,064,076	5,292,260
Code Development	0	0	0	1,043,946
Rental Housing	1,873,966	1,883,088	2,327,644	2,327,256
<b>Total</b>	<b>6,522,638</b>	<b>6,799,526</b>	<b>7,391,720</b>	<b>8,663,462</b>
Full-time Equivalents Total*	30.29	41.29	43.79	51.30

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

**The following information summarizes the programs in Code Compliance Budget Control Level:**

### **Code Compliance Program**

The purpose of the Code Compliance Program is to investigate and respond to violations of code standards for the use, maintenance, management and development of real properties and buildings, facilitate compliance by property owners and other responsible parties, pursue enforcement actions against violators through the legal system, reduce the deterioration of structures and properties to reduce blight, and manage the adoption of administrative rules and response to claims.

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Compliance	4,648,672	4,916,438	5,064,076	5,292,260
Full-time Equivalents Total	29.29	29.29	29.29	31.80

### **Code Development Program**

The Code Development Program develops and updates the Land Use Code and other related codes to help ensure that development conforms to the goals and policies of the Comprehensive Plan, new development trends, Executive and Council priorities, and new State and federal regulations. The Code Development program works closely with the Operations Division of the department and with the Office of Planning and Community Development.

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Code Development	0	0	0	1,043,946
Full-time Equivalents Total	0.00	0.00	0.00	5.00

# Seattle Department of Construction and Inspections

## Rental Housing Program

The purpose of the Rental Housing Program is to improve the quality of the rental housing stock in Seattle and investigate and respond to violations of tenant relocation and eviction regulations. By registering and inspecting all rental housing properties the program helps ensure key life, health and safety standards are met. The program provides assistance to property owners and tenants regarding relocation assistance, just cause eviction, and other duties and responsibilities of owners and tenants.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Rental Housing	1,873,966	1,883,088	2,327,644	2,327,256
Full-time Equivalents Total	1.00	12.00	14.50	14.50

## Construction Inspections Budget Control Level

The purpose of the Construction Inspections Budget Control Level is to provide on-site inspections of property under development.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Building Inspections	5,045,741	5,513,090	5,597,973	5,697,741
Construction Inspections	0	2,266,620	2,318,752	2,318,752
Unallocated CBA				
Electrical Inspections	5,180,504	5,090,879	5,169,572	5,792,546
Signs and Billboards	514,057	354,586	360,913	349,985
Site Review and Inspection	3,116,006	3,357,416	3,406,306	4,302,502
<b>Total</b>	<b>13,856,309</b>	<b>16,582,591</b>	<b>16,853,516</b>	<b>18,461,526</b>
Full-time Equivalents Total*	75.84	75.84	75.84	79.00

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**The following information summarizes the programs in Construction Inspections Budget Control Level:**

## Building Inspections Program

The purpose of the Building Inspections Program is to provide timely on-site inspections of property under development at predetermined stages of construction; work closely with project architects, engineers, developers, contractors, and other City of Seattle departments to approve projects as substantially complying with applicable City codes, ordinances, and approved plans; and to issue final approvals for occupancy.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Building Inspections	5,045,741	5,513,090	5,597,973	5,697,741
Full-time Equivalents Total	30.32	30.32	30.32	30.00

# Seattle Department of Construction and Inspections

## Construction Inspections Unallocated CBA Program

The purpose of the Construction Inspections Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) that has not been accessed within the Construction Inspections BCL for construction inspections and electrical inspections with plan review. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Construction Inspections Unallocated CBA	0	2,266,620	2,318,752	2,318,752

## Electrical Inspections Program

The purpose of the Electrical Inspections Program is to provide review of proposed electrical installations and on-site inspection of properties under development in a fair, reasonable, efficient, and predictable manner. These services are provided to ensure the electrical installations substantially comply with applicable codes, legal requirements, and approved plans.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Electrical Inspections	5,180,504	5,090,879	5,169,572	5,792,546
Full-time Equivalents Total	26.09	26.09	26.09	31.00

## Signs and Billboards Program

The purpose of the Signs and Billboards Program is to provide review of proposed sign installations and on-site inspection of properties under development in a fair, reasonable, efficient, and predictable manner. These services are provided so that sign installations comply with applicable codes, legal requirements, and approved plans.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Signs and Billboards	514,057	354,586	360,913	349,985
Full-time Equivalents Total	1.25	1.25	1.25	1.00

## Site Review and Inspection Program

The purpose of the Site Review and Inspection Program is to ensure construction projects comply with grading, drainage, side sewer, and environmentally critical area codes; City of Seattle engineering standard details; and best management practices for erosion control methods to ensure that ground-related impacts of development are mitigated on-site and that sewer and drainage installations on private property are properly installed.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Site Review and Inspection	3,116,006	3,357,416	3,406,306	4,302,502
Full-time Equivalents Total	18.18	18.18	18.18	17.00

# Seattle Department of Construction and Inspections

## Construction Permit Services Budget Control Level

The purpose of the Construction Permit Services Budget Control Level is to facilitate the review of development plans and processing of permits.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Construction Permit Services Overhead Allocations	0	-2,009,727	-2,035,474	-2,020,647
Construction Permit Services Unallocated CBA	0	3,981,900	4,073,484	4,073,484
Construction Plans Administration	13,494,660	17,115,636	16,793,956	17,053,370
Operations Division Management	0	2,009,727	2,035,474	2,020,647
<b>Total</b>	<b>13,494,660</b>	<b>21,097,536</b>	<b>20,867,440</b>	<b>21,126,854</b>
Full-time Equivalents Total*	101.66	102.66	102.16	120.00

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

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

### **Construction Permit Services Overhead Allocations Program**

The purpose of the Construction Permit Services Overhead Allocations Program is to represent the proportionate share of departmental administration and other overhead costs to report the full cost of the related programs.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Construction Permit Services Overhead Allocations	0	-2,009,727	-2,035,474	-2,020,647

### **Construction Permit Services Unallocated CBA Program**

The purpose of the Construction Permit Services Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) in the Construction Permit Services BCL that has not been accessed for construction plan review and peer review contracts. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Construction Permit Services Unallocated CBA	0	3,981,900	4,073,484	4,073,484

# Seattle Department of Construction and Inspections

## Construction Plans Administration Program

The purpose of the Construction Plans Administration Program is to review development plans and documents for permit applicants in a fair, reasonable, and predictable manner; ensure that the plans substantially comply with applicable codes and legal requirements; incorporate and expand Priority Green permitting within the plan review process; develop and revise technical code regulations at the local, state, and national levels; and provide appropriate support for preparation, mitigation, response, and recovery services for disasters.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Construction Plans Administration	13,494,660	17,115,636	16,793,956	17,053,370
Full-time Equivalents Total	74.07	75.07	74.57	93.00

## Operations Division Management Program

The purpose of the Operations Division Management Program is to oversee the functions of four budget control levels: Annual Certification/Inspection, Construction Permit Services, Construction Inspections, and Land Use Services.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Operations Division Management	0	2,009,727	2,035,474	2,020,647
Full-time Equivalents Total	27.59	27.59	27.59	27.00

## Department Leadership Budget Control Level

The purpose of the Department Leadership Control Level is to lead and direct department employees and to provide policy guidance and oversee relationships with the community.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Community Engagement	0	758,809	764,694	396,953
Department Leadership Overhead Allocations	0	-14,439,049	-15,102,922	-15,551,374
Director's Office	0	700,751	705,059	841,686
Finance and Accounting Services	0	6,767,751	6,987,335	6,880,689
Human Resources	0	314,331	316,931	313,306
Information Technology Services	0	5,897,407	6,328,903	7,118,740
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total*	50.79	53.79	53.79	56.00

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



# Seattle Department of Construction and Inspections

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

## Community Engagement Program

The purpose of the Community Engagement Program is to provide the general public, stakeholder groups, community leaders, City staff, and news media with complete and accurate information, including informative materials and presentations. Community Engagement Program staff explain SDCI's responsibilities, processes, and actions; ensure that SDCI's services are clearly understood by applicants and the general public; and respond to public questions and concerns related to the department's responsibilities.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Community Engagement	0	758,809	764,694	396,953
Full-time Equivalents Total	4.12	5.12	5.12	3.00

## Department Leadership Overhead Allocations Program

The purpose of the Department Leadership Overhead Allocations Program is to distribute the proportionate share of departmental administration and other overhead costs that apply to the department's other budget control levels, in order to report the full cost and calculate the revenue requirements of the related programs.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Department Leadership Overhead Allocations	0	-14,439,049	-15,102,922	-15,551,374

## Director's Office Program

The purpose of the Director's Office Program is to ensure department management develops and implements business strategies to continually improve the performance of the organization, and to ensure effective working relationships with other City personnel and agencies, the general public, and the development and planning communities.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Director's Office	0	700,751	705,059	841,686
Full-time Equivalents Total	5.34	5.34	5.34	6.00

## Finance and Accounting Services Program

The purpose of the Finance and Accounting Services Program is to provide financial and accounting services to department management, and develop and maintain financial systems based on program and funding study principles, so that people, tools, and resources are managed effectively with a changing workload and revenue stream.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Finance and Accounting Services	0	6,767,751	6,987,335	6,880,689
Full-time Equivalents Total	16.51	16.51	16.51	15.00

# Seattle Department of Construction and Inspections

## Human Resources Program

The purpose of the Human Resources Program is to ensure the work environment is safe, and that a competent, talented, and skilled workforce is recruited through a fair and open process, is compensated fairly for work performed, is well trained for jobs, is responsible and accountable for performance, and reflects and values the diversity of the community.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Human Resources	0	314,331	316,931	313,306
Full-time Equivalents Total	4.14	5.14	5.14	6.00

## Information Technology Services Program

The purpose of the Information Technology Services Program is to provide information technology solutions, services, and expertise to the department and other City staff, so that department management and staff have the technology tools and support necessary to meet business objectives.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Information Technology Services	0	5,897,407	6,328,903	7,118,740
Full-time Equivalents Total	20.68	21.68	21.68	26.00

## Land Use Services Budget Control Level

The purpose of the Land Use Services Budget Control Level is to provide land use permitting services.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Land Use Services	11,195,985	12,522,079	12,731,598	13,114,084
Land Use Services Unallocated CBA	0	1,660,500	1,672,241	1,672,241
Public Resource Center	1,755,310	1,833,036	1,868,473	1,860,374
<b>Total</b>	<b>12,951,295</b>	<b>16,015,615</b>	<b>16,272,312</b>	<b>16,646,699</b>
Full-time Equivalents Total*	81.88	83.38	83.38	76.00

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

# Seattle Department of Construction and Inspections

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

## Land Use Services Program

The purpose of the Land Use Services Program is to provide land use permitting services to project applicants, City of Seattle departments, public agencies, and residents. Land Use staff provide permit process information and regulatory expertise to inform pre-application construction project design. Land Use staff also review development concepts as part of a developer's permit application. The Land Use review process includes eliciting public input and facilitating public meetings and design review board meetings. It may also include coordination with various city and county agencies, defending project decisions during appeal to the Hearing Examiner or coordinating the department recommendation for a development application through the City Council approval process. These services are intended to ensure that development proposals are reviewed in a fair, reasonable, efficient, and predictable manner, and to ensure that the plans substantially comply with applicable codes, legal requirements, policies, and community design standards.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Land Use Services	11,195,985	12,522,079	12,731,598	13,114,084
Full-time Equivalents Total	66.60	67.10	67.10	61.00

## Land Use Services Unallocated CBA Program

The purpose of the Land Use Services Unallocated CBA Program is to display the amount of Contingent Budget Authority (CBA) in the Land Use Services BCL that has not been accessed. In contrast, CBA that is accessed is appropriated in the programs in which it will be spent.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Land Use Services Unallocated CBA	0	1,660,500	1,672,241	1,672,241

## Public Resource Center Program

The purpose of the Public Resource Center Program is to provide the general public and City staff convenient access to complete, accurate information about department regulations and current applications; to provide applicants with a first point of contact; manage the public disclosure of documents; and to preserve, maintain, and provide access to records for department staff and the public. The 2014 department reorganization moves the Public Resource Center Program from the Construction Permit Services BCL.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Public Resource Center	1,755,310	1,833,036	1,868,473	1,860,374
Full-time Equivalents Total	15.28	16.28	16.28	15.00

# Seattle Department of Construction and Inspections

## Planning Budget Control Level

The purpose of the Planning Budget Control Level is to manage growth and development consistent with Seattle's Comprehensive Plan, and to inform and guide decisions related to the Plan.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Design Commission	589,386	589,540	599,992	0
Planning Commission	554,853	554,399	562,964	0
Planning Services	6,499,016	5,822,845	5,896,717	0
<b>Total</b>	<b>7,643,255</b>	<b>6,966,784</b>	<b>7,059,673</b>	<b>0</b>
Full-time Equivalents Total*	31.63	31.63	31.63	0.00

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

### **The following information summarizes the programs in Planning Budget Control Level:**

#### **Design Commission Program**

The purpose of the Design Commission is to promote civic design excellence in City projects with City funding and projects related to public land, as well as to promote interdepartmental/interagency coordination. The Seattle Design Commission advises the Mayor, the City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Design Commission	589,386	589,540	599,992	0
Full-time Equivalents Total	3.37	3.37	3.37	0.00

#### **Planning Commission Program**

The purpose of the Planning Commission is to provide informed citizen advice and assistance to the Mayor, the City Council, and City departments in developing planning policies and carrying out major planning efforts; to seek public comment and participation as a part of this process; and to steward the ongoing development and implementation of Seattle's Comprehensive Plan.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Planning Commission	554,853	554,399	562,964	0
Full-time Equivalents Total	2.62	2.62	2.62	0.00

# Seattle Department of Construction and Inspections

## Planning Services Program

The purpose of the Planning Services Program is to develop policies, plans, and regulations that advance Seattle's Comprehensive Plan and growth management strategy. This is done through community-based planning, developing land use policy recommendations, and implementing legislation. These activities support Seattle's neighborhoods, expand job creation and housing choices, coordinate land use with transportation services, protect the environment and reduce environmental hazards and promote design excellence and sustainability in Seattle.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Planning Services	6,499,016	5,822,845	5,896,717	0
Full-time Equivalents Total	25.64	25.64	25.64	0.00

## Process Improvements and Technology Budget Control Level

The purpose of the Process Improvements and Technology Budget Control Level is to allow the department to plan and implement continuous improvements to its business processes, including related staff training and equipment purchases; and to see that the Department's major technology investments are maintained, upgraded, or replaced when necessary.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Process Improvements and Technology	1,757,031	6,379,000	3,728,417	3,742,411
<b>Total</b>	<b>1,757,031</b>	<b>6,379,000</b>	<b>3,728,417</b>	<b>3,742,411</b>
Full-time Equivalents Total*	5.42	5.42	5.42	0.00

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

# Seattle Department of Construction and Inspections

## Construction and Inspections Fund Table

### Planning and Development Fund (15700)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>12,619,487</b>	<b>16,872,155</b>	<b>23,705,877</b>	<b>14,336,097</b>	<b>20,607,844</b>
Accounting and Technical Adjustments	962,000	0	0	0	0
Plus: Actual and Estimated Revenues	70,358,782	75,465,419	76,650,444	77,250,061	75,863,444
Less: Actual and Budgeted Expenditures	60,234,392	78,001,477	79,748,477	76,398,885	72,737,213
<b>Ending Fund Balance</b>	<b>23,705,877</b>	<b>14,336,097</b>	<b>20,607,844</b>	<b>15,187,273</b>	<b>23,734,075</b>
Core Staffing	1,850,000	1,764,000	6,925,000	1,764,000	4,385,000
Planning Reserve		1,003,000	772,000	2,928,000	2,928,000
Process Improvements and Technology	2,897,000	-503,000	1,214,000	212,000	2,116,000
<b>Total Reserves</b>	<b>4,747,000</b>	<b>2,264,000</b>	<b>8,911,000</b>	<b>4,904,000</b>	<b>9,429,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>18,958,877</b>	<b>12,072,097</b>	<b>11,696,844</b>	<b>10,283,273</b>	<b>14,305,075</b>

# Office of Economic Development

Brian Surratt, Director

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[www.seattle.gov/EconomicDevelopment](http://www.seattle.gov/EconomicDevelopment)

## Department Overview

The Office of Economic Development (OED) helps create a robust and sustainable economy with broadly shared prosperity. OED supports a healthy business environment, empowers companies to innovate, grow and compete, while at the same time supporting low-income Seattleites towards viable career paths. The core services OED provides capitalize on Seattle's economic strengths, particularly in the industry areas of film and music, manufacturing and maritime, technology, startups, restaurants, healthcare, life sciences/global health, and clean technology. To accomplish this mission, the office delivers services designed to:

- Support the retention and growth of existing businesses;
- Attract and establish new business;
- Increase the number of low-income youth and adults who obtain the skills necessary to meet industry's needs for qualified workers;
- Support small businesses and neighborhood business districts through direct funding, technical support and Business Improvement Area (BIA) formation;
- Permit film and special events in a way that minimizes business impacts while ensuring public safety; and
- Streamline and advance policies and practices and develop partnerships that lead to sustainable economic growth with shared prosperity.

In addition to these services, OED manages a number of financing programs to increase access to capital for projects from micro-loans to major capital lending. Among these financing tools are two federal programs: New Markets Tax Credits (NMTC) and HUD Section 108. NMTC leverages private investment in low-income communities through federal tax incentives. HUD Section 108 loans provide financing for economic development and housing projects in low and middle-income neighborhoods. Through these programs, the department manages \$79 million of allocated NMTCs, all of which has been awarded, and manages an available HUD Section 108 loan pool of \$36.4 million, of which \$14.7 million has been awarded.

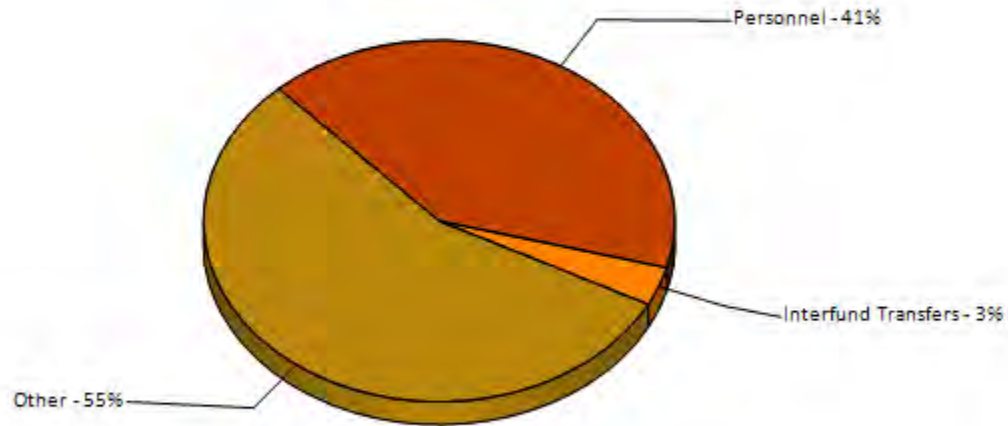
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$7,213,008	\$7,608,750	\$7,568,677	\$7,919,172
Other Funding - Operating	\$3,018,132	\$1,535,683	\$1,470,354	\$1,470,354
<b>Total Operations</b>	<b>\$10,231,140</b>	<b>\$9,144,433</b>	<b>\$9,039,031</b>	<b>\$9,389,526</b>
<b>Total Appropriations</b>	<b>\$10,231,140</b>	<b>\$9,144,433</b>	<b>\$9,039,031</b>	<b>\$9,389,526</b>
Full-time Equivalent Total*	25.50	27.50	27.50	30.50

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

# Office of Economic Development

## 2016 Proposed Budget - Expenditure by Category



### **Budget Overview**

The 2016 Proposed Budget for the Office of Economic Development (OED) enhances the City's commitment to support, engage and grow businesses in all parts of the city. Several items respond to the unique nature of Seattle's business community, changing needs and evolving long-term economic goals. The proposed budget increases capacity to respond to the growing volume of special event, film and farmers' market permits and implement process improvements adopted in 2015. The proposed budget also transfers the international business development program from the Office of Intergovernmental Relations to better leverage the relationships and resources within OED and connect it to the City's broader economic development agenda. The budget also adds resources to support the Youth Employment Initiative, a citywide effort to increase the number of employment opportunities available to young adults. Finally, the budget realigns existing capacity to broaden the extent and depth of economic development analysis and outreach the office is able to perform.

### **Reforming the Special Events Process**

In 2012, special events administration was transferred from the Department of Parks and Recreation to OED to strengthen the linkages between the promotion of special events and economic development. The original fee structure was adopted in 1991 and has remained largely unchanged since then. In 2015, OED worked with a number of City departments, event organizers and other stakeholders to develop a revised permit fee structure and process, proposing a number of amendments to the special events ordinance in legislation that was adopted by the City Council in September. The new fee structure aligns the fees charged to event organizers more closely with the services provided by the City, differentiates between the types of event and maintains a level of subsidization for all events.



# Office of Economic Development

In addition to revisions to the fee structure, OED identified a number of process improvements to the permitting process including increased process transparency, timelier permit issuance and better coordination between departments. The proposed budget provides additional resources and capacity to implement the envisioned process improvements, facilitate the permitting process and increase the level of customer service provided to event organizers. The increased administrative capacity will also increase capacity more broadly within the Office of Film and Music and allow for greater flexibility of existing staff to respond to other priorities.

## Enhancing the City's Economic Development Agenda

Seattle continues to grow as a globally competitive hub for international investment and economic development, providing new opportunities to connect local businesses with new markets and bolster Seattle's reputation as a city for international business. The 2015 Adopted Budget provided resources to the Office of Intergovernmental Relations (OIR) to develop an international economic development agenda in partnership with OED and the Mayor's Office to attract international investment in Seattle and capitalize on existing partnerships. The proposed budget transfers the international business development program from OIR to OED to strengthen the ties between international development opportunities and local businesses and better integrate the program into the City's economic development agenda.

While Seattle has experienced rapid economic growth in recent years and is expanding its profile as an international place of business, the City also needs to ensure that economic opportunities are readily available for its youth. Over 6,300 Seattle youth ages 16-24 are not currently employed, in school or have a degree beyond high school. In response to the need for increased access to employment opportunities, the City launched the Mayor's Youth Employment Initiative in 2015 with a goal of doubling the number of available job opportunities to 2,000. To sustain this work and continue expanding the program, the proposed budget includes resources to support an intermediary organization that will identify employment opportunities in the private sector, facilitate connecting youth to jobs and manage relationships between youth, employer, and the City. This intermediary will also track and monitor annual data and continuously evaluate the program's success.

Finally, the proposed budget enhances the strategic capacity of the office by expanding the responsibilities of two existing positions. OED will expand management of the New Market Tax Credit and HUD Section 108 loans portfolio to more efficiently conduct outreach to businesses and provide more direct technical assistance to businesses and the New Market Credit Board. Similarly, OED will expand its communications function to include more rigorous data collection and economic analysis of current trends and best practices to help inform policy and program development. Tracking economic metrics and indicators more closely will allow OED to identify trends affecting key industry sectors, propose policy changes and work across departments to support programmatic investments responsive to the business community's needs.

## Incremental Budget Changes

### Office of Economic Development

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 9,039,031</b>	<b>27.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 92,467	0.00

# Office of Economic Development

## Proposed Changes

Transfer International Business Development program	\$ 197,134	1.00
Special Events Permitting Process Reform	\$ 215,922	2.00
Enhanced Economic Development Capacity	\$ 38,906	0.50
Youth Employment Initiative	\$ 175,000	0.00
Citywide Summit Re-Implementation Project	\$ 26,000	0.00

## Proposed Technical Changes

Technical Funding Source Realignment	-\$ 210,000	0.00
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<b>Total Incremental Changes</b>	<b>\$ 350,495</b>	<b>3.50</b>
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<b>2016 Proposed Budget</b>	<b>\$ 9,389,526</b>	<b>31.00</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - (\$92,467)

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### Transfer International Business Development program - \$197,134/1.00 FTE

This item transfers one full-time strategic advisor position from the Office of Intergovernmental Relations to the Office of Economic Development. This position was added in the 2015 Adopted Budget to develop and oversee a new international business development program. Transferring this position to OED leverages existing relationships with businesses and provides more opportunity for connections and partnerships between Seattle's local business community and foreign investors. In addition to the position, existing funding for the City's annual dues to the Trade Development Alliance is reduced by \$44,000 to \$25,000 and transferred to OED. One-time resources of \$5,000 are provided for space-related costs. An additional \$10,000 is provided for travel as well as \$10,000 for annual dues to the Washington State China Relations Council, a new membership for the City.

#### Special Events Permitting Process Reform - \$215,922/2.00 FTE

This adjustment adds resources to expand the Special Events capacity within the Office of Film and Music to respond to the increased volume and complexity of permits and implement process improvements. One full-time administrative specialist and one full-time administrative staff assistant will complement existing staff dedicated to facilitating the special events permitting process and provide an increased level of customer service to event

## Office of Economic Development

organizers. The 2015 Adopted Budget included one-time, temporary resources to address capacity issues while OED reviewed the special events process and permit fee structure. In addition to increased staffing capacity, this adjustment also includes one-time resources of \$35,000 to create a visual online and printed guide to clarify the permitting process for event organizers.

This item is supported with increased revenue generated by changes to the special events fee structure. The former fee structure was based on the estimated attendance of an event, with no distinction between the event type and the amount of City resources required to put on the event. Since Council adopted the original ordinance in 1991, special events have grown exponentially and the unrecovered cost to the City to support special events was over \$4 million a year. In order to continue providing a high level of customer service and the necessary resources to support events, the new fee structure aligns the permit fee to the services required of the City. The new structure also distinguishes between several different categories of events including free speech, community, parades, commercial, and athletic to determine the appropriate charge for City services. The new fee structure will be phased in over multiple years to assist organizers as they plan for future events.

### **Enhanced Economic Development Capacity - \$38,906/.50 FTE**

This item includes several adjustments to account for leadership changes as well as programmatic enhancements to broaden the City's economic development agenda. A finance analyst assistant position is reclassified to a community development specialist, senior to better align with the breadth of responsibilities for which the position is accountable, including managing the New Market Tax Credit and HUD Section 108 loan portfolios. This reclassification is supported by fees generated by both programs. Additionally, an existing part-time public relations specialist position is increased to full-time and reclassified to a community development specialist to assist with data collection and analysis to develop an economic intelligence function within the office. This position will retain the communications work that it currently manages. OED will pay for this position increase and reclassification using existing funding.

### **Youth Employment Initiative - \$175,000**

This item adds \$150,000 to support the development of youth-employer connections necessary to create new youth internship opportunities. In 2015, the City secured a grant from JP Morgan Chase for \$500,000 over two years to support the implementation of the Youth Employment Initiative with a goal of connecting 2,000 youth to internship or employment opportunities in the first year. To complement this funding, this item will provide resources to develop needed infrastructure and aid an intermediary organization in coordinating employer recruitment, tracking youth employment, evaluating the initiative's success and fundraising to support ongoing operations. An additional \$25,000 is provided to design and implement a governance and oversight structure for the intermediary, ensure the program's design is successful as it develops and support the Youth Employment Task Force, an external advisory group.

### **Citywide Summit Re-Implementation Project - \$26,000**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Proposed Technical Changes**

### **Technical Funding Source Realignment - (\$210,000)**

This adjustment replaces General Fund support originally intended for business technical assistance programming with existing Community Development Block Grant (CDBG). The 2015 Adopted Budget included \$210,000 of General Fund for business technical assistance targeted towards immigrant and refugee small business owners

## Office of Economic Development

affected by the implementation of the new minimum wage ordinance and other new business regulations and policies enacted by the City. Through a competitive process, OED selected an organization to implement a scope of work that is eligible for CDBG funding. This change maintains the funding source swap implemented as part of the 2015 Council adopted Annual Action Plan. This adjustment will have no impact on the program, and OED will use existing CDBG funding and appropriation authority to implement the program.

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>CDBG - Office of Economic Development Budget Control Level</b>	<b>6XD10</b>	<b>3,018,132</b>	<b>1,535,683</b>	<b>1,470,354</b>	<b>1,470,354</b>
<b>Office of Economic Development Budget Control</b>					
Business Services		5,628,105	6,306,503	6,250,446	6,576,436
Economic Development Leadership		728,184	517,256	520,845	528,401
Finance and Operations		856,718	784,991	797,386	814,335
<b>Total</b>	<b>X1D00</b>	<b>7,213,008</b>	<b>7,608,750</b>	<b>7,568,677</b>	<b>7,919,172</b>
<b>Department Total</b>		<b>10,231,140</b>	<b>9,144,433</b>	<b>9,039,031</b>	<b>9,389,526</b>

<b>Department Full-time Equivalents Total*</b>	<b>25.50</b>	<b>27.50</b>	<b>27.50</b>	<b>30.50</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

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

<b>CDBG - Office of Economic Development Budget Control Level</b>					
The purpose of the Community Development Block Grant (CDBG) - Office of Economic Development Budget Control Level is to provide operating, grant, loan, and project management support to neighborhood business districts and community-based development organizations, as well as for special projects, for the goal of creating thriving neighborhoods and broadly-shared prosperity.					
Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed	
Economic Development	3,018,132	1,535,683	1,470,354	1,470,354	
<b>Total</b>	<b>3,018,132</b>	<b>1,535,683</b>	<b>1,470,354</b>	<b>1,470,354</b>	

# Office of Economic Development

## Office of Economic Development Budget Control Level

The purpose of the Office of Economic Development Budget Control Level is to provide vital services to individual businesses and economic development leadership to support a strong local economy, thriving neighborhood business districts, and broadly-shared prosperity.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Services	5,628,105	6,306,503	6,250,446	6,576,436
Economic Development Leadership	728,184	517,256	520,845	528,401
Finance and Operations	856,718	784,991	797,386	814,335
<b>Total</b>	<b>7,213,008</b>	<b>7,608,750</b>	<b>7,568,677</b>	<b>7,919,172</b>
Full-time Equivalents Total*	25.50	27.50	27.50	30.50

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

**The following information summarizes the programs in Office of Economic Development Budget Control Level:**

### **Business Services Program**

The purpose of the Business Services Program is to provide direct services to businesses and to support a healthy business environment that empowers businesses to develop, grow, and succeed. The Business Services Program provides assistance navigating government services, facilities access to capital and building management expertise, and invests in workforce development services focused on building skills that benefit individual job-seekers and support employers in key industry sectors.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Services	5,628,105	6,306,503	6,250,446	6,576,436
Full-time Equivalents Total	20.00	21.50	21.50	24.50

### **Economic Development Leadership Program**

The purpose of the Economic Development Leadership Program is to lead the creation of the City of Seattle's economic agenda. The Economic Development Leadership Program develops targeted areas of focus for OED and relevant City and community partners; convenes a broad range of the businesses in the community to make informed decisions on economic policies; and strengthens the alignment of city, regional, state, and federal economic development activities.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Economic Development Leadership	728,184	517,256	520,845	528,401
Full-time Equivalents Total	4.00	4.00	4.00	4.00

# Office of Economic Development

## Finance and Operations Program

The purpose of the Finance and Operations Program is to provide leadership over daily office operations and financial, administrative, and human resource services to effectively accomplish OED's mission and goals.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Operations	856,718	784,991	797,386	814,335
Full-time Equivalents Total	1.50	2.00	2.00	2.00

# Office of Housing

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Steve Walker, Director

(206) 684-0721

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

## Department Overview

The mission of the Office of Housing (OH) is to invest in, and promote, the development and preservation of housing so that all Seattle residents have access to safe, decent, and affordable housing. To accomplish this mission, OH has four program areas:

- Multi-Family Production and Preservation;
- Homeownership and Sustainability;
- Policy and Program Development; and
- Administration and Management.

The **Multi-Family Production and Preservation** program area employs the Housing Levy and other federal and local program funding to make long-term, low-interest loans to developers to develop or preserve affordable multifamily rental housing. OH monitors the housing portfolio to ensure that the policy objectives of the City are achieved and that the units remain in good condition. The portfolio now includes 295 buildings with more than 11,000 units, representing a significant investment of City and other funding in affordable housing over 30 years.

The **Homeownership and Sustainability** program area includes three primary programs that together serve approximately 1,100 low-income households annually. These programs are:

- Homeownership Assistance- provides loans to first-time homebuyers to support homeownership opportunities for low-income families, offers \$1.5 million in loans annually;
- Home Repair Loan Program - provides \$225,000 no- or low-interest loans annually to assist with critical home repairs; and
- HomeWise Weatherization Program - provides over \$3.2 million in grants annually, increasing energy efficiency and lowering costs.

The **Policy and Program Development** program area establishes long-term strategic plans, develops and implements policy-based tools, and addresses housing-related aspects of citywide land use and community development issues. Expanding resources for affordable housing and homelessness programs, creating incentive programs to advance housing affordability goals, and coordinating disposition of vacant land for redevelopment purposes to increase housing opportunities for Seattle residents are some key components of this program area.

The **Administration and Management** program area provides centralized leadership, coordination, technology, contracting, and financial management services to OH program and capital projects.

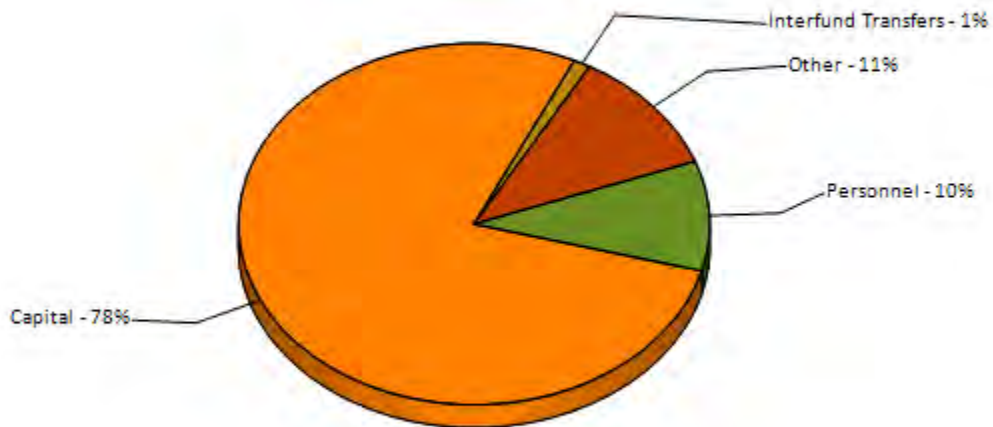
# Office of Housing

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$195,000	\$0	\$0	\$451,623
Other Funding - Operating	\$36,225,475	\$52,230,287	\$51,791,633	\$52,037,503
<b>Total Operations</b>	<b>\$36,420,475</b>	<b>\$52,230,287</b>	<b>\$51,791,633</b>	<b>\$52,489,126</b>
<b>Total Appropriations</b>	<b>\$36,420,475</b>	<b>\$52,230,287</b>	<b>\$51,791,633</b>	<b>\$52,489,126</b>
Full-time Equivalent Total*	37.50	43.50	43.50	43.50

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

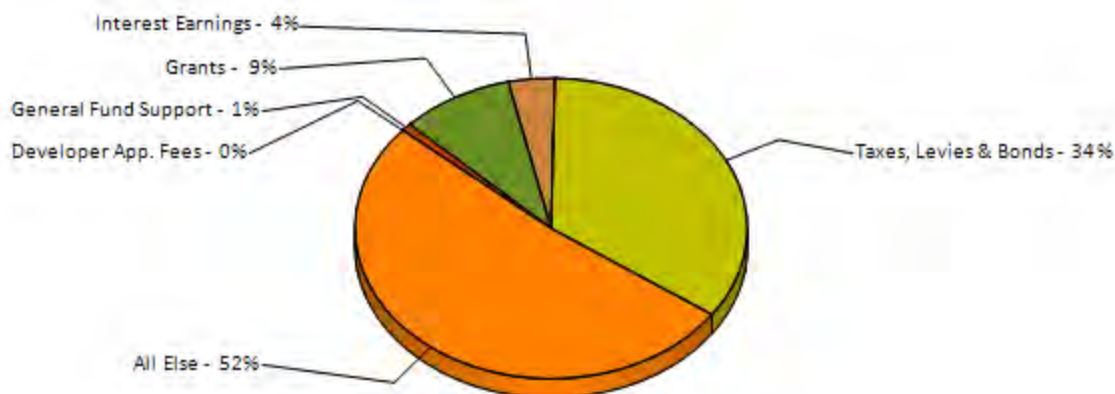
## 2016 Proposed Budget - Expenditure by Category





# Office of Housing

## 2016 Proposed Budget - Revenue by Category



## Budget Overview

Seattle is one of America's fastest growing cities, with the population expected to increase by another 120,000 by 2035. This projected population growth, in combination with rising housing prices and skyrocketing rents, has led to a housing affordability crisis in Seattle. Approximately 45,000 households in Seattle spend more than half of their incomes on housing, and more than 3,700 individuals were identified as unsheltered in the 2015 One Night Count.

In response to this crisis in the local housing market, the Mayor and the City Council commissioned a Housing Affordability and Livability Agenda (HALA) Advisory Committee. The committee, after months of work, reached consensus on 65 recommendations. The HALA recommendations will help achieve the goal of building or preserving 50,000 units of housing in the next 10 years, with 20,000 of those units designated as affordable. The HALA recommendations include the following priorities the Mayor endorsed in his Housing Seattle Action Plan:

1. **Invest in Housing for Those Most in Need:** Adopt a balanced approach to provide affordable housing resources for low-income workers, seniors, people with disabilities and the thousands of people experiencing homelessness.
2. **Create New and Affordable Housing for All Seattleites:** Harness new development to create affordable homes and diversify housing choices for current and future residents
3. **Prevent Displacement and Foster Equitable Communities:** Preserve communities impacted by displacement by promoting strategic investments and creating legal protections for low-income renters.
4. **Promote Efficient and Innovative Development:** Deliver effective and streamlined government services to facilitate quality housing development.

The HALA recommendations include a recommendation to double the voter-approved levy to \$290 million for 2017 through 2023. OH is currently implementing the voter-approved 2009 Housing Levy, which totals \$145

## Office of Housing

million for 2010 through 2016. Doubling the levy would build and preserve thousands of quality, affordable homes for the most vulnerable families and individuals in our community.

The other primary source of local funding for affordable housing is through the Affordable Housing Bonus Program, which is an Incentive Zoning program that allows for additional development capacity if the applicant either provides affordable housing or makes a payment in lieu, which is often administered through OH's annual competitive Notice of Funding Availability (NOFA). While the City works toward full implementation of the Affordable Housing Impact Mitigation and Mandatory Inclusionary Housing programs expected to increase funding for affordable housing production, the Affordable Housing Bonus program will remain in place and at full production in 2016.

In order to support the implementation of the HALA recommendations, the 2016 Proposed Budget adds \$200,000 in general fund, and \$523,000 in budget authority to use Affordable Housing Bonus Program, Seattle Housing Levy, and Community Development Block Grant funds. This funding will support three new positions in the Office of Housing as well as provides consultant funding to analyze the feasibility of new projects. The new FTEs are offset by a technical adjustment to baseline FTEs so the FTE increase is not reflected in the overview table.

In addition to the new staff that will be added, OH will also utilize existing staff to implement the HALA recommendations. OH has restructured an existing community development specialist position within the policy division. The position was previously dedicated to special projects, and the position will now focus on two Mandatory Housing Affordability (MHA) programs for commercial and residential, identifying real estate opportunities for affordable housing including evaluation of City surplus properties, and acting as a liaison to the Office of Planning and Community Development (OPCD) on zoning issues. OH has also moved the Homeownership function out of the Multifamily Lending Division into a new Sustainable Homeownership and Weatherization Division. This shift will allow Multifamily Lending Division be more focused on the Mayor's goal of building or preserving 20,000 units of affordable housing.

The HALA recommendations are also supported by items included in the OPCD budget. For additional information on the OPCD budget, please see the OPCD section of the budget book.

# Office of Housing

## Office of Housing Baseline Budget Review

The Office of Housing baseline budget review aligns the department's budget to reflect how the funding is actually allocated in the City's accounting system. The review also presents the department's budget by "line of business", or the primary programs or activities that the department is undertaking in the 2016 Proposed Budget. This improves transparency to more fully understand the department's areas of focus and enhances the standard budget structure of presenting expenditures by Program Area.

### Summary of Baseline Review

The City Budget Office identified one item during the baseline review process: **the Office of Housing budget, as presented in the budget book, did not align with how the department budget is reflected in the City's accounting system.** In order to align the two, the 2016 Proposed Budget includes a technical adjustment to more accurately reflect the budget.

The OH budget is presented at the budget control level (BCL), and program area level. The BCLs are the "legal level of control", meaning that the department cannot spend more than what is appropriated at the budget control level without additional authority. OH has some flexibility to transfer funds between BCLs subject to City Budget Office approval. In the OH budget the program areas closely align with the primary lines of business of the department. Below the program area, the budget includes account groups which reflect how funds are spent on different types of activities such as salaries, professional/technical contracts, health care, capital, etc. The account groups are not displayed separately in the budget book, but they are the foundational elements to the BCLs and program areas.

The CBO review of OH's budget found in some cases the budget did not reflect the correct account groups, or dollars were budgeted in the wrong program area. For example, OH has funding allocated to capital projects, but some of the funding was budgeted in the account group "Capital" and some of it was budgeted in the account group "Other". Another example of misalignment is that OH has a small amount of general funds, but this was not clearly reflected in the OH budget. The 2016 Proposed Budget corrects this misalignment, and more accurately presents the department budget with how funds are actually spent. The realignment resulted in net-zero changes (no increases or reductions to the overall budget).

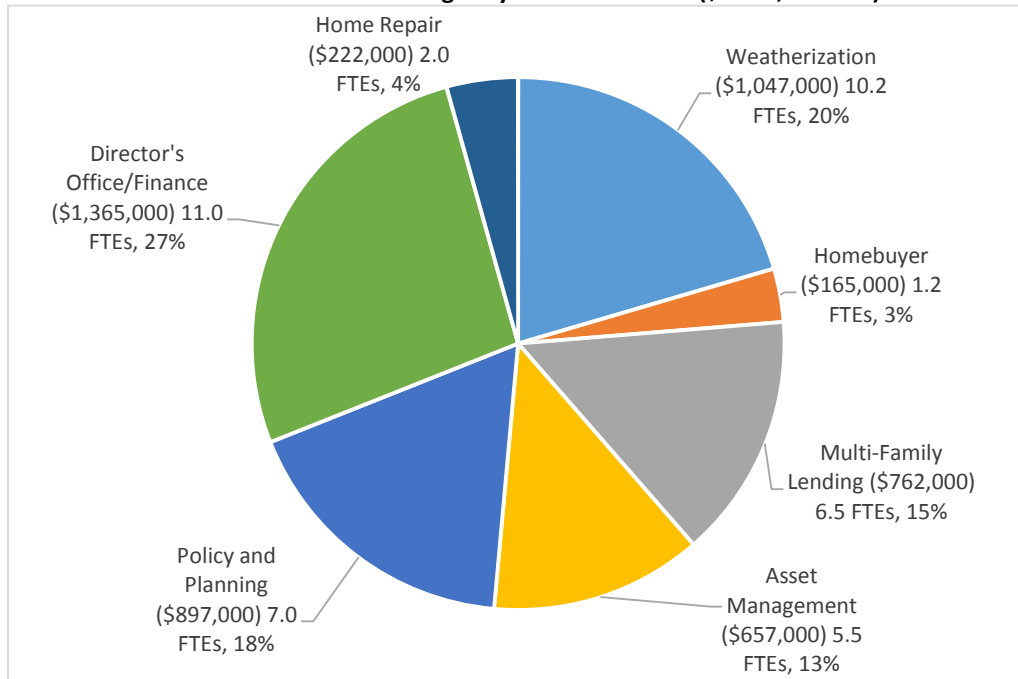
### Lines of Business

The Office of Housing has identified six primary lines of business that represent the activities of the department to date. Below is a list that describes each in detail.

1. **Weatherization:** weatherization services which are provided to low-income homeowners and tenants in Seattle. The work may include energy audits, insulation and venting, furnace repair, and other energy-saving related work.
2. **Homebuyer:** includes programs targeted to homebuyers to provide down-payment assistance to low-income buyers, and loans for home repairs to address health and safety code repairs.
3. **Home Repair:** loans for home repairs to address health and safety code repairs.
4. **Multi-Family Lending:** long-term low-interest loans to developers to create or preserve affordable multifamily rental housing. OH monitors the affordable housing portfolio to ensure the units remain affordable, serve the intended residents, and the buildings remain in good condition.
5. **Asset Management:** OH monitors the housing portfolio to ensure that the policy objectives of the City are achieved and that the units remain in good condition. The portfolio now includes 290 buildings with more than 11,000 units, representing a significant investment of City and other funding in affordable housing over 30 years.
6. **Policy and Planning:** establishes long-term plans, develops and implements policy-based tools, and addresses housing-related aspects of citywide land use and community development issues.
7. **Director's Office/Finance:** provides centralized leadership, coordination, technology, contracting, and financial management services to OH program and capital projects.

# Office of Housing

**Table 1: 2016 Budget by Line of Business (\$5.1M, 43 FTEs)**



## Next Steps

Next steps for the Office of Housing include reviewing the technical changes implemented for the 2016 Proposed Budget, comparing actual expenditures to planned budget, where available. The City Budget Office will review and make any modifications necessary in preparation for the 2017-18 Budget.

## Incremental Budget Changes

### Office of Housing

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 51,791,633</b>	<b>43.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 96,826	-3.00
<b>Proposed Changes</b>		
Advance Housing Affordability and Livability Agenda (HALA) Action Plan	\$ 723,554	3.00
Expand Energy Efficient Conversions for Low-Income Homeowners	\$ 0	0.00
Citywide Summit Re-Implementation Project	\$ 137,000	0.00

# Office of Housing

## Proposed Technical Changes

Technical Changes	-\$ 66,235	0.00
<b>Total Incremental Changes</b>	<b>\$ 697,493</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 52,489,126</b>	<b>43.50</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$96,826)/(3.00) FTE**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. These adjustments also include a reduction of 3.0 FTEs to reflect actual position authority and correct an error in the 2016 Endorsed Budget.

### Proposed Changes

#### **Advance Housing Affordability and Livability Agenda (HALA) Action Plan - \$723,554/3.00 FTE**

To support the implementation of the HALA recommendations, the 2016 Proposed Budget adds \$200,000 in general fund, and \$523,000 in other funds. This funding will support three new positions in the Office of Housing, and consultant work for feasibility studies. The funding will also partially support the development of the ground floor of an affordable housing development in Lake City for community purposes, such as a senior center, pre-school or community center.

The positions include a strategic advisor 1, a community development specialist- senior, and a community development specialist. The new strategic advisor 1 position will initially focus on working with the Office of Intergovernmental Relations (OIR) to pursue new and expanded resources for affordable housing at the State level, including enacting a Real Estate Excise Tax (REET) for affordable housing. The strategic advisor position will also work to pursue a preservation property tax exemption. This position is funded with General Fund resources.

Both of the community development specialist positions support the priorities of increasing opportunities for multi-family housing, building affordability as we grow, preservation strategies, and increasing access, diversity, and inclusion. One community development specialist will focus on the increased transactional work that is anticipated to result from increased revenues, and the other will focus on site-specific development opportunities and Request for Proposal (RFP) driven projects. With a greater focus on developing and preserving more affordable units, the staff increase will bolster the capacity by 33% to augment the existing 4.5 FTE in the multifamily program. The two lending positions will be funded through project costs associated with administering levy and bonus funds.

## Office of Housing

In alignment with the HALA recommendations to maximize opportunities for affordable housing on surplus City land, the OH is pursuing an affordable housing development opportunity in the Lake City area. This budget includes \$380,000 in Community Development Block Grant (CDBG) funds to partially support the development of the ground floor space of the affordable housing development. This amount is in addition to \$475,000 that is already set aside in finance general reserves.

### **Expand Energy Efficient Conversions for Low-Income Homeowners**

OH has an existing program, Homewise, to provide energy-efficiency upgrades to low-income homeowners. The program's existing funding sources preclude one of the most helpful upgrades of all: conversion of a home's heat source from oil to more energy-efficient and cost-efficient options. The City of Seattle partially funds heat source conversions via an incentive provided through the Office of Sustainability and Environment (OSE), but the funding is not targeted to low-income homeowners.

OH will use excess Home Repair program income to subsidize the conversion from oil heat to a more-energy efficient fuel for low-income homeowners. Excess program income was previously returned to the Community Development Block Grant (CDBG) general pool, since CDBG was the original fund source for Homewise. Under this new funding strategy, the first \$200,000 of excess Home Repair program income will be used for the new Low-Income Energy Efficiency Conversion program. If any funds remain beyond the annual \$200,000, they will continue to be returned back to the general CDBG pool for other CDBG uses.

### **Citywide Summit Re-Implementation Project - \$137,000**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Proposed Technical Changes**

### **Technical Changes - (\$66,235)**

In the 2015 Adopted and 2016 Endorsed Budget, additional CDBG funding was appropriated to OH to cover the anticipated loss of federal HOME administrative funding. The HOME grant was not reduced as anticipated, and this technical change reduces CDBG funding in OH's budget.

The technical changes also include several net-zero adjustments to align the budget with how OH spends funds in the City's accounting system. These changes are described in more detail on the Baseline Budget Review page.

# Office of Housing

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>CDBG - Office of Housing Budget Control</b>					
Homeownership and Sustainability - CDBG		449,300	790,152	790,152	690,441
Multi-Family Production and Preservation - CDBG		811,497	911,012	911,012	1,252,131
Strategic Planning, Resource, and Program Development - CDBG		434,088	373,412	251,412	229,170
<b>Total</b>	<b>6XZ10</b>	<b>1,694,885</b>	<b>2,074,576</b>	<b>1,952,576</b>	<b>2,171,742</b>
<b>Low-Income Housing Fund 16400 Budget Control</b>					
Homeownership and Sustainability - 16400		3,913,255	10,095,692	10,253,562	7,329,325
Multi-Family Production and Preservation - 16400		25,268,102	34,437,860	34,006,484	36,930,721
<b>Total</b>	<b>XZ-R1</b>	<b>29,181,357</b>	<b>44,533,552</b>	<b>44,260,046</b>	<b>44,260,046</b>
<b>Office of Housing Operating Fund 16600 Budget Control</b>					
Administration and Management - 16600		2,172,508	2,029,810	1,930,843	2,589,003
Community Development - 16600		1,056,246	591,233	597,309	758,699
Homeownership and Sustainability - 16600		1,341,900	1,459,758	1,493,123	1,322,372
Multi-Family Production and Preservation - 16600		973,579	1,541,358	1,557,736	1,387,264
<b>Total</b>	<b>XZ600</b>	<b>5,544,233</b>	<b>5,622,159</b>	<b>5,579,011</b>	<b>6,057,338</b>
<b>Department Total</b>		<b>36,420,475</b>	<b>52,230,287</b>	<b>51,791,633</b>	<b>52,489,126</b>
<b>Department Full-time Equivalent Total*</b>		<b>37.50</b>	<b>43.50</b>	<b>43.50</b>	<b>43.50</b>

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

# Office of Housing

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
433010	Community Development Block Grant	1,694,885	2,187,763	2,063,763	2,171,742
469930	Bonus/TDR Capital	20,337,855	9,000,000	9,000,000	15,000,000
469930	Program Income	9,822,160	4,000,000	4,000,000	4,000,000
541490	Local Grants-Weatherization	1,206,977	1,630,000	1,630,000	1,630,000
411100	Levy Administration	1,809,706	1,809,704	1,809,704	1,809,704
439090	Grants and Other	14,000	27,500	27,500	12,000
445800	MFTE application fees	119,600	80,000	80,000	120,000
461110	Bonus/TDR Administration	878,528	1,050,000	1,100,000	1,252,000
462900	Other Rents and Use Charges	24,825	27,000	27,000	0
469990	Miscellaneous Revenue	1,300	0	0	1,000
471010	Challenge Grant	658,155	0	0	0
471010	HOME Administration	267,313	175,000	175,000	226,224
541490	City Light Administration	659,719	715,000	715,000	715,000
	<b>Total All Else</b>	<b>37,495,023</b>	<b>20,701,967</b>	<b>20,627,967</b>	<b>26,937,670</b>
445800	MFTE Application Fees	0	0	0	0
	<b>Total Developer App. Fees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	General Subfund Support	0	0	0	0
587001	General Subfund Support	195,000	314,000	272,000	451,622
	<b>Total General Fund Support</b>	<b>195,000</b>	<b>314,000</b>	<b>272,000</b>	<b>451,622</b>
433010	Federal Grants - Weatherization	1,005,697	1,607,734	1,607,734	632,734
434010	State Grants - Weatherization	56,515	0	0	975,000
471010	Federal Grants-HOME Program	1,777,780	1,575,000	1,575,000	2,262,246
433010	Federal Grants-Weatherization	871,166	985,226	985,226	753,226
434010	State Grants-Weatherization	82,786	0	0	232,000
	<b>Total Grants</b>	<b>3,793,944</b>	<b>4,167,960</b>	<b>4,167,960</b>	<b>4,855,206</b>
461110	Investment Earnings	1,289,458	2,000,000	2,000,000	2,000,000
	<b>Total Interest Earnings</b>	<b>1,289,458</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
411100	Property Tax Levy	17,942,905	17,969,417	17,969,417	17,969,417
	<b>Total Taxes, Levies &amp; Bonds</b>	<b>17,942,905</b>	<b>17,969,417</b>	<b>17,969,417</b>	<b>17,969,417</b>
	<b>Total Revenues</b>	<b>60,716,330</b>	<b>45,153,344</b>	<b>45,037,344</b>	<b>52,213,915</b>
379100	Use of (Contribution To) Fund Balance	-24,257,990	6,638,214	6,366,708	-9,351
379100	Use of (Contribution To) Fund Balance	-36,865	438,729	387,581	284,562
	<b>Total All Else</b>	<b>-24,294,855</b>	<b>7,076,943</b>	<b>6,754,289</b>	<b>275,211</b>
	<b>Total Resources</b>	<b>36,421,475</b>	<b>52,230,287</b>	<b>51,791,633</b>	<b>52,489,126</b>



# Office of Housing

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

### **CDBG - Office of Housing Budget Control Level**

The purpose of the Community Development Block Grant (CDBG) - Office of Housing Budget Control Level is to provide opportunities for residents to thrive by investing in and promoting the development and preservation of affordable housing.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeownership and Sustainability - CDBG	449,300	790,152	790,152	690,441
Multi-Family Production and Preservation - CDBG	811,497	911,012	911,012	1,252,131
Strategic Planning, Resource, and Program Development - CDBG	434,088	373,412	251,412	229,170
<b>Total</b>	<b>1,694,885</b>	<b>2,074,576</b>	<b>1,952,576</b>	<b>2,171,742</b>
Full-time Equivalents Total*	0.00	1.00	1.00	1.00

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

**The following information summarizes the programs in CDBG - Office of Housing Budget Control Level:**

#### **Homeownership and Sustainability - CDBG Program**

The purpose of the Homeownership and Sustainability - CDBG Program is to provide resources for low- and moderate-income Seattle residents, including seniors, to become homeowners and/or to preserve and improve their current homes. CDBG funds support home rehabilitation revolving loans to low-income households, technical assistance for program clients and administrative costs for the City of Seattle's Office of Housing.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Homeownership and Sustainability - CDBG	449,300	790,152	790,152	690,441

#### **Multi-Family Production and Preservation - CDBG Program**

The purpose of the Multi-Family Production and Preservation - CDBG Program is to acquire, develop, rehabilitate, and maintain affordable multifamily rental housing so the supply of housing for Seattle residents increases and affordability remains sustainable.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Multi-Family Production and Preservation - CDBG	811,497	911,012	911,012	1,252,131

# Office of Housing

## Strategic Planning, Resource, and Program Development - CDBG Program

The purpose of the Strategic Planning, Resource, and Program Development - CDBG Program is to provide policy review/revisions, new and revised housing programs, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Strategic Planning, Resource, and Program Development - CDBG	434,088	373,412	251,412	229,170
Full-time Equivalents Total	0.00	1.00	1.00	1.00

### **Low-Income Housing Fund 16400 Budget Control Level**

The purpose of the Low-Income Housing Fund 16400 Budget Control Level is to fund multifamily housing production, and to support homeownership and sustainability.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Homeownership and Sustainability - 16400	3,913,255	10,095,692	10,253,562	7,329,325
Multi-Family Production and Preservation - 16400	25,268,102	34,437,860	34,006,484	36,930,721
<b>Total</b>	<b>29,181,357</b>	<b>44,533,552</b>	<b>44,260,046</b>	<b>44,260,046</b>

*The following information summarizes the programs in Low-Income Housing Fund 16400 Budget Control Level:*

#### **Homeownership and Sustainability - 16400 Program**

The purpose of the Homeownership and Sustainability - 16400 Program is to provide three types of loans and grants to low-income Seattle residents: loans for first-time home buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Homeownership and Sustainability - 16400	3,913,255	10,095,692	10,253,562	7,329,325

#### **Multi-Family Production and Preservation - 16400 Program**

The purpose of the Multi-Family Production and Preservation - 16400 Program is to invest in the community by making long-term, low-interest loans to developers to develop or preserve affordable multifamily rental housing. OH monitors the affordable housing portfolio to ensure the units remain affordable, serve the intended residents, and the buildings remain in good condition.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Multi-Family Production and Preservation - 16400	25,268,102	34,437,860	34,006,484	36,930,721

# Office of Housing

## **Office of Housing Operating Fund 16600 Budget Control Level**

The purpose of the Office of Housing Operating Fund 16600 Budget Control Level is to fund the Department's administration activities.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration and Management - 16600	2,172,508	2,029,810	1,930,843	2,589,003
Community Development - 16600	1,056,246	591,233	597,309	758,699
Homeownership and Sustainability - 16600	1,341,900	1,459,758	1,493,123	1,322,372
Multi-Family Production and Preservation - 16600	973,579	1,541,358	1,557,736	1,387,264
<b>Total</b>	<b>5,544,233</b>	<b>5,622,159</b>	<b>5,579,011</b>	<b>6,057,338</b>
Full-time Equivalents Total*	37.50	42.50	42.50	42.50

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

***The following information summarizes the programs in Office of Housing Operating Fund 16600 Budget Control Level:***

### **Administration and Management - 16600 Program**

The purpose of the Administration and Management - 16600 Program is to provide centralized leadership, coordination, technology, contracting, and financial management support services to OH programs and capital projects to facilitate the production of affordable housing for Seattle residents.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration and Management - 16600	2,172,508	2,029,810	1,930,843	2,589,003
Full-time Equivalents Total	11.00	13.00	13.00	11.00

### **Community Development - 16600 Program**

The purpose of the Community Development -16600 Program is to provide strategic planning, program development, and vacant land redevelopment services to increase housing opportunities for Seattle residents.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Development - 16600	1,056,246	591,233	597,309	758,699
Full-time Equivalents Total	4.00	4.00	4.00	5.00

## Office of Housing

### Homeownership and Sustainability - 16600 Program

The Homeownership and Sustainability -16600 Program provides three types of loans and grants to low-income Seattle residents: loans for first-time home-buyers, home repair loans to address health and safety and code repairs, and grants to make low-income housing more energy efficient.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Homeownership and Sustainability - 16600	1,341,900	1,459,758	1,493,123	1,322,372
Full-time Equivalents Total	13.00	14.00	14.00	14.00

### Multi-Family Production and Preservation - 16600 Program

The Multi-Family Production and Preservation -16600 Program invests in the community by making long-term, low-interest loans to developers to develop or preserve affordable multifamily rental housing. OH monitors the affordable housing portfolio to ensure the units remain affordable and serve the intended residents, and the buildings remain in good condition.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Multi-Family Production and Preservation - 16600	973,579	1,541,358	1,557,736	1,387,264
Full-time Equivalents Total	9.50	11.50	11.50	12.50

# Office of Housing

## Housing Fund Table

### Low-Income Housing Fund (16400)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>81,157,000</b>	<b>81,019,252</b>	<b>105,417,990</b>	<b>74,267,851</b>	<b>110,324,601</b>
Accounting and Technical Adjustments	3,000	0	0	0	0
Plus: Actual and Estimated Revenues	53,439,347	37,782,151	49,440,163	37,782,151	44,469,397
Less: Actual and Budgeted Expenditures	29,181,357	44,533,552	44,533,552	44,260,046	44,260,046
<b>Ending Fund Balance</b>	<b>105,417,990</b>	<b>74,267,851</b>	<b>110,324,601</b>	<b>67,789,956</b>	<b>110,533,952</b>
Bonus Program	32,794,984		37,000,000	0	47,000,000
Housing Levy	38,407,802	44,985,000	44,985,000	38,506,000	32,000,000
Levy O&M Trust Funds	30,021,936	26,395,000	26,395,000	26,395,000	30,038,000
REACH Trust Fund	891,898	927,000	493,000	927,000	493,000
South Lake Union Fund	1,705,832	2,960,000		2,960,000	
<b>Total Reserves</b>	<b>103,822,452</b>	<b>75,267,000</b>	<b>108,873,000</b>	<b>68,788,000</b>	<b>109,531,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,595,538</b>	<b>-999,149</b>	<b>1,451,601</b>	<b>-998,044</b>	<b>1,002,952</b>

### Office of Housing (16600)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>1,577,575</b>	<b>1,387,380</b>	<b>1,615,440</b>	<b>948,651</b>	<b>1,629,209</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,582,098	5,183,430	5,635,928	5,191,430	5,572,776
Less: Actual and Budgeted Expenditures	5,544,233	5,622,159	5,622,159	5,579,011	6,057,338
<b>Ending Fund Balance</b>	<b>1,615,440</b>	<b>948,651</b>	<b>1,629,209</b>	<b>561,070</b>	<b>1,144,647</b>
Planning Reserves		95,000	75,843	306,000	240,382
<b>Total Reserves</b>		<b>95,000</b>	<b>75,843</b>	<b>306,000</b>	<b>240,382</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,615,440</b>	<b>853,651</b>	<b>1,553,366</b>	<b>255,070</b>	<b>904,265</b>



# Neighborhood Matching Subfund

## Department Overview

The purpose of the Neighborhood Matching Subfund (NMF) is to provide grant resources for Seattle's communities to preserve and enhance the City's diverse neighborhoods, and to empower people to make positive contributions to their communities.

The NMF was established in 1988 to support partnerships between the City of Seattle and neighborhood organizations to undertake neighborhood-initiated planning, organizing and physical improvement projects. The City provides cash that is matched by the community's contribution of volunteer labor, donated materials and professional services, or cash. Applications are accepted from neighborhood-based organizations of residents or businesses, community-based organizations, and ad hoc groups of neighbors that form a committee for the purpose of a specific project. There are three categories of NMF awards:

- Large Projects Fund (awards up to \$100,000);
- Small and Simple Projects Fund (awards up to \$25,000); and
- Small Sparks Fund (awards up to \$1,000).

The Department of Neighborhoods (DON) administers the NMF. NMF staff coordinates with the Department of Parks and Recreation, Seattle Department of Transportation, Seattle Public Utilities, Department of Planning and Development and others when projects are within the jurisdiction of these departments.

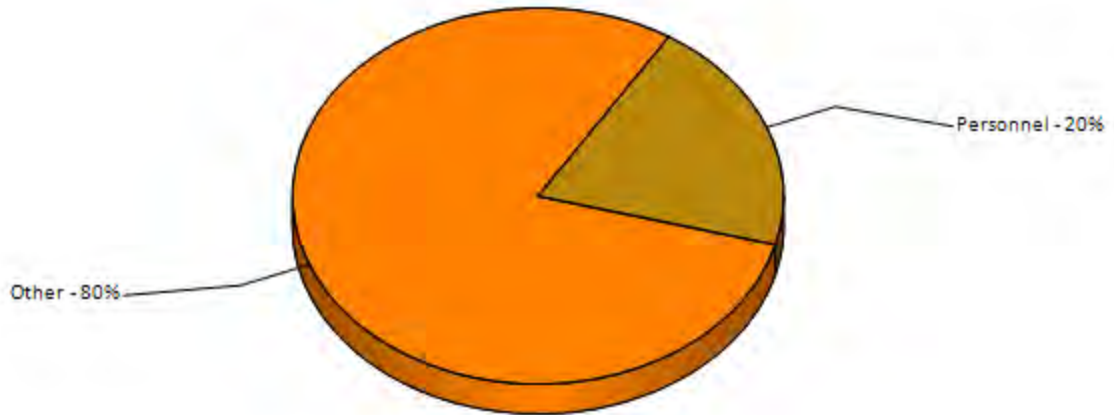
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$2,855,039	\$1,576,807	\$3,324,991	\$3,163,660
Other Funding - Operating	\$0	\$2,433,300	\$762,300	\$1,413,882
<b>Total Operations</b>	<b>\$2,855,039</b>	<b>\$4,010,107</b>	<b>\$4,087,291</b>	<b>\$4,577,542</b>
<b>Total Appropriations</b>	<b>\$2,855,039</b>	<b>\$4,010,107</b>	<b>\$4,087,291</b>	<b>\$4,577,542</b>
Full-time Equivalent Total*	7.00	8.00	8.00	8.00

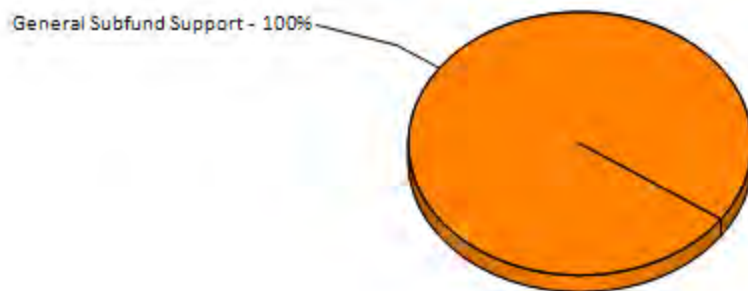
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Neighborhood Matching Subfund

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category





# Neighborhood Matching Subfund

## Budget Overview

The 2016 Proposed Budget for the Neighborhood Matching Fund (NMF) implements two new initiatives: the Participatory Budgeting pilot project and recommendations from the Mayor's Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Task Force. Additional resources enhance existing funding within the NMF to engage new communities, groups and organizations with the program. Resources are also provided for awards that will be made through the City's Participatory Budgeting pilot project, a new program started in 2015 and staffed through the Department of Neighborhoods (DON).

### LGBTQ Task Force Recommendations

In response to a rise in reported bias crimes and verbal attacks perpetrated against LGBTQ people, the Mayor formed a LGBTQ Task Force to develop a comprehensive set of recommendations aimed at making Seattle a safer and more welcoming place for the LGBTQ community. The proposed budget for NMF implements one of the recommendations of the Task Force: supporting community projects that promote LGBTQ safety, understanding and community-based responses to violence and intolerance. Run through the NMF's Small and Simple Projects Fund, the proposed budget provides additional resources to support these projects, and DON will conduct targeted outreach to LGBTQ organizations and nonprofit service providers regarding available funding and the award process.

### Participatory Budgeting

Participatory Budgeting is a community process of designing and selecting projects for funding, where community members participate in the full cycle of the award process. Seattle has a long history of civic participation and partnerships between the City and the communities it serves through the NMF and other grant programs. This pilot project will build off of that framework and history by putting the decision-making power directly in the hands of the community members who develop the proposals. The pilot will focus specifically on youth-initiated projects and the Seattle Youth Commission, along with staff from DON, will help steer and facilitate the award cycle. The pilot will be conducted from the fall of 2015 through summer of 2016, with initial outreach beginning in September 2015 to recruit interested youth to participate in the program.

## Incremental Budget Changes

### Neighborhood Matching Subfund

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 4,087,291</b>	<b>8.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 29,749	0.00
<b>Proposed Changes</b>		
LGBTQ Task Force Recommendations	\$ 20,000	0.00
Participatory Budgeting	\$ 500,000	0.00
<b>Proposed Technical Changes</b>		
One-time Use of Unreserved Fund Balance	\$ 0	0.00

# Neighborhood Matching Subfund

<b>Total Incremental Changes</b>	<b>\$ 490,251</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 4,577,542</b>	<b>8.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$29,749)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **LGBTQ Task Force Recommendations - \$20,000**

This item adds resources to the Small and Simple Projects Fund to support projects generated by the LGBTQ community and nonprofit service providers that foster trust and understanding in response to increased incidents of violence and intolerance. Funding will be provided and administered as part of the regular Small and Simple Projects Fund.

#### **Participatory Budgeting - \$500,000**

This adjustment provides resources for awards made through the City's Participatory Budgeting pilot project. Community members will develop, prioritize and select and support a range of projects from sidewalks and park renovations to safety and security improvements. The pilot will focus on youth-initiated projects, and the Seattle Youth Commission will work with staff in DON to help steer the pilot. Initial one-time resources were provided in the 2015 Second Quarter supplemental budget legislation to develop the process and conduct outreach. The proposed budget includes additional staff capacity to support this pilot in 2016 in DON's budget.

### Proposed Technical Changes

#### **One-time Use of Unreserved Fund Balance**

This item reduces the General Fund allocation in 2016 by \$131,819 and increases the use of fund balance by \$131,819. This reallocation will have no impact on the total grant resources available to neighborhoods and communities, the delivery of projects that have been awarded NMF funds, nor will it reduce the annual funding made available for new projects. This one-time use of fund balance is reflected on the revenue side of the budget.

## Neighborhood Matching Subfund

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Neighborhood Matching Fund Budget Control</b>					
Large Projects Fund		724,903	1,505,515	1,540,141	2,044,512
Management and Project Development		820,774	960,394	967,436	955,177
Small and Simple Projects Fund		1,243,344	1,477,146	1,511,120	1,510,244
Small Sparks Fund		66,018	67,052	68,594	67,609
<b>Total</b>	<b>2IN00</b>	<b>2,855,039</b>	<b>4,010,107</b>	<b>4,087,291</b>	<b>4,577,542</b>
<b>Department Total</b>		<b>2,855,039</b>	<b>4,010,107</b>	<b>4,087,291</b>	<b>4,577,542</b>

<b>Department Full-time Equivalents Total*</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	Operating Transfer In from Finance General	3,504,940	1,576,807	3,324,991	3,163,660
	<b>Total General Subfund Support</b>	<b>3,504,940</b>	<b>1,576,807</b>	<b>3,324,991</b>	<b>3,163,660</b>
	<b>Total Revenues</b>	<b>3,504,940</b>	<b>1,576,807</b>	<b>3,324,991</b>	<b>3,163,660</b>
379100	Use of (Contribution To) Fund Balance	-649,901	2,433,300	762,300	1,413,882
	<b>Total Use of Fund Balance</b>	<b>-649,901</b>	<b>2,433,300</b>	<b>762,300</b>	<b>1,413,882</b>
	<b>Total Resources</b>	<b>2,855,039</b>	<b>4,010,107</b>	<b>4,087,291</b>	<b>4,577,542</b>

# Neighborhood Matching Subfund

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

### Neighborhood Matching Fund Budget Control Level

The purpose of the Neighborhood Matching Fund Budget Control Level is to support local grassroots projects within neighborhoods and communities. The Neighborhood Matching Fund provides funding to match community contributions of volunteer labor, donated professional services and materials, or cash, to implement community-based self-help projects.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Large Projects Fund	724,903	1,505,515	1,540,141	2,044,512
Management and Project Development	820,774	960,394	967,436	955,177
Small and Simple Projects Fund	1,243,344	1,477,146	1,511,120	1,510,244
Small Sparks Fund	66,018	67,052	68,594	67,609
<b>Total</b>	<b>2,855,039</b>	<b>4,010,107</b>	<b>4,087,291</b>	<b>4,577,542</b>
Full-time Equivalents Total*	7.00	8.00	8.00	8.00

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

**The following information summarizes the programs in Neighborhood Matching Fund Budget Control Level:**

#### **Large Projects Fund Program**

The purpose of the Large Projects Fund is to provide funding to grassroots organizations initiating community building projects that require up to 12 months to complete and up to \$100,000 in Neighborhood Matching Funds.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Large Projects Fund	724,903	1,505,515	1,540,141	2,044,512

#### **Management and Project Development Program**

The purpose of the Management and Project Development division is to administer the community grant awards by providing marketing and outreach to applicant groups; technical assistance and support to community groups for project development and implementation; administrative support coordinating and conducting the application review and award processes; and management and monitoring of funded projects to support high-quality and successful completion of projects.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Management and Project Development	820,774	960,394	967,436	955,177
Full-time Equivalents Total	7.00	8.00	8.00	8.00

## Neighborhood Matching Subfund

### Small and Simple Projects Fund Program

The purpose of the Small and Simple Projects Fund is to provide funding for community building projects initiated by grassroots organizations that can be completed in 12 months or less and require up to \$25,000 in funding.

Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Small and Simple Projects Fund	1,243,344	1,477,146	1,511,120	1,510,244

### Small Sparks Fund Program

The purpose of the Small Sparks Fund is to provide one-time awards of up to \$1,000 for small community building projects initiated by grassroots organizations. Awards are available to neighborhood organizations with annual operating budgets under \$25,000.

Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Small Sparks Fund	66,018	67,052	68,594	67,609

### Neighborhood Matching Subfund Fund Table

#### Neighborhood Matching Subfund (00165)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>4,511,126</b>	<b>4,149,909</b>	<b>5,161,027</b>	<b>2,117,619</b>	<b>2,963,737</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	3,504,940	1,576,807	1,561,807	3,324,991	3,163,660
Less: Actual and Budgeted Expenditures	2,855,039	4,010,107	4,160,107	4,087,291	4,577,542
Plus: Projected Underspend	0	401,010	401,010	408,729	457,754
<b>Ending Fund Balance</b>	<b>5,161,027</b>	<b>2,117,619</b>	<b>2,963,737</b>	<b>1,764,048</b>	<b>2,007,609</b>
Continuing Appropriations	2,215,819	1,355,736	2,045,787	1,355,736	1,355,736
<b>Total Reserves</b>	<b>2,215,819</b>	<b>1,355,736</b>	<b>2,045,787</b>	<b>1,355,736</b>	<b>1,355,736</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,945,208</b>	<b>761,883</b>	<b>917,950</b>	<b>408,312</b>	<b>651,873</b>



# Department of Neighborhoods

Kathy Nyland, Director

(206) 684-0464

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

## Department Overview

The Department of Neighborhoods (DON) works to bring government closer to the residents of Seattle by empowering them to make positive contributions to their communities and involving more of Seattle's residents, including communities of color and immigrants, in civic discussions, processes, and opportunities. As part of its mission, DON also manages the Neighborhood Matching Fund (NMF), which provides grants to preserve and enhance the City's diverse neighborhoods.

DON has three lines of business:

The **Community Building Division** delivers technical assistance, support services, and programs in neighborhoods to strengthen local communities, engage residents in neighborhood improvement, leverage resources and complete neighborhood-initiated projects. The programs that support this work include:

- P-Patch Community Gardens;
- Neighborhood District Coordinators;
- Major Institutions and Schools;
- Historic Preservation;
- Neighborhood Planning Outreach; and
- Neighborhood Matching Fund (NMF).

The **Director's Office** provides executive leadership, communications, and human resources services for the entire department.

The **Internal Operations Division** provides financial and information technology services to department employees so they may serve customers efficiently and effectively.

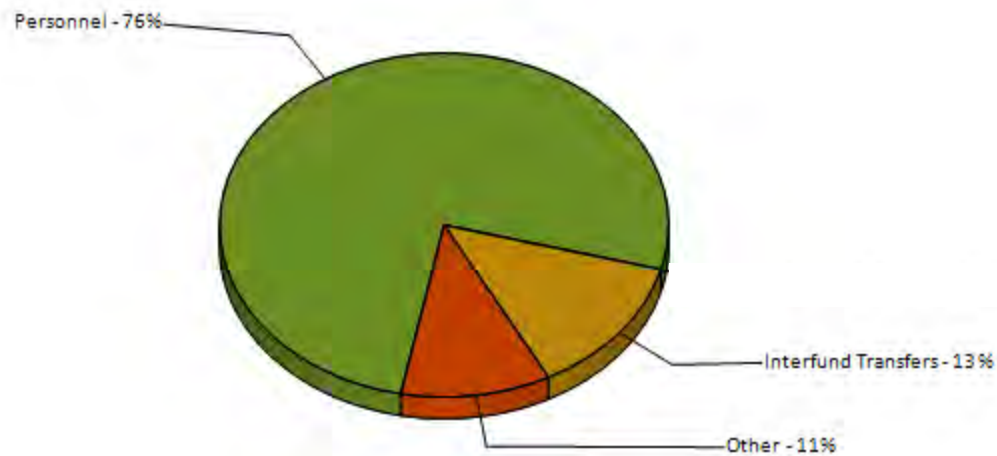
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$10,904,403	\$5,860,233	\$5,647,526	\$6,659,398
<b>Total Operations</b>	<b>\$10,904,403</b>	<b>\$5,860,233</b>	<b>\$5,647,526</b>	<b>\$6,659,398</b>
<b>Total Appropriations</b>	<b>\$10,904,403</b>	<b>\$5,860,233</b>	<b>\$5,647,526</b>	<b>\$6,659,398</b>
Full-time Equivalent Total*	44.50	40.00	40.00	44.00

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

# Department of Neighborhoods

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget includes resources to implement two priority initiatives: recommendations of the Housing Affordability and Livability Agenda (HALA) Advisory Committee and the Find It, Fix It Community Walks. It also includes a number of items to bolster the Department of Neighborhood's (DON) ability to successfully engage with and strengthen the City's communities and neighborhoods. Finally, the proposed budget includes additional resources for the department's existing programs, including resources for the P-Patch Community Gardens to address the increased costs of maintaining the 88 gardens in the program, as well as resources to maintain the Duwamish River Opportunity Fund.

### Supporting Priority Policies

Started in 2014, the Find It, Fix It Community Walks are a series of neighborhood walks that help identify physical elements in need of repair or maintenance in neighborhoods across the city. Since its inception, nine walks have been completed, identifying overgrown trees, graffiti, street light outages and litter. The proposed budget transfers oversight of these community walks to DON to better align with the neighborhood focus and other similar programs the department manages. The proposed budget adds resources to continue the high level of coordination needed to plan and execute the walks as well as implement the improvements identified on them. The proposed budget also includes additional resources to continue a granting component new to the program in 2015 that provides grants to neighborhoods for beautification and revitalization projects.

Another initiative started in 2015, the Housing Affordability and Livability Agenda Advisory Committee pulled together leaders in the community to develop a new roadmap for making Seattle's neighborhoods affordable. The advisory committee was comprised of renters, homeowners, for-profit and nonprofit developers, and other local housing experts. In 2015, the committee published a list of recommendations that the Mayor used as the foundation for an action plan on affordability. The proposed budget for DON includes increased capacity to



## Department of Neighborhoods

conduct outreach and engagement around these priority policies. DON will work closely with the Mayor's Office and the Office of Planning and Community Development to develop a collaborative and inclusive approach to outreach and engagement to continue the dialogue on these policies as they are implemented.

Finally, the proposed budget also provides funding to continue the Duwamish River Opportunity Fund into 2016. Launched in 2014, the Duwamish River Opportunity Fund supports projects and programs focused on challenges faced by communities in the Greater Duwamish area, particularly those that address issues of healthy fish consumption, safe fishing, job training, affordable housing and environmental development. The proposed budget maintains the level of funding for the Duwamish River Opportunity Fund as prior years and provides support to the department to manage the engagement and selection process.

### Enhancing Outreach and Engagement

The proposed budget also includes resources to enhance the programs and services the department currently manages. In 2015, the Seattle Youth Commission transferred from the Mayor's Office to DON to better align with other civic leadership and capacity building programs the department oversees, including the People's Academy for Community Engagement. A new item on the Youth Commission's work plan is the launch of the Participatory Budgeting pilot project starting in the fall of 2015. The proposed budget provides funding for the awards (through the Neighborhood Matching Fund) and adds additional capacity to DON to support the pilot and ensure comprehensive and inclusive outreach and engagement as it is implemented.

The budget also provides additional capacity to assess the full range of leadership development, capacity building and outreach programs in DON and across the City to ensure that all communities are being served. Driven by a mission to engage all communities with a focus on vulnerable and historically underserved communities, this additional capacity will identify programs and policies that are duplicative and understand the interactions between programs to recommend solutions and establish best practices across the City.

The proposed budget also recognizes efficiencies in the management of the Public Outreach and Engagement Liaison (POEL) program by standardizing the way the program is budgeted in DON. The POEL program assists departments in developing meaningfully inclusive outreach and engagement to reduce barriers to civic participation. Finally, the proposed budget reduces funding for the Neighborhood Conservation District program, which was intended to launch in 2015. Resources were added to DON in the 2015 Adopted Budget to implement a Neighborhood Conservation District program; however, the program has not developed as originally intended making these resources unnecessary.

## Incremental Budget Changes

### Department of Neighborhoods

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 5,647,526</b>	<b>40.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 123,300	0.00
Supplemental Budget Changes	\$ 0	1.00
Increase P-Patch Operating Costs	\$ 24,740	0.00

## Department of Neighborhoods

### Proposed Changes

Streamline POEL management	-\$ 27,805	0.00
Eliminate Neighborhood Conservation District position	-\$ 58,321	-0.50
Find It, Fix It Community Walks	\$ 79,140	0.50
HALA Outreach and Engagement	\$ 124,839	1.00
Enhance Outreach and Engagement Capacity	\$ 260,656	2.00
Duwamish River Opportunity Fund	\$ 275,000	0.00
Citywide Summit Re-Implementation Project	\$ 210,323	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,011,872</b>	<b>4.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 6,659,398</b>	<b>44.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$123,300

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

#### Supplemental Budget Changes/1.00 FTE

This adjustment reflects changes made through supplemental budget legislation since the 2015 Adopted Budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the Adopted Budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. This item adds 1.0 full-time accounting tech position to support payroll and accounting services for the Department of Education and Early Learning, a service DON will provide for DEEL through 2016.

#### Increase P-Patch Operating Costs - \$24,740

This item provides additional resources to the P-Patch Community Gardens program to alleviate pressure on the program due to the increased cost and usage of water, compost, fertilizer and other garden supplies. Since 2008, the P-Patch Community Gardens program has grown by over 30% and there are now more than 3,000 plots in 88 gardens. The 2016 Endorsed Budget included additional resources for P-Patch operating costs; however, the actual ongoing operating costs of the gardens is significantly greater than anticipated.

# Department of Neighborhoods

## Proposed Changes

### **Streamline POEL management - (\$27,805)**

This adjustment recognizes changes to the management of the Public Outreach and Engagement Liaison (POEL) program. Currently, most departments contract with DON for POEL services on an as-needed basis using existing project resources; however DON reserves some resources for the Department of Planning and Development's Community Development projects. This change would align the way that DON contracts with all City departments for POEL services while maintaining some funding within the program for critical projects without sufficient outreach and engagement support identified by the department as priorities.

### **Eliminate Neighborhood Conservation District position - (\$58,321)/(0.50) FTE**

This item eliminates funding for the Neighborhood Conservation District program. The 2016 Endorsed Budget included 0.50 FTE community development specialist to sustain a Neighborhood Conservation District program that was to be considered by Council in 2015. This program was not implemented as originally intended by Council and funding is no longer necessary in DON for this purpose.

### **Find It, Fix It Community Walks - \$79,140/.50 FTE**

This item increases an existing half-time planning and development specialist to full time as well as provides \$30,000 for community projects as part of the Find It, Fix It Community Walks. Initiated in 2014 by the Mayor's Office to identify physical elements in neighborhoods in need of repair or maintenance, the Find It, Fix It Community Walks help revitalize the character of Seattle's neighborhoods. The increased position will work with the Mayor's Office to plan the walks and coordinate with City departments to implement the improvements identified on the walks. This work is currently performed by existing staff within the Mayor's Office and the Office of Policy and Innovation. Additionally, the Mayor's Office secured a one-time grant of \$30,000 for community projects grants in 2015. This adjustment includes funding necessary to continue this grant component of the Find It, Fix It Community Walks.

### **HALA Outreach and Engagement - \$124,839/1.00 FTE**

This item transfers one full-time strategic advisor from the Department of Construction and Inspections to DON to conduct outreach and engagement specifically for the implementation of policies of the Mayor's action plan related to the Housing Affordability and Livability Agenda. This position will serve as a liaison between City departments, internal and external stakeholders, the Mayor's Office, Council and communities and neighborhoods to ensure inclusive engagement and outreach.

### **Enhance Outreach and Engagement Capacity - \$260,656/2.00 FTE**

This item adds two full-time strategic advisor positions to enhance the department's outreach and engagement strategy and provide policy and program analysis. One position will support the Seattle Youth Commission and manage the new Participatory Budgeting pilot project, as well as support other youth and capacity building programs within the department. This position will oversee the operations of the pilot as well as facilitate the Youth Commission's role as stewards of the project. A second position will ensure that the City is providing convenient, meaningful and accessible opportunities for community members to participate and provide input on projects and initiatives across the city. This position will leverage existing programs and resources within the department, such as the public outreach and engagement liaisons program, and across departments to deliver specialized public outreach.

## Department of Neighborhoods

### Duwamish River Opportunity Fund - \$275,000

The Duwamish River Opportunity Fund was established in 2014 to support efforts by Seattle, other jurisdictions and community organizations to improve the quality of life and restore the health of the Duwamish area communities. This adjustment provides \$250,000 to enhance and support programs focused on challenges faced by Duwamish area communities. An additional \$25,000 will provide resources to facilitate the outreach, selection and award process.

### Citywide Summit Re-Implementation Project - \$210,323

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Community Building Budget Control</b>					
Historic Preservation-Community Building		899,479	943,867	934,105	861,825
Major Institutions and Schools		225,878	236,308	237,942	234,938
Neighborhood District Coordinators		1,375,335	1,331,687	1,343,122	1,403,494
Neighborhood Planning Outreach		234,291	293,055	296,953	371,882
P-Patch Community Gardens		852,001	884,118	891,856	903,764
South Park Information and Resource Center		0	0	0	0
<b>Total</b>	<b>I3300</b>	<b>3,586,984</b>	<b>3,689,035</b>	<b>3,703,978</b>	<b>3,775,903</b>
<b>Director's Office Budget Control</b>					
Communications		166,288	159,162	160,198	158,432
Executive Leadership		276,008	561,100	312,696	851,966
<b>Total</b>	<b>I3100</b>	<b>442,296</b>	<b>720,262</b>	<b>472,894</b>	<b>1,010,398</b>
<b>Internal Operations Budget Control Level</b>	<b>I3200</b>	<b>1,473,048</b>	<b>1,450,936</b>	<b>1,470,654</b>	<b>1,873,097</b>
<b>Office for Education Budget Control Level</b>	<b>I3700</b>	<b>910,060</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Youth Violence Prevention Budget Control Level</b>	<b>I4100</b>	<b>4,492,015</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Total</b>		<b>10,904,403</b>	<b>5,860,233</b>	<b>5,647,526</b>	<b>6,659,398</b>
<b>Department Full-time Equivalent Total*</b>		<b>44.50</b>	<b>40.00</b>	<b>40.00</b>	<b>44.00</b>

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

## Department of Neighborhoods

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

#### **Community Building Budget Control Level**

The purpose of the Community Building Budget Control Level is to deliver technical assistance, support services, and programs in neighborhoods to strengthen local communities, engage residents in neighborhood improvement, leverage resources, and complete neighborhood-initiated projects.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Historic Preservation-Community Building	899,479	943,867	934,105	861,825
Major Institutions and Schools	225,878	236,308	237,942	234,938
Neighborhood District Coordinators	1,375,335	1,331,687	1,343,122	1,403,494
Neighborhood Planning Outreach	234,291	293,055	296,953	371,882
P-Patch Community Gardens	852,001	884,118	891,856	903,764
<b>Total</b>	<b>3,586,984</b>	<b>3,689,035</b>	<b>3,703,978</b>	<b>3,775,903</b>
Full-time Equivalents Total*	29.75	30.50	30.50	31.50

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

**The following information summarizes the programs in Community Building Budget Control Level:**

#### **Historic Preservation-Community Building Program**

The purpose of the Historic Preservation - Community Building Program is to provide technical assistance, outreach, and education to the general public, owners of historic properties, government agencies, and elected officials to identify, protect, rehabilitate, and re-use historic properties.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Historic Preservation-Community Building	899,479	943,867	934,105	861,825
Full-time Equivalents Total	8.25	8.50	8.50	8.00

#### **Major Institutions and Schools Program**

The purpose of the Major Institutions and Schools Program is to coordinate community involvement in the development, adoption, and implementation of Major Institution Master Plans, and to facilitate community involvement in school re-use and development.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Major Institutions and Schools	225,878	236,308	237,942	234,938
Full-time Equivalents Total	1.50	1.50	1.50	1.50

## Department of Neighborhoods

### Neighborhood District Coordinators Program

The purpose of the Neighborhood District Coordinators Program is to provide a range of technical assistance and support services for residents and neighborhood groups to develop a sense of partnership among neighborhood residents, businesses, and City government.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Neighborhood District Coordinators	1,375,335	1,331,687	1,343,122	1,403,494
Full-time Equivalents Total	11.50	12.00	12.00	12.50

### Neighborhood Planning Outreach Program

The purpose of the Neighborhood Planning Outreach Program is to lead the inclusive outreach and engagement activities of Neighborhood Planning efforts across the City by working with communities to revise Neighborhood Plans to reflect changes and opportunities presented by new development and major transportation investments, including Light Rail. It also assists City departments with other outreach and engagement efforts.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Neighborhood Planning Outreach	234,291	293,055	296,953	371,882
Full-time Equivalents Total	1.50	1.50	1.50	2.50

### P-Patch Community Gardens Program

The purpose of the P-Patch Community Gardens Program is to provide community gardens, gardening space, and related support to Seattle residents while preserving open space for productive purposes, particularly in high-density communities. The goals of the program are to increase self-reliance among gardeners, and for P-Patch Community Gardens to be focal points for community involvement.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
P-Patch Community Gardens	852,001	884,118	891,856	903,764
Full-time Equivalents Total	7.00	7.00	7.00	7.00

### Director's Office Budget Control Level

The purpose of the Director's Office Budget Control Level is to provide executive leadership, communications, and operational support for the entire department.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Communications	166,288	159,162	160,198	158,432
Executive Leadership	276,008	561,100	312,696	851,966
<b>Total</b>	<b>442,296</b>	<b>720,262</b>	<b>472,894</b>	<b>1,010,398</b>
Full-time Equivalents Total*	3.00	3.00	3.00	5.00

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

# Department of Neighborhoods

*The following information summarizes the programs in Director's Office Budget Control Level:*

## Communications Program

The purpose of the Communications Program is to provide printed and electronic information on programs and services offered by the Department, as well as to publicize other opportunities to increase civic participation.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Communications	166,288	159,162	160,198	158,432
Full-time Equivalents Total	1.00	1.00	1.00	1.00

## Executive Leadership Program

The purpose of the Executive Leadership Program is to provide leadership in fulfilling the Department's mission, and to facilitate the Department's communication and interaction with other City departments, external agencies, elected officials, and the public.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Executive Leadership	276,008	561,100	312,696	851,966
Full-time Equivalents Total	2.00	2.00	2.00	4.00

## **Internal Operations Budget Control Level**

The purpose of the Internal Operations Budget Control Level is to provide financial, human resources, facility, administrative, and information technology services to the Department's employees to serve customers efficiently and effectively.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Internal Operations/Administrative Services	1,473,048	1,450,936	1,470,654	1,873,097
<b>Total</b>	<b>1,473,048</b>	<b>1,450,936</b>	<b>1,470,654</b>	<b>1,873,097</b>
Full-time Equivalents Total*	6.75	6.50	6.50	7.50

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

## Department of Neighborhoods

### **Office for Education Budget Control Level**

The purpose of the Office for Education (OFE) Budget Control Level is to help children succeed in school and close the achievement gap. This BCL supports education and literacy programs that fall outside the scope and funding of the Families and Education Levy. The Office for Education BCL ends with the creation of the Department of Education and Early Learning (DEEL) in the 2015 Adopted Budget. Services provided by this BCL will now be provided by DEEL.

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office for Education	910,060	0	0	0
<b>Total</b>	<b>910,060</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total*	2.00	0.00	0.00	0.00

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

### **Youth Violence Prevention Budget Control Level**

The purpose of the Youth Violence Prevention Budget Control Level is to help reduce juvenile violent crimes. The 2015 Adopted Budget transfers the Youth Violence Prevention program to the Youth Violence Prevention Initiative BCL in the Department of Education and Early Learning.

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Youth Violence Prevention	4,492,015	0	0	0
<b>Total</b>	<b>4,492,015</b>	<b>0</b>	<b>0</b>	<b>0</b>
Full-time Equivalents Total*	3.00	0.00	0.00	0.00

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



# Office of Planning and Community Development

Director - Vacant

[www.seattle.gov/dpd/cityplanning](http://www.seattle.gov/dpd/cityplanning)

## Department Overview

The Mayor's 2016 Proposed Budget creates a new Office of Planning and Community Development (OPCD) to align the City's planning functions and coordinate long range planning across all City departments.

The City of Seattle is growing rapidly. By 2035, Seattle is expected to have 120,000 new residents and 115,000 new jobs. OPCD is established to manage a coordinated vision for growth and development, which will inform decisions about equitable growth consistent with Seattle's Comprehensive Plan and align capital investments across the city. The objective of OPCD is to help ensure the City supports thriving communities with a mix of amenities, open space, transportation, affordable housing, and educational and economic opportunity to meet current and future community needs.

The majority of OPCD's staff will be existing City planners from the Planning Division of the Department of Planning and Development (DPD). This reorganization moves most of the existing staff from DPD's Planning Division - about eight percent of DPD's total staff - to create the foundation for OPCD. The new Seattle Department of Construction and Inspections (DCI) will retain all of DPD's other functions, including land use services, permit services, inspections and compliance. Please see the DCI section of the Mayor's Proposed Budget for a more detailed description of that department's functions.

OPCD will be comprised of three divisions and two commissions:

- Research and Analysis Division
- Planning and Implementation Division
- Director's Office
- Seattle Planning Commission
- Seattle Design Commission

The **Research and Analysis Division** will guide data-driven decisions related to strategic capital investments and planning for growth. The division will lead long-range physical planning functions, such as monitoring and updating the City's Comprehensive Plan and evaluating regional growth management policy. Technical staff in the division includes a GIS analyst and demographer (transferred from the Planning Commission). The division will also work closely with department liaisons in a Citywide Capital Subcabinet to more closely align long-range capital planning investments. A primary goal of the Research and Analysis division will be to assemble, understand, and present data that will help inform the City's neighborhood investments. The division will coordinate with the revenue team, economists, and the new strategic fiscal & capital manager at the City Budget Office, as well as Citywide GIS, to support its work on equitable growth analysis and community investment strategies.

The **Planning and Implementation Division** will work with neighborhoods and community organizations to develop, update and implement plans and citywide initiatives, as informed by the Research and Analysis Division's assessment of data on growth, equity, and other topics. Given its focus on planning and implementation, the Planning and Implementation Division will develop sub-area and functional plans, implement neighborhood plans

# Office of Planning and Community Development

and foster urban design excellence throughout the city. To help ensure City investments are strategically aligned to enhance community benefits, the division will lead cross-departmental efforts to develop and implement coordinated plans. The division will also coordinate closely with the Department of Neighborhoods on outreach and engagement for community plans and citywide initiatives, such as advancing the Housing Affordability and Livability Agenda (HALA).

The **Director's Office** will manage and support OPCD by providing leadership and support in the areas of finance, community engagement, administrative assistance, and communications with Councilmembers, staff, and constituents.

The **Seattle Planning Commission** will continue to advise the Mayor, City Council and City departments on broad planning goals, policies and plans for the physical development of the city. Comprised of 16 volunteers, the commission's work is framed by the Comprehensive Plan and seeks public comment and participation as a part of the process to achieve the Plan's vision. Supported by City staff, the commission also provides independent analysis and promotes issues vital to livability.

The **Seattle Design Commission** promotes civic design excellence in capital improvement projects that are located on City land, in the City right-of-way, or constructed with City funds. The Seattle Design Commission advises the Mayor, the City Council, and City departments on the design of capital improvements and other projects and policies that shape Seattle's public realm. The commission provides recommendations on aesthetic, environmental and design principles and policies, and promotes interdepartmental and interagency coordination.

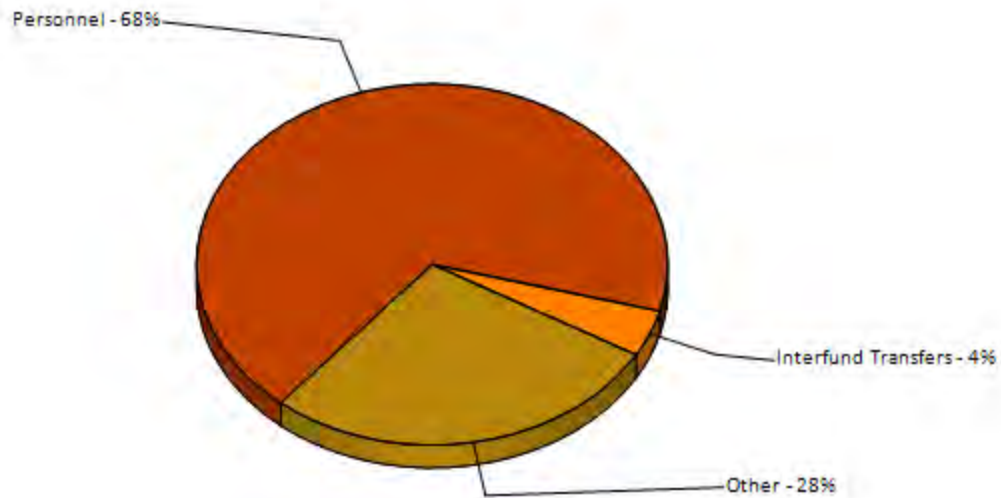
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$0	\$0	\$0	\$7,965,507
<b>Total Operations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,965,507</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,965,507</b>
Full-time Equivalent Total*	0.00	0.00	0.00	43.00

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

# Office of Planning and Community Development

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget establishes a budget for the new Office of Planning and Community Development (OPCD). The budget provides the foundation for the staff and resources to carry out the Mayor's vision for a more coordinated City approach to growth and development. This vision will inform decisions about equitable growth consistent with Seattle's Comprehensive Plan and align capital investments across the city.

The majority of the OPCD budget consists of 34 transferred staff and associated budget from the former Department of Planning and Development's Planning Budget Control Level (BCL), which includes the Planning Services, Planning Commission, and Design Commission programs. The staff transfer also includes two community engagement positions and a finance analyst position that supported the Planning Services program but did not reside in the Planning Services BCL. This budget transfers from DPD to OPCD the salary and benefit costs associated with the transferred staff as well as a professional services budget, allocated costs for citywide services such as fleet charges and DoIT bills, and budget for overhead costs.

The 2016 Proposed Budget adds six new leadership and support staff positions to OPCD to allow the office to effectively manage and implement coordinated citywide planning efforts. These positions include: an executive assistant position to aid the director of OPCD and oversee the administrative functions of the office; two division director positions, which will oversee the Planning & Implementation and Research & Analysis divisions and report to the director of OPCD; a public information officer/City Council liaison position to ensure that the public and City Council are well-informed regarding OPCD initiatives; and two senior program manager positions, which will provide important capacity to manage complex inter-department and inter-jurisdictional planning initiatives.

In response to the growth in the City and rising costs in the local housing market where approximately 45,000 households in Seattle spend more than half of their incomes on housing, the Mayor and the City Council commissioned a Housing Affordability and Livability Agenda (HALA) advisory committee. The committee, after

# Office of Planning and Community Development

months of work, reached consensus on 65 recommendations in the summer of 2015. The HALA recommendations will help achieve the goal of building or preserving 50,000 units of housing in the next 10 years, with 20,000 of those units designated affordable. The HALA recommendations include the following priorities the Mayor has endorsed in his Housing Seattle Action Plan:

1. **Invest in Housing for Those Most in Need:** Adopt a balanced approach to provide affordable housing resources for low-income workers, seniors, people with disabilities and the thousands of people experiencing homelessness.
2. **Create New and Affordable Housing for All Seattleites:** Harness new development to create affordable homes and diversify housing choices for current and future residents.
3. **Prevent Displacement and Foster Equitable Communities:** Preserve communities impacted by displacement by promoting strategic investments and creating legal protections for low-income renters.
4. **Promote Efficient and Innovative Development:** Deliver effective and streamlined government services to facilitate quality housing development.

To help implement the HALA recommendations, the 2016 Proposed Budget adds staff to OPCD to focus on implementing the priority strategies in 2016. Specifically, a senior project manager position is added to oversee the HALA work plan across departments and track and communicate progress toward the HALA goals, and two planner positions are added to work closely with existing planning staff to implement priority HALA actions, including two Mandatory Housing Affordability (MHA) Programs: MHA-Residential for all multi-family residential development in the city and MHA-Commercial, formerly referred to as the commercial linkage fee, for all commercial development in the city.

Finally, the 2016 Proposed Budget provides funding to OPCD to assist with a plan for a Multicultural Community Center (MCC) in the south end of Rainier Valley. A consortium of immigrant and refugee service groups are working on a vision for an MCC as a community anchor to improve access to services through shared programs and funding. This work will build on the City's existing place-based strategies, and will leverage City resources with investments from agency partners and foundations to support growth that addresses historic race and social disparities.

## Incremental Budget Changes

### Office of Planning and Community Development

	2016	
	Budget	FTE
<b>Proposed Changes</b>		
Transfer and Fully Fund Planning Division Staff	\$ 6,733,614	34.00
Add Positions for Office Leadership and Support	\$ 753,765	6.00
Implement Recommendations for Affordable Housing Goals	\$ 428,128	3.00
Support Planning for a Multicultural Community Center for Immigrant and Refugee Communities	\$ 50,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 7,965,507</b>	<b>43.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 7,965,507</b>	<b>43.00</b>

# Office of Planning and Community Development

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Transfer and Fully Fund Planning Division Staff - \$6,733,614/34.00 FTE**

The Mayor's 2016 Proposed Budget transfers positions and baseline budget related to community planning from DPD. This adjustment transfers 24.5 FTE from DPD's Planning Division, 3.0 FTE from the Planning Commission, 3.5 FTE from the Design Commission, 2.0 FTE from the Community Engagement program, and 1.0 FTE from Finance & Accounting, all of which will support OPCD. This adjustment also reclassifies a planning & development senior and two strategic advisor 1 positions to strategic advisor 2 job classifications to reflect proposed work functions in OPCD.

The 2016 Proposed Budget also adds resources to fully fund all of the existing positions - most specifically the two community engagement positions and the finance analyst position - which existed as overhead positions in DPD and were partially funded by permit fee revenue but will be fully supported by General Fund in OPCD. Some of the Planning Services positions also billed a small percentage of their time to permit fee revenues in DPD but will be fully supported by General Fund in OPCD. Finally, the vacant planning director position in DPD was not fully funded, as it had previously been partially funded through an MOA with the Office of the Waterfront, which is no longer in place. This budget fully funds the director position for OPCD, expected to be filled in early 2016.

These adjustments transfer positions and their related salary and benefit costs of \$4.3 million, allocated costs for fleet and DoIT bills of \$330,000, a professional services and "other" budget of \$350,000, and an overhead budget of \$1.7 million, which will be paid to DCI in 2016 only, for the support services related to information technology, human resources/payroll, and finance and accounting support to help support a smooth transition for the new OPCD. The bill for these services was determined through an overhead payment mechanism similar to the 2015 overhead distribution at DPD.

#### **Add Positions for Office Leadership and Support - \$753,765/6.00 FTE**

The 2016 Proposed Budget provides OPCD with appropriate leadership level and support staff to effectively manage and implement coordinated citywide planning efforts. This adjustment adds funding for two division director positions who will manage the Planning program within OPCD. One director will lead the Planning & Implementation Division and one director will lead the Research & Analysis Division. A senior program manager position will manage complex community development and project implementation, initially focusing on the Uptown neighborhood. A citywide initiatives manager position, currently unfunded, will provide capacity for OPCD to respond to other complex area planning and implementation initiatives in the future. A public information officer/City Council liaison position will ensure that the public and City Council are well-informed regarding OPCD initiatives. This position will be particularly important as citywide planning takes on a more visible role, and, in its first year, establishes a work plan and reporting system that helps address competing priorities for limited resources. Finally, this adjustment adds an executive assistant position to support the department director to ensure that the office support functions are managed effectively.

#### **Implement Recommendations for Affordable Housing Goals - \$428,128/3.00 FTE**

This adjustment adds three new staff who will focus on implementing the recommendations of the Housing Affordability and Livability Agenda (HALA). HALA recommended actions include creating two Mandatory Housing Affordability (MHA) Programs: MHA-Residential for all multi-family residential development in the city and MHA-Commercial, formerly referred to as the commercial linkage fee, for all commercial development in the city. The 2016 Proposed Budget adds a senior project manager position, which will ensure that the work plan for achieving 50,000 housing units, including 20,000 affordable, will be centrally managed, implemented and tracked, and outcomes will be communicated. This position will work closely with the other two positions being added for HALA work and existing planner positions in OPCD to implement the priority HALA recommendations. The project

## Office of Planning and Community Development

manager position will work closely with City departments, the City Council and external stakeholders to advance the HALA recommendations

This adjustment also adds two new positions to work on the HALA recommendations: a new strategic advisor position and a planning and development specialist, senior position to support creating a new Mandatory Inclusionary Housing (MIH) program and an Affordable Housing Impact Mitigation Program. Both positions will work in the City's downtown, Seattle mixed, multifamily, neighborhood commercial and commercial zones to increase housing opportunities and commercial development capacity in order to apply the new mandatory affordable housing programs. These positions will work with communities to identify and rezone specific areas within urban centers, urban villages and transit walksheds with the intent to apply the new housing programs. Work with communities will also include planning for other aspects of livability, urban design and City investments in the infrastructure and services needed to help ensure the added development capacity is compatible with communities and supports overall livability and complete neighborhoods.

The HALA recommendations are also supported by items included in the Office of Housing's (OH) budget. For additional information, please see the OH section of the budget.

### Support Planning for a Multicultural Community Center for Immigrant and Refugee Communities - \$50,000

A consortium of immigrant and refugee service groups have been working on a vision for a Multicultural Community Center (MCC), which would be centered in the south end of Rainier Valley as a community anchor to improve access to services through shared programs and funding; serve as a mechanism for shared advocacy; and build community capacity to influence policy decisions. This one-time adjustment funds consultant support for a project road map, schematic design, and project feasibility work. After this work is complete, a community working group will embark on a capital campaign to fund a new building or the renovations of an existing building to serve as the MCC.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Planning and Community Development Budget Control</b>					
Design Commission		0	0	0	614,537
Planning		0	0	0	6,772,411
Planning Commission		0	0	0	578,559
<b>Total</b>	<b>X2P00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,965,507</b>
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>7,965,507</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>43.00</b>

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

# Office of Planning and Community Development

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

### Planning and Community Development Budget Control Level

The purpose of the Planning and Community Development Budget Control Level is to manage a coordinated vision for growth and development in the City of Seattle that is consistent with Seattle's Comprehensive Plan, and to inform and guide growth related decisions for future development. Additionally, the Planning and Community Development Budget Control Level includes the allocation of a proportionate share of the Seattle Department of Construction and Inspections (DCI)'s overhead costs to cover Finance, IT, and HR services, which will be provided for OPCD by DCI in 2016.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Design Commission	0	0	0	614,537
Planning	0	0	0	6,772,411
Planning Commission	0	0	0	578,559
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,965,507</b>
Full-time Equivalents Total*	0.00	0.00	0.00	43.00

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

**The following information summarizes the programs in Planning and Community Development Budget Control Level:**

#### **Design Commission Program**

The purpose of the Design Commission is to promote civic design excellence in capital improvement projects that are located on City land, in the City right-of-way, or constructed with City funds. The Seattle Design Commission advises the Mayor, the City Council, and City departments on the design of capital improvements and other projects and policies that shape Seattle's public realm. The commission provides recommendations on aesthetic, environmental and design principles and policies, and promotes interdepartmental/interagency coordination.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Design Commission	0	0	0	614,537
Full-time Equivalents Total	0.00	0.00	0.00	3.50

#### **Planning Program**

The purpose of the Planning Program is to manage a coordinated vision for growth and development in the City of Seattle that is consistent with Seattle's Comprehensive Plan, and to inform and guide growth related decisions for future development.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Planning	0	0	0	6,772,411
Full-time Equivalents Total	0.00	0.00	0.00	37.50

# Office of Planning and Community Development

## Planning Commission Program

The purpose of the Planning Commission is to advise the Mayor, City Council and City departments on broad planning goals, policies and plans for the physical development of the city. Supported by City staff, the commission also provides independent analysis and promotes issues vital to livability.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Planning Commission	0	0	0	578,559
Full-time Equivalents Total	0.00	0.00	0.00	2.00



# Criminal Justice Contracted Services

Linda Taylor-Manning, City Budget Office

(206) 684-8376

## Department Overview

Criminal Justice Contracted Services (CJCS) provides funding for both public defense and jail services for individuals arrested, prosecuted, and/or convicted of misdemeanor crimes in Seattle. The City Budget Office manages the contracts for these services.

The City contracts with several jurisdictions, including King County, to provide jail services. The City also contracts with King County to provide public defense services.

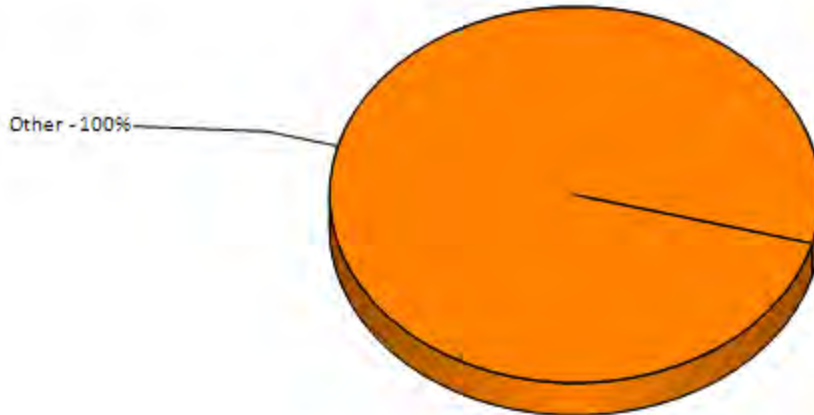
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$22,707,787	\$24,160,508	\$24,420,783	\$24,420,783
<b>Total Operations</b>	<b>\$22,707,787</b>	<b>\$24,160,508</b>	<b>\$24,420,783</b>	<b>\$24,420,783</b>
<b>Total Appropriations</b>	<b>\$22,707,787</b>	<b>\$24,160,508</b>	<b>\$24,420,783</b>	<b>\$24,420,783</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Criminal Justice Contracted Services

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget does not recommend significant changes to the Criminal Justice Contracted Service's budget.

### Incremental Budget Changes

#### Criminal Justice Contracted Services

	2016	
	Budget	FTE
Total 2016 Endorsed Budget	\$ 24,420,783	0.00
2016 Proposed Budget	\$ 24,420,783	0.00

## Criminal Justice Contracted Services

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Indigent Defense Services Budget Control Level	VJ500	5,702,307	7,171,347	7,333,471	7,333,471
Jail Services Budget Control Level	VJ100	17,005,480	16,989,161	17,087,312	17,087,312
<b>Department Total</b>		<b>22,707,787</b>	<b>24,160,508</b>	<b>24,420,783</b>	<b>24,420,783</b>

**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 Human Resources Director actions outside of the budget process may not be detailed here.*

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

#### Indigent Defense Services Budget Control Level

The purpose of the Indigent Defense Services Budget Control Level is to secure legal defense services, as required by State law, for indigent people facing criminal charges in Seattle Municipal Court.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Indigent Defense Services	5,702,307	7,171,347	7,333,471	7,333,471
<b>Total</b>	<b>5,702,307</b>	<b>7,171,347</b>	<b>7,333,471</b>	<b>7,333,471</b>

#### Jail Services Budget Control Level

The purpose of the Jail Services Budget Control Level is to provide for the booking, housing, transporting, and guarding of City inmates. The jail population, for which the City pays, are adults charged with or convicted of misdemeanor crimes alleged to have been committed within the Seattle city limits.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Jail Services	17,005,480	16,989,161	17,087,312	17,087,312
<b>Total</b>	<b>17,005,480</b>	<b>16,989,161</b>	<b>17,087,312</b>	<b>17,087,312</b>



# Seattle Fire Department

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Harold D Scoggins, Fire Chief

(206) 386-1400

[www.seattle.gov/fire](http://www.seattle.gov/fire)

## Department Overview

The Seattle Fire Department (SFD) provides fire protection and prevention, technical rescue, and emergency medical services for the City of Seattle. It deploys engine companies, ladder companies, aid and medic units, and fireboats to mitigate the loss of life and property resulting from fires, medical emergencies, and other disasters. SFD maintains 33 fire stations that are strategically located within six battalions to provide optimal response times to emergencies. Each battalion serves specific geographic areas in the city: the downtown/Central Area, north and northeast Seattle, northwest Seattle, south and southeast Seattle, and West Seattle.

SFD has a strong record on prevention of fires and property loss from fires. Seattle has fewer fires than the national average and other cities with similar population size. Dollar loss and civilian deaths are also below the national, regional and similar-size community averages. Over the last five years, Seattle has averaged 0.7 fires annually per 1,000 residents where cities with similar population size average 3.7 fires annually per 1,000 residents. For the past five years, the average number of structure fires per year was 429. Fire dollar loss averaged \$14.9 million per year.

SFD provides emergency medical responses, which account for approximately 82% of all fire emergency calls in Seattle. In order to respond to the emergency medical demand, all Seattle firefighters are trained as emergency medical technicians (EMTs) to provide basic emergency medical care, or basic life support. SFD staffs seven medic units with two firefighters trained as paramedics to provide more advanced medical care, or advanced life support. Additionally, the department has five aid units staffed by firefighters to provide citywide basic emergency medical response coverage, or basic life support.

The department also has hazardous materials, marine, high-angle, tunnel and confined-space rescue teams. In addition, SFD officers and firefighters are members of several local and national disaster response teams: FEMA's Urban Search and Rescue Task Force, Metropolitan Medical Response System, and wild land firefighting. SFD's fire prevention efforts include fire code enforcement, building inspections, plan reviews of fire and life safety systems, public education and fire safety programs, regulation of hazardous materials storage and processes, and regulation of places of public assembly and public events to ensure life safety.

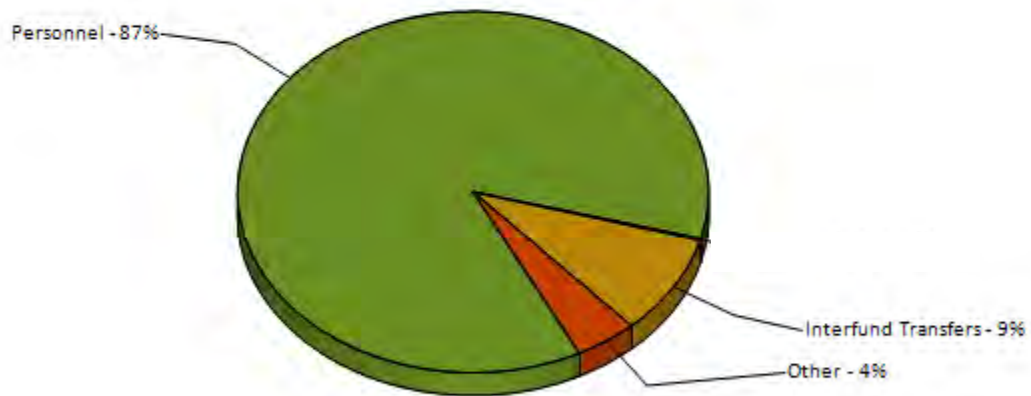
# Seattle Fire Department

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$186,084,297	\$178,366,228	\$179,505,355	\$183,596,714
<b>Total Operations</b>	<b>\$186,084,297</b>	<b>\$178,366,228</b>	<b>\$179,505,355</b>	<b>\$183,596,714</b>
<b>Total Appropriations</b>	<b>\$186,084,297</b>	<b>\$178,366,228</b>	<b>\$179,505,355</b>	<b>\$183,596,714</b>
Full-time Equivalent Total*	1,150.55	1,162.55	1,162.55	1,167.55

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

## 2016 Proposed Budget - Expenditure by Category



# Seattle Fire Department

## Budget Overview

The Seattle Fire Department's (SFD) 2016 Proposed Budget continues to reflect the Mayor's commitment to maintaining public safety. The proposed budget preserves funding to maintain Seattle's firefighting capabilities and emergency medical service (EMS) response capacity. Additions in 2016 include a new and innovative program intended to promote increased diversity in the firefighter force and a strategy to address non-emergency calls in order to keep fire and emergency medical service vehicles available for life threatening emergencies.

### Recruitment

A major objective for Chief Scoggins and the Mayor is building a department that reflects the community it serves. Compared to overall City of Seattle demographics, Black/African Americans, Asian/Pacific Islanders, Hispanic/Latinos, and females are underrepresented as uniformed firefighters in the Seattle Fire Department. The Department has made specific efforts to target recruitment towards more community organizations, including high schools, community colleges, technical career fairs and women's groups.

SFD currently requires candidates to possess a valid Washington State Emergency Medical Technician (EMT) certification at the time of hire. Research has shown that hiring processes requiring specific education, certification, or prior experience can limit the diversity of an applicant pool. In order to mitigate one of the restrictions, the 2016 Proposed Budget funds a pilot project to remove the EMT requirement for all candidates. The proposed budget adds funding to extend recruit school for an additional three weeks in order to train firefighter recruits who do not already possess a valid EMT certification. The pilot program will be in effect for two years, and the department will determine if this change makes an impact on the demographics of uniformed firefighters and firefighter candidates.

### New Approach to Non-Emergency Calls

SFD continues to respond to a variety of incidents in the city, with 89,981 incidents in 2014, which is an increase of 4,645 incidents (5.5%) from 2013. A significant percentage of these calls are attributed to "low-acuity responses," or responses determined to be a non-emergency once firefighter EMTs or paramedics arrive on the scene. Non-emergency responses are defined as calls for service found to present no immediate risk to health, life, property or the environment. In 2014, non-emergency responses represented at least 26% of 911 calls for service, including hundreds of individuals who each called 911 more than five times in a year. The department expects the number of non-emergency calls to 911 to increase as the population of Seattle continues to grow, especially among the population that does not have health insurance.

In order to ensure firefighters maintain their ability to respond to life-threatening fire and medical emergencies in a timely manner, the Chief is implementing a new program to address non-emergency responses in 2016. This program will add staff to focus on reducing growth of non-emergency 911 calls by working directly with service agencies and individuals in high-use areas to better align their needs with appropriate health or social service agencies. Staff will coordinate with other City departments to remove any barriers to accessing City services for vulnerable and underserved populations. In addition, the 2016 Proposed Budget adds funding for new technology to record and track patient information electronically. The new technology will move the department from their previous outdated paper record keeping system to an electronic system that will support record keeping and accurate tracking of non-emergency responses.

### Staffing Levels

SFD continues to experience a high number of firefighter vacancies. SFD budgets for 25 incoming firefighter recruits each year to maintain staffing levels. However, due to an aging work force and delayed retirements as a result of the recession, the number of retirements is exceeding the number of new recruits each year. As a result, SFD has a high number of vacancies which must be filled with overtime hours to meet minimum staffing requirements. To address this issue, the 2016 Proposed Budget adds funding for 35 additional recruits in 2016, for

# Seattle Fire Department

a total of 60 new recruits. The new recruits, once trained, will help to reduce the number of firefighter vacancies, which will reduce overtime costs.

## Other Issues

SFD currently owns approximately 50 vehicles obtained through grants or donations, allowing the department to obtain both front line response vehicles as well as specialized emergency equipment at no or little cost. These grant-funded and donated vehicles have relieved the City's General Fund the full fiscal burden of purchasing these vehicles. Some of the vehicles are intended for special projects, and others are in regular and ongoing frontline service. Three of the donated vehicles are medic vans used in both regular front-line and reserve service. In order to continue relying on these medic vans in the future, after they have reached the end of their useful life, the 2016 Proposed Budget provides funding to add these three medic vans into the City's vehicle replacement fund.

In 2015, SFD received a \$2.9 million federal grant to fund a much needed replacement of Self-Contained Breathing Apparatus (SCBA) equipment reaching the end of their service life. SCBA equipment consists of air cylinders and face masks that provide air for firefighters when they enter a burning building or an otherwise contaminated area. The 2016 Proposed Budget provides one-time budget to fulfill the cost-match requirement for this federal grant.

The 2016 Proposed Budget also includes funding to bring on two two-year temporary information technology positions to implement the new Citywide standards for Office 365 and SharePoint. Both systems require additional testing and implementation work with SFD's side systems that cannot be completed with existing staffing. Additionally, funding for the EMS Quality Improvement (QI) program will move from the Medic One Gift and Trust Fund, which no longer has adequate balance to fund the program, to SFD's operating budget. The QI program has benefitted Seattle with treated cardiac arrest survival rates that continue to improve each year. These QI measurements are essential to maintain and further increase survival in our community.

## Performance Measures Budget Book Pilot

The Fire Department (SFD) is one of four departments participating in the 2016 Performance Measures Budget Book Pilot Project. This pilot explores potential use of the annual budget book as a venue to discuss and display performance measures for City departments. A more in-depth description of this pilot and its objectives can be found in the 2016 Proposed Budget Executive Summary of this book.

As part of this project, SFD worked with the City Budget Office to:

- 1) identify service area performance measures to be included in the Mayor's 2016 Proposed Budget;
- 2) present actual and estimated achievements for each measure; and
- 3) present specific budgetary appropriations and position authorities associated with each measure.

The following tables present information gathered during the initial pilot phase, subject to further refinement as this pilot is developed.



# Seattle Fire Department

## **Operations: Arrival on Scene of Fire and Emergency Medical Services Personnel**

The National Fire Protection Association (NFPA) sets standards concerning response times to fires and medical emergencies, among other things. SFD's goal is to meet the [NFPA 1710 measure](#) to provide for the arrival of an engine company within 4 minutes travel time to 90 percent of fire suppression incidents, and the arrival of a first responder within 4 minutes travel time to 90 percent of EMS incidents.

In this measurement, travel times are measured from the time the unit leaves the station to its arrival time on the scene of an emergency incident. This measurement does not account for the call-taking time of receiving the phone call at the 911 dispatch center and the turnout time of dispatching the call and the vehicle leaving the station.

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimated</u>	<u>2016</u> <u>Estimated</u>
Arrival of an engine company within 4 minutes travel time to 90 percent of fire suppression incidents.	87%	87%	87%
Arrival of a first responder within 4 minutes travel time to 90 percent of EMS incidents.	85%	86%	86%

## **Operations: Responses by SFD to Incidents in the City of Seattle**

The Seattle Fire Department responds to about 90,000 incidents per year. These incidents include everything from structure fires, marine fires, medical emergencies, and other disasters. The number of incidents per year is expected to increase with continued population growth in Seattle.

SFD has recently begun tracking "low acuity" responses, or 911 calls for incidents that are determined to be non-emergency situations in that they pose no immediate risk to health, life, property, or the environment. SFD responded to over 23,000 non-emergency calls in 2014, which included about 500 people who called 911 over 20 times each. In 2016, SFD will implement a new program to reduce non-emergency calls and help high utilizers of the 911 system get registered for the appropriate services to meet their needs. This program will include a program manager, a case worker, and new technology to better track patient interactions. Reducing the growth of non-emergency calls will allow SFD resources to be more available to deploy quickly to critical, life threatening calls.

	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimated</u>	<u>2016</u> <u>Estimated</u>
Total Incident Response Count	89,980	92,679	95,460
Average Cost Per Incident Response*	\$1,985	\$1,905	\$1,842
Total Number of Non-Emergency Responses	23,672	25,289	26,906

\*Average cost includes administrative and support costs, but excludes the Fire Prevention Division.

# Seattle Fire Department

## Incremental Budget Changes

### Seattle Fire Department

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 179,505,355</b>	<b>1,162.55</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 290,859	0.00
Positions Added Through Supplemental Budgets	\$ 0	1.00
Salary Adjustments	\$ 349,988	0.00
<b>Proposed Changes</b>		
Add EMT Certification to Recruit School	\$ 55,733	0.00
Program to Reduce Non-Emergency Calls	\$ 241,878	2.00
Shift Funding for EMS Quality Improvement Program	\$ 278,000	0.00
Fund Additional Recruit Class of 35	\$ 2,164,250	0.00
Add Donated Medic Units to Fleet Replacement Plan	\$ 156,380	0.00
Technical Support for City Projects	\$ 312,276	2.00
Local Match for Federal Grant to Purchase Equipment	\$ 320,330	0.00
Spending Reductions and Other Adjustments	-\$ 355,533	0.00
Citywide Summit Re-Implementation Project	\$ 277,198	0.00
<b>Total Incremental Changes</b>	<b>\$ 4,091,359</b>	<b>5.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 183,596,714</b>	<b>1,167.55</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$290,859**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

# Seattle Fire Department

## **Positions Added Through Supplemental Budgets - 1.00 FTE**

This adjustment reflects an inspector position added to SFD's budget in the 2014 4th Quarter Supplemental Budget. The full-time, term-limited inspector was added to the Fire Marshal's Office due to growing demand for construction inspections. The additional position will allow SFD to provide more timely inspections and better customer service.

## **Salary Adjustments - \$349,988**

This adjustment adds appropriation to reflect salary adjustments made in 2014 for SFD employees with salary step increases and promotional increases.

## **Proposed Changes**

### **Add EMT Certification to Recruit School - \$55,733**

In order to increase diversity in the Seattle Fire Department, the 2016 Proposed Budget funds a pilot project to remove the EMT requirement for all candidates, which has been identified as a potential barrier to entry. SFD currently requires new recruits to have EMT certification by the time of hire. This proposal adds funding to extend recruit school by three weeks to incorporate EMT certification training for those candidates needing it. This increases the potential pool of applicants and could help achieve the Mayor's goal of increasing diversity in SFD to better represent the communities they serve. This program is being proposed as a two-year pilot.

### **Program to Reduce Non-Emergency Calls - \$241,878/2.00 FTE**

There has been a steady increase in non-emergency calls adversely impacting the availability of SFD units for fire suppression, rescues, and medical emergencies. Due to the outdated paper process used by SFD to record patient information there is not a technology in place to accurately track high utilizers of the 911 system. This program will leverage a community relationship with King County EMS to introduce electronic records for EMTs and Paramedics responding to 911 calls. Adding staff in 2016, including a program manager position, will allow coordination with internal and external agencies to address the underlying health or social problems of frequent users of the 911 system for non-emergency reasons.

### **Shift Funding for EMS Quality Improvement Program - \$278,000**

The City of Seattle's EMS program contracts with experienced researchers at the University of Washington School of Medicine to provide ongoing quality improvement services to ensure continuity and effectiveness in pre-hospital emergency care for the residents of Seattle. The Quality Improvement (QI) program was previously funded by the Medic One Foundation, which no longer has adequate resources to fund the program. This adjustment moves the costs for the EMS QI program to SFD's budget.

### **Fund Additional Recruit Class of 35 - \$2,164,250**

SFD is currently experiencing a high number of vacancies, due mostly to retirements from an aging workforce. Mandatory minimum staffing levels require SFD to maintain service to the City around the clock and SFD is increasingly relying on overtime hours to staff the City's fire stations. This adjustment provides one-time funding to SFD to add an additional recruit class of 35 in the fall of 2016, in addition to their regularly held spring recruit class.

# Seattle Fire Department

## **Add Donated Medic Units to Fleet Replacement Plan - \$156,380**

SFD owns several dozen vehicles obtained through grants or donations. Those vehicles often help the department meet a specific need, such as supporting Sound Transit with tunnel rescue services. In some cases, the vehicles have served as front line operations vehicles for the City. This budget adjustment moves three donation-funded medic units to the City's fleet replacement plan, ensuring that these three vehicles will be repaired and replaced at the appropriate times to ensure continuity of operations and service to the City.

## **Technical Support for City Projects - \$312,276/2.00 FTE**

The Office 365 upgrade will require resources to implement, learn and manage the new environment (e.g. application conversions, project management, design considerations, data and site migrations, department management/governance, application/system configuration changes, Active Directory management, multiple transitions to the MS Cloud, technology and end-user training). Existing staff does not have the capacity to take on this additional workload. In order to meet this short-term need, SFD will hire two term-limited staff to assist with implementation, migration and test compatibility of Office 365 with their systems. This adjustment also adds \$4,000 of budget appropriation for the increased GIS licensing fees in 2016.

## **Local Match for Federal Grant to Purchase Equipment - \$320,330**

In 2015, SFD received a \$2.9 million federal grant to fund a much needed replacement of Self-Contained Breathing Apparatus (SCBA) equipment reaching the end of their service life. SCBA equipment consists of air cylinders and face masks that provide air for firefighters when they enter a burning building or an otherwise contaminated area. This one-time adjustment provides the local match required for the grant.

## **Spending Reductions and Other Adjustments - (\$355,533)**

This adjustment to SFD's budget includes spending reductions in areas of overtime, travel and training, office furniture, and professional services. This technical adjustment also encompasses central-cost adjustments, including an increase to SFD's Worker's Compensation and health care budgets, and a budget-neutral program budget realignment to better reflect actual spending.

## **Citywide Summit Re-Implementation Project - \$277,198**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

# Seattle Fire Department

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Administration Budget Control</b>					
Finance		1,379,226	1,376,511	1,406,280	1,551,690
Human Resources		1,149,567	1,339,209	1,241,912	1,337,448
Information Systems		4,561,176	4,775,359	4,873,034	5,517,357
Office of the Chief		913,859	879,772	885,069	1,089,174
<b>Total</b>	<b>F1000</b>	<b>8,003,829</b>	<b>8,370,851</b>	<b>8,406,295</b>	<b>9,495,669</b>
<b>Fire Prevention Budget Control</b>					
Code Compliance		408,735	496,695	501,611	507,679
Fire Investigation		1,262,279	1,236,015	1,244,959	1,233,773
Office of the Fire Marshal		961,858	970,656	977,157	1,053,688
Public Education		324,696	372,922	374,941	366,280
Regulating Construction		2,133,104	2,239,918	2,296,304	2,404,087
Special Events		745,557	508,751	510,996	493,239
Special Hazards		1,604,877	1,678,656	1,686,396	1,685,984
<b>Total</b>	<b>F5000</b>	<b>7,441,105</b>	<b>7,503,613</b>	<b>7,592,364</b>	<b>7,744,730</b>
<b>Grants &amp; Reimbursables</b>	<b>F6000</b>	<b>8,955,160</b>	<b>440,900</b>	<b>444,553</b>	<b>769,348</b>
<b>Budget Control Level</b>					
<b>Operations Budget Control</b>					
Battalion 2		27,232,367	26,452,937	26,583,905	27,714,739
Battalion 3 - Medic One		14,141,436	14,457,823	14,599,749	14,773,361
Battalion 4		24,217,070	26,167,777	26,289,374	26,316,085
Battalion 5		24,832,188	24,429,364	24,516,071	24,591,008
Battalion 6		21,800,489	22,233,421	22,264,362	22,526,305
Battalion 7		20,454,628	20,094,449	20,106,094	20,296,144
Office of the Operations Chief		16,872,974	16,513,516	16,841,982	17,694,394
<b>Total</b>	<b>F3000</b>	<b>149,551,152</b>	<b>150,349,287</b>	<b>151,201,537</b>	<b>153,912,036</b>
<b>Resource Management Budget Control</b>					
Communications - Resource Mgmt		6,845,563	6,824,170	6,937,828	6,781,183
Safety and Risk Management		1,314,322	1,212,753	1,220,191	1,249,936
Support Services - Resource Mgmt		1,251,233	1,776,580	1,798,946	1,249,383
Training and Officer Development		2,721,933	1,888,074	1,903,641	2,394,429
<b>Total</b>	<b>F2000</b>	<b>12,133,051</b>	<b>11,701,577</b>	<b>11,860,606</b>	<b>11,674,931</b>
<b>Department Total</b>		<b>186,084,297</b>	<b>178,366,228</b>	<b>179,505,355</b>	<b>183,596,714</b>
<b>Department Full-time Equivalent Total*</b>		<b>1,150.55</b>	<b>1,162.55</b>	<b>1,162.55</b>	<b>1,167.55</b>

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

# Seattle Fire Department

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

### Administration Budget Control Level

The purpose of the Administration Budget Control Level is to provide management information and to allocate and manage available resources needed to achieve the Department's mission.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Finance	1,379,226	1,376,511	1,406,280	1,551,690
Human Resources	1,149,567	1,339,209	1,241,912	1,337,448
Information Systems	4,561,176	4,775,359	4,873,034	5,517,357
Office of the Chief	913,859	879,772	885,069	1,089,174
<b>Total</b>	<b>8,003,829</b>	<b>8,370,851</b>	<b>8,406,295</b>	<b>9,495,669</b>
Full-time Equivalents Total*	43.50	45.50	45.50	49.50

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

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

#### Finance Program

The purpose of the Finance Program is to provide strategic financial planning and management to effectively utilize budgeted funds.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Finance	1,379,226	1,376,511	1,406,280	1,551,690
Full-time Equivalents Total	12.50	12.50	12.50	12.50

#### Human Resources Program

The purpose of the Human Resources Program is to provide management, advice, and direction in all areas of human resources and labor relations for uniformed and civilian employees. Major areas include: all hiring processes; worker's compensation and all disability and leave programs; EEO including internal investigations, litigation support, Race and Social Justice Initiative support; personnel performance management; all department labor relations functions; and public disclosure.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Human Resources	1,149,567	1,339,209	1,241,912	1,337,448
Full-time Equivalents Total	8.00	9.00	9.00	9.00

# Seattle Fire Department

## Information Systems Program

The purpose of the Information Systems Program is to provide data and technology to support the Department.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Information Systems	4,561,176	4,775,359	4,873,034	5,517,357
Full-time Equivalents Total	18.00	19.00	19.00	21.00

## Office of the Chief Program

The purpose of the Office of the Chief Program is to provide strategy, policy, priorities, and leadership to department personnel and advise the Executive on matters of department capabilities in order to ensure delivery of service to Seattle residents.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Office of the Chief	913,859	879,772	885,069	1,089,174
Full-time Equivalents Total	5.00	5.00	5.00	7.00

## Fire Prevention Budget Control Level

The purpose of the Fire Prevention Budget Control Level is to provide Fire Code enforcement to help prevent injury and loss from fire and other hazards.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Code Compliance	408,735	496,695	501,611	507,679
Fire Investigation	1,262,279	1,236,015	1,244,959	1,233,773
Office of the Fire Marshal	961,858	970,656	977,157	1,053,688
Public Education	324,696	372,922	374,941	366,280
Regulating Construction	2,133,104	2,239,918	2,296,304	2,404,087
Special Events	745,557	508,751	510,996	493,239
Special Hazards	1,604,877	1,678,656	1,686,396	1,685,984
<b>Total</b>	<b>7,441,105</b>	<b>7,503,613</b>	<b>7,592,364</b>	<b>7,744,730</b>
Full-time Equivalents Total*	55.50	55.50	55.50	56.50

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

# Seattle Fire Department

*The following information summarizes the programs in Fire Prevention Budget Control Level:*

## Code Compliance Program

The purpose of the Code Compliance Program is to provide Fire Code information to the public and resolve code violations that have been identified to reduce fire and hazardous material dangers.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Code Compliance	408,735	496,695	501,611	507,679
Full-time Equivalents Total	4.00	4.00	4.00	4.00

## Fire Investigation Program

The purpose of the Fire Investigation Program is to determine the origin and cause of fires in order to pursue arson prosecution and identify needed changes to the Fire Code to enhance prevention practices.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Fire Investigation	1,262,279	1,236,015	1,244,959	1,233,773
Full-time Equivalents Total	9.00	9.00	9.00	9.00

## Office of the Fire Marshal Program

The purpose of the Office of the Fire Marshal Program is to develop Fire Code enforcement policy, propose code revisions, manage coordination of all prevention programs with other lines of business, and archive inspection and other records to minimize fire and other code-related dangers.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Office of the Fire Marshal	961,858	970,656	977,157	1,053,688
Full-time Equivalents Total	6.50	6.50	6.50	7.50

## Public Education Program

The purpose of the Public Education Program is to serve as a fire and injury prevention resource for those who live and work in Seattle to reduce loss of lives and properties from fires.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Public Education	324,696	372,922	374,941	366,280
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Regulating Construction Program

The purpose of the Regulating Construction Program is to provide timely review of building and fire protection system plans and conduct construction site inspections to ensure compliance with Fire Code, safety standards, and approved plans to minimize risk to occupants.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Regulating Construction	2,133,104	2,239,918	2,296,304	2,404,087
Full-time Equivalents Total	16.50	16.50	16.50	16.50



# Seattle Fire Department

## Special Events Program

The purpose of the Special Events Program is to ensure that plans for large public assemblies comply with Fire Codes to provide a safer environment and reduce potential risks to those attending the event.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Special Events	745,557	508,751	510,996	493,239
Full-time Equivalents Total	3.00	3.00	3.00	3.00

## Special Hazards Program

The purpose of the Special Hazards Program is to enforce Fire Code requirements for the safe storage, handling, transport, and use of flammable or combustible liquids and other hazardous materials to reduce the dangers that such materials pose to the public.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Special Hazards	1,604,877	1,678,656	1,686,396	1,685,984
Full-time Equivalents Total	13.50	13.50	13.50	13.50

## Grants & Reimbursables Budget Control Level

The purpose of the Grants & Reimbursable Budget Control Level (BCL) is to improve financial management of grant and reimbursable funds. In the annual budget process, costs for staff and equipment are fully reflected in the BCLs in which they reside; for example, in the Operations BCL. When reimbursable expenditures are made, the expenses are moved into this BCL to separate reimbursable and non-reimbursable costs.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Grants & Reimbursables	8,955,160	440,900	444,553	769,348
<b>Total</b>	<b>8,955,160</b>	<b>440,900</b>	<b>444,553</b>	<b>769,348</b>
Full-time Equivalents Total*	2.50	2.50	2.50	2.50

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

# Seattle Fire Department

## Operations Budget Control Level

The purpose of the Operations Budget Control Level is to provide emergency and disaster response capabilities for fire suppression, emergency medical needs, hazardous materials, weapons of mass destruction, and search and rescue.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 2	27,232,367	26,452,937	26,583,905	27,714,739
Battalion 3 - Medic One	14,141,436	14,457,823	14,599,749	14,773,361
Battalion 4	24,217,070	26,167,777	26,289,374	26,316,085
Battalion 5	24,832,188	24,429,364	24,516,071	24,591,008
Battalion 6	21,800,489	22,233,421	22,264,362	22,526,305
Battalion 7	20,454,628	20,094,449	20,106,094	20,296,144
Office of the Operations Chief	16,872,974	16,513,516	16,841,982	17,694,394
<b>Total</b>	<b>149,551,152</b>	<b>150,349,287</b>	<b>151,201,537</b>	<b>153,912,036</b>
Full-time Equivalents Total*	991.25	1,001.25	1,001.25	1,001.25

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

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

### **Battalion 2 Program**

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 2 primarily covers central Seattle.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 2	27,232,367	26,452,937	26,583,905	27,714,739
Full-time Equivalents Total	195.45	205.45	205.45	205.45

### **Battalion 3 - Medic One Program**

The purpose of the Battalion 3 - Medic One Program is to provide advanced life support medical services for the safety of Seattle residents.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 3 - Medic One	14,141,436	14,457,823	14,599,749	14,773,361
Full-time Equivalents Total	83.00	83.00	83.00	83.00

# Seattle Fire Department

## Battalion 4 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 4 primarily covers northwest Seattle.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 4	24,217,070	26,167,777	26,289,374	26,316,085
Full-time Equivalents Total	199.45	199.45	199.45	199.45

## Battalion 5 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 5 primarily covers southeast Seattle.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 5	24,832,188	24,429,364	24,516,071	24,591,008
Full-time Equivalents Total	185.45	185.45	185.45	185.45

## Battalion 6 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 6 primarily covers northeast Seattle.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 6	21,800,489	22,233,421	22,264,362	22,526,305
Full-time Equivalents Total	169.45	169.45	169.45	169.45

## Battalion 7 Program

The purpose of each Operations Battalion Program is to provide response services for fire suppression, basic life support, emergency medical care, fire prevention inspections, rescue, hazardous material, and weapons of mass destruction incidents for Seattle residents. Battalion 7 primarily covers southwest Seattle.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Battalion 7	20,454,628	20,094,449	20,106,094	20,296,144
Full-time Equivalents Total	148.45	148.45	148.45	148.45

## Office of the Operations Chief Program

The purpose of the Office of the Operations Chief Program is to provide planning, leadership, and tactical support to maximize emergency fire, disaster, and rescue operations.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Office of the Operations Chief	16,872,974	16,513,516	16,841,982	17,694,394
Full-time Equivalents Total	10.00	10.00	10.00	10.00

# Seattle Fire Department

## Resource Management Budget Control Level

The purpose of the Resource Management Budget Control Level (formerly known as Risk Management) is to recruit and train uniformed staff, reduce injuries by identifying and changing practices that place firefighters at greater risk, provide services to enhance firefighter health and wellness, and provide communication services and logistical support.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Communications - Resource Mgmt	6,845,563	6,824,170	6,937,828	6,781,183
Safety and Risk Management	1,314,322	1,212,753	1,220,191	1,249,936
Support Services - Resource Mgmt	1,251,233	1,776,580	1,798,946	1,249,383
Training and Officer Development	2,721,933	1,888,074	1,903,641	2,394,429
<b>Total</b>	<b>12,133,051</b>	<b>11,701,577</b>	<b>11,860,606</b>	<b>11,674,931</b>
Full-time Equivalents Total*	57.80	57.80	57.80	57.80

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**The following information summarizes the programs in Resource Management Budget Control Level:**

### **Communications - Resource Mgmt Program**

The purpose of the Communications Program is to manage emergency calls to assure proper dispatch and subsequent safety monitoring of deployed units.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Communications - Resource Mgmt	6,845,563	6,824,170	6,937,828	6,781,183
Full-time Equivalents Total	31.80	31.80	31.80	31.80

### **Safety and Risk Management Program**

The purpose of the Safety and Risk Management Program is to reduce injuries and health problems by identifying practices that place firefighters at risk during an emergency incident and providing services to enhance firefighter health and wellness.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Safety and Risk Management	1,314,322	1,212,753	1,220,191	1,249,936
Full-time Equivalents Total	6.00	6.00	6.00	6.00

# Seattle Fire Department

## Support Services - Resource Mgmt Program

The purpose of the Support Services Program is to provide the complete range of logistical support necessary to ensure all operational services have the supplies, capital equipment, fleet, and facilities needed to accomplish their objectives.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Support Services - Resource Mgmt	1,251,233	1,776,580	1,798,946	1,249,383
Full-time Equivalents Total	8.00	8.00	8.00	8.00

## Training and Officer Development Program

The purpose of the Training and Officer Development Program is to provide centralized educational and development services for all uniformed members of the department to ensure they have the critical and command skills demanded by their jobs.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Training and Officer Development	2,721,933	1,888,074	1,903,641	2,394,429
Full-time Equivalents Total	12.00	12.00	12.00	12.00



# Fire Facilities Levy Fund

Fred Podesta, Director

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

## Department Overview

The 2003 Fire Facilities Levy Fund was created through Ordinance 121230, following voter approval of the Fire Facilities and Emergency Response Levy in November 2003. The fund receives revenue from property taxes (approximately \$167.2 million over the nine-year life of the levy), grants, certain interfund payments and other sources. Levy Fund resources are supplemented with other funding sources, such as the City's Cumulative Reserve Subfund and bond proceeds, which are not included in this section, but are detailed in the Department of Finance and Administrative Services Capital Improvement Program (CIP).

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other funding - Capital	\$6,165,358	\$0	\$0	\$0
<b>Total Appropriations</b>	<b>\$6,165,358</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

## Budget Overview

Projects funded from the Fire Facilities Levy Fund are detailed in the Department of Finance and Administrative Services (FAS) CIP.

The levy stopped collecting funds in 2012 and the program is nearing completion. As of July 2015, there were four fire stations in project closeout, three in construction, one in the bid phase and one in construction document phase. Other completed projects within the program include the Emergency Operations Center, the Joint Training Facility and a number of neighborhood fire station modifications and construction projects which have already been completed.

## Fire Facilities Levy Fund

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
473010	Federal Grant Contribution/Grant-Direct	0	0	0	0
	<b>Total Federal Grants</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
461110	Interest Earnings	134,860	0	0	0
461320	UNREALD GNS/LOSSES-INV GASB31	111,213	0	0	0
462300	Parking Fees	0	0	0	0
485100	Property Sales (Anticipated)	0	676,355	0	0
	<b>Total Misc Revenue</b>	<b>246,073</b>	<b>676,355</b>	<b>0</b>	<b>0</b>
411100	Taxes, Levies, Bonds	36,183	0	0	0
	<b>Total Property Tax Revenue</b>	<b>36,183</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>282,256</b>	<b>676,355</b>	<b>0</b>	<b>0</b>
379100	Use of (Contribution To) Fund Balance	5,883,103	7,906,135	422,150	2,126,070
	<b>Total Use of Fund Balance</b>	<b>5,883,103</b>	<b>7,906,135</b>	<b>422,150</b>	<b>2,126,070</b>
	<b>Total Resources</b>	<b>6,165,359</b>	<b>8,582,490</b>	<b>422,150</b>	<b>2,126,070</b>



## Fire Facilities Levy Fund

### Fire Facilities Levy Fund Table

#### Fire Facilities Levy Fund Table (34440)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>16,771,353</b>	<b>8,217,350</b>	<b>10,888,251</b>	<b>422,150</b>	<b>2,291,723</b>
Accounting and Technical Adjustments	-	-		-	-
Plus: Actual and Estimated Revenues	282,256	676,355	946,727	-	-
Less: Actual and Estimated Expenditures	6,165,358	8,471,555	9,543,255	422,150	2,126,070
<b>Ending Fund Balance</b>	<b>10,888,251</b>	<b>422,150</b>	<b>2,291,723</b>	<b>-</b>	<b>165,652</b>
Continuing Appropriations	10,888,251	422,150	2,291,723	-	165,652
<b>Total Reserves</b>	<b>10,888,251</b>	<b>422,150</b>	<b>2,291,723</b>	<b>-</b>	<b>165,652</b>
<b>Ending Unreserved Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Firefighters' Pension

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Steve Brown, Executive Secretary

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

## Department Overview

The Firefighters' Pension Fund (FPEN) provides pension and medical benefit services to eligible active and retired firefighters and their beneficiaries. While the City pays into benefit funds for all Seattle firefighters, FPEN covers only firefighters who were hired before October 1, 1977 and therefore is a closed plan. Retiree benefits for firefighters hired more recently are primarily covered through a separate state-managed plan.

The management of firefighter benefits funds transitioned in the 1970s from local to state control. Prior to that time, the City paid into FPEN to provide for firefighter retiree benefits. In March 1970, the state created the Law Enforcement Officers and Fire Fighters Retirement System Plan I (LEOFF I). Seattle firefighters hired between March 1970 and October 1977 enrolled in LEOFF I, but also received additional benefit coverage through FPEN. As a result, this group of firefighters receives retiree benefits primarily from state's LEOFF I plan, but also any earned increment from the City's FPEN that exceeds LEOFF I coverage. Both FPEN and LEOFF I closed to new enrollees in October 1977. Firefighters hired after that date enroll in the state's LEOFF II plan and do not receive benefits from FPEN.

The Seattle Firefighters' Pension Board is a five-member quasi-judicial body chaired by the Mayor or his/her designee, which formulates policy, rules on disability applications, and provides oversight of the Firefighters' Pension Fund. Four staff employees of the board handle all of its operational functions. Staff positions associated with Firefighters' Pension Fund are not reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise about 97% of the total annual FPEN budget, are based on the forecasts of an independent actuary. The Firefighters' Pension Fund has two statutory funding sources. The first is a component of the City's property tax levy. These revenues are placed in the City's General Fund, which funds the Fire Pension Fund's annual budget. The second statutory funding source is the State Fire Insurance Premium Tax. These statutory funding sources are in addition to other smaller funding sources that support the Firefighters' Pension Fund obligations.

The Firefighters' Pension Fund includes two funds: the Fire Pension Fund, which pays current pension, medical, and death benefits; and the Actuarial Account, which was established by [Ordinance 117216](#) in 1994 to pay future pension liabilities of the Fund.

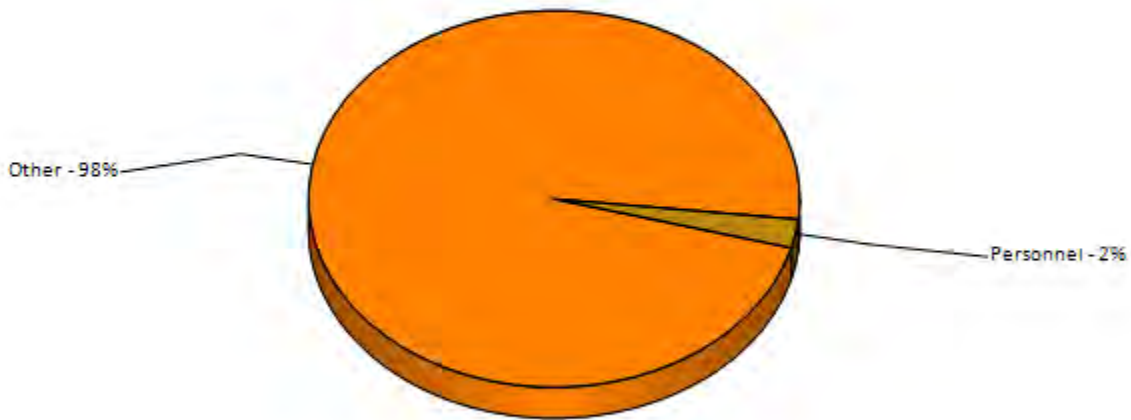
## Firefighters' Pension

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$16,256,809	\$17,311,984	\$17,475,500	\$17,163,500
Other Funding - Operating	\$1,439,101	\$1,275,000	\$1,293,500	\$1,293,500
<b>Total Operations</b>	<b>\$17,695,910</b>	<b>\$18,586,984</b>	<b>\$18,769,000</b>	<b>\$18,457,000</b>
<b>Total Appropriations</b>	<b>\$17,695,910</b>	<b>\$18,586,984</b>	<b>\$18,769,000</b>	<b>\$18,457,000</b>
Full-time Equivalent Total*	4.00	4.00	4.00	4.00

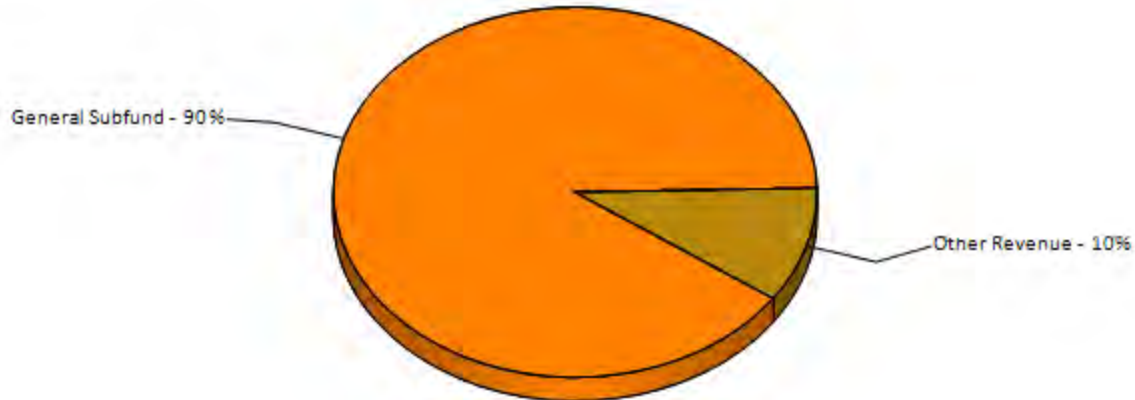
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Firefighters' Pension

## 2016 Proposed Budget - Revenue by Category



## Budget Overview

The Firefighters' Pension Fund (FPEN) receives almost all of its revenue from the City's General Fund. FPEN's expenditures, in turn, are devoted to paying legally-mandated pension and medical benefits to eligible active and retired firefighters and, in the case of pension benefits only, their qualified beneficiaries. Pension costs are driven by locally negotiated cost growth factors and offset in part by state LEOFF I entitlement payments which has its own growth rate.

FPEN spent less than anticipated in 2014, resulting in nearly \$2 million of additional ending funding balance which excludes FPEN's contingency reserve of \$500,000. The 2016 Proposed Budget assumes the Rate Stabilization Reserve reaches \$3.6 million at the end of 2015, and the out-year financial plan calls for this reserve to be available to support future pension and medical benefit cost increases.

The 2016 Proposed Budget does not assume any negotiated cost growth factors on pension benefit costs for retirees affected by Local 27 (Fire Fighters) and Local 2898 (Fire Chiefs), whose contracts both expired on December 31, 2014. Therefore, the 2016 Proposed Budget shows a decrease in pension costs in 2016 since the state LEOFF 1 offset payments increases with its own growth rate each year. Once bargaining agreements are reached for Local 27 and Local 2898, those impacts will be incorporated into FPEN budget to cover any retroactive pension benefit costs due from 2015.

The Actuarial Account was previously invested in the City's cash pool and earned interest. In 2013, the funds from the Actuarial Account were placed into an investment portfolio managed by the Department of Finance and Administration Services. The 2016 Proposed Budget assumes an annual rate of return of 5.5% on the investment portfolio, and that the returns are continuously reinvested.

# Firefighters' Pension

## Incremental Budget Changes

### Firefighters' Pension

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 18,769,000</b>	<b>4.00</b>
<b>Proposed Changes</b>		
Benefit Obligation Adjustment	-\$ 312,000	0.00
<b>Total Incremental Changes</b>	<b>-\$ 312,000</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 18,457,000</b>	<b>4.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Benefit Obligation Adjustment - (\$312,000)**

This adjustment reflects the net impact of the change in firefighters' pension, medical, and death benefit obligations in 2016, as provided by FPEN's 2015 actuarial valuation.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Firefighters' Pension Budget Control</b>					
Administration		549,808	640,000	640,000	640,000
Death Benefits		16,000	15,000	15,000	17,000
Medical Benefits		9,567,468	10,650,000	10,950,000	11,000,000
Pensions		7,562,634	7,281,984	7,164,000	6,800,000
<b>Total</b>	<b>R2F01</b>	<b>17,695,910</b>	<b>18,586,984</b>	<b>18,769,000</b>	<b>18,457,000</b>
<b>Department Total</b>		<b>17,695,910</b>	<b>18,586,984</b>	<b>18,769,000</b>	<b>18,457,000</b>
<b>Department Full-time Equivalent Total*</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

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

# Firefighters' Pension

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	General Subfund	17,155,526	17,311,984	17,475,500	17,163,500
	<b>Total General Subfund</b>	<b>17,155,526</b>	<b>17,311,984</b>	<b>17,475,500</b>	<b>17,163,500</b>
436691	Fire Insurance Premium Tax	1,007,214	925,000	943,500	943,500
461110	Actuarial Account Interest	10,992	0	0	0
461320	Return on Actuarial Account	1,100,946	581,272	613,242	633,825
469990	Medicare Rx Subsidy Refund	431,887	350,000	350,000	350,000
	<b>Total Other Revenue</b>	<b>2,551,039</b>	<b>1,856,272</b>	<b>1,906,742</b>	<b>1,927,325</b>
	<b>Total Revenues</b>	<b>19,706,565</b>	<b>19,168,256</b>	<b>19,382,242</b>	<b>19,090,825</b>
379100	Use of (Contribution to) Fund Balance	-2,010,655	-581,272	-613,242	-636,825
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>-2,010,655</b>	<b>-581,272</b>	<b>-613,242</b>	<b>-636,825</b>
	<b>Total Resources</b>	<b>17,695,910</b>	<b>18,586,984</b>	<b>18,769,000</b>	<b>18,454,000</b>

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

### Firefighters' Pension Budget Control Level

The purpose of the Firefighters' Pension Budget Control Level is to provide benefit services to eligible active and retired firefighters and their lawful beneficiaries.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Administration	549,808	640,000	640,000	640,000
Death Benefits	16,000	15,000	15,000	17,000
Medical Benefits	9,567,468	10,650,000	10,950,000	11,000,000
Pensions	7,562,634	7,281,984	7,164,000	6,800,000
<b>Total</b>	<b>17,695,910</b>	<b>18,586,984</b>	<b>18,769,000</b>	<b>18,457,000</b>
Full-time Equivalents Total*	4.00	4.00	4.00	4.00

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

# Firefighters' Pension

*The following information summarizes the programs in Firefighters' Pension Budget Control Level:*

## Administration Program

The purpose of the Administration Program is to administer the medical and pension benefits programs for active and retired members.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Administration	549,808	640,000	640,000	640,000
Full-time Equivalent Total	4.00	4.00	4.00	4.00

## Death Benefits Program

The purpose of the Death Benefits Program is to disburse benefits and ensure proper documentation of deceased members' death benefits.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Death Benefits	16,000	15,000	15,000	17,000

## Medical Benefits Program

The purpose of the Medical Benefits Program is to provide medical benefits to eligible members as prescribed by state law.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Medical Benefits	9,567,468	10,650,000	10,950,000	11,000,000

## Pensions Program

The purpose of the Pensions Program is to administer the various facets of the members' pension benefits, which includes the calculation of benefits, the disbursement of funds, and pension counseling for active and retired members.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Pensions	7,562,634	7,281,984	7,164,000	6,800,000



## Firefighters' Pension

### Firefighters Pension Fund Table

#### Firefighters Pension Fund (60200)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>12,731,237</b>	<b>13,985,368</b>	<b>14,741,892</b>	<b>14,566,640</b>	<b>15,605,148</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	19,706,565	19,168,256	19,168,256	19,382,242	19,090,825
Less: Actual and Budgeted Expenditures	17,695,910	18,586,984	18,305,000	18,769,000	18,457,000
<b>Ending Fund Balance</b>	<b>14,741,892</b>	<b>14,566,640</b>	<b>15,605,148</b>	<b>15,179,882</b>	<b>16,238,973</b>
Actuarial Account	10,942,811	11,149,859	11,524,083	11,763,102	12,157,908
Contingency Reserve	500,000	500,000	500,000	500,000	500,000
Rate Stabilization Reserve	3,299,081	2,916,781	3,581,065	2,916,780	3,581,065
<b>Total Reserves</b>	<b>14,741,892</b>	<b>14,566,640</b>	<b>15,605,148</b>	<b>15,179,882</b>	<b>16,238,973</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Law Department

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Peter S. Holmes, City Attorney

Civil Division, (206) 684-8200; Criminal Division, (206) 684-7757

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

## Department Overview

The Law Department serves as counsel to the City's elected officials and agencies, and as the prosecutor in Seattle Municipal Court. The Seattle City Attorney, Peter S. Holmes, is a nonpartisan elected official.

The department provides legal advice to City officials to help them achieve their goals, represents the City in litigation, and protects the public health, safety, and welfare of the community by prosecuting violations of City criminal and civil ordinances and state law. The four department divisions are described below.

The **Administration Division** provides executive leadership, communications, and operational support for the entire department. It is comprised of the executive leadership team for the department, human resources, finance, media relations, and information technology staff.

The **Civil Division** provides legal counsel and representation to the City's elected and appointed policymakers in litigation at all levels of county, state, federal courts, and administrative agencies. The Civil Division is organized into the following seven specialized areas of practice: Employment, Environmental Protection, Land Use, Government Affairs, Torts, Regulatory Enforcement & Economic Justice, and Utilities & Contracts.

The **Criminal Division** prosecutes misdemeanor crimes in Seattle Municipal Court, provides legal advice to City clients on criminal justice matters, monitors state criminal justice legislation of interest to the City, and participates in criminal justice policy development and management of the criminal justice system. In addition, the Criminal Division operates a Victims of Crime program which assists crime victims in obtaining restitution. The Criminal Division is comprised of a Trial Support Team, Domestic Violence Unit, Appellate/Filing Unit, Specialty Courts Unit (Mental Health, Community Court, Veterans' Court, DUI, and Infractions Program), and two trial teams.

The **Precinct Liaison** attorneys work in each of the City's five police precincts, providing legal advice to police and other City departments. In helping to address a variety of neighborhood and community problems, these attorneys coordinate with the Civil and Criminal divisions to ensure a consistent, thorough and effective approach to solving issues of concern to the community.

## Law Department

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$22,497,734	\$23,697,337	\$23,906,239	\$22,722,261
<b>Total Operations</b>	<b>\$22,497,734</b>	<b>\$23,697,337</b>	<b>\$23,906,239</b>	<b>\$22,722,261</b>
<b>Total Appropriations</b>	<b>\$22,497,734</b>	<b>\$23,697,337</b>	<b>\$23,906,239</b>	<b>\$22,722,261</b>
Full-time Equivalent Total*	167.60	173.60	173.60	177.10

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

### 2016 Proposed Budget - Expenditure by Category



# Law Department

## Budget Overview

In the 2016 Proposed Budget, an important priority for the City Attorney is to adjust the salary of Civil Division attorneys. Market studies over the last few years have found the Civil attorneys to be consistently below market. Even with budget additions of \$425,000 in 2014 and \$300,000 in 2015, the attorney salaries remained well below market. An increase of \$550,000 in 2016 will bring those who are significantly below market to within 4% of the 2014 market study for government attorneys.

The Criminal Division workload has increased in two areas requiring the addition of an attorney. First, the Seattle Municipal Court will add more contested infraction calendar hours. There are currently 28 calendar dates (half-days) per month. The Court is adding four more since the case increase makes it difficult to set the cases timely as per court rules. Secondly, there has been a significant increase in motions, primarily related to Driving Under the Influence (DUI) cases. In 2010 there were 157 DUI motions filed. By 2014 there were 461 filed, and 2015 data shows this trend continuing. Motions, from either the prosecutor or defense, could include challenges to the science behind blood, breath or urine testing, witnesses, prior convictions, use of expert witness, and/or suppression of evidence. DUI cases have complex fact patterns. State law, and consequently case law, is often changing, requiring constant legal research.

In 2015, the Law Department loaned a Precinct Liaison attorney to work with City staff, Seattle Police and the Council of State Governments to address chronic recidivism through recent initiatives including LEAD (Law Enforcement Assisted Diversion program) and the 9 1/2 Block Strategy. The addition of a sunset attorney position and associated funding will extend the loan through 2016.

In April 2015, the Law Department consolidated all offices with a move to Columbia Center. The terms of the lease included a Tenant Improvement Allowance, which provided funding to remodel the department's new space. The remodel was completed under budget and the fund balance will be applied as a partial lease payment in 2016. This will allow a one-time reduction in Law's budget and a savings for the General Subfund.

## Incremental Budget Changes

### Law Department

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 23,906,239</b>	<b>173.60</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 1,800,224	0.00
<b>Proposed Changes</b>		
Fund Civil Division Attorneys Salary Market Adjustment	\$ 550,000	0.00
Addition of Criminal Division Attorney	\$ 131,381	1.00
Addition of Attorney and Funding to Support Mayoral Priorities	\$ 146,365	1.00
Addition of Attorney for Duwamish Allocation Project	\$ 0	1.00
Position Transfers Within Law	\$ 0	0.50

## Law Department

One-time Reduction to Space Rental Costs	-\$ 300,000	0.00
Citywide Summit Re-Implementation Project	\$ 88,500	0.00
<b>Total Incremental Changes</b>	<b>-\$ 1,183,978</b>	<b>3.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 22,722,261</b>	<b>177.10</b>

### Descriptions of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - (\$1,800,224)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

#### Proposed Changes

##### **Fund Civil Division Attorneys Salary Market Adjustment - \$550,000**

This item adds \$550,000 to fund attorney salary increases in the Civil Division. Salaries have been consistently below market by 10-12% over the last several years. This funding adjusts the attorney salaries from significantly below market to within 4% of the 2014 market for government attorneys. Once ongoing negotiations with the coalition of city unions are complete, a further cost of living adjustment will address the impacts of inflation since 2014.

##### **Addition of Criminal Division Attorney - \$131,381/1.00 FTE**

This position will address two staffing issues in the Criminal Division. In September 2015, the Seattle Municipal Court will add more contested infraction calendar hours increasing the Division's workload. This attorney will assist the current fulltime attorney assigned to this calendar. Secondly, another increase in attorney workload is directly related to the 40% increase in DUI motions. DUI cases have complex fact patterns. State law, and consequently case-law, is often changing, requiring constant legal research.

##### **Addition of Attorney and Funding to Support Mayoral Priorities - \$146,365/1.00 FTE**

The Law Department has loaned an attorney to work with City staff, the Seattle Police Department and the Council of State Governments on issues and data related to the effectiveness of criminal justice programs. Funding includes a transfer of \$25,000 from the Criminal Division to Civil Division. The addition of a sunset attorney position and associated funding will extend the loan through 2016.

# Law Department

## Addition of Attorney for Duwamish Allocation Project/1.00 FTE

This item creates a sunset attorney position for the Duwamish Allocation Project. The project continues to review documents and records in order to determine what portion of the \$400 million remedy for reducing contamination in the waterway will be paid by Seattle City Light (SCL) and Seattle Public Utility (SPU). A temporary position expires in February 2016. This change does not include additional appropriation authority as the Law Department costs will be billed directly to the project through the Judgment and Claims Subfund.

## Position Transfers Within Law/.50 FTE

Two positions will transfer within the Law Department in 2016 in order to meet operational needs. A half-time position will transfer from Civil to Administration Division, increase to a full-time position and be reclassified to an administrative staff assistant. This position will expand support to the department and the director of administration. Additionally, a vacant paralegal position will transfer from the Criminal Division to the Civil Division to staff the new Regulatory Enforcement and Economic Justice section and provide legal support to that section. No increase in funding is required for these transfers.

## One-time Reduction to Space Rental Costs - (\$300,000)

In 2015, the Law Department relocated to the Columbia Center and consolidated department staff from City Hall and the Municipal Tower. The Columbia Center lease provided a generous tenant improvement budget, and provided that unspent funds could be applied to future rent. This item captures the rent savings for two months in 2016. The amount will be restored to the Law Department baseline in 2017.

## Citywide Summit Re-Implementation Project - \$88,500

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administration Budget Control Level	J1100	2,228,076	2,507,713	2,435,819	2,154,872
Civil Budget Control Level	J1300	12,859,792	13,495,324	13,665,415	13,324,165
Criminal Budget Control Level	J1500	6,831,684	7,003,388	7,105,462	6,554,906
<b>General Fund Supported BCLs</b>					
Precinct Liaison Attorneys Budget Control Level	J1700	578,181	690,912	699,543	688,318
<b>Department Total</b>		<b>22,497,734</b>	<b>23,697,337</b>	<b>23,906,239</b>	<b>22,722,261</b>
<b>Department Full-time Equivalents Total*</b>		<b>167.60</b>	<b>173.60</b>	<b>173.60</b>	<b>177.10</b>

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

# Law Department

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

### Administration Budget Control Level

The purpose of the Administration Budget Control Level is to provide the financial, technological, administrative and managerial support for the Department.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Administration	2,228,076	2,507,713	2,435,819	2,154,872
<b>Total</b>	<b>2,228,076</b>	<b>2,507,713</b>	<b>2,435,819</b>	<b>2,154,872</b>
Full-time Equivalents Total*	15.30	15.30	15.30	16.30

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

### Civil Budget Control Level

The purpose of the Civil Budget Control Level is to provide legal advice to the City's policy-makers, and to defend and represent the City, its employees, and officials before a variety of county, state, federal courts, and administrative bodies.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Civil	12,859,792	13,495,324	13,665,415	13,324,165
<b>Total</b>	<b>12,859,792</b>	<b>13,495,324</b>	<b>13,665,415</b>	<b>13,324,165</b>
Full-time Equivalents Total*	88.80	93.80	93.80	96.30

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

### Criminal Budget Control Level

The purpose of the Criminal Budget Control Level includes prosecuting ordinance violations and misdemeanor crimes, maintaining case information and preparing effective case files for the court appearances of prosecuting attorneys, and assisting and advocating for victims of domestic violence throughout the court process.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Criminal	6,831,684	7,003,388	7,105,462	6,554,906
<b>Total</b>	<b>6,831,684</b>	<b>7,003,388</b>	<b>7,105,462</b>	<b>6,554,906</b>
Full-time Equivalents Total*	59.50	59.50	59.50	59.50

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



## Law Department

### Precinct Liaison Attorneys Budget Control Level

The purpose of the Precinct Liaison Budget Control Level is to support a program where attorneys work in each of the City's five precincts, providing legal advice to police and other City departments. In helping to address a variety of neighborhood and community problems, the precinct liaison attorneys coordinate with the Civil and Criminal divisions with the goal of providing a consistent, thorough and effective approach.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Precinct Liaison Program	578,181	690,912	699,543	688,318
<b>Total</b>	<b>578,181</b>	<b>690,912</b>	<b>699,543</b>	<b>688,318</b>
Full-time Equivalent Total*	4.00	5.00	5.00	5.00

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



# Seattle Municipal Court

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The Honorable C. Kimi Kondo, Presiding Judge

(206) 684-5600

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

## Judicial Branch Overview

The Seattle Municipal Court (Court) processes more cases than any other municipal court in the State of Washington with seven elected judges and five and one-half appointed magistrates. The Court is authorized by the State of Washington and the Seattle Municipal Code to adjudicate misdemeanors, gross misdemeanors, infractions (e.g., traffic infractions, parking violations, and other infractions), and civil violations related to building and zoning offenses.

The Court is committed to excellence in providing fair, accessible and timely resolution of alleged violations of the Seattle Municipal Code in an atmosphere of respect for the public, employees and other government entities. The Seattle Municipal Court values and recognizes its employees and volunteers. The Court is a contributing partner working with the Police Department, the City Attorney and the defense bar toward a safe and vital community.

The Court works with community organizations to increase access to services for residents and enhance compliance with court-ordered conditions. Court probation and day reporting staff monitor defendant adherence to court orders, assess treatment needs and help direct them to social service resources. The Court leverages additional outside agency resources with City funds to encourage defendants to successfully complete court orders. The Court Resource Center, staffed by volunteers, offers services, including, but not limited to, the following:

- GED preparation classes;
- assistance in voicemail, cell phone, and post office box sign up;
- employment readiness classes;
- chemical dependency "Living in Sobriety" classes;
- housing assistance;
- identification replacement assistance;
- assistance in applying for state Department of Social and Health Service benefits;
- mental health treatment referrals; and,
- direct computer connections to the Seattle Public Library.

Alternatives to jail have substantially reduced the City's jail expenditures. Some of these alternatives include the following:

- work crew;
- community service;
- day reporting with random breath testing and urine analysis;
- Electronic Home Monitoring (EHM) and SCRAM (Secure Remote Alcohol Monitoring); and,
- ignition interlock devices.

Ensuring access to justice for defendants with limited English proficiency is another priority. In 2014, about 5,900 interpreted events, including hearings, attorney-client interviews, Washington State Hospital doctor evaluations, probation and EHM appointments were conducted with the help of interpreters in 51 languages, American Sign

# Seattle Municipal Court

Language and Real Time Captioning. In 2015, the Court expects 6,800 interpreting events. Currently, nearly 40% of the requests are for Spanish language interpreters. In addition to Spanish, frequent requests for interpretation include the Vietnamese, Somali, Amharic, Cantonese, Mandarin, Russian and Tigrinya languages.

In addition to the three general trial courts, the jail arraignment calendar and the master jury trial calendar, the Court serves defendants and the community through four specialty courts.

The **Mental Health Court (MHC)**, established in 1999, is nationally recognized for serving misdemeanor offenders who are mentally ill or developmentally disabled. Defendants are expected to maintain treatment compliance, contact social service providers and adhere to other conditions of release. Once defendants opt into the court, frequent reviews are held. Judges become familiar with defendants, obtain input from dedicated probation staff, and make informed decisions while holding defendants responsible for their actions. The court holds contested competency and contested restoration hearings. Defendants may elect to opt out or enter into a disposition and remain under MHC supervision. Defendants can also be referred for supervision from mainstream courtrooms.

**Seattle Community Court** was established ten years ago in 2005 as a way of enabling non-violent misdemeanor offenders to access social services while completing court supervised community service hours rather than spending time in jail. Defendant connections with social services are designed to help address the causes of underlying repeated criminal behavior. Offenders are also typically required to attend a Self-Awareness Workshop, where participants discuss the consequences of choices they make for themselves and the community.

**Seattle Veterans Treatment Court** was established in 2012 to meet the needs of defendants who previously served in the military and were generally discharged. The Court works closely with the King County Department of Community and Human Services, the Washington State Department of Veterans Affairs, and the U.S. Department of Veterans Affairs to access agency resources available to veterans. Typically the veterans come before the court with substance abuse and/or serious mental health issues. Treatment incorporates core values of military life including integrity, initiative and accountability.

The **Domestic Violence Courts** are staffed by 1.5 judges and specialized probation counselors. These courts preside over dedicated pretrial, trial, review and revocation courts each week. Victim safety is a primary concern in these cases and special emphasis is placed on accountability for offender actions. Intensive court supervision increases compliance with court conditions and scheduling more immediate violation reviews provide greater assurance of public safety. The Court addresses no contact order violations swiftly.

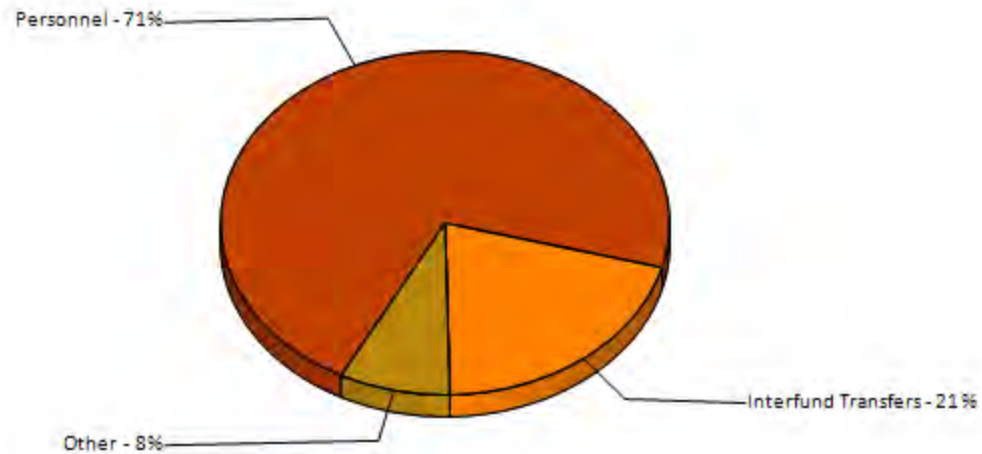
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$29,158,171	\$29,326,197	\$29,838,534	\$30,333,987
<b>Total Operations</b>	<b>\$29,158,171</b>	<b>\$29,326,197</b>	<b>\$29,838,534</b>	<b>\$30,333,987</b>
<b>Total Appropriations</b>	<b>\$29,158,171</b>	<b>\$29,326,197</b>	<b>\$29,838,534</b>	<b>\$30,333,987</b>
Full-time Equivalent Total*	213.10	213.60	213.60	214.10

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

# Seattle Municipal Court

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

The 2016 Proposed Budget provides resources to enable the Court to continue to adjudicate criminal cases while strengthening the specialty courts that maintain the goal of helping defendants avoid future criminal charges while protecting public safety.

A priority for the Court is to continue planning for the replacement of the Municipal Court Information System (MCIS). MCIS is nearly 25 years old and was developed internally using the legacy IBM Informix platform to capture key court case events and meet the reporting requirements of the State Administrative Office of the Courts (AOC). Over time, the Court has enhanced this system to provide important case management information, data exchanges, and public access. The Court and the City are highly dependent on MCIS to provide a continuing, permanent record of court case events, dates, hearings and outcomes. MCIS also tracks defendant compliance with court ordered sanctions and tracks all related fines and fees. Data from the collection on the \$44 million in fines and fees from the Seattle Police Department's parking and traffic ticket devices are highly dependent on MCIS. Daily data exchanges with City of Seattle departments, King County, and State of Washington agencies rely on MCIS fully functioning. Seattle Municipal Court is unique as the largest court of limited jurisdiction in Washington. The AOC is developing a new case management system for courts of limited jurisdiction and the Court will continue participating in the AOC Court User Work Group. However, the AOC system may not be a practical option to meet the needs noted above.

In 2016, a project manager and temporary staff will be added to the Department of Information Technology (DoIT) and assigned to SMC to work on the MCIS replacement project. In 2016 their work program will:

- define current and future business practices and system requirements;

# Seattle Municipal Court

- present cost/benefit analysis and recommend options;
- develop a Request for Proposal (RFP); and,
- secure project funding.

In a recent case, *State v. Blazing*, the State Supreme Court established that a trial court has a statutory obligation in criminal matters to inquire about a defendant's current and future ability to pay before a court imposes legal financial obligations (LFOs) per RCW 10.01160(3). To comply with this ruling, the Court reallocated a position from the Day Reporting Program to pilot a program interviewing defendants in 2.5 court calendars. The screener provides a recommendation to the referring judge. The judge may waive fines, reduce fines and/or convert LFOs to community service or work crew. The 2016 Proposed Budget adds funding for one FTE position to fulfill the Court's mandate.

The addition of an Administrative Specialist will tackle two data problems in Court Operations. The Seattle Police Department has deployed the Sector application which issues electronic citations and automatically populates case information into the Municipal Court Information System (MCIS). This change has highlighted a long-standing problem of 'double defendants' (i.e. *Christopher Smith* and *Chris Smith*). The Records Unit is averaging 60 possible double defendant situations per day. The Admin Specialist II will investigate and merge the defendant records from MCIS with other state managed databases when appropriate to provide accurate defendant histories for all courts. The other half of this position will process rental and car sharing infractions and parking tickets. Under State law, car rental companies such as Hertz and Car2Go have 30 days to provide information on the renter who was driving when the violation occurred. The Court then researches the ticket, pulling it from collections if necessary, and reissues the ticket. Rental car violations have increased by 44% since 2012.

Elected state, superior, and district court judicial salaries are set by the Washington Citizens' Commission on Salaries for Elected Officials. By City Ordinance 122112, Seattle Municipal Court judicial salaries are set at 95% of the district court. A final salary schedule and wage increase has been mandated effective September 2015 which the Court will absorb within their 2015 appropriations. This 2016 amount funds the 2015 increase and the second increase effective in September 2016. Additionally, setting SMC judicial salaries at this level qualifies the City to receive a contribution from the State for technology improvements at SMC. The State contribution is generally \$150,000 annually and is applied to the Trial Court Improvement Account in Finance General per Ordinance 122112.

## Incremental Budget Changes

### Seattle Municipal Court

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 29,838,534</b>	<b>213.60</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 28,543	0.00
<b>Proposed Changes</b>		
Administrative Specialist to Improve Data Reconciliation and Identify Rental Car Drivers	\$ 74,346	1.00
Judicial Salary Adjustment	\$ 52,600	0.00
Addition of Legal Financial Screener	\$ 99,800	1.00

# Seattle Municipal Court

Citywide Summit Re-Implementation Project	\$ 222,250	0.00
<b>Proposed Technical Changes</b>		
Eliminate Three Unfunded Positions	\$ 0	-1.50
IBM Informix Licensing	\$ 75,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 495,453</b>	<b>0.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 30,333,987</b>	<b>214.10</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$28,543)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Administrative Specialist to Improve Data Reconciliation and Identify Rental Car Drivers - \$74,346/1.00 FTE**

This position will address two data problems in Court Operations. The first is the problem of 'double defendants' (i.e. *Christopher Smith* and *Chris Smith*). The Records Unit is averaging 60 possible double defendant situations per day. The Admin Specialist II will investigate and merge the defendant records. The second problem is identifying drivers of rental cars which have been issued infractions and parking tickets. Under State law, car rental companies such as Hertz and Car2Go have 30 days to provide information on the renter who was driving when the violation occurred. The Court then researches the ticket, pulling it from collections if necessary, and reissues the ticket.

#### **Judicial Salary Adjustment - \$52,600**

In Washington state, elected state, superior, and district court judicial salaries are set by the Washington Citizens' Commission on Salaries for Elected Officials. By City Ordinance 122112, Seattle Municipal Court judicial salaries are set at 95% of the district court judicial salaries. This 2016 amount funds the 2015 increase and also the second increase effective in September 2016. Additionally, setting SMC judicial salaries at this level qualifies the City to receive an annual contribution from the State for technology improvements at SMC.

# Seattle Municipal Court

## Addition of Legal Financial Screener - \$99,800/1.00 FTE

A recent State Supreme Court ruling requires all courts in criminal matters to consider a defendant's current and future ability to pay before imposing legal financial obligations (LFOs). Based on the screener's recommendation, the judge may waive fines, reduce fines and/or convert LFOs to community service or work crew. In 2014, SMC conducted a pilot to screen for this criteria with 2.5 court calendars and screened nearly 450 defendants. To comply with the new mandate, SMC needs to screen all defendants from all court calendars. A position is added to cover this additional workload.

## Citywide Summit Re-Implementation Project - \$222,250

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### Proposed Technical Changes

## Eliminate Three Unfunded Positions/(1.50) FTE

With the 2004 Adopted Budget, the Court implemented a vacancy rate of 2.5%. The Court's total authorized positions have not been fully funded and the budget discrepancy currently stands at \$540,000. This action eliminates three unfunded positions equal to 1.5 FTE and lowers the current salary gap by about \$140,000.

## IBM Informix Licensing - \$75,000

A recent audit found the Court has over deployed these licenses related to the MCIS platform. DoIT recommends this as a high priority.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Court Administration Budget Control Level	M3000	6,644,157	6,770,120	6,923,973	7,447,922
Court Compliance Budget Control Level	M4000	5,765,112	5,775,522	5,860,346	5,904,301
Court Operations Budget Control Level	M2000	16,748,902	16,780,555	17,054,215	16,981,764
<b>Department Total</b>		<b>29,158,171</b>	<b>29,326,197</b>	<b>29,838,534</b>	<b>30,333,987</b>
<b>Department Full-time Equivalent Total*</b>		<b>213.10</b>	<b>213.60</b>	<b>213.60</b>	<b>214.10</b>

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



# Seattle Municipal Court

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

### Court Administration Budget Control Level

The purpose of the Court Administration Budget Control Level is to provide administrative controls, develop and provide strategic direction, and provide policy and program development.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Court Administration	6,644,157	6,770,120	6,923,973	7,447,922
<b>Total</b>	<b>6,644,157</b>	<b>6,770,120</b>	<b>6,923,973</b>	<b>7,447,922</b>
Full-time Equivalents Total*	32.50	32.50	32.50	32.50

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

### Court Compliance Budget Control Level

The purpose of the Court Compliance Budget Control Level is to help defendants understand the Court's expectations and to assist them in successfully complying with court orders.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Court Compliance	5,765,112	5,775,522	5,860,346	5,904,301
<b>Total</b>	<b>5,765,112</b>	<b>5,775,522</b>	<b>5,860,346</b>	<b>5,904,301</b>
Full-time Equivalents Total*	41.85	41.85	41.85	42.85

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

### Court Operations Budget Control Level

The purpose of the Court Operations Budget Control Level is to hold hearings and address legal requirements for defendants and others who come before the Court. Some proceedings are held in formal courtrooms and others in magistrate offices, with the goal of providing timely resolution of alleged violations of City ordinances and misdemeanor crimes committed within the Seattle city limits.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Court Operations	16,748,902	16,780,555	17,054,215	16,981,764
<b>Total</b>	<b>16,748,902</b>	<b>16,780,555</b>	<b>17,054,215</b>	<b>16,981,764</b>
Full-time Equivalents Total*	138.75	139.25	139.25	138.75

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



# Seattle Police Department

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Kathleen O'Toole, Chief of Police

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

## Department Overview

The Seattle Police Department (SPD) prevents crime, enforces laws, and enhances public safety by delivering respectful, professional, and dependable police services. SPD divides operations into five geographical areas called precincts. These precincts define East, West, North, South, and Southwest patrol areas, with a police station in each area. The department's organizational model places neighborhood-based emergency response and order-maintenance services at its core, allowing SPD the greatest flexibility in managing public safety. Under this model, neighborhood-based personnel in each precinct assume responsibility for public safety management, primary crime prevention, and law enforcement. Precinct-based detectives investigate property crimes and crimes involving juveniles, whereas detectives in centralized units located at SPD headquarters downtown and elsewhere conduct follow-up investigations into other types of crimes. SPD also has citywide responsibility for enhancing the City's capacity to plan for, respond to, recover from, and reduce the impacts of a wide range of emergencies and disasters, under the auspices of the Office of Emergency Management. Other parts of the department function to train, equip, and provide policy guidance, human resources, communications, and technology support to those delivering direct services to the public.

Following her appointment in 2014, Police Chief Kathleen O'Toole adopted a set of priorities that continue to guide the department:

1. **Restore Public Trust** - Implement the [Settlement Agreement](#) with the United States Department of Justice (DOJ) in an expeditious manner, connect SPD leadership with the community and increase SPD officer presence, ensuring that citizens feel safe in their neighborhoods and the downtown core.
2. **Restore SPD Pride and Professionalism** - Initiate a robust leadership development program to train the future leaders of SPD, create an advisory team to ensure the Chief receives input from community leaders and change the public face of the department by issuing updated and modern uniforms and equipment/vehicles.
3. **Address Crime and Quality of Life Issues: Seattle is a city of neighborhoods** - Create Micro-Community Policing plans for neighborhoods in Seattle; enhance partnerships with businesses and civic organizations like the downtown association; and build relationships with academic institutions that can assist SPD in developing innovative policing practices.
4. **Promote Best Business Practices** - Empower the Chief Operating Officer to allocate resources in a responsible manner and to ensure that the department runs as efficiently and effectively as possible.

In 2007, the City adopted the [Neighborhood Policing Plan \(NPP\)](#) to provide the framework for how SPD deploys patrol staff to meet the City's public safety policy objectives. The NPP does not address non-patrol officers such as investigations and tactical response or the civilian staff supporting the department. Using funding added by City Council in 2014 for an external review of SPD management and resource deployment, SPD is completing a staffing allocation study to determine the appropriate staffing levels in patrol and investigations to provide appropriate

# Seattle Police Department

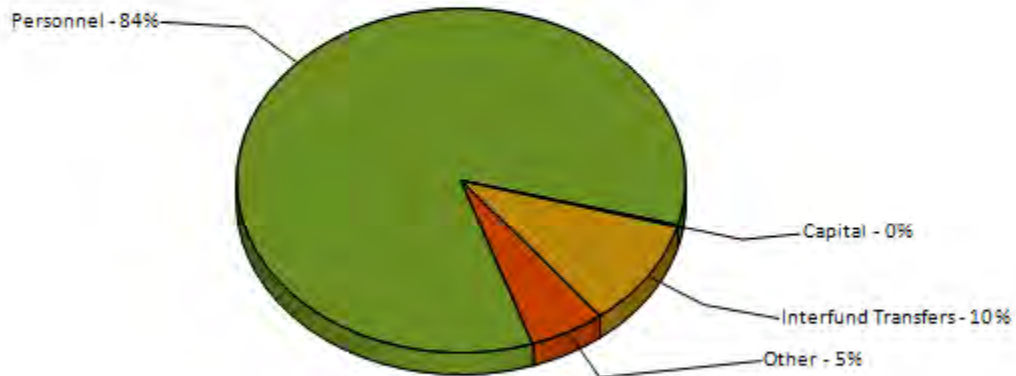
response times, case clearance rates and special-event staffing. The department is also increasing its use of technology to assist in a more rapid and agile deployment strategy.

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$305,690,186	\$293,072,314	\$298,262,798	\$299,736,119
<b>Total Operations</b>	<b>\$305,690,186</b>	<b>\$293,072,314</b>	<b>\$298,262,798</b>	<b>\$299,736,119</b>
<b>Total Appropriations</b>	<b>\$305,690,186</b>	<b>\$293,072,314</b>	<b>\$298,262,798</b>	<b>\$299,736,119</b>
Full-time Equivalent Total*	1,986.85	2,019.35	2,018.35	2,033.35

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

## 2016 Proposed Budget - Expenditure by Category



# Seattle Police Department

## Budget Overview

The 2016 Proposed Budget for the Seattle Police Department (SPD) reflects the City's commitment to protecting public safety and enhancing community trust while reforming SPD. In developing 2016 Proposed Budget, the Mayor worked closely with SPD to utilize existing resources in a more effective manner, identify new resources required in 2016, and annualize resources provided through 2015 legislation. Focus was placed on:

- increasing the size of the police force;
- achieving the goals of the Department of Justice (DOJ) Settlement Agreement;
- expanding SPD's ability to quickly address crime hot-spots based on analysis of crime data;
- finding more efficient ways to do business; and
- improving 911 Communications Center operations.

The 2016 Proposed Budget provides the funding and or authorities necessary to accomplish the following tasks:

- hire 30 new officers in 2016;
- hire three civilian community liaisons;
- advance DOJ Settlement Agreement implementation;
- enhance the 911 Communications Center; and
- annualize resources added by the Council during 2015.

### **Address Crime and Quality of Life Issues: Accelerating Police Officer Hiring and Adding Community Liaison Services**

The 2016 Proposed Budget, using a combination of city resources and anticipated grants, provides resources for 30 new police officers. The additional police officers will increase the size of the force from 1,374 to 1,404. The new officers will strengthen SPD's core public safety goals, increasing SPD's ability to respond to 911 calls, emerging issues and citywide needs.

In 2015, the department examined recruiting, hiring and training practices. Based on this analysis, SPD reduced the duration of time that it takes to hire a new officer from eight months to five months. These operational efficiencies identified in 2015 will help the department achieve its hiring goal for 2016.

To further the goals of the department and build relationships and trust within the community, the 2016 Proposed Budget provides funding for new civilian community liaison positions. The proposed budget adds three positions to existing resources; with the new positions, SPD will have one crime prevention coordinator per precinct in addition to a supervisor and an Asian community liaison. The positions will act as community liaisons representing SPD, offering outreach to individuals and community and business groups to provide education, training and problem-solving on crime-related issues. The proposed budget builds on SPD's work in 2015 to build partnerships within the community through efforts such as the Micro-Community Policing plans and use of NextDoor.com to engage with neighborhood groups and citizens. The funding for these positions will be held in Finance General and released to the department in a future supplemental ordinance while the department evaluates where the positions will best fit within the department's reporting structure.

### **Restore Public Trust: Achieving the goals of the Department of Justice (DOJ Settlement Agreement)**

During 2015, the department completed required policies approved by the United States District Court, prepared training curricula for policy implementation, and began training in those policies with the expectation that most approved trainings will be completed by the end of 2015. Settlement Agreement achievements to date include:

- re-tooling the Use of Force Policy with input from the Department of Justice, City Attorney, the police officers' union and Community Police Commission to provide clarity and respond to lessons learned during the policy's first year of implementation;

# Seattle Police Department

- training officers in de-escalation, tactical communication, use of force skills, leadership and bias-free policing;
- procuring a vendor for the Data Analytics Platform (DAP) to enable the department to capture, aggregate, parse and visualize data about officer performance;
- beginning implementation of the Early Intervention System (EIS), a non-disciplinary, institutionalized process for supervisors to identify officer performance trends that may benefit from intervention or other formal professional development;
- completing a pilot program for the collection of information on "Terry stops" in the East Precinct and beginning department-wide roll-out;
- collecting information on police contacts with those in behavioral crisis;
- completing a body-worn camera pilot in East Precinct.

Resources were added early in 2015 through the Quarterly Supplemental Ordinance to address additional Settlement Agreement needs, including:

- A transfer of funding from Finance General to SPD to address Span of Control Needs, adding funding for the promotion of 12 officers to sergeants.
- A transfer of funding from Finance General to SPD to fund consultant oversight supporting the DAP.
- A transfer of funding from Finance General to SPD to fund a lieutenant and sergeant detective for the Office of Professional Accountability to supervise the intake process and classification, manage supervisory action process, provide quality control for frontline investigations and help address the anticipated increase in investigations due to a more expansive outreach and case referral program.

The 2016 Proposed Budget supports continued efforts to implement the Settlement Agreement. SPD expects the majority of the DAP implementation will occur in 2016; the proposed budget provides funding in Finance General for debt service costs related to the DAP. The proposed budget strengthens the financial independence of the Office of Professional Accountability (OPA) by restricting the legal controls around their budget. Funding cannot be transferred in or out without approval via ordinance. This technical change affirms that OPA is a completely independent office within SPD and has authority over its own budget.

## **Implement Body-Worn Cameras**

SPD is working to increase police accountability with new technology. In 2015, SPD conducted a pilot program of body-worn cameras with 12 volunteer officers in the East Precinct. The department tested several manufacturers and models of body-worn cameras to gauge the durability, quality, utility, and effectiveness of body cameras in everyday field deployment. The pilot also allowed SPD to test the ability of its systems to store, manage, and retrieve video data, while conforming to the state Privacy Act, state public disclosure laws, and the Seattle Police Officer's Guild (SPOG) agreement.

In the Seattle Police Monitor's fifth semiannual report, published in June 2015, the monitor called for permanent use of body-worn cameras by the Seattle Police Department. The department is in the process of reviewing the results of the pilot project and writing a Request for Proposal (RFP) for the full roll-out of body-worn cameras to approximately 600 frontline employees. SPD will be working closely with number of stakeholders in 2016 as the project is developed including the DOJ Monitoring Team, Community Police Commission, American Civil Liberties Union, Seattle Municipal Courts and SPOG. The RFP is expected to be complete in late 2015 with negotiations beginning in early 2016. The proposed budget includes Finance General Reserves to fund body-worn cameras in 2016 pending the outcomes of stakeholder engagement and the RFP process. SPD has submitted two grant applications for body-worn cameras. Both grants are being offered by the Department of Justice and SPD can receive a maximum of one grant. If received, a grant would provide partial financial support for the implementation body-worn cameras. SPD does not expect to receive grant award notification until late September 2015.

# Seattle Police Department

## **Effectively Using Existing Resources**

The Chief of Police and the management team have had over a year to work within SPD's organizational structure and identify areas where reporting structures could be improved for efficiency and accountability purposes. The 2016 Proposed Budget reflects several re-organizations to align resources with best organizational practices and reporting structures.

The proposed budget moves funding between budget control levels (BCL) within the department, aligning the budget structure with the organizational structure to achieve greater oversight and promote a collective responsibility for budget management. The proposed budget also moves positions between BCLs to allow for better employee management and tracking of regular and overtime spending.

SPD is examining how funding is allocated within the department in order to distribute resources in the most responsible and efficient manner. For example, SPD has exceeded its overtime appropriation for the past 10 years but has mitigated the difference between the overtime budget and expenditures with savings in other accounts. The proposed budget transfers funding within the department to increase the overtime budget to more closely align with SPD's historical spending.

The reallocation of funds from other areas of the department to overtime provides SPD with increased flexibility for proactive policing work and to perform targeted emphasis patrols in hot-spot crime areas based on the analysis of crime data and community engagement. In 2015, the department initiated several successful emphasis patrol strategies. SPD worked with federal agencies and local partners on Operation Crosstown Traffic and the 9.5 Block Strategy, a concerted multi-pronged approach to combatting the downtown drug market surrounding Westlake Park and the Pike-Pine corridor. SPD's efforts led to the arrest of over 100 individuals in the Pike-Pine corridor.

The department is currently awaiting the results of a comprehensive consultant study of staffing resources. This analysis is expected to indicate the need for staffing from lesser priority to higher priority service areas that could be implemented through the supplemental appropriation process in 2016.

## **Enhance the 911 Communications Center**

The 911 communications center is the public's gateway to the City's emergency services. Residents of the city expect prompt, friendly and helpful service when they call 911 to report emergencies. The 2016 Proposed Budget includes funding to replace outdated technology and equipment, upgrade and reconfigure the consoles. The project will add more workspaces, create an elevated platform for better supervisory oversight, and add two call taker training workstations. The project will also wire workstations so that all trained staff will be able to answer incoming calls if needed, including 911 Dispatchers and Supervisors.

SPD has been relying on call taker overtime to meet the call volume standards set forth by the state. Increasing call taker staffing will increase SPD's ability to meet call volume standards while also improving workplace morale and customer experience. The 2015 3rd quarter supplemental ordinance will add four call taker positions to allow the department to begin backgrounding and hiring in 2015. The proposed budget adds three additional call taker positions and provides funding for all seven call taker positions.

# Seattle Police Department

## Incremental Budget Changes

### Seattle Police Department

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 298,262,798</b>	<b>2,018.35</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 1,019,154	0.00
Supplemental Budget Changes	\$ 526,872	3.00
Cost of Living Adjustment	\$ 631,380	0.00
Baseline Adjustment to Correct 2015 Budget Assumptions	-\$ 300,000	0.00
<b>Proposed Changes</b>		
Accelerated Hiring of New Police Officers	\$ 541,680	5.00
Improve the 911 Communications Center	\$ 792,841	7.00
Utilize Existing Resources More Effectively	\$ 0	0.00
Upgrade Technology at the Emergency Operations Center	\$ 56,431	0.00
Citywide Summit Re-Implementation Project	\$ 243,271	0.00
<b>Proposed Technical Changes</b>		
Technical Adjustments	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,473,321</b>	<b>15.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 299,736,119</b>	<b>2,033.35</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$1,019,154)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.



# Seattle Police Department

## **Supplemental Budget Changes - \$526,872/3.00 FTE**

This adjustment reflects funding of ongoing needs as a result of legislation which amended the 2015 Adopted Budget. Legislation may be developed by the Executive, City Council or Law and adopted by the City Council during the fiscal year to provide for unforeseen changes in circumstance, new funding opportunities or new policy priorities. Included in this change are the ongoing costs associated with patrol sergeants promotional costs to address span of control, and promotional costs for lieutenants and sergeants in the Office of Professional Accountability that support the DOJ Settlement Agreement. The department also added a public disclosure paralegal position and emergency planner position to support emergent needs.

## **Cost of Living Adjustment - \$631,380**

Baseline changes in salary and benefit accounts capture 2015 cost of living adjustments including Seattle Police Management Association adjustment; longevity and salary step adjustments; sworn turnover savings adjustments; and annualized costs for partial year officers and expenses added in the 2015 Adopted Budget.

## **Baseline Adjustment to Correct 2015 Budget Assumptions - (\$300,000)**

This adjustment corrects 2015 budget assumptions that should not carryforward into the baseline of the 2016 Proposed Budget. The adjustment includes reducing the Judgement and Claims appropriation to remove funding (\$300,000) that was added for a one-time audit. It also adds funding for Seattle Police Management Association contract needs (\$632,000); the contract legislation was passed after the 2015-2016 Proposed Budget was completed and not included in the SPD 2016 Endorsed Budget. The adjustment also transfers funding between BCLs for an immigrant outreach position and Office of Professional Accountability sergeant positions. The initial funding for these positions was appropriated to the incorrect BCLs.

## **Proposed Changes**

### **Accelerated Hiring of New Police Officers - \$541,680/5.00 FTE**

The 2016 Proposed Budget includes funding and authority to grow the force by 30 new officers above attrition by the end of 2016. Greater visibility of police officers in all Seattle neighborhoods is a priority for both the Mayor and the Chief. The proposed budget increases the total size of the police force from 1,374 officers to 1,404 officers.

### **Improve the 911 Communications Center - \$792,841/7.00 FTE**

The proposed budget includes \$200,000 to upgrade the 911 communications center at the West Precinct. These funds, in combination with King County E-911 revenues, will allow the communications center to replace outdated technology and equipment, and upgrade and reconfigure the consoles to accommodate more staff. The proposed budget will add 10 new work stations (a 33% increase in capacity), replace all workstations, reconfigure the workspace to allow for better supervision, increase 911 call taker operations and training capacity, and replace electrical, data and cabling to the work stations. In addition to the technology and workstation upgrades, the proposed budget adds annual funding for seven 911 call taker positions to the communications center, a 17% increase in funded 911 call takers. Four positions will be added in the 2015 3rd quarter supplemental ordinance and the proposed budget adds the remaining three positions. The additional 911 call takers will help address increasing call loads and response times for 911 calls. The department is required by the state to answer 90% of all 911 calls in 10 seconds or less 80% of the time, on an hourly basis. Since 2011, the department has used an average of 14,000 hours of overtime each year to meet call volume standards. This equates to approximately \$600,000 spent each year on 911 call taker overtime. The proposed budget includes a one-time overtime appropriation (\$89,000) to backfill for existing 911 call takers who will be taken away from regular duties in order to train new employees. King County's E-911 program will provide funding for the positions in 2016 and 2017.

# Seattle Police Department

## **Utilize Existing Resources More Effectively**

The proposed budget reflects reorganizational changes requested after the Chief has had a full year commanding the department. The proposed changes improve budget accountability in the department to align with operations. These changes are net zero to the budget, but move functions or individuals to different budget control levels (BCL). Changes included in this adjustment are: moving burglary/theft detectives from individual precinct BCLs to Coordinated Criminal Investigations, so that the BCL reflects the reporting structure; moving the Crisis Intervention Response Team to the Patrol Operations BCL; and moving Criminal Intelligence to the Criminal Investigations BCL.

## **Upgrade Technology at the Emergency Operations Center - \$56,431**

The proposed budget provides a one-time appropriation for technology upgrades to the Emergency Operations Center's (EOC) Policy Room. The proposed budget includes expanded audio-visual capabilities to provide capacity to view eight different sources (SDOT camera feeds, various satellite receiver/TV feeds etc.). This increase in audio-visual sources requires expansion in audio-visual routing, processing and distribution systems and equipment, software recoding and cabling. The project will also increase the number of workstations. The policy room upgrades will be completed in conjunction with the EOC's larger Technology Replacement Program which is partially funded by grants.

## **Citywide Summit Re-Implementation Project - \$243,271**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Proposed Technical Changes**

### **Technical Adjustments**

Changes reflected in this category include: adjustments within or between budget control levels that align funding with spending requirements, corrections to baseline adjustments, and other technical changes to staffing and program funding requirements. These changes are considered technical in nature because they do not significantly affect approved department service delivery or require new or additional policy decisions.

# Seattle Police Department

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administrative Operations Budget Control Level	P8000	36,008,852	34,590,161	35,046,463	36,688,083
Chief of Police Budget Control Level	P1000	15,754,790	9,509,618	8,199,459	5,773,605
Chief Operating Officer Budget Control Level	P1600	24,876,909	24,881,698	27,165,612	27,164,492
Compliance and Professional Standards Bureau Budget Control Level	P2000	14,238,434	13,545,128	13,826,838	15,422,861
Criminal Investigations Administration Budget Control Level	P7000	8,602,480	8,714,547	8,882,877	11,082,485
East Precinct Budget Control Level	P6600	24,344,158	25,072,793	25,343,310	23,779,610
Narcotics Investigations Budget Control Level	P7700	5,072,417	4,998,895	5,091,515	4,939,916
North Precinct Patrol Budget Control Level	P6200	33,336,466	34,297,510	34,649,765	32,986,479
Office of Professional Accountability Budget Control Level	P1300	2,356,278	2,560,944	2,655,708	2,945,207
Patrol Operations Budget Control Level	P1800	3,401,054	1,630,915	2,415,702	3,090,480
South Precinct Patrol Budget Control Level	P6500	18,184,094	18,294,587	18,406,460	17,435,040
Southwest Precinct Patrol Budget Control Level	P6700	16,283,260	16,657,681	16,747,158	16,093,818
Special Investigations Budget Control Level	P7800	4,791,739	4,691,852	4,773,121	8,721,167
Special Operations Budget Control Level	P3400	53,050,740	47,002,611	47,790,427	47,918,977
Special Victims Budget Control Level	P7900	6,538,240	6,702,346	6,829,884	6,755,562
Violent Crimes Investigations Budget Control Level	P7100	8,365,958	7,911,076	8,032,303	7,814,788
West Precinct Patrol Budget Control Level	P6100	30,484,316	32,009,952	32,406,196	31,123,549
<b>Department Total</b>		<b>305,690,186</b>	<b>293,072,314</b>	<b>298,262,798</b>	<b>299,736,119</b>
<b>Department Full-time Equivalent Total*</b>		<b>1,986.85</b>	<b>2,019.35</b>	<b>2,018.35</b>	<b>2,033.35</b>

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

# Seattle Police Department

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

### Administrative Operations Budget Control Level

The purpose of the Administrative Operations Budget Control Level is to provide operational support, policy direction, and guidance to the employees and programs in the Department. The Administrative Operations Budget Control Level includes the Communications, Information Technology, and Human Resources Programs; some of which were separate Budget Control Levels in prior budgets. This BCL is functionally organized under the Chief Operating Officer BCL.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Field Support Administration	36,008,852	34,590,161	35,046,463	36,688,083
<b>Total</b>	<b>36,008,852</b>	<b>34,590,161</b>	<b>35,046,463</b>	<b>36,688,083</b>
Full-time Equivalents Total*	212.25	221.25	221.25	233.25

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

### Chief of Police Budget Control Level

The purpose of the Chief of Police Budget Control Level is to lead and direct department employees and to provide policy guidance and oversee relationships with the community, with the goal that the department provides the City with professional, dependable, and respectful public safety services.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Chief of Police	15,754,790	9,509,618	8,199,459	5,773,605
<b>Total</b>	<b>15,754,790</b>	<b>9,509,618</b>	<b>8,199,459</b>	<b>5,773,605</b>
Full-time Equivalents Total*	44.50	71.00	71.00	53.50

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# Seattle Police Department

## **Chief Operating Officer Budget Control Level**

The purpose of the Chief Operating Officer Budget Control Level (BCL) is to oversee the organizational support as well as financial and policy functions of the Department. It includes the Finance & Planning unit, Grants & Contract unit, and Administrative Services Program, which includes the Records and Files, Data Center, Fleets, and Public Request Programs. The Chief Operating Officer will also oversee the Field Support Program and Compliance and Professional Standards Bureau. These units include the Strategic Deployment unit, Communication Program, Information Technology Program, Human Resources Program, Audit and Policy units, Training and Education Program, the Force Investigation Team, and the Use of Force Review Board.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Deputy Chief of Staff	24,876,909	24,881,698	27,165,612	27,164,492
<b>Total</b>	<b>24,876,909</b>	<b>24,881,698</b>	<b>27,165,612</b>	<b>27,164,492</b>
Full-time Equivalents Total*	103.60	108.60	108.60	113.10

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

## **Compliance and Professional Standards Bureau Budget Control Level**

The purpose of the Compliance and Professional Standards Bureau Budget Control Level is to develop Police Department policies and procedures, undertake departmental program audits, research police issues, implement strategic initiatives, develop training programs and train sworn staff in Advanced Training topics. It also houses the Department's Force Investigation Team and Use of Force Review Board that investigate and review use of force issues. While under the court mandated Settlement Agreement and Memorandum of Understanding with the United States Department of Justice (DOJ), the Bureau is responsible for communication with the Monitoring Team and the Law Department concerning Department compliance with the expectations and requirements of the agreements. After the DOJ requirements are completed, the purpose of this BCL will continue to include oversight of development of related rules and monitoring their implementation.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Professional Standards	14,238,434	13,545,128	13,826,838	15,422,861
<b>Total</b>	<b>14,238,434</b>	<b>13,545,128</b>	<b>13,826,838</b>	<b>15,422,861</b>
Full-time Equivalents Total*	103.00	106.00	106.00	106.00

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

# Seattle Police Department

## Criminal Investigations Administration Budget Control Level

The purpose of the Criminal Investigations Administration Budget Control Level is to direct and support the work of employees in the Criminal Investigations Bureau by providing oversight and policy guidance, and technical support. The program includes the Internet Crimes against Children, Human Trafficking section, and the Crime Gun Initiative analyst.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Criminal Investigations Administration	8,602,480	8,714,547	8,882,877	11,082,485
<b>Total</b>	<b>8,602,480</b>	<b>8,714,547</b>	<b>8,882,877</b>	<b>11,082,485</b>
Full-time Equivalents Total*	72.50	76.50	76.50	93.50

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

## East Precinct Budget Control Level

The purpose of the East Precinct Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the East Precinct, to promote safety in their homes, schools, businesses, and the community at large.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
East Precinct	24,344,158	25,072,793	25,343,310	23,779,610
<b>Total</b>	<b>24,344,158</b>	<b>25,072,793</b>	<b>25,343,310</b>	<b>23,779,610</b>
Full-time Equivalents Total*	188.00	188.00	188.00	178.00

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

## Narcotics Investigations Budget Control Level

The purpose of the Narcotics Investigations Budget Control Level is to apply a broad range of professional investigative skills to interdict narcotics activities affecting the community and region to hold offenders involved in these activities accountable and to promote public safety.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Narcotics Investigations	5,072,417	4,998,895	5,091,515	4,939,916
<b>Total</b>	<b>5,072,417</b>	<b>4,998,895</b>	<b>5,091,515</b>	<b>4,939,916</b>
Full-time Equivalents Total*	32.00	32.00	32.00	32.00

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

# Seattle Police Department

## North Precinct Patrol Budget Control Level

The purpose of the North Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the North Precinct, to promote safety in their homes, schools, businesses, and the community at large.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
North Precinct Patrol	33,336,466	34,297,510	34,649,765	32,986,479
<b>Total</b>	<b>33,336,466</b>	<b>34,297,510</b>	<b>34,649,765</b>	<b>32,986,479</b>
Full-time Equivalents Total*	254.00	254.00	254.00	245.00

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

## Office of Professional Accountability Budget Control Level

The purpose of the Office of Professional Accountability Budget Control Level is to help to ensure complaints involving department employees are handled in a thorough, professional, and expeditious manner, to retain the trust and confidence of employees and the public.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Office of Professional Accountability	2,356,278	2,560,944	2,655,708	2,945,207
<b>Total</b>	<b>2,356,278</b>	<b>2,560,944</b>	<b>2,655,708</b>	<b>2,945,207</b>
Full-time Equivalents Total*	13.00	15.00	14.00	16.00

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

## Patrol Operations Budget Control Level

The purpose of the Patrol Operations Budget Control Level is to oversee the operational functions of the Department with the goal that the public receives public safety services that are dependable, professional, and respectful. The Patrol Operations Budget Control Level oversees the five Precincts and associated personnel.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Deputy Chief Operations	3,401,054	1,630,915	2,415,702	3,090,480
<b>Total</b>	<b>3,401,054</b>	<b>1,630,915</b>	<b>2,415,702</b>	<b>3,090,480</b>
Full-time Equivalents Total*	26.00	26.00	26.00	29.00

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

# Seattle Police Department

## South Precinct Patrol Budget Control Level

The purpose of the South Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services with the goal of keeping residents of, and visitors to, the South Precinct, safe in their homes, schools, businesses, and the community at large.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
South Precinct Patrol	18,184,094	18,294,587	18,406,460	17,435,040
<b>Total</b>	<b>18,184,094</b>	<b>18,294,587</b>	<b>18,406,460</b>	<b>17,435,040</b>
Full-time Equivalents Total*	138.00	138.00	138.00	132.00

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

## Southwest Precinct Patrol Budget Control Level

The purpose of the Southwest Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the Southwest Precinct, to promote safety in their homes, schools, businesses, and the community at large.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Southwest Precinct Patrol	16,283,260	16,657,681	16,747,158	16,093,818
<b>Total</b>	<b>16,283,260</b>	<b>16,657,681</b>	<b>16,747,158</b>	<b>16,093,818</b>
Full-time Equivalents Total*	127.00	127.00	127.00	124.00

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

## Special Investigations Budget Control Level

The purpose of the Special Investigations Budget Control Level is to apply a broad range of professional investigative and analytical skills toward investigating and interdicting vehicle theft, fraud, forgery, and financial exploitation cases; vice crimes and organized crime activities in the community; and toward identifying and describing crime patterns and trends with the goals of holding offenders involved in these activities accountable and to promote public safety.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Special Investigations	4,791,739	4,691,852	4,773,121	8,721,167
<b>Total</b>	<b>4,791,739</b>	<b>4,691,852</b>	<b>4,773,121</b>	<b>8,721,167</b>
Full-time Equivalents Total*	31.00	31.00	31.00	65.00

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



# Seattle Police Department

## Special Operations Budget Control Level

The purpose of the Special Operations Budget Control Level is to deploy specialized response units in emergencies and disasters. The Bureau provides crowd control, special event, search, hostage, crisis, and marine-related support to monitor and protect critical infrastructure to protect lives and property, aid the work of uniformed officers and detectives, and promote the safety of the public.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Special Operations	53,050,740	47,002,611	47,790,427	47,918,977
<b>Total</b>	<b>53,050,740</b>	<b>47,002,611</b>	<b>47,790,427</b>	<b>47,918,977</b>
Full-time Equivalents Total*	304.00	287.00	287.00	281.00

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

## Special Victims Budget Control Level

The purpose of the Special Victims Budget Control Level is to apply a broad range of professional investigative skills to cases involving family violence, sexual assault, child, and elder abuse, and custodial interference with the goals of holding offenders accountable, preventing additional harm to victims, and promoting public safety.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Special Victims	6,538,240	6,702,346	6,829,884	6,755,562
<b>Total</b>	<b>6,538,240</b>	<b>6,702,346</b>	<b>6,829,884</b>	<b>6,755,562</b>
Full-time Equivalents Total*	52.00	52.00	52.00	52.00

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## Violent Crimes Investigations Budget Control Level

The purpose of the Violent Crimes Investigations Budget Control Level is to apply a broad range of professional investigative skills and crime scene investigation techniques to homicide, assault, robbery, bias crimes, missing persons, extortion, threat and harassment, and gang-related cases, in order to hold offenders accountable, help prevent further harm to victims, and promote public safety.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Violent Crimes Investigations	8,365,958	7,911,076	8,032,303	7,814,788
<b>Total</b>	<b>8,365,958</b>	<b>7,911,076</b>	<b>8,032,303</b>	<b>7,814,788</b>
Full-time Equivalents Total*	52.00	52.00	52.00	52.00

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

# Seattle Police Department

## West Precinct Patrol Budget Control Level

The purpose of the West Precinct Patrol Budget Control Level is to provide the full range of public safety and order maintenance services to residents of, and visitors to, the West Precinct, to promote safety in their homes, schools, businesses, and the community at large.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
West Precinct Patrol	30,484,316	32,009,952	32,406,196	31,123,549
<b>Total</b>	<b>30,484,316</b>	<b>32,009,952</b>	<b>32,406,196</b>	<b>31,123,549</b>
Full-time Equivalent Total*	234.00	234.00	234.00	228.00

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

# Police Relief and Pension

Dan Oliver, Executive Secretary

(206) 386-1286

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

## Department Overview

The Police Relief and Pension Fund (PPEN) provides pension and medical benefit services to eligible active and retired police officers and their beneficiaries. While the City pays into benefit funds for all Seattle police officers, PPEN covers only police officers who were hired before October 1, 1977 and therefore is a closed plan. Retiree benefits for police officers hired more recently are primarily covered through a separate state-managed plan.

The management of police benefits funds transitioned in the 1970s from local to state control. Prior to that time, the City paid into PPEN to provide for police officer retiree benefits. In March 1970, the State of Washington took over the provision of certain police pensions through Revised Code of Washington (RCW) Section 41.26, the Law Enforcement Officers and Fire Fighters (LEOFF) Act Plan I. Seattle police officers hired between March 1970 and October 1977 enrolled in LEOFF I, but also received additional benefit coverage through PPEN. As a result, this group of police officers receives retiree benefits primarily from state's LEOFF I plan, but also any earned increment from the City's PPEN that exceeds LEOFF I coverage. Both PPEN and LEOFF I closed to new enrollees in October 1977. Police officers hired after that date enroll in the state's LEOFF II plan and do not receive benefits from PPEN.

The Seattle Police Pension Board is a seven-member quasi-judicial body chaired by the Mayor or his/her designee, which formulates policy, rules on disability applications, and provides oversight of the Police Pension Fund. Three staff employees of the Board handle all of its operational functions. Staff positions associated with Police Relief and Pension are reflected in the City's position list.

The projections of annual pension and medical benefits, which comprise about 97% of the total annual PPEN budget, are based on the forecasts of an independent actuary. The City's General Subfund provides funding for nearly all of PPEN's annual budget that supports the Police Relief and Pension Fund obligations. The Police Pension Fund also has a statutory funding source from Police Auction proceeds which contribute a small amount towards the annual budget.

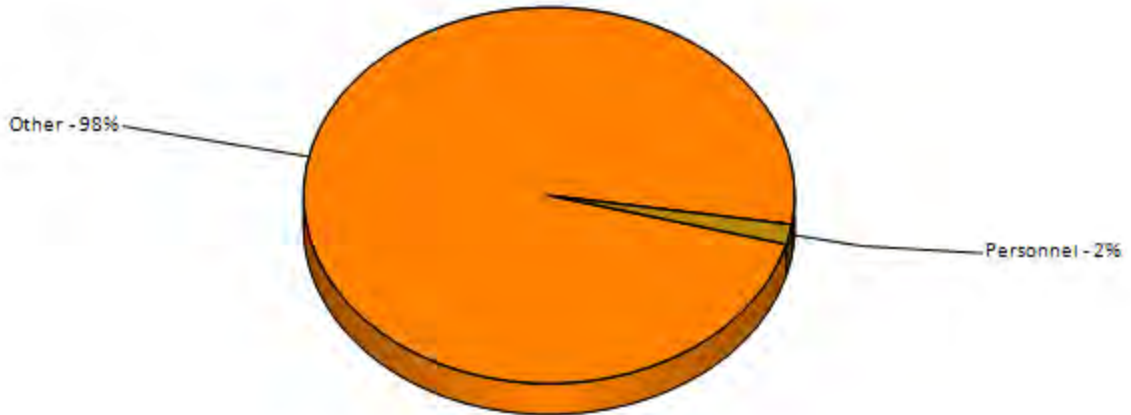
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$688,162	\$117,000	\$117,000	\$517,000
General Fund Support	\$18,820,561	\$20,279,340	\$20,287,210	\$21,313,000
<b>Total Operations</b>	<b>\$19,508,723</b>	<b>\$20,396,340</b>	<b>\$20,404,210</b>	<b>\$21,830,000</b>
<b>Total Appropriations</b>	<b>\$19,508,723</b>	<b>\$20,396,340</b>	<b>\$20,404,210</b>	<b>\$21,830,000</b>
Full-time Equivalent Total*	3.00	3.00	3.00	3.00

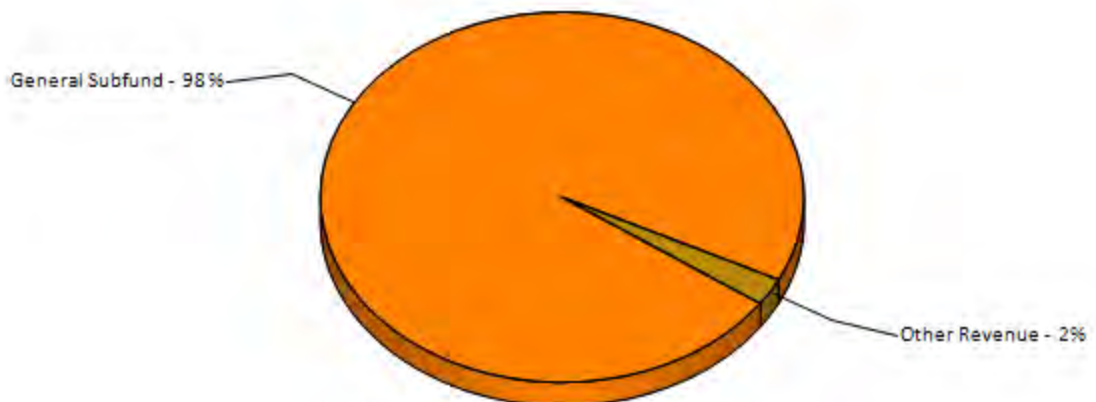
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# Police Relief and Pension

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Police Relief and Pension

## Budget Overview

The Police Relief and Pension Fund (PPEN) receives almost all of its revenue from the City's General Fund. PPEN's expenditures, in turn, are devoted to paying legally mandated pension and medical benefits to eligible active and retired police officers and in the case of pension benefits only, to their qualified beneficiaries. Pension costs are driven by locally negotiated cost growth factors and offset in part by state LEOFF I entitlement payments which has its own growth rate.

In 2014, PPEN spent less than anticipated resulting in \$1.9 million additional ending funding balance to the Rate Stabilization Reserve which helps support future benefit cost increases. In December 2014, the Seattle Police Management Association (SPMA) extended its previous contract from December 31, 2011 to December 31, 2013. Of the \$4.6 million Rate Stabilization Reserve fund balance at the beginning of 2015, the 2016 Proposed Budget assumes that \$1.5 million was spent to cover the cost of retroactive benefit payments and increased pension benefits due to SPMA retirees starting January 2015. An additional \$700,000 was spent from the Rate Stabilization Reserve to support the higher-than-expected costs associated with long-term care for PPEN members. An expected retiree drug subsidy of \$400,000 is added into the Rate Stabilization Reserve in 2015.

The 2016 Proposed Budget does not assume any negotiated cost growth factors on pension benefit costs for retirees affected by the Seattle Police Officer's Guild (SPOG), whose contract expired on December 31, 2014, and SPMA, whose contract expired on December 31, 2013. Therefore, compared to the expected pension costs in 2015, the expected pension costs in the 2016 Proposed Budget includes a decrease because the payments from the state LEOFF 1 increase with its own growth rate each year while the SPOG and SPMA contracts remain expired. Once negotiations are finalized, those impacts will be incorporated into the PPEN budget to cover any retroactive pension benefit costs due from 2014 and 2015. The 2016 Proposed Budget also reflects increased medical benefit costs driven by a sharp increase of PPEN members entering long-term care over the last two years.

## Incremental Budget Changes

### Police Relief and Pension

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 20,404,210</b>	<b>3.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 4,549	0.00
<b>Proposed Changes</b>		
Medical Benefit Obligation	\$ 1,150,000	0.00
Pension Obligation Adjustment	\$ 210,000	0.00
<b>Proposed Technical Changes</b>		
Technical Adjustment - Administration Costs	\$ 70,339	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,425,790</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 21,830,000</b>	<b>3.00</b>

# Police Relief and Pension

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$4,549)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Medical Benefit Obligation - \$1,150,000**

This item adjusts the medical benefit obligation to match expected spending levels. The increase of medical benefit costs is attributed to a 30% increase of PPEN members entering long-term care over the past two years, as well as the increasing costs of healthcare due to prescription drugs.

#### **Pension Obligation Adjustment - \$210,000**

This item increases the pension benefit obligation to reflect the SPMA contract that was extended from December 31, 2011 to December 31, 2013 and implemented in January 2015. SPOG and SPMA contracts are both expired. Therefore, this adjustment also reflects payments from the state's LEOFF 1 plan which grow annually with inflation, and the decrease of the City's pension benefit obligation until new contracts and finalized.

### Proposed Technical Changes

#### **Technical Adjustment - Administration Costs - \$70,339**

This adjustment increases administration costs to reflect actual expected costs for PPEN in 2016.

## Police Relief and Pension

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Police Relief and Pension Budget Control</b>					
Administration		565,001	535,500	546,210	612,000
Death Benefits		18,000	18,000	18,000	18,000
Medical Benefits		11,532,659	12,690,000	12,850,000	14,000,000
Pension Benefits		7,393,063	7,152,840	6,990,000	7,200,000
<b>Total</b>	<b>RP604</b>	<b>19,508,723</b>	<b>20,396,340</b>	<b>20,404,210</b>	<b>21,830,000</b>
<b>Department Total</b>		<b>19,508,723</b>	<b>20,396,340</b>	<b>20,404,210</b>	<b>21,830,000</b>

<b>Department Full-time Equivalents Total*</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	General Subfund	20,720,409	20,279,340	20,287,210	21,313,000
	<b>Total General Subfund</b>	<b>20,720,409</b>	<b>20,279,340</b>	<b>20,287,210</b>	<b>21,313,000</b>
469200	Police Auction Proceeds	167,286	117,000	117,000	117,000
587001	Miscellaneous	520,876	0	0	400,000
	<b>Total Other Revenue</b>	<b>688,162</b>	<b>117,000</b>	<b>117,000</b>	<b>517,000</b>
<b>Total Revenues</b>		<b>21,408,571</b>	<b>20,396,340</b>	<b>20,404,210</b>	<b>21,830,000</b>
379100	Use of (Contribution to) Fund Balance	-1,899,848	0	0	0
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>-1,899,848</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>		<b>19,508,723</b>	<b>20,396,340</b>	<b>20,404,210</b>	<b>21,830,000</b>

## Police Relief and Pension

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

#### **Police Relief and Pension Budget Control Level**

The purpose of the Police Relief and Pension Budget Control Level is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration	565,001	535,500	546,210	612,000
Death Benefits	18,000	18,000	18,000	18,000
Medical Benefits	11,532,659	12,690,000	12,850,000	14,000,000
Pension Benefits	7,393,063	7,152,840	6,990,000	7,200,000
<b>Total</b>	<b>19,508,723</b>	<b>20,396,340</b>	<b>20,404,210</b>	<b>21,830,000</b>
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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

**The following information summarizes the programs in Police Relief and Pension Budget Control Level:**

#### **Administration Program**

The purpose of the Administration Program is to provide responsive benefit services to eligible active-duty and retired Seattle police officers.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration	565,001	535,500	546,210	612,000
Full-time Equivalents Total	3.00	3.00	3.00	3.00

#### **Death Benefits Program**

The purpose of the Death Benefits Program is to provide statutory death benefit payments to lawful beneficiaries of eligible former members of the Seattle Police Department.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Death Benefits	18,000	18,000	18,000	18,000

#### **Medical Benefits Program**

The purpose of the Medical Benefits Program is to provide medical benefits for eligible active-duty and retired members of the Seattle Police Department.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Medical Benefits	11,532,659	12,690,000	12,850,000	14,000,000



## Police Relief and Pension

### Pension Benefits Program

The purpose of the Pension Benefits Program is to provide pension benefits for eligible retired members of the Seattle Police Department.

Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Pension Benefits	7,393,063	7,152,840	6,990,000	7,200,000

### Police Pension Fund Table

#### Police Relief and Pension Fund (60400)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>3,201,504</b>	<b>2,912,494</b>	<b>5,101,352</b>	<b>2,912,494</b>	<b>3,279,692</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	21,408,571	20,396,340	20,796,340	20,404,210	21,830,000
Less: Actual and Budgeted Expenditures	19,508,723	20,396,340	22,618,000	20,404,210	21,830,000
<b>Ending Fund Balance</b>	<b>5,101,352</b>	<b>2,912,494</b>	<b>3,279,692</b>	<b>2,912,494</b>	<b>3,279,692</b>
Contingency Reserve	500,000	500,000	500,000	500,000	500,000
Rate Stabilization Reserve	4,601,352	2,412,494	2,779,692	2,412,494	2,779,692
<b>Total Reserves</b>	<b>5,101,352</b>	<b>2,912,494</b>	<b>3,279,692</b>	<b>2,912,494</b>	<b>3,279,692</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Seattle City Light

Jim Baggs, Interim General Manager & CEO

(206) 684-3500

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

## Department Overview

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

City Light provides electric power to approximately 408,000 residential, business, and industrial customers within a 130 square-mile service area. City Light provides power to the City of Seattle and surrounding jurisdictions, including parts of Shoreline, Burien, Tukwila, SeaTac, Lake Forest Park, Renton, Normandy Park, and areas of unincorporated King County.

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

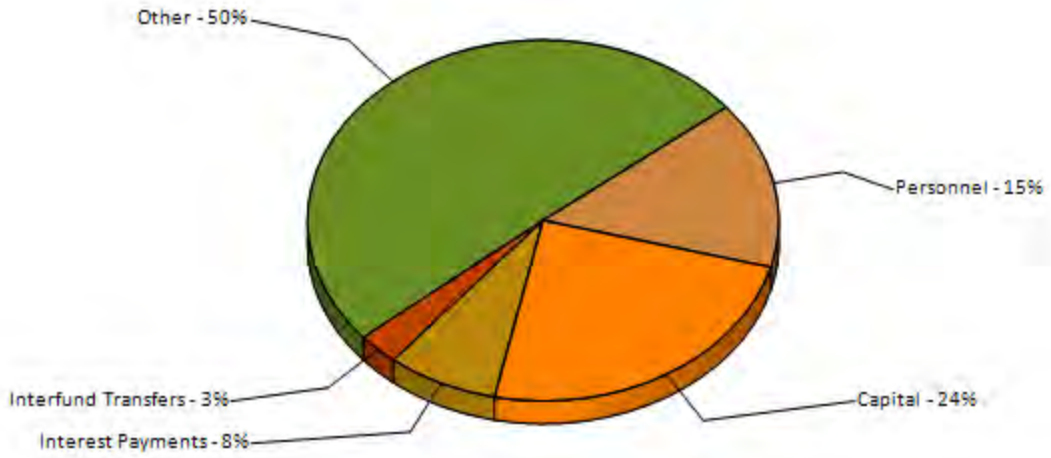
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$990,214,449	\$1,000,876,933	\$1,039,209,824	\$1,039,049,100
<b>Total Operations</b>	<b>\$990,214,449</b>	<b>\$1,000,876,933</b>	<b>\$1,039,209,824</b>	<b>\$1,039,049,100</b>
Other funding - Capital	\$282,050,620	\$312,835,641	\$346,880,000	\$330,545,994
<b>Total Appropriations</b>	<b>\$1,272,265,069</b>	<b>\$1,313,712,574</b>	<b>\$1,386,089,824</b>	<b>\$1,369,595,094</b>
Full-time Equivalent Total*	1,835.25	1,861.30	1,861.30	1,868.30

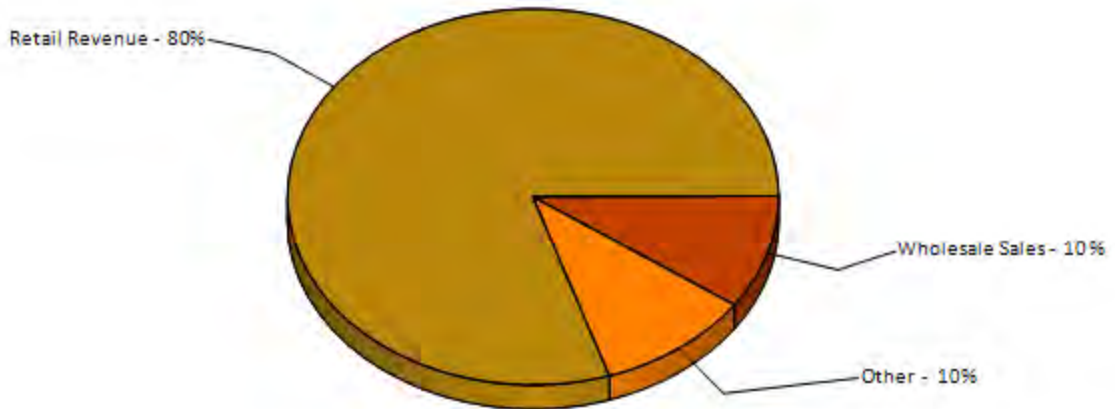
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Seattle City Light

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Seattle City Light

## Budget Overview

The 2016 Proposed Budget reflects the priorities outlined in the department's 2015 - 2020 Strategic Plan, and it follows the plan's rate path which increases rates 4.9% in 2016, with a six-year average annual rate increase of 4.7%. The proposed changes for 2016 do not vary significantly from the 2016 Endorsed Budget. They include several net-zero transfers between operational areas to align the budget more accurately with expected spending and recent actuals; the addition of 7.0 FTEs to address changes in customer demands and regulatory requirements; and adjustments to the Capital Improvement Program (CIP) program to address shifting project needs and timelines.

In 2016, the department will also submit a new 2017-2022 Strategic Plan. There are significant developments underway in the utility industry, and the forthcoming plan will set the course for next six years at a time when precipitation and snow pack hit historic lows; when the capital program is peaking with critical projects underway such as the Denny Substation, Advanced Metering Initiative, and a New Customer Information Services project; and when developments in technology and changes in customer demands create new opportunities for efficiencies and for bringing more carbon-free energy to the grid.

In 2015, precipitation in the Northwest was significantly below historic averages, and it is possible that this pattern may continue into 2016. The department reduced its forecast for Net Wholesale Revenue (NWR) beginning with the 2015 budget, but even with this adjustment, NWR remains well below forecast. The Rate Stabilization Account (RSA), a reserve established to help mitigate volatility in NWR ([web link](#)), was at its upper limit at the beginning of 2015, however if current weather patterns persist, it may drop low enough in the near future that a surcharge may be imposed on rate payers.

The department's capital program continues to experience a high level of activity in the 2016-2021 CIP Budget, as work is underway on several critical, large-scale projects. Below are updates and 2016 spending amounts on three key projects. For more detailed information on the capital program, please see the 2016-2021 Proposed CIP Budget book.

- In 2016, the New Customer Information System will go live - \$9.0 million.
- All preliminary work will be completed and construction will begin on the Denny Substation - \$42 million.
- The Advanced Metering Initiative (AMI) project will begin initial meter installations - \$27 million.

To support the capital program and other eligible SCL costs, the 2016 Proposed Budget anticipates a 2016 bond issue of approximately \$280 million.

The 2016 Proposed Budget includes funding to achieve the Mayor's goal of making Seattle more affordable, through increasing participation in the [Utility Discount Program \(UDP\)](#). In 2014, only 14,000 households, out of an estimated 75,000 eligible, were enrolled in the UDP. At that time, Mayor Murray announced a goal of doubling enrollment in the UDP - from 14,000 to 28,000 customers - by the end of 2018. Nearly 18,000 customers are now enrolled as of July 2015, and in August, the Mayor announced four improvements that will allow thousands more low-income residents to take advantage of the program's benefits. The improvements are to:

1. allow the auto-enrollment of low-income units,
2. allow enrollment in the Supplemental Nutrition Assistance Program ("SNAP") to meet income documentation requirements,
3. remove the rent status documentation requirement, and
4. align the income eligibility thresholds of all city utility assistance programs.

More information on [Mayor Murray's UDP improvements](#) can be found in this link to an August 2015 presentation to the Seattle City Council Energy Committee.

# Seattle City Light

## Incremental Budget Changes

### Seattle City Light

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 1,386,089,824</b>	<b>1,861.30</b>
<b>Proposed Changes</b>		
Increases in Customer Demand	\$ 2,000,000	2.50
Changes in Regulatory Requirements - Staffing	\$ 0	4.50
Changes in Regulatory Requirements - Projects	\$ 2,000,000	0.00
Intradepartmental Transfers	\$ 0	0.00
Technology Investment	\$ 1,500,000	0.00
Technical Adjustments	\$ 1,331,213	0.00
<b>Proposed Technical Changes</b>		
Technical Adjustment - Annual CIP Spending Update	-\$ 23,325,943	0.00
<b>Total Incremental Changes</b>	<b>-\$ 16,494,730</b>	<b>7.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 1,369,595,094</b>	<b>1,868.30</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Increases in Customer Demand - \$2,000,000/2.50 FTE**

Increases in customer demands requires that the department convert several temporary employees to FTEs to accommodate ongoing bodies of work. Requests from communication companies to locate their equipment on City Light utility poles have increased dramatically in recent years. For three years, this increase in workload has been met using temporary employees. This proposal converts two of the five temporary employees (a strategic advisor II and an electrical power systems engineer) to full time.

This change also increases an existing 0.5 FTE accounting technician II position from a 0.5 FTE to a 1.0. The volume of billing needs for non-retail electric sundry charges has increased over time and the department has fallen behind on billings for time and materials. This increase will allow the department to invoice and collect revenues from customers in a timely manner.

Lastly, there is a one-time add of \$2.0 million in the Transportation Streetlights project, which is a project that relocates City Light owned streetlights as required by Seattle Department of Transportation (SDOT) transportation projects. This addresses a recent increase in the amount, complexity, and size of SDOT projects.

# Seattle City Light

## **Changes in Regulatory Requirements – Staffing - 4.50 FTE**

In response to changes in regulatory requirements, the department will add five and a half positions, and eliminate one. Changes include both the addition of new FTEs to address work load changes, and the conversion of temporary employees to permanent FTEs as the body of work has become ongoing.

The original 2013 - 2018 Strategic Plan added a temporary senior environmental analyst and it has become clear that this work is ongoing and vital to the department's ability to maintain permanent environmental compliance across all business units. This converts the position to full time. In tandem with this request is the elimination of a position in real estate services that performed manual title filings. This work has been automated through the GIS system.

An existing compliance advisor position is also increased from half time to full time. In addition to their current work on internal risk and compliance assessments and investigation of compliance practices, this position will also manage the implementation of new and/or revised North American Electric Reliability Corporation (NERC) and Western Electric Coordinating Council (WECC) reliability standards.

Three new positions are added to meet the critical demands of NERC requirements related to electrical protection system and communication system infrastructure testing and maintenance. The work associated with NERC compliance for these systems currently consumes 60% of the unit's annual workload. Two protection and control electricians and one electric power system engineer principal are added to implement and manage the operational functions of testing, maintenance, and documentation required to meet these revised standards and reduce the risk of non-compliance with NERC. This increase will help mitigate the risk of NERC violations that could result in significant fines.

Lastly, another three-year term limited position, a senior safety & health specialist at the Boundary Powerhouse, is converted to an ongoing FTE. This position was created due to L&I Citation and Notice Settlement Agreement (Case No. 316401272) which requires the existing senior safety & health specialist, who had previously split their time between Skagit and Boundary facilities, to be 100% at the Skagit location. This required that an FTE be added at the Boundary facility to ensure employee safety. This FTE add will also be budget neutral, and will be funded with existing funds in the temporary labor account.

## **Changes in Regulatory Requirements - Projects - \$2,000,000**

Due to regulatory changes in "system operating limits" procedures, a higher ground clearance on a 90 mile section of transmission lines from the Skagit hydro projects to City Light service areas is now required. This project will also increase the line rating and allow City Light to transfer more generating capacity through the lines, thereby generating more revenue for the department.

## **Intradepartmental Transfers**

These net-zero transfers between budget control levels (BCLs) carry forward changes approved in the 2nd Quarter Supplemental.

The 2013-2018 Strategic Plan included a budget reduction of \$18M for anticipated efficiencies, and a portion of the expected savings were labor costs (reductions in crew size and changes in crew practices). However, these changes were unable to be negotiated. At the same time, the financial team was able to realize savings in several areas, including refinancing debt and transferring some debt to variable rate bonds. This transfer aligns the budget with the BCL where the efficiencies were realized.

The second item is a one-time transfer of excess appropriation authority in the Conservation Resources and Environmental Affairs budget to support the Green Fleet program, and to support energy efficiency in City Light buildings. This transfer does not reduce any actual spending on conservation programs (the department typically meets or exceeds their annual conservation goals) but rather transfers the excess appropriation authority to the Equipment Fleet Replacement program so that City Light can meet various federal, state, and city standards for

## Seattle City Light

energy efficiency and reduced vehicle emissions. The City of Seattle's Green Fleet Action Plan aims to reduce fleet emissions by 42% by 2020 and the City's Climate Action Plan require a reduction in transportation emissions by 81% by 2030. Funding will be used to purchase electric and hybrid vehicles; add charging stations to service centers; and upgrade department building systems to make them more energy efficient. The investment will also lead to significant savings in fuel costs.

### Technology Investment - \$1,500,000

A small portion of Next Generation Data Center project costs that the department will incur were not included in the Department of Information Technology bonds. This one-time funding for capacity management equipment and the corresponding labor costs will ensure that SCL applications can continue operating during the migration. Although the equipment will be purchased specifically for the migration, it will then be cycled in with other department capacity management equipment, and defer a portion of future equipment spending.

### Technical Adjustments - \$1,331,213

This adjustment includes updates to cost allocations for the Department of Information Technology and Finance and Administrative Services, and aligns the budget for health care, workers compensation, and unemployment benefits accounts with the central cost manual.

Also included in this change is an increase of approximately \$1.1 million to align the budget with actual spending for banking fees due to online credit card payments. The volume of customers utilizing this form of payment has increased dramatically in the past three years, and the budget of \$1.3 million was overspent by \$800,000 in 2014.

### Proposed Technical Changes

#### Technical Adjustment - Annual CIP Spending Update - (\$23,325,943)

This adjustment reflects year-to-year changes in CIP spending for existing projects outlined in the Strategic Plan and the 2016-2021 Proposed CIP budget. For a summary of City Light's capital program and more detail on project-level changes, please see the 2016-2021 Proposed CIP budget.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Capital</b>					
Customer Focused - CIP Budget Control Level	SCL370	77,780,298	91,365,428	105,013,083	73,129,129
Financial Services - CIP Budget Control Level	SCL550	7,351,707	9,375,409	9,742,161	20,302,210
Power Supply & Environmental Affairs - CIP Budget Control Level	SCL250	101,699,921	81,060,225	74,769,483	74,456,759
Transmission and Distribution - CIP Budget Control Level	SCL360	95,218,694	131,034,579	157,355,273	162,657,896



## Seattle City Light

### General Expense

Debt Service Budget Control Level	SCL810	191,180,292	200,478,917	210,793,126	207,693,126
General Expenses Budget Control Level	SCL800	90,027,578	95,354,245	98,312,021	101,091,764
Taxes Budget Control Level	SCL820	83,124,826	90,307,625	93,459,200	93,459,200

### Operations and Maintenance

Compliance and Security Budget Control Level	SCL900	3,695,608	3,623,730	3,672,762	3,652,641
Conservation Resources and Environmental Affairs O&M Budget Control Level	SCL220	97,623,256	61,129,723	62,203,633	62,047,103
Customer Services Budget Control Level	SCL320	29,991,394	29,804,255	30,262,489	31,726,510
Distribution Services Budget Control Level	SCL310	80,786,637	77,538,454	79,537,621	77,983,852
Financial Services - O&M Budget Control Level	SCL500	44,017,468	40,168,027	42,752,733	43,116,622
Human Resources Budget Control Level	SCL400	10,742,183	9,171,102	9,265,883	9,228,643
Office of Superintendent Budget Control Level	SCL100	3,655,795	3,452,807	3,503,629	3,534,612
Power Supply O&M Budget Control Level	SCL210	54,832,160	50,902,787	51,651,886	51,720,186

### Power Purchase

Long-Term Purchased Power Budget Control Level	SCL720	274,147,104	296,476,914	312,449,567	312,449,567
Short-Term Purchased Power Budget Control Level	SCL710	26,390,149	42,468,347	41,345,274	41,345,274
<b>Department Total</b>		<b>1,272,265,069</b>	<b>1,313,712,574</b>	<b>1,386,089,824</b>	<b>1,369,595,094</b>

<b>Department Full-time Equivalent Total*</b>		<b>1,835.25</b>	<b>1,861.30</b>	<b>1,861.30</b>	<b>1,868.30</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Seattle City Light

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
431010	Operating Grants	3,783,272	1,000,000	0	700,000
431200	BPA Conservation & Renewables Credit	0	0	0	0
431200	BPA Payments for Conservation Deferred	6,721,924	0	0	8,000,000
443250	Other O&M Revenue	7,446,397	8,591,990	8,798,677	7,748,284
443250	Revenue From Damage	1,609,576	1,181,399	1,209,818	1,659,851
443345	BPA Credit for South Fork Tolt	3,308,608	3,249,924	3,106,758	3,103,968
443380	Account Change Fees	1,738,963	1,267,001	1,279,671	1,553,100
443380	Construction & Miscellaneous Charges	334,607	301,000	301,000	193,998
443380	Late Payment Fees	3,663,486	5,449,827	5,628,740	3,848,167
443380	Pole Attachments	2,360,107	2,674,867	2,674,867	2,359,037
443380	Property Rentals	2,311,030	2,581,350	2,643,446	2,602,757
443380	Reconnect Charges	1,073,743	1,000,000	1,000,000	1,122,411
443380	Transmission Attach. & Cell Sites	1,485,328	1,549,740	1,549,740	1,453,034
443380	Water Heater & Miscellaneous Rentals	154,799	150,000	150,000	159,151
461100	Federal Subsidies of Interest Payments on Debt	5,050,625	5,051,281	5,051,281	5,045,838
461100	Interest Earnings	5,430,179	7,408,541	8,369,973	7,426,479
461100	Sale of Property, Material & Equip.	2,005,862	19,023,880	1,048,511	1,048,511
462900	North Mountain Substation (Snohomish PUD)	239,955	412,584	422,349	411,441
462900	Transmission Sales	6,130,913	5,599,996	4,000,000	5,152,008
469990	Conservation - Customer Payments	0	0	0	0
473010	Capital Fees and Grants	813,607	112,230	114,714	91,078
482000	Contributions in Aid of Construction	23,931,550	32,234,759	38,933,543	37,265,384
482000	Suburban Undergrounding	762,130	873,626	1,079,758	1,158,792
541830	DOIT Rebate for Data Center	788,592	0	0	0
541830	Reimbursement for CCSS - O&M	480,454	1,129,320	1,129,320	552,430
541830	Reimbursement for CCSS and NCIS - CIP	5,150,008	10,000,000	10,000,000	11,560,697
	<b>Total Other</b>	<b>86,775,715</b>	<b>110,843,314</b>	<b>98,492,166</b>	<b>104,216,415</b>
443310	Energy Sales to Customers	733,556,042	773,987,679	815,616,756	810,741,087
443310	Out of System Sales	0	0	0	0
443310	Retail Energy Revenue from Current Diversion, Un-Permitted House Rewires and	0	0	0	0

## Seattle City Light

	No Longer Allowing Flat-Rate Billings				
443310	Seattle Green Power/GreenUp/Community Solar	1,428,657	1,092,949	1,119,609	627,473
	<b>Total Retail Revenue</b>	<b>734,984,699</b>	<b>775,080,628</b>	<b>816,736,364</b>	<b>811,368,560</b>
443310	Sales from Priest Rapids	5,490,393	5,754,528	5,756,978	3,954,552
443345	Article 49 Sale to Pend Oreille Country	1,900,440	1,854,024	1,897,903	2,012,688
443345	Basis Sales	2,942,236	6,000,000	6,000,000	3,200,004
443345	Other Power Related Services	8,080,265	7,788,093	7,847,898	7,178,690
443345	Surplus Energy Sales	111,992,736	88,545,408	83,202,783	83,202,783
	<b>Total Wholesale Sales</b>	<b>130,406,071</b>	<b>109,942,053</b>	<b>104,705,562</b>	<b>99,548,717</b>
	<b>Total Revenues</b>	<b>952,166,485</b>	<b>995,865,995</b>	<b>1,019,934,092</b>	<b>1,015,133,692</b>
379100	Use of (Contribution to) Fund Balance due to GSF St Lighting Payments	0	0	0	0
	<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
379100	Transfers from Construction Fund	319,889,662	316,964,544	367,099,152	354,461,402
	<b>Total Transfers</b>	<b>319,889,662</b>	<b>316,964,544</b>	<b>367,099,152</b>	<b>354,461,402</b>
	<b>Total Resources</b>	<b>1,272,056,147</b>	<b>1,312,830,539</b>	<b>1,387,033,244</b>	<b>1,369,595,094</b>

# Seattle City Light

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

### Customer Focused - CIP Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Customer Focused - CIP	77,780,298	91,365,428	105,013,083	73,129,129
<b>Total</b>	<b>77,780,298</b>	<b>91,365,428</b>	<b>105,013,083</b>	<b>73,129,129</b>
Full-time Equivalents Total*	132.32	132.32	132.32	132.32

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

### Financial Services - CIP Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Financial Services - CIP	7,351,707	9,375,409	9,742,161	20,302,210
<b>Total</b>	<b>7,351,707</b>	<b>9,375,409</b>	<b>9,742,161</b>	<b>20,302,210</b>
Full-time Equivalents Total*	8.71	10.71	10.71	10.71

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

# Seattle City Light

## **Power Supply & Environmental Affairs - CIP Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Power Supply & Environmental Affairs - CIP	101,699,921	81,060,225	74,769,483	74,456,759
<b>Total</b>	<b>101,699,921</b>	<b>81,060,225</b>	<b>74,769,483</b>	<b>74,456,759</b>
Full-time Equivalents Total*	73.26	73.26	73.26	73.26

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

## **Transmission and Distribution - CIP Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Transmission and Distribution - CIP	95,218,694	131,034,579	157,355,273	162,657,896
<b>Total</b>	<b>95,218,694</b>	<b>131,034,579</b>	<b>157,355,273</b>	<b>162,657,896</b>
Full-time Equivalents Total*	156.06	156.06	156.06	158.06

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

## **Debt Service Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Service - BCL	191,180,292	200,478,917	210,793,126	207,693,126
<b>Total</b>	<b>191,180,292</b>	<b>200,478,917</b>	<b>210,793,126</b>	<b>207,693,126</b>

# Seattle City Light

## General Expenses Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General Expenses	90,027,578	95,354,245	98,312,021	101,091,764
<b>Total</b>	<b>90,027,578</b>	<b>95,354,245</b>	<b>98,312,021</b>	<b>101,091,764</b>

## Taxes Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Taxes	83,124,826	90,307,625	93,459,200	93,459,200
<b>Total</b>	<b>83,124,826</b>	<b>90,307,625</b>	<b>93,459,200</b>	<b>93,459,200</b>

## Compliance and Security Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Compliance and Security	3,695,608	3,623,730	3,672,762	3,652,641
<b>Total</b>	<b>3,695,608</b>	<b>3,623,730</b>	<b>3,672,762</b>	<b>3,652,641</b>
Full-time Equivalents Total*	16.00	17.00	17.00	17.50

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

## Seattle City Light

### Conservation Resources and Environmental Affairs O&M Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Conservation Resources and Environmental Affairs O&M	97,623,256	61,129,723	62,203,633	62,047,103
<b>Total</b>	<b>97,623,256</b>	<b>61,129,723</b>	<b>62,203,633</b>	<b>62,047,103</b>
Full-time Equivalents Total*	117.50	116.50	116.50	116.50

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

### Customer Services Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Customer Services	29,991,394	29,804,255	30,262,489	31,726,510
<b>Total</b>	<b>29,991,394</b>	<b>29,804,255</b>	<b>30,262,489</b>	<b>31,726,510</b>
Full-time Equivalents Total*	203.75	210.75	210.75	210.75

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

### Distribution Services Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Distribution Services	80,786,637	77,538,454	79,537,621	77,983,852
<b>Total</b>	<b>80,786,637</b>	<b>77,538,454</b>	<b>79,537,621</b>	<b>77,983,852</b>
Full-time Equivalents Total*	584.04	584.04	584.04	587.04

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

# Seattle City Light

## Financial Services - O&M Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Financial Services - O&M	44,017,468	40,168,027	42,752,733	43,116,622
<b>Total</b>	<b>44,017,468</b>	<b>40,168,027</b>	<b>42,752,733</b>	<b>43,116,622</b>
Full-time Equivalents Total*	191.90	197.95	197.95	198.45

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

## Human Resources Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Human Resources	10,742,183	9,171,102	9,265,883	9,228,643
<b>Total</b>	<b>10,742,183</b>	<b>9,171,102</b>	<b>9,265,883</b>	<b>9,228,643</b>
Full-time Equivalents Total*	56.50	56.50	56.50	57.50

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

## Office of Superintendent Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Superintendent	3,655,795	3,452,807	3,503,629	3,534,612
<b>Total</b>	<b>3,655,795</b>	<b>3,452,807</b>	<b>3,503,629</b>	<b>3,534,612</b>
Full-time Equivalents Total*	16.75	21.75	21.75	21.75

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



# Seattle City Light

## Power Supply O&M Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Power Supply O&M	54,832,160	50,902,787	51,651,886	51,720,186
<b>Total</b>	<b>54,832,160</b>	<b>50,902,787</b>	<b>51,651,886</b>	<b>51,720,186</b>
Full-time Equivalents Total*	278.46	284.46	284.46	284.46

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

## Long-Term Purchased Power Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Long-Term Purchased Power	274,147,104	296,476,914	312,449,567	312,449,567
<b>Total</b>	<b>274,147,104</b>	<b>296,476,914</b>	<b>312,449,567</b>	<b>312,449,567</b>

## Short-Term Purchased Power Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Short-Term Purchased Power	26,390,149	42,468,347	41,345,274	41,345,274
<b>Total</b>	<b>26,390,149</b>	<b>42,468,347</b>	<b>41,345,274</b>	<b>41,345,274</b>

# Seattle City Light

## City Light Fund Table

### City Light Fund

	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2015 Revised</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Beginning Cash Balance</b>	420,807,192	358,830,829	426,732,431	434,649,857	386,637,057
Accounting and Technical Adjustments	325,814,900	393,665,607	332,659,804	316,430,410	335,711,364
Plus: Actual and Estimated Revenue	952,166,485	995,865,995	940,957,396	1,019,934,092	1,015,133,692
Less: Actual and Budgeted Expenditures	1,272,056,146	1,313,712,574	1,313,712,574	1,386,089,824	1,369,595,094
<b>Ending Cash Balance</b>	426,732,431	434,649,857	386,637,057	384,924,535	367,887,019
Less: Reserves Against Cash Balances					
Restricted Accounts*	60,204,441	112,818,376	85,275,215	142,450,490	115,866,882
Contingency Reserve / RSA**	114,355,416	114,209,257	92,510,146	115,922,395	93,897,799
Construction Account	123,829,624	112,422,761	52,967,030	15,248,847	70,069,004
<b>Total Reserves</b>	298,389,482	339,450,394	230,752,392	273,621,733	279,833,685
<b>Ending Unreserved Cash Balance***</b>	128,342,949	95,199,463	155,884,665	111,302,803	88,053,335

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

\*\*The Adopted 2015, Endorsed 2016 and Proposed 2016 Revenue Budgets assume that Net Wholesale Revenue will equal the RSA Baseline Amount.

The Revised 2015 Revenue Budget projects that Net Wholesale Revenue will be lower than the RSA Baseline, therefore cash will be transferred from the RSA to Operating Cash, drawing down the balance of the RSA to a lower level than assumed in the Adopted 2015 Budget.

The RSA Baseline amount of Net Wholesale Revenue is per the Strategic Plan.

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

# Seattle Public Utilities

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Ray Hoffman, Director

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

## Department Overview

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

**Drainage and Wastewater:** The Drainage and Wastewater Utility collects and disposes or discharges storm runoff and wastewater from residences, businesses, institutions and public properties within the city. In addition to handling sewage and storm water runoff, Drainage and Wastewater works with other government agencies and private parties to address federal Environmental Protection Agency (EPA)-mandated sediment cleanup projects where contamination is linked to storm water or sewage, such as Gas Works Park and the Lower Duwamish Waterway. The drainage and wastewater system includes approximately 448 miles of sanitary sewers, 968 miles of combined sewers, 477 miles of storm drains, 68 pump stations, 90 permitted combined sewer overflow outfalls, 295 storm drain outfalls, 189 stormwater quality treatment facilities, 145 flow control facilities, and 38 combined sewer overflow control detention tanks and pipes.

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

**Water:** The Water Utility provides reliable, clean and safe water to more than 1.3 million customers in and around Seattle for consumption and other uses. The water delivery system extends from Edmonds to Des Moines and from Puget Sound to Lake Joy near Duvall. SPU delivers water directly to its customers in Seattle and adjacent areas, and provides wholesale water to 21 suburban water utilities and two interlocal associations for distribution to their customers. The Water Utility includes 1,900 miles of pipeline, 30 pump stations, 15 treated water reservoirs, three wells and 104,000 acres in two watersheds. The Utility builds, operates and maintains the City's water infrastructure to ensure system reliability, conserve and enhance the region's environmental resources and protect public health and safety. SPU engages the community in conservation efforts to reduce water consumption.

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

## Seattle Public Utilities

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

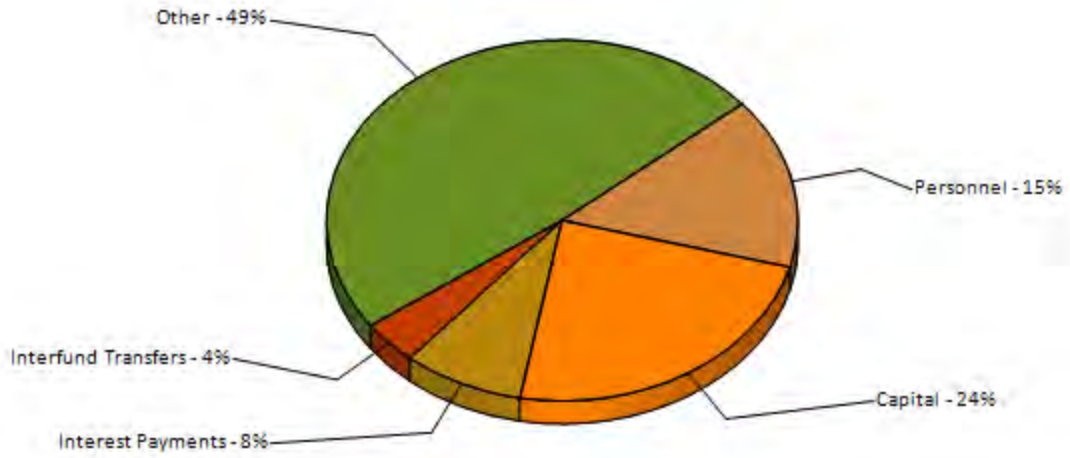
### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$1,382,324	\$1,912,026	\$1,665,377	\$7,836,133
Other Funding - Operating	\$687,833,302	\$743,744,380	\$771,324,373	\$773,533,390
<b>Total Operations</b>	<b>\$689,215,626</b>	<b>\$745,656,406</b>	<b>\$772,989,750</b>	<b>\$781,369,523</b>
Other funding - Capital	\$177,045,193	\$270,867,879	\$238,079,327	\$242,167,797
<b>Total Appropriations</b>	<b>\$866,260,820</b>	<b>\$1,016,524,285</b>	<b>\$1,011,069,077</b>	<b>\$1,023,537,320</b>
Full-time Equivalent Total*	1,401.55	1,438.05	1,438.05	1,460.05

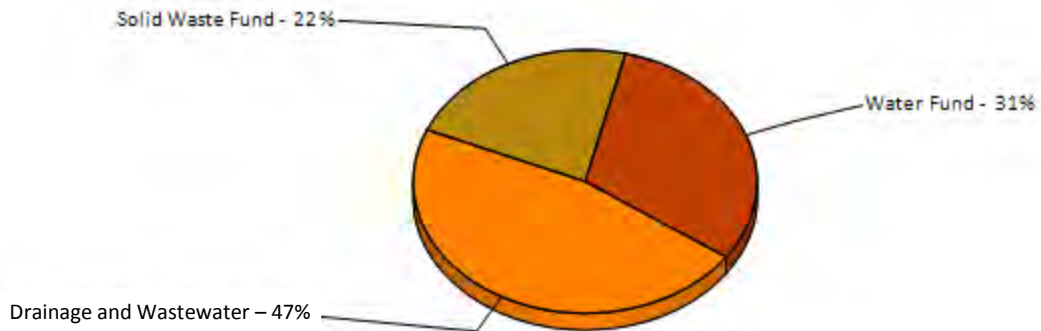
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Seattle Public Utilities

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Seattle Public Utilities

## Budget Overview

The 2016 Proposed Seattle Public Utilities (SPU) Budget includes some modifications from the 2015 Adopted and 2016 Endorsed Budget that reflect ongoing efforts to implement the six-year Strategic Business Plan, adopted in August 2014.

### Strategic Business Plan:

SPU developed a Strategic Business Plan, adopted in August, 2014 that guides the department's operations and investments for the period of 2015-2020. A nine-member customer panel oversaw the development of the plan. The plan sets a transparent and integrated direction for all SPU utilities and contains a six-year rate path for water, drainage, wastewater, and solid waste rates.

In 2016, SPU continues with programmatic reprioritization and efficiency cost savings outlined in the plan to streamline utility services for its customers through the following focus areas:

- Customer Experience
- Environmental and Public Health
- Operational Excellence
- Transforming the Workforce

### Drainage and Wastewater Highlights

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

Drainage and Wastewater rates were adopted in July 2015, and reflect an increase in the original expectations in the Strategic Business Plan. For the 2016-2018 period, drainage rates will grow by 9.9%, 10%, and 7.6%, respectively. Wastewater rates will grow 3.6%, 4.6%, and 2.0% over the same period. These rates are inclusive of King County treatment rates, which are typically added to rates charged by SPU to cover wastewater and drainage treatment costs. Despite the increase in rates unanticipated by the original Strategic Business Plan rate path, SPU is managing other costs to ensure the overall growth in rates across all three utility lines of business will remain at 4.6% over the six year plan.

Environmental Compliance: Drainage and Wastewater will continue the efforts identified in the 2015 Adopted and 2016 Endorsed Budget to address environmental compliance through long-term issues like combined sewer overflows (CSOs), National Pollutant Discharge Elimination System (NPDES) permits and contaminated soil clean-ups and containment areas. Capital program increases in the 2016-2021 Proposed CIP reprioritize and add projects based on CSO and clean-up efforts, the largest of which is the new West Ship Canal Water Quality Project. This project will construct a CSO overflow tunnel between Ballard and Wallingford, and is a joint project with King County.

### Solid Waste Highlights:

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

The Solid Waste Fund continues to see only modest growth in projected revenues for 2015 and 2016,

# Seattle Public Utilities

representing customer demand growing only slightly faster than the diversion of solid waste from the waste stream due to increases in recycling activities. Consistent with the Strategic Business Plan rate path, ongoing investments and meeting financial policies will require a potential rate increase of 3.8% in spring, 2016.

Transfer Station Replacement: Solid Waste will continue to focus on construction of the new North Transfer Station, with increased costs associated with soil remediation and clean-up not originally anticipated for the project. During the construction of the North Transfer Station, SPU will redirect solid waste drop-off from the northern service area to the old and new southern facilities. The delays in completing construction of the North Transfer Station will mean that the old South Transfer Station, which was planned for decommissioning in 2015, will remain in use, resulting in additional operations and maintenance costs in 2016.

## Water Highlights:

Water delivers potable water directly to retail customers both inside the city and in adjacent areas. These retail customers provide about 70% of the Water Fund's revenues, with roughly equal revenues coming from residential and commercial users. SPU also delivers water to districts and agencies who then deliver water to their direct customers. This wholesaling of water represents about 23% of Water's projected revenues in 2016. The remaining 7% of revenue come from charges and reimbursement services that the Water Utility provides on behalf of the City, as well as some revenues from grants and contributions.

The Water line of business is now moving away from a period of intensive capital investment in new projects and transitioning into maintenance and improvements of the existing transmission and distribution system. SPU will continue its efforts to complete reservoir retrofits and covering, water supply and asset preservation projects as detailed in the 2016-2021 Proposed CIP.

The City Council adopted water rates for retail customers in 2015 for the 2015-2017 rate period. Due to strong revenue projections and declining costs, the Utility was able to buy down rates in 2015 and reduce expected rate increases in 2016 and 2017, originally anticipated in the Strategic Business plan to grow 5.2% per year. In June 2015, the City Council adopted no increase in 2015, 1.7% increase in 2016, and 2.7% increase in 2017 for the average retail water customer.

## Incremental Budget Changes

### Seattle Public Utilities

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 1,011,069,077</b>	<b>1,438.05</b>
<b>Proposed Technical Changes</b>		
Shared Technical Changes	\$ 4,661,373	0.00
Tonnage Tax Technical Changes	\$ 276,508	0.00
<b>Proposed Program Changes</b>		
Citywide Summit Re-Implementation Project	\$ 348,990	0.00
Apprenticeship Program	\$ 1,526,329	0.00
Street Restoration Backlog	\$ 1,700,000	0.00
Utility Billing System Positions	\$ 878,620	7.00

# Seattle Public Utilities

Privacy, PCI Compliance, and Internal Controls	\$ 277,684	2.00
<b>Proposed Strategic Business Plan Changes</b>		
Strategic Business Plan Reductions	-\$ 805,725	0.00
Strategic Business Plan Positions	\$ 0	6.00
<b>Proposed CIP Changes</b>		
Water Fund CIP	-\$ 19,388,676	0.00
Solid Waste Fund CIP	\$ 5,174,837	0.00
Drainage and Wastewater Fund CIP	\$ 5,731,884	7.00
Shared Technology CIP	\$ 12,086,419	0.00
<b>Total Incremental Changes</b>	<b>\$ 12,468,243</b>	<b>22.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 1,023,537,320</b>	<b>1,460.05</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **Shared Technical Changes - \$4,661,373**

This item reflects adjustments to costs including inflation, taxes, debt service, labor shifts, and miscellaneous changes that include space rent, warehouse costs, and IT maintenance costs.

#### **Tonnage Tax Technical Changes - \$276,508**

This appropriation adjustment reflects a technical correction, moving the Tonnage Tax, a general revenue tax, into the General Fund. This change is a net-zero change to the 2016 Budget, as it is offset by a revenue adjustment equal to the change in appropriation authority. This change also includes the restoration of funding for the rat abatement program.

### Proposed Program Changes

#### **Citywide Summit Re-Implementation Project - \$348,990**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

#### **Apprenticeship Program - \$1,526,329**

SPU has supported a long-running apprenticeship program in the Water and Drainage and Wastewater lines of business. Historically, SPU has funded these positions through vacancy savings. In 2016, the implementation of



# Seattle Public Utilities

the Strategic Business Plan prevents SPU from continuing to operate this program on savings. This change will fund the program on an ongoing basis through 2016.

## **Street Restoration Backlog - \$1,700,000**

This item funds additional street restoration work currently in SPU's backlog. SPU is required to temporarily repair roadways after underground utility projects are constructed, but these temporary patches need to be fully replaced. This funding will allow SPU to complete this work in 2016, as well as fund new, ongoing restoration requirements developed by the Seattle Department of Transportation.

## **Utility Billing System Positions - \$878,620/7.00 FTE**

This item reflects an increase to operate the new customer information system project, a joint billing system project shared with Seattle City Light. The funding and permanent positions reflect the anticipated need to staff a new billing system with significant new functionality over the existing system. The positions include a mix of technology and business analyst roles.

## **Privacy, PCI Compliance, and Internal Controls - \$277,684/2.00 FTE**

This item funds needed positions to implement the Mayor's Privacy Program and payment card industry compliance. It also includes work to continue improvements to internal controls.

### **Proposed Strategic Business Plan Changes**

#### **Strategic Business Plan Reductions - (\$805,725)**

SPU has identified numerous opportunities to reduce spending in the Drainage and Wastewater line of business without significant reductions in service provision. These reductions were originally contemplated in the six year Strategic Business Plan, and also serve to position the utility to meet the rate schedule in the plan. The reductions include capitalizing costs in applied science, shifting work in-house on asset management performance, and deferring expansion of sewer cleaning, based on re-evaluation of need.

#### **Strategic Business Plan Positions/6.00 FTE**

This item reflects an addition of position requests to implement ongoing efforts presented in the Strategic Business Plan. The positions will focus on implementing changes and increasing ongoing investments in the customer service and operational excellence action plans of the Strategic Business Plan. These action plans will focus on improving internal and external web sites, and refocus efforts on sewer pipe inspection and rehabilitation. Funding for these positions was anticipated in the adopted budget, and does not require modification from the originally proposed funding amount.

### **Proposed CIP Changes**

#### **Water Fund CIP - (\$19,388,676)**

The CIP budget for the Water Fund includes a number of projects that sustain delivery of water to SPU customers. The 2016-2020 time period will substantially close out an era of major projects in the Water Fund, leaving SPU to shift toward asset management in distribution and transmission. This item reflects these changes with continued investments in distribution, transmission, and watershed stewardship. Overall, the Water Fund CIP will see reductions primarily due to construction of the Morse Lake Pump plant completing earlier than anticipated, and

# Seattle Public Utilities

select project delays. See the 2016-2021 Proposed Water Capital Improvement Plan budget for full details.

## Solid Waste Fund CIP - \$5,174,837

This item reflects major changes to SPU's capital investments in improving and replacing solid waste facilities, the only major capital expenditure in this fund. Increases in this item represent additional soil remediation and associated cost increases required for the construction of the North Transfer Station. See the 2016-2021 Proposed Solid Waste Capital Improvement Plan budget for full details.

## Drainage and Wastewater Fund CIP - \$5,731,884/7.00 FTE

This change represents shifts in appropriations for infrastructure replacement, flooding, sewer backups, sedimentation, and water quality investments. The primary driver of this change for both funding and positions reflect the new West Ship Canal Water Quality project intended to meet the requirements of the EPA Combined Sewer Overflow Consent Decree. Also included in this change are ongoing efforts to improve current infrastructure through updates and replacement of drainage infrastructure. See the 2016-2021 Proposed Drainage and Wastewater Capital Improvement Plan budget for full details.

## Shared Technology CIP - \$12,086,419

This item funds increased investments in SPU's new customer information system, a joint billing system project with Seattle City Light. Other items include increased funding for the department's contributions to the SUMMIT financial system reimplementation (SRI). A few projects such as the IT infrastructure upgrades, asset data initiative, and science information management system refresh, will be deferred to allow for reprioritization of more timely projects like SUMMIT re-implementation and the new customer information system project. The funding for these projects is shared across all three funds in SPU (Water, Solid Waste, and Drainage and Wastewater). See the 2016-2021 Proposed Shared Technology Capital Improvement Plan budget for full details.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Drainage &amp; Wastewater Utility</b>					
<b>Administration Budget Control</b>					
Administration		13,872,307	16,480,039	16,992,580	19,296,673
General and Administrative Credit		-4,190,473	-9,944,277	-10,112,645	-12,248,965
<b>Total</b>	<b>N100B-DW</b>	<b>9,681,834</b>	<b>6,535,762</b>	<b>6,879,935</b>	<b>7,047,708</b>
<b>Combined Sewer Overflows Budget Control Level</b>	<b>C360B</b>	<b>41,829,677</b>	<b>60,067,214</b>	<b>48,337,450</b>	<b>56,597,377</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-DW</b>	<b>6,002,843</b>	<b>8,879,736</b>	<b>9,167,410</b>	<b>9,649,850</b>
<b>Flooding, Sewer Back-up, and Landslides Budget Control Level</b>	<b>C380B</b>	<b>13,362,111</b>	<b>16,970,226</b>	<b>23,959,712</b>	<b>13,390,009</b>
<b>General Expense Budget Control</b>					

## Seattle Public Utilities

Debt Service		44,992,202	52,354,194	54,811,431	52,991,823
Other General Expenses		156,392,917	166,851,980	170,478,219	171,164,501
Taxes		44,595,103	45,092,846	47,645,724	48,067,298
<b>Total</b>	<b>N000B-DW</b>	<b>245,980,223</b>	<b>264,299,020</b>	<b>272,935,374</b>	<b>272,223,622</b>
<b>Other Operating Budget Control</b>					
DWW LOB		0	0	0	43,237,946
Field Operations		29,753,519	36,115,991	38,550,270	0
Pre-Capital Planning & Development		1,794,198	1,997,225	1,656,412	1,676,836
Project Delivery		9,256,513	11,192,044	11,280,196	12,736,148
Utility Systems Management		6,309,098	14,977,459	16,397,332	0
Water LOB		0	0	0	7,335,903
<b>Total</b>	<b>N400B-DW</b>	<b>47,113,328</b>	<b>64,282,719</b>	<b>67,884,210</b>	<b>64,986,833</b>
<b>Protection of Beneficial Uses Budget Control Level</b>	<b>C333B</b>	<b>4,282,862</b>	<b>5,181,722</b>	<b>5,820,561</b>	<b>4,820,211</b>
<b>Rehabilitation Budget Control Level</b>	<b>C370B</b>	<b>14,791,864</b>	<b>10,628,749</b>	<b>16,337,804</b>	<b>19,758,185</b>
<b>Sediments Budget Control Level</b>	<b>C350B</b>	<b>3,467,152</b>	<b>4,796,707</b>	<b>2,419,547</b>	<b>4,761,538</b>
<b>Shared Cost Projects Budget Control Level</b>	<b>C410B-DW</b>	<b>10,292,972</b>	<b>16,623,202</b>	<b>14,081,434</b>	<b>17,845,078</b>
<b>Technology Budget Control Level</b>	<b>C510B-DW</b>	<b>5,838,642</b>	<b>10,497,811</b>	<b>7,955,653</b>	<b>12,796,754</b>
<b>Solid Waste Utility</b>					
<b>Administration Budget Control</b>					
Administration		5,286,518	7,077,166	7,338,951	7,761,293
General and Administrative Credit		1,551,661	-1,530,867	-1,400,446	-2,444,057
<b>Total</b>	<b>N100B-SW</b>	<b>6,838,179</b>	<b>5,546,299</b>	<b>5,938,505</b>	<b>5,317,236</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-SW</b>	<b>10,581,653</b>	<b>13,703,556</b>	<b>13,998,618</b>	<b>12,695,274</b>
<b>General Expense Budget Control</b>					
Debt Service		11,101,769	15,139,850	16,127,860	16,508,007
Other General Expenses		105,663,073	108,202,228	110,379,618	117,083,681
Taxes		20,914,408	21,231,600	21,799,998	22,431,755
<b>Total</b>	<b>N000B-SW</b>	<b>137,679,249</b>	<b>144,573,678</b>	<b>148,307,476</b>	<b>156,023,443</b>
<b>New Facilities Budget Control Level</b>	<b>C230B</b>	<b>26,076,822</b>	<b>49,392,636</b>	<b>23,376,746</b>	<b>30,551,733</b>
<b>Other Operating Budget Control</b>					
DWW LOB		0	0	0	80,347

## Seattle Public Utilities

Field Operations		9,933,457	12,688,531	13,391,168	0
Pre-Capital Planning & Development		163,228	165,825	160,146	150,310
Project Delivery		548,082	939,696	935,049	1,236,948
Solid Waste LOB		0	0	0	16,341,270
Utility Systems Management		2,366,605	2,897,492	2,985,152	0
Water LOB		0	0	0	637,740
<b>Total</b>	<b>N400B-SW</b>	<b>13,011,372</b>	<b>16,691,544</b>	<b>17,471,515</b>	<b>18,446,615</b>
<b>Rehabilitation and Heavy Equipment Budget Control Level</b>	<b>C240B</b>	<b>9,270</b>	<b>30,000</b>	<b>430,000</b>	<b>430,000</b>
<b>Shared Cost Projects Budget Control Level</b>	<b>C410B-SW</b>	<b>433,116</b>	<b>2,192,845</b>	<b>3,147,113</b>	<b>1,146,963</b>
<b>Technology Budget Control Level</b>	<b>C510B-SW</b>	<b>4,000,546</b>	<b>6,780,632</b>	<b>4,662,726</b>	<b>7,234,937</b>
<b>Water Utility</b>					
<b>Administration Budget Control</b>					
Administration		14,411,577	18,505,770	18,649,870	20,396,225
General and Administrative Credit		3,044,103	-7,657,035	-7,645,586	-8,869,247
<b>Total</b>	<b>N100B-WU</b>	<b>17,455,680</b>	<b>10,848,735</b>	<b>11,004,284</b>	<b>11,526,978</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-WU</b>	<b>7,954,242</b>	<b>10,953,950</b>	<b>11,293,691</b>	<b>11,549,731</b>
<b>Distribution Budget Control Level</b>	<b>C110B</b>	<b>17,165,317</b>	<b>20,713,188</b>	<b>17,999,966</b>	<b>21,514,429</b>
<b>General Expense Budget Control</b>					
Debt Service		78,271,145	79,058,917	82,981,804	85,534,987
Other General Expenses		20,664,152	24,225,486	25,706,361	26,608,339
Taxes		40,801,911	39,515,912	41,240,771	41,536,667
<b>Total</b>	<b>N000B-WU</b>	<b>139,737,209</b>	<b>142,800,315</b>	<b>149,928,936</b>	<b>153,679,993</b>
<b>Habitat Conservation Program Budget Control Level</b>	<b>C160B</b>	<b>1,670,971</b>	<b>2,603,680</b>	<b>2,820,534</b>	<b>2,116,292</b>
<b>Other Operating Budget Control</b>					
DWW LOB		0	0	0	221,861
Field Operations		28,165,255	31,329,232	32,364,114	0
Pre-Capital Planning & Development		1,451,801	1,222,396	1,213,164	1,836,304
Project Delivery		4,337,318	5,686,066	5,876,272	6,885,374
Utility Systems Management		13,225,442	18,303,398	18,726,246	0
Water LOB		0	0	0	49,278,701
<b>Total</b>	<b>N400B-WU</b>	<b>47,179,815</b>	<b>56,541,092</b>	<b>58,179,796</b>	<b>58,222,240</b>

## Seattle Public Utilities

Shared Cost Projects Budget Control Level	C410B-WU	16,075,634	25,164,379	22,933,795	21,701,948
Technology Budget Control Level	C510B-WU	5,567,144	11,044,120	8,641,021	13,314,128
Transmission Budget Control Level	C120B	896,581	2,497,665	3,246,883	3,788,015
Water Quality & Treatment Budget Control Level	C140B	5,055,724	11,417,480	7,577,027	1,846,000
Water Resources Budget Control Level	C150B	6,129,070	13,964,623	23,780,355	7,713,200
Watershed Stewardship Budget Control Level	C130B	99,717	301,000	551,000	841,000
<b>Department Total</b>		<b>866,260,820</b>	<b>1,016,524,285</b>	<b>1,011,069,077</b>	<b>1,023,537,320</b>

<b>Department Full-time Equivalents Total*</b>	<b>1,401.55</b>	<b>1,438.05</b>	<b>1,438.05</b>	<b>1,460.05</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
408000	Capital Grants and Contributions (excluding donated assets)	3,488,926	1,500,000	1,500,000	1,506,000
437010	Call Center Reimbursement from SCL	1,753,804	1,735,350	1,770,057	2,096,265
443510	Wastewater Utility Services	244,533,594	242,803,054	251,553,900	252,901,185
443610	Drainage Utility Services	92,783,536	99,682,641	109,841,091	107,150,170
443691	Side Sewer Permit Fees	1,482,579	1,030,318	1,030,318	1,030,318
443694	Drainage Permit Fees	440,321	247,935	247,935	285,645
461110	Build America Bond Interest Income	4,008,812	1,749,879	1,749,879	2,146,436
469990	Other Operating Revenues	32,788	93,952	93,952	98,656
469990	Transfer from Construction Fund	65,705,830	78,162,818	73,698,523	89,717,758
479010	Operating Grants	978,178	850,000	850,000	1,598,155
543210	GF - Various GIS & Eng Svcs (N4303)	1,382,324	1,473,023	1,498,316	1,500,730
543210	GIS CGDB Corporate Support (N2408 and N2418)	1,597,839	1,138,048	1,138,048	1,658,992
543210	GIS Maps & Publications (N2409 and 2419)	407,692	157,619	157,619	157,619
543210	Parks & Other City Depts. (N4405)	106,116	511,053	511,053	1,126,276

## Seattle Public Utilities

543210	SCL for ReLeaf	0	0	0	83,343
543210	SCL Fund (N4403)	761,306	339,176	339,176	235,404
543210	SDOT Fund (N4404)	2,085,829	2,071,956	2,071,956	3,692,608
	<b>Total Drainage and Wastewater Fund</b>	<b>421,549,473</b>	<b>433,546,823</b>	<b>448,051,823</b>	<b>466,985,560</b>
408000	Other Nonoperating Revenue	2,500,274	525,323	257,911	409,735
437010	Operating Fees, Contributions and grants	1,028,691	350,000	350,000	750,000
443450	Recycling Processing Revenues	1,051,473	808,928	833,196	0
443710	Commercial Services	50,842,702	50,584,466	52,385,416	52,710,680
443710	Residential Services	106,793,694	111,249,873	115,649,758	119,255,675
443741	Recycling and Disposal Station Charges	8,239,013	7,452,153	8,289,699	8,980,682
443745	Comm'l Disposal (Longhaul) Charges	842,616	540,693	567,727	487,597
469990	Other Operating Revenue	228,321	144,188	144,188	144,188
481200	Transfers from Construction Fund	32,325,070	46,574,933	8,783,390	25,970,300
587000	Op Transfer In - Rev Stab Subfund	-10,500,000	3,400,000	3,057,784	4,000,000
587001	GF - Various Clean City Prgms	0	439,000	167,061	264,713
587001	Tonnage Tax Transfer Fee - In City	4,086,417	3,724,447	3,897,069	4,038,849
587001	Tonnage Tax Transfer Fee - Out City	2,291,661	1,827,705	1,827,705	2,031,841
705000	Call Center Reimbursement from SCL	1,742,130	1,807,822	1,880,135	2,096,265
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	3,176,126	2,839,229	2,952,798	2,616,844
	<b>Total Solid Waste Fund</b>	<b>204,648,187</b>	<b>232,268,760</b>	<b>201,043,837</b>	<b>223,757,369</b>
408000	Other Non-Operating Revenue	783,463	428,752	434,111	2,477,707
408000	Reimbursement for NS activities	646,609	270,075	276,827	0
437010	Operating Grants	181,620	0	0	0
443410	Retail Water Sales	179,935,313	175,276,039	183,136,316	181,874,865
443420	Water Service for Fire Protection	8,291,984	8,105,887	8,469,397	8,889,680
443420	Wholesale Water Sales	54,808,240	46,235,420	47,131,078	48,933,764
443450	Facilities Charges	839,024	450,000	450,000	911,239
443450	Tap Fees	6,945,165	4,438,998	4,580,426	6,581,000
461110	Build America Bond Interest Income	1,980,701	2,135,334	2,135,334	2,135,334
462500	Rentals--Non-City	557,828	600,453	615,464	606,068
469990	Other Operating Revenues	2,298,495	2,293,993	2,351,342	2,477,957
479010	Capital Grants and Contributions	4,262,289	2,988,592	3,063,038	8,294,799
481200	Public Works Loan Proceeds	0	0	0	0
481200	Transfers from Construction Fund	18,000,000	34,616,699	53,933,755	39,217,360

## Seattle Public Utilities

543970	Inventory Purchased by SDOT	771,241	801,585	817,616	0
587000	Op Transfer In - Rev Stab Subfund	-8,171,712	1,800,000	1,800,000	4,500,000
587000	Op Transfer In - Rev Stab Subfund - BPA Acct	0	0	0	200,000
705000	Call Center Reimbursement from SCL	1,704,802	1,787,936	1,823,695	2,159,788
	<b>Total Water Fund</b>	<b>273,835,061</b>	<b>282,229,762</b>	<b>311,018,398</b>	<b>309,259,561</b>
	<b>Total Revenues</b>	<b>900,032,722</b>	<b>948,045,345</b>	<b>960,114,059</b>	<b>1,000,002,490</b>
379100	Decrease (Increase) in Working Capital	-18,905,965	35,216,045	27,727,267	16,891,605
	<b>Total Drainage and Wastewater Fund</b>	<b>-18,905,965</b>	<b>35,216,045</b>	<b>27,727,267</b>	<b>16,891,605</b>
379100	Decrease (Increase) in Working Capital	-6,017,980	6,642,430	16,288,861	8,088,832
	<b>Total Solid Waste Fund</b>	<b>-6,017,980</b>	<b>6,642,430</b>	<b>16,288,861</b>	<b>8,088,832</b>
379100	Decrease (Increase) in Working Capital	-8,847,956	26,620,465	6,938,890	-1,445,607
	<b>Total Water Fund</b>	<b>-8,847,956</b>	<b>26,620,465</b>	<b>6,938,890</b>	<b>-1,445,607</b>
	<b>Total Resources</b>	<b>866,260,821</b>	<b>1,016,524,285</b>	<b>1,011,069,077</b>	<b>1,023,537,320</b>

# Seattle Public Utilities

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

### Administration Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration	13,872,307	16,480,039	16,992,580	19,296,673
General and Administrative Credit	-4,190,473	-9,944,277	-10,112,645	-12,248,965
<b>Total</b>	<b>9,681,834</b>	<b>6,535,762</b>	<b>6,879,935</b>	<b>7,047,708</b>
Full-time Equivalents Total*	58.75	66.75	66.75	68.75

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

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

#### **Administration Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administration	13,872,307	16,480,039	16,992,580	19,296,673
Full-time Equivalents Total	58.75	66.75	66.75	68.75

#### **General and Administrative Credit Program**

The purpose of the Drainage and Wastewater Utility's General and Administrative Credit Program is to provide appropriation for indirect cost allocation recovery, fringe overhead, and equipment depreciation.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General and Administrative Credit	-4,190,473	-9,944,277	-10,112,645	-12,248,965



## Seattle Public Utilities

### Combined Sewer Overflows Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Combined Sewer Overflows	41,829,677	60,067,214	48,337,450	56,597,377
<b>Total</b>	<b>41,829,677</b>	<b>60,067,214</b>	<b>48,337,450</b>	<b>56,597,377</b>
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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

### Customer Service Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Customer Service	6,002,843	8,879,736	9,167,410	9,649,850
<b>Total</b>	<b>6,002,843</b>	<b>8,879,736</b>	<b>9,167,410</b>	<b>9,649,850</b>
Full-time Equivalents Total*	57.50	59.50	59.50	60.50

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

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

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Flooding, Sewer Back-up, and Landslides	13,362,111	16,970,226	23,959,712	13,390,009
<b>Total</b>	<b>13,362,111</b>	<b>16,970,226</b>	<b>23,959,712</b>	<b>13,390,009</b>
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

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

# Seattle Public Utilities

## General Expense Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Service	44,992,202	52,354,194	54,811,431	52,991,823
Other General Expenses	156,392,917	166,851,980	170,478,219	171,164,501
Taxes	44,595,103	45,092,846	47,645,724	48,067,298
<b>Total</b>	<b>245,980,223</b>	<b>264,299,020</b>	<b>272,935,374</b>	<b>272,223,622</b>
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

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

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

### **Debt Service Program**

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

<b>Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Service	44,992,202	52,354,194	54,811,431	52,991,823

### **Other General Expenses Program**

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

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Other General Expenses	156,392,917	166,851,980	170,478,219	171,164,501
Full-time Equivalents Total	0.50	0.50	0.50	0.50

### **Taxes Program**

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

<b>Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Taxes	44,595,103	45,092,846	47,645,724	48,067,298

# Seattle Public Utilities

## Other Operating Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
DWW LOB	0	0	0	43,237,946
Field Operations	29,753,519	36,115,991	38,550,270	0
Pre-Capital Planning & Development	1,794,198	1,997,225	1,656,412	1,676,836
Project Delivery	9,256,513	11,192,044	11,280,196	12,736,148
Utility Systems Management	6,309,098	14,977,459	16,397,332	0
Water LOB	0	0	0	7,335,903
<b>Total</b>	<b>47,113,328</b>	<b>64,282,719</b>	<b>67,884,210</b>	<b>64,986,833</b>
Full-time Equivalents Total*	264.55	286.05	286.05	294.05

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

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

### DWW LOB Program

The purpose of the Drainage and Wastewater Line of Business Program is to manage sewage and stormwater to protect public health as required by the Environmental Protection Agency and state regulatory agencies. This includes efforts to inspect, clean, and maintain systems, educate customers to keep things out of the system that contribute to flooding and runoff pollution, and to ensure the system meets population growth and development needs. Costs for the Drainage and Wastewater Line of Business can apply to other utility lines of business through shared services.

Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
DWW LOB	0	0	0	43,237,946

### Field Operations Program

Until 2016, the purpose of the Drainage and Wastewater Utility's Field Operations Program is to operate and maintain drainage and wastewater infrastructure that protects the public's health, and protects and improves the environment. In 2016, The Drainage and Wastewater Utility's Field Operations Program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Field Operations	29,753,519	36,115,991	38,550,270	0
Full-time Equivalents Total	107.25	118.75	118.75	118.75

# Seattle Public Utilities

## Pre-Capital Planning & Development Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	1,794,198	1,997,225	1,656,412	1,676,836

## Project Delivery Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Project Delivery	9,256,513	11,192,044	11,280,196	12,736,148
Full-time Equivalent Total	67.00	74.00	74.00	81.00

## Utility Systems Management Program

Until 2016, the purpose of the Drainage and Wastewater Utility's Utility Systems Management Program was to ensure that each SPU utility system and associated assets were properly planned, developed, operated, and maintained and that asset management principles and practices were applied to achieve established customer and environmental service levels at the lowest life cycle cost. In 2016, The Drainage and Wastewater Utility's Utility Systems Management Program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	6,309,098	14,977,459	16,397,332	0
Full-time Equivalent Total	90.30	93.30	93.30	93.30

## Water LOB Program

The purpose of the Water Line of Business Program is to manage, treat, and reliably deliver high-quality drinking water. The Water Line of Business also promotes wise water use, and manages the Cedar and Tolt watersheds, dams, and water storage facilities to ensure the system meets population growth and development needs. Costs for the Water Lines of Business can apply to other utility lines of business through shared services.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Water LOB	0	0	0	7,335,903
Full-time Equivalent Total	0.00	0.00	0.00	1.00

## Seattle Public Utilities

### Protection of Beneficial Uses Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Protection of Beneficial Uses	4,282,862	5,181,722	5,820,561	4,820,211
<b>Total</b>	<b>4,282,862</b>	<b>5,181,722</b>	<b>5,820,561</b>	<b>4,820,211</b>
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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

### Rehabilitation Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Rehabilitation	14,791,864	10,628,749	16,337,804	19,758,185
<b>Total</b>	<b>14,791,864</b>	<b>10,628,749</b>	<b>16,337,804</b>	<b>19,758,185</b>
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

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

### Sediments Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Sediments	3,467,152	4,796,707	2,419,547	4,761,538
<b>Total</b>	<b>3,467,152</b>	<b>4,796,707</b>	<b>2,419,547</b>	<b>4,761,538</b>
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

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

# Seattle Public Utilities

## Shared Cost Projects Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	10,292,972	16,623,202	14,081,434	17,845,078
<b>Total</b>	<b>10,292,972</b>	<b>16,623,202</b>	<b>14,081,434</b>	<b>17,845,078</b>
Full-time Equivalents Total*	39.00	39.00	39.00	39.00

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

## Technology Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Technology	5,838,642	10,497,811	7,955,653	12,796,754
<b>Total</b>	<b>5,838,642</b>	<b>10,497,811</b>	<b>7,955,653</b>	<b>12,796,754</b>
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

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

## Administration Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Administration	5,286,518	7,077,166	7,338,951	7,761,293
General and Administrative Credit	1,551,661	-1,530,867	-1,400,446	-2,444,057
<b>Total</b>	<b>6,838,179</b>	<b>5,546,299</b>	<b>5,938,505</b>	<b>5,317,236</b>
Full-time Equivalents Total*	27.50	28.50	28.50	28.50

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

# Seattle Public Utilities

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

## Administration Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Administration	5,286,518	7,077,166	7,338,951	7,761,293
Full-time Equivalents Total	27.50	28.50	28.50	28.50

## General and Administrative Credit Program

The purpose of the Solid Waste Utility's General and Administrative Credit Program is to provide appropriation for indirect cost allocation recovery, fringe overhead, and equipment depreciation.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
General and Administrative Credit	1,551,661	-1,530,867	-1,400,446	-2,444,057

## Customer Service Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Customer Service	10,581,653	13,703,556	13,998,618	12,695,274
<b>Total</b>	<b>10,581,653</b>	<b>13,703,556</b>	<b>13,998,618</b>	<b>12,695,274</b>
Full-time Equivalents Total*	84.50	84.50	84.50	86.50

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

## General Expense Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	11,101,769	15,139,850	16,127,860	16,508,007
Other General Expenses	105,663,073	108,202,228	110,379,618	117,083,681
Taxes	20,914,408	21,231,600	21,799,998	22,431,755
<b>Total</b>	<b>137,679,249</b>	<b>144,573,678</b>	<b>148,307,476</b>	<b>156,023,443</b>

# Seattle Public Utilities

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

## Debt Service Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	11,101,769	15,139,850	16,127,860	16,508,007

## Other General Expenses Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Other General Expenses	105,663,073	108,202,228	110,379,618	117,083,681

## Taxes Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Taxes	20,914,408	21,231,600	21,799,998	22,431,755

## **New Facilities Budget Control Level**

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
New Facilities	26,076,822	49,392,636	23,376,746	30,551,733
<b>Total</b>	<b>26,076,822</b>	<b>49,392,636</b>	<b>23,376,746</b>	<b>30,551,733</b>
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

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



# Seattle Public Utilities

## Other Operating Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
DWW LOB	0	0	0	80,347
Field Operations	9,933,457	12,688,531	13,391,168	0
Pre-Capital Planning & Development	163,228	165,825	160,146	150,310
Project Delivery	548,082	939,696	935,049	1,236,948
Solid Waste LOB	0	0	0	16,341,270
Utility Systems Management	2,366,605	2,897,492	2,985,152	0
Water LOB	0	0	0	637,740
<b>Total</b>	<b>13,011,372</b>	<b>16,691,544</b>	<b>17,471,515</b>	<b>18,446,615</b>
Full-time Equivalents Total*	76.56	76.56	76.56	78.56

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

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

### **DWW LOB Program**

The purpose of the Drainage and Wastewater Line of Business Program is to manage sewage and stormwater to protect public health as required by the Environmental Protection Agency and state regulatory agencies. This includes efforts to inspect, clean, and maintain systems, educate customers to keep things out of the system that contribute to flooding and runoff pollution, and to ensure the system meets population growth and development needs. Costs for the Drainage and Wastewater Line of Business can apply to other utility lines of business through shared services.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
DWW LOB	0	0	0	80,347
Full-time Equivalents Total	0.00	0.00	0.00	2.00

### **Field Operations Program**

Until 2016, the purpose of the Solid Waste Utility's Field Operations Program is to operate and maintain the City's solid waste transfer stations and hazardous materials disposal facilities, and to monitor and maintain the City's closed landfills so the public's health is protected and opportunities are provided for reuse and recycling. In 2016, the Solid Waste Utility's Field Operations program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Field Operations	9,933,457	12,688,531	13,391,168	0
Full-time Equivalents Total	57.00	57.00	57.00	57.00

# Seattle Public Utilities

## Pre-Capital Planning & Development Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	163,228	165,825	160,146	150,310

## Project Delivery Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Project Delivery	548,082	939,696	935,049	1,236,948

## Solid Waste LOB Program

The purpose of the Solid Waste Line of Business Program is to manage garbage, recycling, and yard waste collection, and to educate customers to encourage the composting of yard waste and organics, recycling, and garbage reduction. This program includes operating Seattle's two garbage and recycling transfer stations. Costs for the Solid Waste Line of Business can apply to other Utility lines of business through shared services.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Solid Waste LOB	0	0	0	16,341,270

## Utility Systems Management Program

Until 2016, the purpose of the Solid Waste Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life cycle cost. In 2016, the Solid Waste Utility's Utility Systems Management Program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	2,366,605	2,897,492	2,985,152	0
Full-time Equivalents Total	19.56	19.56	19.56	19.56

# Seattle Public Utilities

## Water LOB Program

The purpose of the Water Line of Business Program is to manage, treat, and reliably deliver high-quality drinking water. The Water Line of Business also promotes wise water use, and manages the Cedar and Tolt watersheds, dams, and water storage facilities to ensure the system meets population growth and development needs. Costs for the Water Lines of Business can apply to other utility lines of business through shared services.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Water LOB	0	0	0	637,740

### **Rehabilitation and Heavy Equipment Budget Control Level**

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

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Rehabilitation and Heavy Equipment	9,270	30,000	430,000	430,000
<b>Total</b>	<b>9,270</b>	<b>30,000</b>	<b>430,000</b>	<b>430,000</b>

### **Shared Cost Projects Budget Control Level**

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

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Shared Cost Projects	433,116	2,192,845	3,147,113	1,146,963
<b>Total</b>	<b>433,116</b>	<b>2,192,845</b>	<b>3,147,113</b>	<b>1,146,963</b>

# Seattle Public Utilities

## Technology Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Technology	4,000,546	6,780,632	4,662,726	7,234,937
<b>Total</b>	<b>4,000,546</b>	<b>6,780,632</b>	<b>4,662,726</b>	<b>7,234,937</b>
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

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

## Administration Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Administration	14,411,577	18,505,770	18,649,870	20,396,225
General and Administrative Credit	3,044,103	-7,657,035	-7,645,586	-8,869,247
<b>Total</b>	<b>17,455,680</b>	<b>10,848,735</b>	<b>11,004,284</b>	<b>11,526,978</b>
Full-time Equivalents Total*	96.10	98.10	98.10	99.10

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

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

### Administration Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Administration	14,411,577	18,505,770	18,649,870	20,396,225
Full-time Equivalents Total	96.10	98.10	98.10	99.10

### General and Administrative Credit Program

The purpose of the Water Utility's General and Administrative Credit Program is to provide appropriation for indirect cost allocation recovery, fringe overhead, and equipment depreciation.

Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
General and Administrative Credit	3,044,103	-7,657,035	-7,645,586	-8,869,247

# Seattle Public Utilities

## Customer Service Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Customer Service	7,954,242	10,953,950	11,293,691	11,549,731
<b>Total</b>	<b>7,954,242</b>	<b>10,953,950</b>	<b>11,293,691</b>	<b>11,549,731</b>
Full-time Equivalents Total*	82.00	82.00	82.00	86.00

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

## Distribution Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Distribution	17,165,317	20,713,188	17,999,966	21,514,429
<b>Total</b>	<b>17,165,317</b>	<b>20,713,188</b>	<b>17,999,966</b>	<b>21,514,429</b>
Full-time Equivalents Total*	79.00	79.00	79.00	79.00

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

## General Expense Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Service	78,271,145	79,058,917	82,981,804	85,534,987
Other General Expenses	20,664,152	24,225,486	25,706,361	26,608,339
Taxes	40,801,911	39,515,912	41,240,771	41,536,667
<b>Total</b>	<b>139,737,209</b>	<b>142,800,315</b>	<b>149,928,936</b>	<b>153,679,993</b>

# Seattle Public Utilities

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

## Debt Service Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	78,271,145	79,058,917	82,981,804	85,534,987

## Other General Expenses Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Other General Expenses	20,664,152	24,225,486	25,706,361	26,608,339

## Taxes Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Taxes	40,801,911	39,515,912	41,240,771	41,536,667

## Habitat Conservation Program Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Habitat Conservation Program	1,670,971	2,603,680	2,820,534	2,116,292
<b>Total</b>	<b>1,670,971</b>	<b>2,603,680</b>	<b>2,820,534</b>	<b>2,116,292</b>
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

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

# Seattle Public Utilities

## Other Operating Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
DWW LOB	0	0	0	221,861
Field Operations	28,165,255	31,329,232	32,364,114	0
Pre-Capital Planning & Development	1,451,801	1,222,396	1,213,164	1,836,304
Project Delivery	4,337,318	5,686,066	5,876,272	6,885,374
Utility Systems Management	13,225,442	18,303,398	18,726,246	0
Water LOB	0	0	0	49,278,701
<b>Total</b>	<b>47,179,815</b>	<b>56,541,092</b>	<b>58,179,796</b>	<b>58,222,240</b>
Full-time Equivalents Total*	268.59	270.59	270.59	272.59

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

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

### **DWW LOB Program**

The purpose of the Drainage and Wastewater Line of Business Program is to manage sewage and stormwater to protect public health as required by the Environmental Protection Agency and state regulatory agencies. This includes efforts to inspect, clean, and maintain systems, educate customers to keep things out of the system that contribute to flooding and runoff pollution, and to ensure the system meets population growth and development needs. Costs for the Drainage and Wastewater Line of Business can apply to other utility lines of business through shared services.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
DWW LOB	0	0	0	221,861
Full-time Equivalents Total	0.00	0.00	0.00	2.00

### **Field Operations Program**

Until 2016, the purpose of the Water Utility's Field Operations Program is to operate and maintain the infrastructure that provides the public with an adequate, reliable, and safe supply of high-quality drinking water. In 2016, the Water Utility's Field Operations Program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Field Operations	28,165,255	31,329,232	32,364,114	0
Full-time Equivalents Total	122.00	124.00	124.00	124.00

# Seattle Public Utilities

## Pre-Capital Planning & Development Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	1,451,801	1,222,396	1,213,164	1,836,304

## Project Delivery Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Project Delivery	4,337,318	5,686,066	5,876,272	6,885,374
Full-time Equivalents Total	24.50	24.50	24.50	24.50

## Utility Systems Management Program

Until 2016, the purpose of the Water Utility's Utility Systems Management Program is to assure that SPU utility system and associated assets are properly planned, developed, operated and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life cycle cost. In 2016, The Water Utility's Utility Systems Management Program was disbanded with various portions of the program being reorganized into the Drainage and Wastewater Line of Business, the Solid Waste Line of Business, the Water Line of Business, or the Administration Program.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	13,225,442	18,303,398	18,726,246	0
Full-time Equivalents Total	122.09	122.09	122.09	122.09

## Water LOB Program

The purpose of the Water Line of Business Program is to manage, treat, and reliably deliver high-quality drinking water. The Water Line of Business also promotes wise water use, and manages the Cedar and Tolt watersheds, dams, and water storage facilities to ensure the system meets population growth and development needs. Costs for the Water Lines of Business can apply to other utility lines of business through shared services.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Water LOB	0	0	0	49,278,701



## Seattle Public Utilities

### Shared Cost Projects Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Shared Cost Projects	16,075,634	25,164,379	22,933,795	21,701,948
<b>Total</b>	<b>16,075,634</b>	<b>25,164,379</b>	<b>22,933,795</b>	<b>21,701,948</b>
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

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

### Technology Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Technology	5,567,144	11,044,120	8,641,021	13,314,128
<b>Total</b>	<b>5,567,144</b>	<b>11,044,120</b>	<b>8,641,021</b>	<b>13,314,128</b>
Full-time Equivalents Total*	22.00	22.00	22.00	22.00

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### Transmission Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Transmission	896,581	2,497,665	3,246,883	3,788,015
<b>Total</b>	<b>896,581</b>	<b>2,497,665</b>	<b>3,246,883</b>	<b>3,788,015</b>
Full-time Equivalents Total*	5.00	5.00	5.00	5.00

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# Seattle Public Utilities

## Water Quality & Treatment Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Water Quality & Treatment	5,055,724	11,417,480	7,577,027	1,846,000
<b>Total</b>	<b>5,055,724</b>	<b>11,417,480</b>	<b>7,577,027</b>	<b>1,846,000</b>
Full-time Equivalents Total*	14.00	14.00	14.00	14.00

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## Water Resources Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Water Resources	6,129,070	13,964,623	23,780,355	7,713,200
<b>Total</b>	<b>6,129,070</b>	<b>13,964,623</b>	<b>23,780,355</b>	<b>7,713,200</b>
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

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## Watershed Stewardship Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Watershed Stewardship	99,717	301,000	551,000	841,000
<b>Total</b>	<b>99,717</b>	<b>301,000</b>	<b>551,000</b>	<b>841,000</b>
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

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# Seattle Public Utilities

## SPU Fund Table

### Drainage and Wastewater Utility Fund (44010)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>74,944,000</b>	<b>83,621,000</b>	<b>101,299,000</b>	<b>58,291,000</b>	<b>82,658,000</b>
Plus: Actual and Estimated Revenues	421,549,473	433,546,823	438,774,798	448,051,823	466,985,561
Less: Actual and Budgeted Expenditures	402,643,507	468,762,868	468,762,868	475,779,095	483,877,165
Plus: CIP Accomplishment Assumption	0	12,476,563	0	11,891,216	0
Plus: Accounting and Technical Adjustments	7,449,035	-2,590,518	11,347,070	-4,094,560	-13,266,396
<b>Ending Operating Cash</b>	<b>101,299,000</b>	<b>58,291,000</b>	<b>82,658,000</b>	<b>38,360,384</b>	<b>52,500,000</b>
Planning Reserve	0	-1,388,010	-1,067,700	-4,693,128	-4,102,843
<b>Ending Unreserved Operating Cash</b>	<b>101,299,000</b>	<b>56,902,990</b>	<b>81,590,300</b>	<b>33,667,256</b>	<b>48,397,157</b>

### Solid Waste Utility Fund (45010)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>21,000,000</b>	<b>30,518,000</b>	<b>30,518,000</b>	<b>31,600,720</b>	<b>34,371,000</b>
Plus: Actual and Estimated Revenues	204,648,187	232,268,760	239,514,601	201,043,837	223,757,369
Less: Actual and Budgeted Expenditures	198,630,207	238,911,190	238,911,189	217,332,698	231,846,201
Plus: CIP Accomplishment Assumptions	0	5,839,611	0	3,161,658	0
Plus: Accounting and Technical Adjustments	3,500,020	1,885,538	3,249,589	-12,040,592	4,768,832
<b>Ending Operating Cash</b>	<b>30,518,000</b>	<b>31,600,720</b>	<b>34,371,000</b>	<b>6,432,925</b>	<b>29,576,289</b>
Planning Reserve	0	-534,509	-411,160	-1,774,481	-1,474,711
<b>Ending Unreserved Operating Cash</b>	<b>30,518,000</b>	<b>31,066,211</b>	<b>33,959,840</b>	<b>4,658,444</b>	<b>29,576,289</b>

## Seattle Public Utilities

### Water Utility Fund (43000)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Operating Cash at End of Previous Year</b>	<b>29,046,000</b>	<b>33,342,001</b>	<b>42,116,000</b>	<b>8,795,229</b>	<b>25,292,000</b>
Plus: Actual and Estimated Revenues	273,835,061	282,229,761	306,377,485	311,018,399	309,259,561
Less: Actual and Budgeted Expenditures	264,987,105	308,850,227	308,850,227	317,957,283	307,813,954
Plus: CIP Accomplishment Assumptions	0	13,155,920	0	13,132,587	0
Plus: Accounting and Technical Adjustments	4,222,044	-11,082,227	-14,350,259	-5,820,296	-11,738,607
<b>Ending Operating Cash</b>	<b>42,116,000</b>	<b>8,795,229</b>	<b>25,292,999</b>	<b>9,168,636</b>	<b>15,000,000</b>
Planning Reserve	0	-1,376,637	-1,058,951	-4,616,354	-3,979,475
<b>Ending Unreserved Operating Cash</b>	<b>42,116,000</b>	<b>7,418,591</b>	<b>24,234,048</b>	<b>4,552,282</b>	<b>11,020,525</b>

# Seattle Streetcar

Scott Kubly, Director

(206) 684-5000

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

## Department Overview

The Seattle Streetcar is part of the Seattle Department of Transportation; it operates and maintains the lines of the Seattle Streetcar. The South Lake Union line began operation in late 2007, and the First Hill line is expected to begin operations in 2015. Two extensions (the Broadway Streetcar Extension and the Center City Connector) are planned in SDOT's Capital Improvement Program to complete a 5.5 mile Center City Streetcar System.

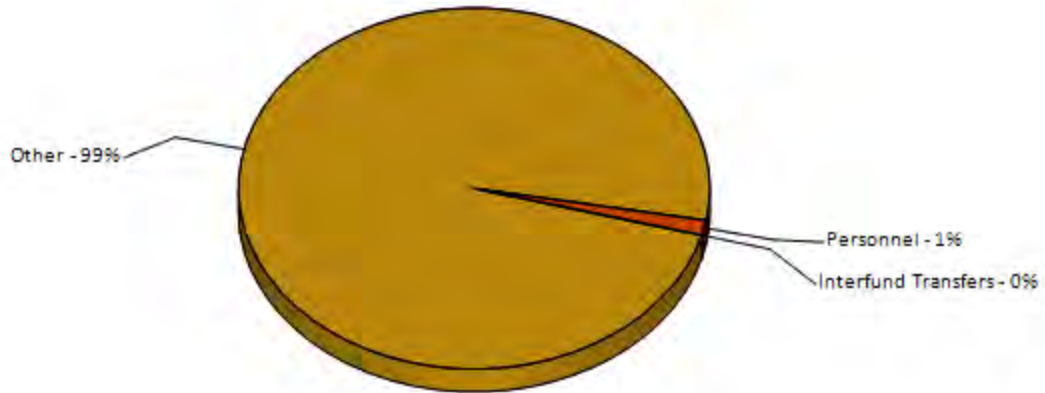
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$2,079,000	\$9,060,125	\$9,346,125	\$5,870,124
<b>Total Operations</b>	<b>\$2,079,000</b>	<b>\$9,060,125</b>	<b>\$9,346,125</b>	<b>\$5,870,124</b>
<b>Total Appropriations</b>	<b>\$2,079,000</b>	<b>\$9,060,125</b>	<b>\$9,346,125</b>	<b>\$5,870,124</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

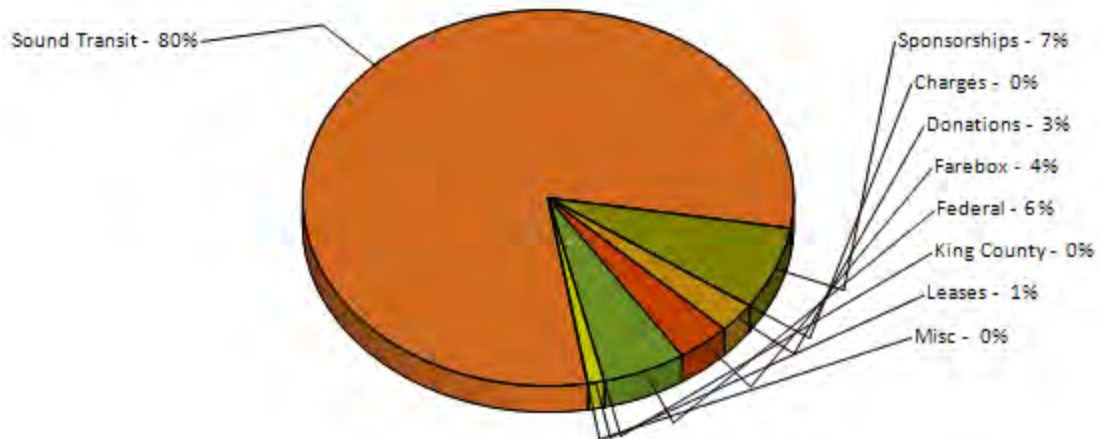
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# Seattle Streetcar

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Seattle Streetcar

## Budget Overview

The Seattle Streetcar consists of two lines - the South Lake Union line and the First Hill line. The City of Seattle contracts with King County Metro to operate the streetcars. Pursuant to interlocal agreements, King County contributes a set amount of the operating costs for the South Lake Union line and Sound Transit contributes a set amount for the First Hill line. The City pays the remaining costs to operate the streetcars. The City's share of the costs is covered by the following: streetcar fares, Federal Transit Administration funds, sponsorships, leases and contributions.

The South Lake Union Streetcar is supported by a \$3.6 million interfund loan authorized by the City Council in June 2007 and amended in September 2009. The loan expires in December 2018.

## Incremental Budget Changes

### Seattle Streetcar

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 9,346,125</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
South Lake Union Technical Adjustment	-\$ 2,266,001	0.00
First Hill Streetcar Technical Adjustment	-\$ 1,210,000	0.00
<b>Total Incremental Changes</b>	<b>-\$ 3,476,001</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 5,870,124</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### **South Lake Union Technical Adjustment - (\$2,266,001)**

The South Lake Union Streetcar Technical Adjustment aligns the actual budget need based on the City's operating agreement with King County.

#### **First Hill Streetcar Technical Adjustment - (\$1,210,000)**

The First Hill Streetcar Technical Adjustment is an update to reflect the delayed opening for the First Hill Streetcar until the 4th Quarter of 2015 and to align the actual budget need based on the City's operating agreement with King County.

# Seattle Streetcar

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Streetcar Operations Budget Control Level	STCAR-OPER	2,079,000	9,060,125	9,346,125	5,870,124
<b>Department Total</b>		<b>2,079,000</b>	<b>9,060,125</b>	<b>9,346,125</b>	<b>5,870,124</b>

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

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## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
449891	Collection Expense Charges	-350	0	0	0
	<b>Total Charges</b>	<b>-350</b>	<b>0</b>	<b>0</b>	<b>0</b>
439090	Donation and Service Contributions - SLU	488,781	244,000	228,000	160,000
	<b>Total Donations</b>	<b>488,781</b>	<b>244,000</b>	<b>228,000</b>	<b>160,000</b>
444900	Farebox Revenue - First Hill	0	1,114,000	1,143,000	118,000
444900	Farebox Revenue - South Lake Union	0	813,000	841,000	102,907
	<b>Total Farebox</b>	<b>0</b>	<b>1,927,000</b>	<b>1,984,000</b>	<b>220,907</b>
471010	FTA Funds - South Lake Union	348,035	315,000	345,000	345,000
	<b>Total Federal</b>	<b>348,035</b>	<b>315,000</b>	<b>345,000</b>	<b>345,000</b>
444900	KC Metro Funds - South Lake Union	0	1,350,000	1,400,000	0
	<b>Total King County</b>	<b>0</b>	<b>1,350,000</b>	<b>1,400,000</b>	<b>0</b>
462500	LT Space/Facilities Leases	67,005	0	0	67,500
	<b>Total Leases</b>	<b>67,005</b>	<b>0</b>	<b>0</b>	<b>67,500</b>
544900	IF Other Miscellaneous Revenue	3,500	0	0	0
	<b>Total Misc</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
444900	Sound Transit Funds - First Hill	1,285,730	5,000,000	5,000,000	5,000,000
	<b>Total Sound Transit</b>	<b>1,285,730</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
439090	Sponsorships - First Hill	0	200,000	210,000	210,000
444900	Sponsorships - South Lake Union	123,857	229,000	235,000	235,497
	<b>Total Sponsorships</b>	<b>123,857</b>	<b>429,000</b>	<b>445,000</b>	<b>445,497</b>
<b>Total Revenues</b>		<b>2,316,558</b>	<b>9,265,000</b>	<b>9,402,000</b>	<b>6,238,904</b>



## Seattle Streetcar

317900	Use of (Contribution to) Fund Balance	-237,558	-204,875	-55,875	-368,780
	<b>Total Fund Balance</b>	<b>-237,558</b>	<b>-204,875</b>	<b>-55,875</b>	<b>-368,780</b>
<b>Total Resources</b>		<b>2,079,000</b>	<b>9,060,125</b>	<b>9,346,125</b>	<b>5,870,124</b>

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

<b><u>Streetcar Operations Budget Control Level</u></b>				
The purpose of the Streetcar Operations Budget Control Level is to operate and maintain the South Lake Union and First Hill lines of the Seattle Streetcar.				
	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Streetcar Operations	2,079,000	9,060,125	9,346,125	5,870,124
<b>Total</b>	<b>2,079,000</b>	<b>9,060,125</b>	<b>9,346,125</b>	<b>5,870,124</b>

### Streetcar Fund Table

#### **Streetcar Fund (10810)**

	2014	2015	2015	2016	2016
	<b>Actuals</b>	<b>Adopted</b>	<b>Revised</b>	<b>Endorsed</b>	<b>Proposed</b>
<b>Beginning Fund Balance</b>	<b>-3,820,000</b>	<b>-2,266,000</b>	<b>-3,582,442</b>	<b>-2,061,125</b>	<b>-2,764,063</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	2,316,558	9,265,000	6,036,660	9,402,000	6,238,904
Less: Actual and Budgeted Expenditures	2,079,000	9,060,125	5,218,281	9,346,125	5,870,124
<b>Ending Fund Balance</b>	<b>-3,582,442</b>	<b>-2,061,125</b>	<b>-2,764,063</b>	<b>-2,005,250</b>	<b>-2,395,282</b>
<b>Ending Unreserved Fund Balance</b>	<b>-3,582,442</b>	<b>-2,061,125</b>	<b>-2,764,063</b>	<b>-2,005,250</b>	<b>-2,395,282</b>



# Seattle Department of Transportation

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Scott Kubly, Director

(206) 684-5000

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

## Department Overview

The Seattle Department of Transportation (SDOT) develops, maintains, and operates a transportation system that promotes the safe and efficient mobility of people and goods, and enhances the quality of life, environment, and economy of Seattle and the surrounding region. The City's transportation infrastructure is valued at more than \$19.8 billion, including:

- 1,547 lane-miles of arterial streets;
- 2,407 lane-miles of non-arterial streets;
- 117 bridges;
- 509 stairways;
- 581 retaining walls;
- 22 miles of seawalls;
- 158 traffic cameras;
- 1,071 signalized intersections;
- 338 miles of on-street bicycle facilities;
- 41,000 street trees;
- 2,018 pay station locations;
- 29,073 curb ramps;
- more than 180,000 signs; and
- 110 acres of SDOT managed landscape areas.

### The SDOT budget covers three major lines of business:

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

**Operations and Maintenance** covers day-to-day operations and routine maintenance that keep people and goods moving throughout the City, which includes operating the City's movable bridges and traffic signals, cleaning streets, repairing potholes, issuing permits, maintaining trees, and planning and engineering transportation. The six BCLs in this area are: Bridges and Structures; Engineering Services; Mobility-Operations; Right-of-Way Management; Street Maintenance; and Urban Forestry.

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

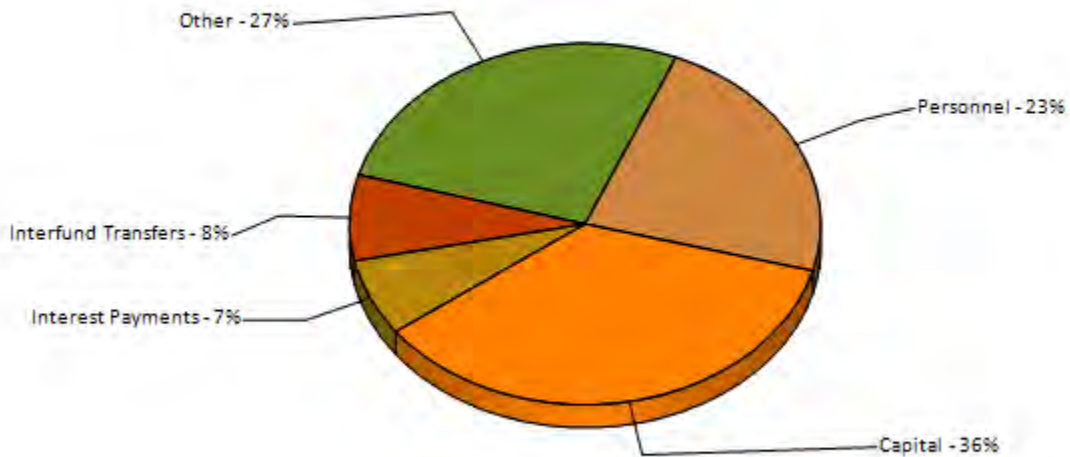
# Seattle Department of Transportation

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$44,294,520	\$40,576,723	\$45,167,662	\$44,288,048
Other Funding - Operating	\$365,178,997	\$388,789,729	\$296,873,685	\$350,557,757
<b>Total Operations</b>	<b>\$409,473,517</b>	<b>\$429,366,452</b>	<b>\$342,041,347</b>	<b>\$394,845,805</b>
<b>Total Appropriations</b>	<b>\$409,473,517</b>	<b>\$429,366,452</b>	<b>\$342,041,347</b>	<b>\$394,845,805</b>
Full-time Equivalent Total*	758.50	794.00	797.00	834.00

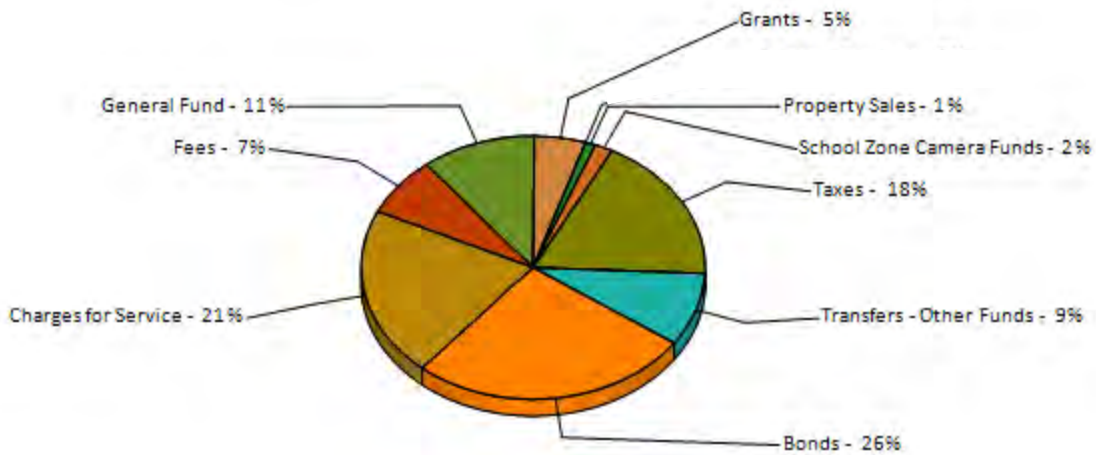
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## 2016 Proposed Budget - Expenditure by Category



# Seattle Department of Transportation

## 2016 Proposed Budget - Revenue by Category



### Budget Overview

The City of Seattle is one of the fastest growing large cities in America. While this growth provides great opportunities for economic development, it also places significant pressure on the transportation system. Within this context of growth and increasing density, the financial investment for transportation in 2016 is higher due in large part to the receipt of \$44 million of Seattle Transportation Benefit District Proposition One revenues (which will be used to purchase additional transit service from King County Metro) and higher than anticipated costs for the Elliott Bay Seawall replacement project. These increased investments are offset by the loss of the \$43 million Bridging the Gap levy expiring at the end of 2015.

The 2016 Proposed Budget emphasizes transportation safety and the efficient movement of goods and people of all ages and abilities. It relies on strategic planning and management of the transportation system with an emphasis on developing and implementing a comprehensive, multi-modal transportation strategy for Seattle. The strategy will integrate and prioritize within the pedestrian, bicycle, transit and freight master plans recognizing that they must work together as a system that maintains and preserves the City's transportation assets. Large infrastructure projects taking place within the city--the Elliott Bay Seawall, Alaskan Way Viaduct and the new State Route 520 Bridge--are viewed fundamentally as safety projects made more critical by the effects climate change and seismic activity could have on the city.

All improvements funded in the 2016 Proposed Budget aim at enhancing the environments for walking, biking, riding transit, driving and moving freight based on geographic equity and community need. Recognizing that thriving neighborhoods are critical to Seattle's vitality, the proposed budget makes targeted investments in neighborhoods throughout the city. The budget also targets investments in smart technology, including a robust Transportation Operations Center and new pay stations that allow flexibility in managing parking and pricing.

# Seattle Department of Transportation

These investments are prioritized based on safety, need, regulatory requirements and policies established by the Mayor and the City Council.

## Neighborhood-Based Multi-Modal Transportation Investments

To address increased demand for multi-modal transportation options, the 2016 Proposed Budget makes important mobility investments, including funding to implement the Transit, Pedestrian and Bicycle Master Plans. The 2016 Proposed Budget would provide:

- \$43.9 million to implement the Seattle Transportation Benefit District's Proposition One transit service purchase; \$690,000 for the Broadway Streetcar Extension, which will extend the First Hill Streetcar north to Roy Street; and \$973,000 to construct improvements in the South Lake Union area that are required to expand the RapidRide C and D lines into that neighborhood.
- \$7.5 million for necessary replacements of SDOT's permitting technology software and the City's financial software system.
- \$5 million as a match for a potential future \$10 million Federal Transit Authority (FTA) Transportation Investment Generating Economic Recovery (TIGER) grant for the bike share program.
- \$426,000 for the design and construction of four more pavement-to-parks projects throughout Seattle.

## Strategic Planning and Management of Existing and New Assets

The 2016 Proposed Budget makes investments in strategic planning as well as the management of existing and new assets, including improving business practices and keeping the City in compliance with regulatory planning requirements. In addition to major capital projects and basic maintenance, the proposed budget funds provisions that maintain accessibility in the midst of significant downtown construction, including:

- Providing \$39.5 million for the seawall/waterfront program to complete the work currently under contract, and identifying an additional \$31.4 million for 2017 to fully complete Season 3 construction at Piers 62 and 63.
- Expanding the hours of operation for the traffic management center that serves as a central point to coordinate construction, manage traffic, monitor emergency responses, dispatch personnel and address customer inquiries.
- Funding enhancement of the Street Use Division's right of way management and enforcement processes with an updated permit fee model and increased levels of staffing.
- Replacing aging pay stations with technology that will allow for more dynamic management of parking in the public right-of-way.

## New Transportation Revenues

The 2016 Proposed Budget uses several funding sources and increased revenues to support transportation infrastructure maintenance. Sources include federal, state and local grants; bonds; commercial parking tax; vehicle license fees; fees for service; real estate excise taxes; street vacations; gas tax; property sales proceeds; school zone camera tickets; and an annual allocation from the City's General Fund.

The gas tax revenues are increasing in 2016 due to state legislative changes. However, commercial parking tax revenues have been adjusted to reflect less actual receipts in 2015. These revenues are leveraged to back bond financing of both seawall/waterfront program items and general transportation needs. Continued investments of Real Estate Excise Tax (REET) support SDOT's Capital Improvement Program (CIP), allowing for increased funding

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in 2016 for infrastructure maintenance, preservation and expansion primarily focused on the central waterfront project.

The biggest change in the 2016 Proposed Budget, relative to 2015, is the \$43 million lost due to expiration of the Bridging the Gap Levy (BTG). The 2006 \$365 million, voter-approved BTG levy currently supports a significant portion of the City's transportation program. If this revenue source is not replaced, SDOT will be more dependent on the funding provided from the City's General Fund. The proposed budget provides SDOT with \$44 million in General Funds and \$351 million from other funding sources in 2016. Collectively, this represents a \$53 million (15 percent) increase relative to the 2016 Endorsed Budget.

## Incremental Budget Changes

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	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 342,041,347</b>	<b>797.00</b>
<b>Baseline Changes</b>		
Department Baseline Technical Adjustment	\$ 0	0.00
<b>Proposed Changes</b>		
Seawall/Waterfront Program Revisions	\$ 43,365,000	0.00
Seawall/Waterfront Program Staffing Change	\$ 0	1.00
Bike Share Expansion	\$ 5,000,000	0.00
Transit Investments	\$ 45,556,320	0.00
Street Use Staffing and Fee Changes	\$ 11,044,341	36.00
Expanded Hours for the Transportation Operations Center	\$ 820,000	0.00
Pavement-to-Parks and Improving Public Spaces	\$ 426,000	0.00
Pay Station Financing	\$ 3,997,000	0.00
Information Technology Improvements	\$ 7,486,122	0.00
Spokane Bridge Maintenance	\$ 250,000	0.00
Capital Improvement Reductions	-\$ 3,000,000	0.00
Funding Shifts to Save General Fund Resources	\$ 0	0.00
Debt Service Update	\$ 1,540,125	0.00
<b>Proposed Technical Changes</b>		
Reallocate Policy and Planning Budget	\$ 0	0.00
Operations and Maintenance Technical Adjustment	\$ 3,190,909	0.00
CIP Technical Adjustment	-\$ 66,871,359	0.00
<b>Total Incremental Changes</b>	<b>\$ 52,804,458</b>	<b>37.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 394,845,805</b>	<b>834.00</b>

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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Department Baseline Technical Adjustment**

This budget-neutral technical adjustment shifts costs among SDOT programs. Two items move across BCLs: \$2.1 million for pavement Microsurfacing and \$1.6 million for traffic signals both move from the operating budget to the capital budget.

### Proposed Changes

#### **Seawall/Waterfront Program Revisions - \$43,365,000**

The City of Seattle's downtown waterfront is undergoing tremendous change, and critical components of the future Waterfront Improvement Program include replacement of both the existing Elliott Bay Seawall and Alaskan Way Viaduct. As both of these projects continue construction in 2016, the Central Waterfront program focuses on completion of environmental processes and core program design to prepare for implementation of surface restoration and improvements after the Seawall is complete and the Viaduct is removed. The key program changes are:

- **Elliott Bay Seawall Replacement Project** - This project is a critical public safety project that replaces the aging and seismically vulnerable seawall stretching from South Washington Street to Virginia Street. In 2015, project costs increased due to challenging, unforeseen conditions and higher than expected spending on items such as water management and spoils disposals. The 2016 Proposed Budget provides an additional \$39.5 million in funding for the work currently under contract, and identifies an additional \$31.4 million for 2017 to fully complete Season 3 construction at Piers 62 and 63. Schedule changes on the project have allowed additional waterfront parking spaces to become available, and revenue from these spaces are used to fund \$2.1 million of the increase (\$700,000 in 2016; \$1.4 million in 2017). Additional funding sources are bonds backed by Commercial Parking Tax (\$25 million in 2016; \$20 million in 2017), REET (\$13.1 million in 2016; \$10 million in 2017), and Waterway Use Fees (\$750,000 in 2016). *(one-time)*
- **Pike/Pine Renaissance Project** - The 2016 Proposed Budget provides \$675,000 of street use fees within the Central Waterfront Program to advance design and preliminary engineering of the Downtown Seattle Association Pike/Pine Renaissance Streetscape Design Vision (between 1st Ave and Melrose/Minor). This funding also allows for early coordination with the Convention Center expansion. As a core connection between downtown Seattle and the future Waterfront Park, the Pike/Pine corridor renaissance project incorporates streetscape improvements and roadway improvements to enhance the corridor for all users. *(one-time)*
- **Fire Station 5 Relocation** - The 2016 Proposed Budget provides \$3,140,000 in funding within the Central Waterfront Program for temporary relocation of Fire Station 5 during Elliott Bay Seawall Replacement project construction. \$1,840,000 of this amount is REET; the remainder is Cumulative Reserve Subfund Unrestricted. *(one-time)*



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## Seawall/Waterfront Program Staffing Change/1.00 FTE

One proposed organizational change would transfer a Strategic Advisor 3 position from Finance and Administrative Services (FAS) to the Office of Waterfront. This position was originally created for management of the City's relationship with Central Waterfront Improvement Program partner agencies, including the Seattle Aquarium and the Pike Place Market, and was located within FAS. This transfer to the Office of Waterfront allows for greater efficiency and more streamlined budgeting for the program's management costs. As this position was already budgeted within the Waterfront Program, the transfer does not result in a net budget change to the program.

## Bike Share Expansion - \$5,000,000

This funding supports an expansion of the City's bike share program. This \$5 million investment of street use fees intends to serve as a match for a potential future \$10 million Federal Transit Authority (FTA) Transportation Investment Generating Economic Recovery (TIGER) grant. The scale of the expansion will vary depending on final funding, including whether the Move Seattle Levy passes on the November 2015 general election ballot. (*one-time*)

## Transit Investments - \$45,556,320

The 2016 Proposed Budget includes the following transit investments:

- \$43.9 million to implement Seattle Transportation Benefit District Proposition One, which was approved by voters in November 2014. The \$60 vehicle license fee (above the previous \$20 fee) and 0.1% sales tax revenue supports the following Proposed Budget activities:
  - \$39,043,000 to purchase transit service from King County Metro, including transit service that SDOT currently purchases with Bridging the Gap funding;
  - \$1,100,000 for regional partnership agreements;
  - \$1,828,000 for vehicle license fee rebates to income-qualified individuals;
  - \$1,000,000 to promote access to Metro's low-income fare program called ORCA LIFT; and
  - \$922,000 for planning and analysis activities related to Proposition One.
- \$973,000 in bonds backed by commercial parking tax revenues to construct improvements in the South Lake Union area that are required to expand the RapidRide C and D lines into that neighborhood. This route change should increase schedule reliability on both transit lines. This funding is augmented by an additional \$1,195,000 investment within the Transit Corridor Improvements CIP. (*one-time*)
- \$690,000 for the Broadway Streetcar Extension, which will extend the First Hill Streetcar north to Roy Street. Of this amount, \$395,000 of street vacation revenues will be used to complete design work on the project and \$295,000 of commercial parking tax will be used to conduct research and analysis associated with forming a future Local Improvement District to fund the streetcar expansion. (*one-time*)

In addition to the above, the City is pursuing Federal funding for the Center City Streetcar Connector, which will connect the First Hill and South Lake Union streetcar lines. Should the project be identified in the U.S. President's budget proposal, the City will identify local matching funds.

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## **Street Use Staffing and Fee Changes - \$11,044,341/36.00 FTE**

The 2016 Proposed Budget supports an enhancement of the Street Use Division's right of way management and enforcement processes with an updated permit fee model and increased level of staffing. The 2015 Adopted Budget included \$200,000 to fund an update of the rate model, and the 2016 budget implements the revisions identified by this study.

Historically, Street Use has been unable to dynamically respond to rapidly changing economic conditions and construction levels because the ability to adjust staffing has occurred through the annual budget process. As permitting activity continued to increase due to extraordinary levels of development within the City of Seattle, SDOT added 20 emergency positions in 2015 to meet the higher than anticipated demand. The 2016 Proposed Budget sustains funding for these positions and provides 36 new positions to the Right of Way Management BCL. The increased staffing level will increase capacity of inspection and plan review, resulting in a higher level of coordination between adjacent projects and public and private utilities to better protect and restore City assets in the right of way and manage the impacts of development. The added positions are funded through an increase of Street Use permit fees. As permitting volumes fluctuate, the level of staffing will be adjusted accordingly.

## **Expanded Hours for the Transportation Operations Center - \$820,000**

SDOT's Transportation Operations Center (TOC) monitors traffic conditions, works with partner departments and agencies, and alerts the public to traffic incidents and changing traffic conditions. The 2015 Adopted Budget funds staffing for the TOC from 7 AM to 6 PM weekdays. In the 2015 second quarter supplemental budget ordinance, funding was added to expand the hours of operation to 16 hours a day, seven days a week; the rest of the time, a supervisor is on standby and can access the Center remotely. The 2016 Proposed Budget continues these expanded hours of operation on an ongoing basis using street use fee revenues.

## **Pavement-to-Parks and Improving Public Spaces - \$426,000**

Streets and sidewalks make up 27 percent of Seattle's surface area. Increases in population density are creating a need to change how we use public right-of-way to create vibrant social spaces.

Pavement-to-parks is a strategy to repurpose underutilized streets as public space areas. The first of these projects opened in the First Hill neighborhood on August 8, 2015. The 2016 Proposed Budget provides \$280,000 of street use fee revenues to develop four more pavement-to-parks projects throughout the City. In addition, the Mayor's budget proposal includes \$146,000 of street use fees to provide staff support to work on the pavement-to-parks projects and other creative, small-scale solutions to create safer and more vibrant public spaces in the public right-of-way.

## **Pay Station Financing - \$3,997,000**

The first of the City's parking pay stations reached the end of their 10-year lifecycle in 2014; therefore, the 2014 Adopted Budget included funds to begin replacing the pay stations. The 2016 Endorsed Budget anticipated that the City would lease the new pay stations and use General Fund resources to pay for maintenance and operations.

The City has since decided to purchase the pay stations. As a result, the 2016 Proposed Budget issues \$9.1 million of General Fund-supported 5-year debt for capital costs planned for 2016. Unexpended resources from 2015 will be used to offset expected increases in 2016 for operations and maintenance costs. Debt service of \$211,000 will be paid from the General Fund.

All pay stations are scheduled for replacement by the end of 2016. For additional information, please consult the 2016-2021 Proposed CIP. (*one-time*)

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## Information Technology Improvements - \$7,486,122

The 2016 Proposed Budget invests in necessary replacements of SDOT's permitting technology software and the City's financial system.

### *Permitting System Upgrade*

SDOT's existing permit system, Hansen 7, will soon be incompatible with City technology systems. The 2016 Proposed Budget provides \$5.5 million in street use fee revenues for a new Accela permitting platform. The vision for Accela is to create a fully integrated City-wide permitting system that provides an online "all in one place experience" for Seattle customers and staff. An additional \$5.1 million will be needed for this project in 2017.

Funding to upgrade the system (rather than replace it entirely) was identified in the 2013-2015 Adopted Budgets. The 2016 Proposed Budget is a reset of this project budget and assumes that the unused funds from prior budgets will not be carried forward.

For additional details, please consult the 2016-2021 Proposed CIP.

### *Citywide Summit Re-Implementation Project*

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services. This effort is funded by \$486,000 from the General Fund and \$1.456 million in SDOT overhead.

## Spokane Bridge Maintenance - \$250,000

The Spokane Street Swing Bridge opened to traffic in 1991. Since that time, river silt has built up next to the bridge foundations and could cause the bridge to fail prematurely during an earthquake. Therefore, the 2016 Proposed Budget identifies \$250,000 of City Waterway funds to remove the Duwamish River silt. (*one-time*)

## Capital Improvement Reductions - (\$3,000,000)

In order to meet other budget priorities, the 2016 Proposed Budget includes the following reductions:

- **Heavy Haul Corridor:** The 2016 Endorsed CIP included \$1,500,000 of REET to demonstrate the City's commitment to a future heavy haul corridor. However, before any street work can begin, a study is needed to determine the impacts of changing streets to a heavy haul designation. The funding is therefore removed pending the outcome of this study.
- **Microsurfacing:** The 2016 Proposed Budget maintains the 2015 funding levels for Microsurfacing on City streets at \$2.5 million. This represents a \$1.5 million reduction from the 2016 Endorsed Budget amount.

## Funding Shifts to Save General Fund Resources

The 2016 Proposed Budget reduces General Fund support through the following actions:

- The 2016 Endorsed Budget assumes that the General Fund pays the debt service related to 2010 LTGO bonds sold for the Alaskan Way Viaduct & Seawall project. The 2016 Proposed Budget pays this \$479,750 of debt service from 2.5% Commercial Parking Tax revenues instead of from the General Fund. (*one-time*)
- The 2016 Endorsed Budget funds Street Vacation program staffing costs with General Fund revenues.

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The 2016 Proposed Budget pays this \$433,000 from street use fees instead of from the General Fund. This is only a funding change; the program, process and concepts will continue to operate as required by the Seattle Municipal Code and the Revised Code of Washington. (*one-time*)

## **Debt Service Update - \$1,540,125**

The 2016 Proposed Budget updates debt service to reflect current capital spending plans, including changes for the Elliott Bay Seawall Project/Central Waterfront Project.

## **Proposed Technical Changes**

### **Reallocate Policy and Planning Budget**

The 2016 Proposed Budget includes a budget-neutral shift of \$158,000 to move a management position from the Policy and Planning division to the Urban Design Team. The staff person will work on pavement-to-parks and other creative, low-cost solutions to improve public spaces.

### **Operations and Maintenance Technical Adjustment - \$3,190,909**

The most significant changes in the O&M technical adjustment are to align the 2016 Proposed Budget for reimbursable work and to move fringe benefit costs among various Budget Control Lines. The technical adjustment also makes baseline corrections related to the Bridging the Gap levy and makes other minor adjustments and shifts.

### **CIP Technical Adjustment - (\$66,871,359)**

The Capital Improvement Program technical adjustment aligns the budget with the 2016-2021 Proposed Capital Improvement Program, including the revised plan for pay stations. It also reduces revenue and expenditures related to the School Zone Fixed Automated Camera Fund.

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## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Bridges &amp; Structures Budget Control</b>					
Bridge Operations		3,043,869	3,363,961	3,420,950	3,420,952
Structures Engineering		668,619	850,690	872,385	872,385
Structures Maintenance		4,335,797	4,594,263	3,748,899	4,263,681
<b>Total</b>	<b>17001</b>	<b>8,048,284</b>	<b>8,808,914</b>	<b>8,042,234</b>	<b>8,557,018</b>
<b>Department Management Budget Control</b>					
Director's Office		1,416,116	2,881,401	2,940,600	2,375,677
Division Management		12,682,853	12,317,142	12,579,569	7,227,706
Human Resources		834,250	1,349,778	1,381,485	998,943
Indirect Cost Recovery - Department Management		-33,627,808	-29,224,416	-29,185,251	-29,666,913
Public Information		591,002	1,354,734	1,073,088	639,001
Resource Management		17,510,881	12,571,235	12,050,154	20,829,181
Revenue Development		524,948	611,380	623,937	463,869
<b>Total</b>	<b>18001</b>	<b>-67,757</b>	<b>1,861,254</b>	<b>1,463,582</b>	<b>2,867,464</b>
<b>Engineering Services Budget Control Level</b>	<b>17002</b>	<b>4,520,789</b>	<b>1,461,009</b>	<b>1,492,775</b>	<b>3,968,864</b>
<b>General Expense Budget Control</b>					
City Central Costs		12,809,326	20,287,668	21,713,171	22,529,470
Debt Service		28,750,934	24,628,235	25,362,053	27,113,178
Indirect Cost Recovery - General Expense		-13,098,088	-19,390,996	-20,816,499	-22,529,470
Judgment & Claims		3,553,310	1,769,402	3,250,869	3,250,869
<b>Total</b>	<b>18002</b>	<b>32,015,482</b>	<b>27,294,309</b>	<b>29,509,594</b>	<b>30,364,047</b>
<b>Major Maintenance/Replacement Budget Control</b>					
Bridges & Structures		21,521,327	15,164,196	20,804,000	12,045,500
Landslide Mitigation		368,211	716,000	1,345,000	1,345,000
Roads		25,115,489	19,272,601	9,972,999	17,109,500
Sidewalk Maintenance		2,342,838	1,047,000	0	0
Trails and Bike Paths		5,527,264	6,479,001	1,300,001	1,300,000
<b>Total</b>	<b>19001</b>	<b>54,875,130</b>	<b>42,678,798</b>	<b>33,422,000</b>	<b>31,800,000</b>
<b>Major Projects Budget Control</b>					
Alaskan Way Viaduct and Seawall Replacement		122,931,509	160,631,000	143,059,224	127,564,000
First Hill Streetcar		22,572,569	0	0	0
Magnolia Bridge Replacement		228,611	0	0	0
Mercer Corridor		3,149,402	0	0	0
Mercer West		29,392,252	25,599,866	1,905,677	3,909,000

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Spokane Street Viaduct		195,647	0	0	0
SR-520		475,205	249,425	119,717	119,000
<b>Total</b>	<b>19002</b>	<b>178,945,193</b>	<b>186,480,291</b>	<b>145,084,618</b>	<b>131,592,000</b>
<b>Mobility-Capital Budget Control</b>					
Corridor & Intersection Improvements		10,599,685	17,029,001	19,571,827	17,693,500
Freight Mobility		474,773	256,000	1,500,000	0
Intelligent Transportation System		1,350,583	5,010,000	2,600,000	2,600,000
Neighborhood Enhancements		4,098,577	8,943,999	6,893,000	11,382,000
New Trails and Bike Paths		3,312,548	322,343	0	0
Sidewalks & Pedestrian Facilities		15,379,990	24,017,465	10,056,499	11,350,469
Transit & HOV		10,410,962	9,310,062	1,395,872	7,254,000
<b>Total</b>	<b>19003</b>	<b>45,627,117</b>	<b>64,888,870</b>	<b>42,017,198</b>	<b>50,279,969</b>
<b>Mobility-Operations Budget Control</b>					
Commuter Mobility		13,649,811	14,273,032	10,626,197	11,696,375
Neighborhoods		3,133,783	3,464,187	3,356,386	3,367,935
Parking		8,629,651	8,693,014	8,896,743	9,055,635
Signs & Markings		4,300,733	4,585,167	3,216,074	2,472,095
Traffic Signals		10,353,849	10,767,745	6,824,188	6,098,900
Transit Operations		0	0	0	43,893,320
<b>Total</b>	<b>17003</b>	<b>40,067,828</b>	<b>41,783,145</b>	<b>32,919,588</b>	<b>76,584,260</b>
<b>ROW Management Budget Control Level</b>	<b>17004</b>	<b>18,598,422</b>	<b>24,173,839</b>	<b>18,379,222</b>	<b>30,354,732</b>
<b>Street Maintenance Budget Control</b>					
Emergency Response		1,373,520	2,039,759	2,093,558	2,093,557
Operations Support		3,530,203	4,211,448	4,243,939	4,585,736
Pavement Management		422,962	304,478	313,572	313,572
Street Cleaning		5,869,665	5,670,945	6,038,583	6,141,995
Street Repair		10,829,022	12,892,539	13,589,299	12,011,498
<b>Total</b>	<b>17005</b>	<b>22,025,373</b>	<b>25,119,169</b>	<b>26,278,951</b>	<b>25,146,358</b>
<b>Urban Forestry Budget Control</b>					
Arborist Services		1,440,814	1,379,592	514,809	493,431
Tree & Landscape Maintenance		3,376,843	3,437,262	2,916,776	2,837,662
<b>Total</b>	<b>17006</b>	<b>4,817,656</b>	<b>4,816,854</b>	<b>3,431,585</b>	<b>3,331,093</b>
<b>Department Total</b>		<b>409,473,517</b>	<b>429,366,452</b>	<b>342,041,347</b>	<b>394,845,805</b>
<b>Department Full-time Equivalents Total*</b>		<b>758.50</b>	<b>794.00</b>	<b>797.00</b>	<b>834.00</b>

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

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## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
481100	G.O. Bond Proceeds	0	15,633,371	33,819,000	70,120,487
481100	Operating Transfer In-From 2008 MULTIPURP LTGO	212,289	0	0	0
481100	Operating Transfer In-From 2009 MULTIPURP BD	404,494	0	0	0
481100	Operating Transfer In-From 2010 LTGO Bonds	3,798,016	0	0	0
481100	Operating Transfer In-From 2011 LTGO Bonds	4,431,693	0	0	0
481100	Operating Transfer In-From 2012 LTGO Bonds	5,908,810	0	0	0
481100	Operating Transfer In-From 2014 LTGO Bond Fund	10,096,094	0	0	0
587358	Operating Transfer In-From ALASKA SEA	76,931,631	134,700,000	78,103,000	37,946,000
	<b>Total Bonds</b>	<b>101,783,027</b>	<b>150,333,371</b>	<b>111,922,000</b>	<b>108,066,487</b>
422401	Permit Issuance SDOT Only	1,700,645	0	0	1,600,000
422402	Permit Renewal SDOT Only	897,860	0	0	800,000
422490	Other Street Use & Curb Permit	869,286	8,496,308	8,496,308	750,726
422801	Penalties on SDOT Permits	96,909	0	0	50,000
422990	Other Non-Business License/PE	1,168,283	865,256	865,256	0
439090	Other Private Contributions & Donations	1,022,678	0	0	0
442490	Other Protective Inspection Fees	0	1,750,984	1,750,984	0
444100	Street Maintenance & Repair Charges	369,515	1,290,940	1,290,940	898,680
444300	Vehicles & Equipment Repair Charges	-8,099	0	0	0
444590	Miscellaneous - Other Revenues	20,746	0	0	2,634
444900	Other Charges - Transportation	61,472,085	12,573,214	12,079,291	40,381,932
444901	Street Occupation LT SDOT Only	984,685	0	0	950,000
444902	Street Use ST SDOT Only	15,111,767	0	0	14,750,000
444903	Annual Fees SDOT Only	629,042	0	0	600,000
444904	Administrative Services SDOT Only	30,272	0	0	25,000
444905	Night Vending Program Admin Fees	8,944	0	0	7,500
445831	Plan Review & Inspection SDOT	5,700,969	0	0	14,000,000
462500	Building/Other Space Rental Charge	84,095	0	0	0
469100	Sale of Junk or Salvage	26,153	0	0	269,758
469400	Other Judgments & Settlements	1,882,675	0	0	0

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522401	I/F Permit Issuance SDOT Only	309,870	0	0	0
522402	I/F Permit Renewal SDOT Only	3,780	0	0	0
522801	I/F Penalties on SDOT Permits	4,800	0	0	0
522990	Other Non-Business License/PE	13,114	0	0	0
541490	IF Administrative Fees	418,650	0	0	54,392
541960	IF Other General Governmental Charges	0	0	0	495,795
541960	IF Personnel Service Charges	92,232	0	0	158,274
543210	IF Architecture/Engineering Services	0	709,354	0	204,000
544590	Abatement Charges	217	0	0	0
544590	Collection Expenses - Charges	284,444	0	0	0
544590	IF Misc - Other Revenues	6,000	0	0	0
544590	Miscellaneous Fines & Penalties	18,450	0	0	0
544590	NSF Check Fees	477	0	0	0
544590	Other Miscellaneous Revenues	12,265	0	0	0
544590	Uncollectible Expense - Charges	-227,543	0	0	0
544900	IF Other Charges - Transportation	12,731,287	3,580,070	4,435,832	9,184,181
544901	I/F Street Occupation LT SDOT	8,874	0	0	0
544902	I/F Street Use ST SDOT Only	47,831	0	0	0
545831	I/F Plan Review & Inspection SDOT	683,414	0	0	0
	<b>Total Charges for Service</b>	<b>106,476,671</b>	<b>29,266,126</b>	<b>28,918,611</b>	<b>85,182,871</b>
587199	Operating Transfer In-From Transportation Benefit Distric Fund - \$20	5,025,998	8,002,427	7,256,441	7,667,662
587199	Operating Transfer In-From Transportation Benefit Distric Fund Prop 1 - \$60	0	0	0	22,029,543
	<b>Total Fees</b>	<b>5,025,998</b>	<b>8,002,427</b>	<b>7,256,441</b>	<b>29,697,205</b>
587001	Operating Transfer In-From General Fund	44,294,520	40,576,723	45,167,662	44,288,048
	<b>Total General Fund</b>	<b>44,294,520</b>	<b>40,576,723</b>	<b>45,167,662</b>	<b>44,288,048</b>
437010	Interlocal Grants	6,005	0	0	0
471010	Federal Capital Grant - Indirect FHWA	19,063,273	0	0	0
471010	FEDERAL CAPITL GRNT IND ISTE/A/	74,598	0	0	0
471010	Federal Grants	1,323,485	1,452,826	21,103,835	6,536,974
471010	Federal Grants - Indirect	78,435	0	0	0
471010	FEDRL CAPITL CONTR/GRNT-INDRCT	4,470,595	0	0	0
474010	State Capital Grant Arterial Improvement	5,010,630	0	0	0
474010	State Grants	2,258,142	16,669,135	17,837,000	1,900,000
577010	IF Capital Contributions & Grants	0	2,450,000	27,850,000	11,396,683



## Seattle Department of Transportation

	<b>Total Grants</b>	<b>32,285,163</b>	<b>20,571,961</b>	<b>66,790,835</b>	<b>19,833,657</b>
461110	Investment Earnings-Residual Cash	220,646	0	0	0
461320	Unrealized Gains/Losses	106,974	0	0	0
461900	Other Interest Earnings	-13,730	0	0	0
485400	Gain(Loss)-Disposition FI	13,322	0	0	0
	<b>Total Interest Earnings</b>	<b>327,213</b>	<b>0</b>	<b>0</b>	<b>0</b>
485110	Property Proceeds	2,094,723	24,217,045	7,850,679	3,909,152
	<b>Total Property Sales</b>	<b>2,094,723</b>	<b>24,217,045</b>	<b>7,850,679</b>	<b>3,909,152</b>
587185	SCHOOL ZONE FIXED AUTO CAMERA FUND	2,475,255	8,524,411	6,217,212	6,989,695
	<b>Total School Zone Camera Funds</b>	<b>2,475,255</b>	<b>8,524,411</b>	<b>6,217,212</b>	<b>6,989,695</b>
411100	BTG-Property Tax Levy	42,717,715	43,700,092	0	0
416310	BTG-Commercial Parking Tax	28,674,051	31,218,202	32,154,749	30,663,579
416310	COMMERCIAL PARKING PERMIT FEES	1,560	0	0	0
416310	COMMERCIAL PARKING TAX-PENALTIES INT	47,732	0	0	0
418800	BTG-Employee Hours Tax	31,261	0	0	0
418800	Employee Hours Tax Penalties & Interest	2,315	0	0	0
419997	Commercial Parking Tax-AWV	7,012,982	7,804,551	8,038,687	7,665,895
436088	Motor Vehicle Fuel Tax	12,935,844	12,964,909	12,964,909	13,786,909
587199	Operating Transfer In-From Transportation Benefit District Fund Prop 1 - 1% Sales Tax	0	0	0	21,863,627
	<b>Total Taxes</b>	<b>91,423,460</b>	<b>95,687,754</b>	<b>53,158,345</b>	<b>73,980,010</b>
587116	Operating Transfer In-From Cumulative Reserve Subfund - REET I	1,348,509	3,500,000	0	0
587116	Operating Transfer In-From Cumulative Reserve Subfund - REET II	21,776,828	25,171,500	16,091,000	24,756,000
587116	Operating Transfer In-From Cumulative Reserve Subfund - Street Vacations	2,800	2,056,000	3,395,000	5,909,095
587116	Operating Transfer In-From Cumulative Reserve Subfund - Unrestricted	1,588,410	0	1,000,000	2,800,000
587118	Operating Transfer In-From Emergency Subfund	240	0	0	0
587338	Operating Transfer In-From 2000 Park Levy Fund	1,342,417	0	0	0
587359	Operating Transfer In-From CEN WF IMP FUND	9,913,173	0	0	0
587410	Operating Transfer In-From SCL Fund	0	1,450,331	3,750,000	3,388,438
	<b>Total Transfers - Other Funds</b>	<b>35,972,377</b>	<b>32,177,831</b>	<b>24,236,000</b>	<b>36,853,533</b>

## Seattle Department of Transportation

<b>Total Revenues</b>		<b>422,158,407</b>	<b>409,357,649</b>	<b>351,517,785</b>	<b>408,800,658</b>
379100	Use of (Contribution to) Fund Balance	-12,684,889	20,008,803	-9,476,438	-13,954,853
<b>Total Use of (Contribution to) Fund Balance</b>		<b>-12,684,889</b>	<b>20,008,803</b>	<b>-9,476,438</b>	<b>-13,954,853</b>
<b>Total Resources</b>		<b>409,473,518</b>	<b>429,366,452</b>	<b>342,041,347</b>	<b>394,845,805</b>

# Seattle Department of Transportation

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

### Bridges & Structures Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Bridge Operations	3,043,869	3,363,961	3,420,950	3,420,952
Structures Engineering	668,619	850,690	872,385	872,385
Structures Maintenance	4,335,797	4,594,263	3,748,899	4,263,681
<b>Total</b>	<b>8,048,284</b>	<b>8,808,914</b>	<b>8,042,234</b>	<b>8,557,018</b>
Full-time Equivalents Total*	56.50	61.50	61.50	61.50

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

**The following information summarizes the programs in Bridges & Structures Budget Control Level:**

#### **Bridge Operations Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Bridge Operations	3,043,869	3,363,961	3,420,950	3,420,952
Full-time Equivalents Total	28.00	28.00	28.00	28.00

#### **Structures Engineering Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Structures Engineering	668,619	850,690	872,385	872,385
Full-time Equivalents Total	5.75	5.75	5.75	5.75

#### **Structures Maintenance Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Structures Maintenance	4,335,797	4,594,263	3,748,899	4,263,681
Full-time Equivalents Total	22.75	27.75	27.75	27.75

# Seattle Department of Transportation

## Department Management Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Director's Office	1,416,116	2,881,401	2,940,600	2,375,677
Division Management	12,682,853	12,317,142	12,579,569	7,227,706
Human Resources	834,250	1,349,778	1,381,485	998,943
Indirect Cost Recovery - Department Management	-33,627,808	-29,224,416	-29,185,251	-29,666,913
Public Information	591,002	1,354,734	1,073,088	639,001
Resource Management	17,510,881	12,571,235	12,050,154	20,829,181
Revenue Development	524,948	611,380	623,937	463,869
<b>Total</b>	<b>-67,757</b>	<b>1,861,254</b>	<b>1,463,582</b>	<b>2,867,464</b>
Full-time Equivalents Total*	126.50	131.50	131.50	131.50

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

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

### **Director's Office Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Director's Office	1,416,116	2,881,401	2,940,600	2,375,677
Full-time Equivalents Total	5.00	5.00	5.00	5.00

### **Division Management Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Division Management	12,682,853	12,317,142	12,579,569	7,227,706
Full-time Equivalents Total	30.50	30.50	30.50	30.50

# Seattle Department of Transportation

## Human Resources Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Human Resources	834,250	1,349,778	1,381,485	998,943
Full-time Equivalents Total	9.75	9.75	9.75	9.75

## Indirect Cost Recovery - Department Management Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Indirect Cost Recovery - Department Management	-33,627,808	-29,224,416	-29,185,251	-29,666,913
Full-time Equivalents Total	0.00	5.00	5.00	5.00

## Public Information Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Public Information	591,002	1,354,734	1,073,088	639,001
Full-time Equivalents Total	7.50	7.50	7.50	7.50

## Resource Management Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Resource Management	17,510,881	12,571,235	12,050,154	20,829,181
Full-time Equivalents Total	68.00	68.00	68.00	68.00

## Revenue Development Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Revenue Development	524,948	611,380	623,937	463,869
Full-time Equivalents Total	5.75	5.75	5.75	5.75

# Seattle Department of Transportation

## Engineering Services Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Engineering & Operations Support	4,520,789	1,461,009	1,492,775	3,968,864
<b>Total</b>	<b>4,520,789</b>	<b>1,461,009</b>	<b>1,492,775</b>	<b>3,968,864</b>
Full-time Equivalents Total*	25.75	25.75	25.75	25.75

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

## General Expense Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
City Central Costs	12,809,326	20,287,668	21,713,171	22,529,470
Debt Service	28,750,934	24,628,235	25,362,053	27,113,178
Indirect Cost Recovery - General Expense	-13,098,088	-19,390,996	-20,816,499	-22,529,470
Judgment & Claims	3,553,310	1,769,402	3,250,869	3,250,869
<b>Total</b>	<b>32,015,482</b>	<b>27,294,309</b>	<b>29,509,594</b>	<b>30,364,047</b>

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

### **City Central Costs Program**

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

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
City Central Costs	12,809,326	20,287,668	21,713,171	22,529,470

# Seattle Department of Transportation

## Debt Service Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Debt Service	28,750,934	24,628,235	25,362,053	27,113,178

## Indirect Cost Recovery - General Expense Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Indirect Cost Recovery - General Expense	-13,098,088	-19,390,996	-20,816,499	-22,529,470

## Judgment & Claims Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Judgment & Claims	3,553,310	1,769,402	3,250,869	3,250,869

## **Major Maintenance/Replacement Budget Control Level**

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Bridges & Structures	21,521,327	15,164,196	20,804,000	12,045,500
Landslide Mitigation	368,211	716,000	1,345,000	1,345,000
Roads	25,115,489	19,272,601	9,972,999	17,109,500
Sidewalk Maintenance	2,342,838	1,047,000	0	0
Trails and Bike Paths	5,527,264	6,479,001	1,300,001	1,300,000
<b>Total</b>	<b>54,875,130</b>	<b>42,678,798</b>	<b>33,422,000</b>	<b>31,800,000</b>
Full-time Equivalents Total*	61.00	61.00	62.00	62.00

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

# Seattle Department of Transportation

*The following information summarizes the programs in Major Maintenance/Replacement Budget Control Level:*

## **Bridges & Structures Program**

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Bridges & Structures	21,521,327	15,164,196	20,804,000	12,045,500
Full-time Equivalents Total	21.50	21.50	21.50	21.50

## **Landslide Mitigation Program**

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Landslide Mitigation	368,211	716,000	1,345,000	1,345,000
Full-time Equivalents Total	2.00	2.00	2.00	2.00

## **Roads Program**

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Roads	25,115,489	19,272,601	9,972,999	17,109,500
Full-time Equivalents Total	18.50	18.50	19.50	19.50

## **Sidewalk Maintenance Program**

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Sidewalk Maintenance	2,342,838	1,047,000	0	0
Full-time Equivalents Total	6.50	6.50	6.50	6.50



# Seattle Department of Transportation

## Trails and Bike Paths Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Trails and Bike Paths	5,527,264	6,479,001	1,300,001	1,300,000
Full-time Equivalents Total	12.50	12.50	12.50	12.50

## Major Projects Budget Control Level

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Alaskan Way Viaduct and Seawall Replacement	122,931,509	160,631,000	143,059,224	127,564,000
First Hill Streetcar	22,572,569	0	0	0
Magnolia Bridge Replacement	228,611	0	0	0
Mercer Corridor	3,149,402	0	0	0
Mercer West	29,392,252	25,599,866	1,905,677	3,909,000
Spokane Street Viaduct	195,647	0	0	0
SR-520	475,205	249,425	119,717	119,000
<b>Total</b>	<b>178,945,193</b>	<b>186,480,291</b>	<b>145,084,618</b>	<b>131,592,000</b>
Full-time Equivalents Total*	37.75	44.75	44.75	45.75

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

**The following information summarizes the programs in Major Projects Budget Control Level:**

### **Alaskan Way Viaduct and Seawall Replacement Program**

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Alaskan Way Viaduct and Seawall Replacement	122,931,509	160,631,000	143,059,224	127,564,000
Full-time Equivalents Total	21.50	28.50	28.50	29.50

# Seattle Department of Transportation

## First Hill Streetcar Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
First Hill Streetcar	22,572,569	0	0	0
Full-time Equivalents Total	1.00	1.00	1.00	1.00

## Magnolia Bridge Replacement Program

The purpose of the Magnolia Bridge Replacement Program is to evaluate possible locations and bridge types for the replacement of the Magnolia Bridge, and to ultimately replace the bridge, which was damaged by a landslide in 1997 and the Nisqually earthquake in 2001.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Magnolia Bridge Replacement	228,611	0	0	0

## Mercer Corridor Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Mercer Corridor	3,149,402	0	0	0
Full-time Equivalents Total	7.25	7.25	7.25	7.25

## Mercer West Program

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

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Mercer West	29,392,252	25,599,866	1,905,677	3,909,000

## Spokane Street Viaduct Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Spokane Street Viaduct	195,647	0	0	0
Full-time Equivalents Total	6.50	6.50	6.50	6.50

# Seattle Department of Transportation

## SR-520 Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
SR-520	475,205	249,425	119,717	119,000
Full-time Equivalents Total	1.50	1.50	1.50	1.50

## **Mobility-Capital Budget Control Level**

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Corridor & Intersection Improvements	10,599,685	17,029,001	19,571,827	17,693,500
Freight Mobility	474,773	256,000	1,500,000	0
Intelligent Transportation System	1,350,583	5,010,000	2,600,000	2,600,000
Neighborhood Enhancements	4,098,577	8,943,999	6,893,000	11,382,000
New Trails and Bike Paths	3,312,548	322,343	0	0
Sidewalks & Pedestrian Facilities	15,379,990	24,017,465	10,056,499	11,350,469
Transit & HOV	10,410,962	9,310,062	1,395,872	7,254,000
<b>Total</b>	<b>45,627,117</b>	<b>64,888,870</b>	<b>42,017,198</b>	<b>50,279,969</b>
Full-time Equivalents Total*	69.50	73.50	73.50	73.50

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

**The following information summarizes the programs in Mobility-Capital Budget Control Level:**

### **Corridor & Intersection Improvements Program**

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Corridor & Intersection Improvements	10,599,685	17,029,001	19,571,827	17,693,500
Full-time Equivalents Total	15.75	15.75	15.75	15.75

# Seattle Department of Transportation

## Freight Mobility Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Freight Mobility	474,773	256,000	1,500,000	0
Full-time Equivalents Total	1.75	1.75	1.75	1.75

## Intelligent Transportation System Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Intelligent Transportation System	1,350,583	5,010,000	2,600,000	2,600,000
Full-time Equivalents Total	12.50	12.50	12.50	12.50

## Neighborhood Enhancements Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Neighborhood Enhancements	4,098,577	8,943,999	6,893,000	11,382,000
Full-time Equivalents Total	12.00	12.00	12.00	12.00

## New Trails and Bike Paths Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
New Trails and Bike Paths	3,312,548	322,343	0	0
Full-time Equivalents Total	8.25	8.25	8.25	8.25

## Sidewalks & Pedestrian Facilities Program

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Sidewalks & Pedestrian Facilities	15,379,990	24,017,465	10,056,499	11,350,469
Full-time Equivalents Total	13.25	17.25	17.25	17.25

# Seattle Department of Transportation

## Transit & HOV Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Transit & HOV	10,410,962	9,310,062	1,395,872	7,254,000
Full-time Equivalents Total	6.00	6.00	6.00	6.00

## **Mobility-Operations Budget Control Level**

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

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Commuter Mobility	13,649,811	14,273,032	10,626,197	11,696,375
Neighborhoods	3,133,783	3,464,187	3,356,386	3,367,935
Parking	8,629,651	8,693,014	8,896,743	9,055,635
Signs & Markings	4,300,733	4,585,167	3,216,074	2,472,095
Traffic Signals	10,353,849	10,767,745	6,824,188	6,098,900
Transit Operations	0	0	0	43,893,320
<b>Total</b>	<b>40,067,828</b>	<b>41,783,145</b>	<b>32,919,588</b>	<b>76,584,260</b>
Full-time Equivalents Total*	153.75	156.75	156.75	156.75

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

**The following information summarizes the programs in Mobility-Operations Budget Control Level:**

### Commuter Mobility Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Commuter Mobility	13,649,811	14,273,032	10,626,197	11,696,375
Full-time Equivalents Total	49.50	51.50	51.50	51.50

# Seattle Department of Transportation

## Neighborhoods Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Neighborhoods	3,133,783	3,464,187	3,356,386	3,367,935
Full-time Equivalents Total	14.50	15.50	15.50	15.50

## Parking Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Parking	8,629,651	8,693,014	8,896,743	9,055,635
Full-time Equivalents Total	33.25	33.25	33.25	33.25

## Signs & Markings Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Signs & Markings	4,300,733	4,585,167	3,216,074	2,472,095
Full-time Equivalents Total	18.75	18.75	18.75	18.75

## Traffic Signals Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Traffic Signals	10,353,849	10,767,745	6,824,188	6,098,900
Full-time Equivalents Total	37.75	37.75	37.75	37.75

## Transit Operations Program

Transit Operations

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Transit Operations	0	0	0	43,893,320

# Seattle Department of Transportation

## ROW Management Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Street Use Permitting & Enforcement	18,598,422	24,173,839	18,379,222	30,354,732
<b>Total</b>	<b>18,598,422</b>	<b>24,173,839</b>	<b>18,379,222</b>	<b>30,354,732</b>
Full-time Equivalents Total*	83.50	95.50	95.50	131.50

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

## Street Maintenance Budget Control Level

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

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Emergency Response	1,373,520	2,039,759	2,093,558	2,093,557
Operations Support	3,530,203	4,211,448	4,243,939	4,585,736
Pavement Management	422,962	304,478	313,572	313,572
Street Cleaning	5,869,665	5,670,945	6,038,583	6,141,995
Street Repair	10,829,022	12,892,539	13,589,299	12,011,498
<b>Total</b>	<b>22,025,373</b>	<b>25,119,169</b>	<b>26,278,951</b>	<b>25,146,358</b>
Full-time Equivalents Total*	113.00	112.50	114.50	114.50

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

**The following information summarizes the programs in Street Maintenance Budget Control Level:**

### **Emergency Response Program**

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

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Emergency Response	1,373,520	2,039,759	2,093,558	2,093,557
Full-time Equivalents Total	2.25	2.25	2.25	2.25

# Seattle Department of Transportation

## Operations Support Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Operations Support	3,530,203	4,211,448	4,243,939	4,585,736
Full-time Equivalents Total	33.75	33.25	33.25	33.25

## Pavement Management Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Pavement Management	422,962	304,478	313,572	313,572
Full-time Equivalents Total	0.75	0.75	0.75	0.75

## Street Cleaning Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Street Cleaning	5,869,665	5,670,945	6,038,583	6,141,995
Full-time Equivalents Total	21.25	21.25	23.25	23.25

## Street Repair Program

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

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures/FTE</b>				
Street Repair	10,829,022	12,892,539	13,589,299	12,011,498
Full-time Equivalents Total	55.00	55.00	55.00	55.00



# Seattle Department of Transportation

## Urban Forestry Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Arborist Services	1,440,814	1,379,592	514,809	493,431
Tree & Landscape Maintenance	3,376,843	3,437,262	2,916,776	2,837,662
<b>Total</b>	<b>4,817,656</b>	<b>4,816,854</b>	<b>3,431,585</b>	<b>3,331,093</b>
Full-time Equivalents Total*	31.25	31.25	31.25	31.25

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

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

### **Arborist Services Program**

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

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Arborist Services	1,440,814	1,379,592	514,809	493,431
Full-time Equivalents Total	8.75	8.75	8.75	8.75

### **Tree & Landscape Maintenance Program**

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

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Tree & Landscape Maintenance	3,376,843	3,437,262	2,916,776	2,837,662
Full-time Equivalents Total	22.50	22.50	22.50	22.50

# Seattle Department of Transportation

## Transportation Fund Table

### Transportation Operating Fund (10310)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>72,318,216</b>	<b>75,410,017</b>	<b>86,347,912</b>	<b>55,401,214</b>	<b>82,270,433</b>
Accounting and Technical Adjustments	1,344,806	0	0	0	0
Plus: Actual and Estimated Revenues	422,158,407	409,357,649	441,977,614	351,517,785	408,800,658
Less: Actual and Budgeted Expenditures	409,473,517	429,366,452	446,055,093	342,041,347	394,845,805
<b>Ending Fund Balance</b>	<b>86,347,912</b>	<b>55,401,214</b>	<b>82,270,433</b>	<b>64,877,652</b>	<b>96,225,286</b>
Continuing Appropriations	0	0	46,306,400		46,306,400
Planning Reserve		1,714,699	1,283,389	5,558,793	4,859,168
<b>Total Reserves</b>	<b>0</b>	<b>1,714,699</b>	<b>47,589,789</b>	<b>5,558,793</b>	<b>51,165,568</b>
<b>Ending Unreserved Fund Balance</b>	<b>86,347,912</b>	<b>53,686,515</b>	<b>34,680,644</b>	<b>59,318,859</b>	<b>45,059,718</b>

# Seattle Department of Transportation

## Capital Improvement Program Highlights

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

The 2016-2021 Proposed CIP includes key infrastructure investments, previously detailed in this chapter, to:

- Continue the Seawall and Waterfront Replacement projects;
- Expand the Bike Share network;
- Improve the City's transit infrastructure, including the Broadway Streetcar and RapidRide;
- Replace the City's aging pay stations and;
- Replace SDOT's permitting system.

For more information on SDOT's full capital program, please refer to the 2016-2021 Proposed CIP.

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

**Table 1: Capital Improvement Budget Control Level Summary**

<b>Budget Control Level</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Major Maintenance/Replacement	\$33,422,000	\$31,800,000
Major Projects	\$145,084,618	\$131,592,000
Mobility Capital	\$42,017,198	\$50,279,969
<b>Total Capital Improvement Program</b>	<b>\$220,523,816</b>	<b>\$213,671,969</b>

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

**Table 2: SDOT Bond Appropriations in the 2016 CIP** provides an informational display of LTGO bond proceed transfers to the TOF and the projects to which these proceeds will be allocated. Authority to transfer these funds to the TOF is provided by the various LTGO bond ordinances or other legislation.

# Seattle Department of Transportation

**Table2: 2016 SDOT Bond Appropriations in the 2016 Proposed CIP**

	2016 Endorsed	2016 Proposed
<b>23rd Avenue Corridor: TC367420</b>		
Multipurpose LTGO Bond	\$9,578,000	\$7,927,000
<b>Alaskan Way Main Corridor: TC367330</b>		
Multipurpose LTGO Bond	\$16,860,000	\$5,000,000
Seawall Levy UTGO Bond	\$8,550,000	\$13,721,000
<b>Bridge Rehabilitation and Replacement: TC366850</b>		
Multipurpose LTGO Bond	\$6,100,000	\$0
<b>Elliott Bay Seawall Project: TC367320</b>		
Seawall Levy UTGO Bond	\$69,553,000	\$33,413,000
<b>Overlook Walk and East-West Connection: TC367630</b>		
Multipurpose LTGO Bond	\$1,281,000	\$0
<b>Pay Stations: TC366350</b>		
Multipurpose LTGO Bond	\$0	\$9,086,000
<b>Transit Corridor Improvements: TC366860</b>		
Multipurpose LTGO Bond	\$0	\$973,000
<b>Total Bond Proceeds</b>	<b>\$111,922,000</b>	<b>\$70,120,000</b>

The Cumulative Reserve Subfund section of the budget presents appropriations authorized for specific programs; however, they have been summarized in this section in **Table 3: 2016 Cumulative Reserve Subfund Program Funding to SDOT**. Appropriations from the CRS include Real Estate Excise Tax debt as well as CRS-Unrestricted funds, which are backed by street vacation revenues.

*For Informational Purposes Only*

**Table 3: 2016 Cumulative Reserve Subfund Program Funding to SDOT**

\$'s in thousands

Sub-Account	Project ID	2016 Endorsed	2016 Proposed
<b>Cumulative Reserve Subfund – REET II (00161)</b>			
3 <sup>rd</sup> Avenue Corridor Improvements	TC367370	\$708	\$708
ADA Improvements – SDOT	TC367500	\$0	\$432
Alaskan Way Main Corridor	TC367330	\$0	\$1,840
Bike Master Plan Implementation	TC366760	\$100	\$100
Bridge Load Rating	TC365060	\$300	\$300
Bridge Painting Program	TC324900	\$2,135	\$2,135
Bridge Rehabilitation and Replacement Phase II	TC367450	\$595	\$595
Elliott Bay Seawall Project	TC367320	\$0	\$13,100

## Seattle Department of Transportation

Hazard Mitigation Program – Areaways	TC365480	\$329	\$329
Hazard Mitigation Program – Landslide Mitigation	TC365510	\$200	\$200
Heavy Haul Corridor Program	TC367590	\$1,500	\$0
Next Generation Intelligent Transportation Systems (ITS)	TC367430	\$800	\$800
Non-Arterial Asphalt Street Resurfacing	TC323920	\$650	\$0
Non-Arterial Concrete Rehabilitation	TC323160	\$500	\$0
Non-Arterial Street Resurfacing and Restoration	TC367710	\$0	\$650
NSF/CRS Neighborhood Program	TC365770	\$1,000	\$1,793
Pavement Microsurfacing	TC367610	\$4,000	\$500
Pedestrian Master Plan – New Sidewalks	TC367600	\$2,000	\$0
Pedestrian Master Plan Implementation	TC367150	\$49	\$49
Retaining Wall Repair and Restoration	TC365890	\$212	\$212
Signal Major Maintenance	TC367580	\$1,013	\$1,013
<b>Subtotal REET II</b>		<b>\$16,091</b>	<b>\$24,756</b>
<b>Cumulative Reserve Subfund – Unrestricted (00164)</b>			
Alaskan Way Main Corridor	TC367330	\$1,000	\$2,300
Non-Arterial Street Resurfacing and Restoration	TC367710	\$0	\$500
<b>Subtotal CRS-U</b>		<b>\$1,000</b>	<b>\$2,800</b>
<b>Cumulative Reserve Subfund – Street Vacation (00169)</b>			
Alaskan Way Main Corridor	TC367330	\$1,543	\$1,543
Arterial Major Maintenance	TC365940	\$0	\$295
Bridge Rehabilitation and Replacement	TC366850	\$0	\$676
Bridge Rehabilitation and Replacement Phase II	TC367450	\$782	\$571
Bridge Seismic – Phase III	TC367300	\$54	\$1,413
Broadway Streetcar Extension	TC367240	\$0	\$395
Sound Transit North Link Bike & Pedestrian Improvements	TC367350	\$1,016	\$1,016
<b>Subtotal CRS – Street Vacation</b>		<b>\$3,395</b>	<b>\$5,909</b>
<b>TOTAL – CRS FUNDING TO TRANSPORTATION</b>		<b>\$20,486</b>	<b>\$33,465</b>

# Seattle Department of Transportation

**Table 4: Central Waterfront Improvement Fund Appropriation** displays appropriations from the Central Waterfront Improvement Fund to the Transportation Operating Fund for certain costs associated with the design and construction of the waterfront improvement program, including costs eligible for financing by a future Local Improvement District (LID), and related costs for City administration. This fund is backed by an interfund loan until such time that the LID is formed. Additional details of this fund are located in the Central Waterfront Improvement Fund section of the 2016 Proposed Budget.

**Table 4: Central Waterfront Improvement Fund Appropriation**

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

Expenditures	2016 Endorsed	2016 Proposed
Central Waterfront Improvement Fund Support to Transportation BCL	\$27,850,000	\$0

**Table 5: School Zone Fixed Automated Camera Fund Appropriation** displays the appropriation from the School Zone Fixed Automated Camera Fund to the Transportation Operating Fund for support of the Pedestrian Master Plan – School Safety and the Pedestrian Master Plan – New Sidewalk capital programs and the operation and maintenance costs associated with the programs. This fund supports costs associated with design and construction of school safety infrastructure projects; school zone camera installation; school zone warning beacon maintenance; new sidewalks in school walk zones; and school safety program education, outreach and administration. Additional fund details are located in the School Zone Fixed Automated Camera Fund section of the 2016 Proposed Budget.

**Table 5: School Zone Fixed Automated Camera Fund Appropriation**

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

Expenditures	2016 Endorsed	2016 Proposed
School Zone Fixed Automated Cameras Fund Support to Transportation BCL	\$5,016,332	\$5,788,784

# Cable Television Franchise Subfund

Michael Mattmiller, Director & Chief Technology Officer

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

## Department Overview

The City of Seattle entered into cable franchise agreements beginning in 1996 that included a franchise fee as compensation for cable television providers locating in the public right-of-way. The City approved a franchise with Comcast in 2006, a second franchise operated by Wave Division I in 2007, and a third franchise with CenturyLink in 2015.

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; and
- Use of innovative and interactive technology, including television and the Web, to provide means for citizens to access City services.

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$8,953,048	\$8,483,690	\$8,486,483	\$9,346,381
<b>Total Operations</b>	<b>\$8,953,048</b>	<b>\$8,483,690</b>	<b>\$8,486,483</b>	<b>\$9,346,381</b>
<b>Total Appropriations</b>	<b>\$8,953,048</b>	<b>\$8,483,690</b>	<b>\$8,486,483</b>	<b>\$9,346,381</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Cable Television Franchise Subfund

## Budget Overview

Cable Television Franchise Fund (Cable Fund) revenues are generated by franchise fees from cable television providers. These funds support activities that meet the funding eligibility requirements and are provided by the Department of Information Technology (DoIT) and the new Seattle Information Technology Department (Seattle IT). The 2016 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 proposed budget also creates a new use of the Cable Fund to support the City's new privacy program. The privacy program will ensure compliance with privacy regulations and advance the goal of building public trust in how the City collects, uses and handles personal information. The privacy program is eligible for support from the Cable Fund as one of the key purposes of the fund is to support the costs associated with technology used to interact with and enhance the public's access to City government.

For the near future the Cable Fund continues to have strong revenue growth and can absorb inflationary growth as well as funding additional services. For additional detail regarding the use of Cable Fund, please refer to the DoIT budget.

## Incremental Budget Changes

### Cable Television Franchise Subfund

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 8,486,483</b>	<b>0.00</b>
<b>Proposed Changes</b>		
Align with Information Technology Fund	\$ 859,898	0.00
<b>Total Incremental Changes</b>	<b>\$ 859,898</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 9,346,381</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Align with Information Technology Fund - \$859,898**

This adjustment aligns the Cable Fund with changes made in the Department of Information Technology (DoIT) budget for changes in usage of services that are supported with the Cable Fund and changes in cost allocation. This item includes \$144,000 to support the creation of a new privacy program as well as \$130,000 to launch an IT Security and Compliance program. A portion of DOIT's Summit Reimplementation project costs is also included in this item. This adjustment also reflects change in the allocation methodology of the Next Generation Data Center. Detail on these items can be found in the DoIT budget.



# Cable Television Franchise Subfund

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Cable Fee Support to Information Technology Fund Budget Control</b>					
Business Office		-19,631	0	0	238,437
Cable Communications		775,333	935,373	895,050	903,081
Community Technology		1,429,722	1,429,342	1,449,014	1,462,247
Engineering and Operations		1,631,698	969,079	921,924	1,155,614
Leadership, Planning and Security		426,298	407,542	428,000	734,467
Seattle Channel/Democracy Portal		3,366,897	3,627,525	3,661,739	3,715,757
Web Site Support		1,152,731	924,829	940,756	946,778
<b>Total</b>	<b>D160B</b>	<b>8,763,048</b>	<b>8,293,690</b>	<b>8,296,483</b>	<b>9,156,381</b>
<b>Cable Fee Support to Library Fund Budget Control Level</b>	<b>D160C</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Department Total</b>		<b>8,953,048</b>	<b>8,483,690</b>	<b>8,486,483</b>	<b>9,346,381</b>

**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 Human Resources Director actions outside of the budget process may not be detailed here.*

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
421911	Franchise Fee Revenues, Licenses, Permits, and Fines	8,215,027	8,406,198	8,616,353	9,999,314
	<b>Total Franchise Fees, Licenses, Permits, and Fines</b>	<b>8,215,027</b>	<b>8,406,198</b>	<b>8,616,353</b>	<b>9,999,314</b>
461110	Arts Programming Interest Earnings	0	751	0	0
461110	Interest Earnings	35,589	26,786	27,894	49,006
	<b>Total Interest Earnings/Investment Earnings</b>	<b>35,589</b>	<b>27,537</b>	<b>27,894</b>	<b>49,006</b>
<b>Total Revenues</b>		<b>8,250,616</b>	<b>8,433,735</b>	<b>8,644,247</b>	<b>10,048,320</b>
379100	Use of (Contribution to) Fund Balance	702,432	49,956	-157,764	-701,939
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>702,432</b>	<b>49,956</b>	<b>-157,764</b>	<b>-701,939</b>
<b>Total Resources</b>		<b>8,953,048</b>	<b>8,483,691</b>	<b>8,486,483</b>	<b>9,346,381</b>

# Cable Television Franchise Subfund

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

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

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Office	-19,631	0	0	238,437
Cable Communications	775,333	935,373	895,050	903,081
Community Technology	1,429,722	1,429,342	1,449,014	1,462,247
Engineering and Operations	1,631,698	969,079	921,924	1,155,614
Leadership, Planning and Security	426,298	407,542	428,000	734,467
Seattle Channel/Democracy Portal	3,366,897	3,627,525	3,661,739	3,715,757
Web Site Support	1,152,731	924,829	940,756	946,778
<b>Total</b>	<b>8,763,048</b>	<b>8,293,690</b>	<b>8,296,483</b>	<b>9,156,381</b>

*The following information summarizes the programs in Cable Fee Support to Information Technology Fund Budget Control Level:*

#### **Business Office Program**

Business Office

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Office	-19,631	0	0	238,437

#### **Cable Communications Program**

Cable Communications

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Cable Communications	775,333	935,373	895,050	903,081

#### **Community Technology Program**

Community Technology

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Technology	1,429,722	1,429,342	1,449,014	1,462,247

#### **Engineering and Operations Program**

Engineering and Operations

## Cable Television Franchise Subfund

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Engineering and Operations	1,631,698	969,079	921,924	1,155,614

### Leadership, Planning and Security Program

Leadership, Planning and Security

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Leadership, Planning and Security	426,298	407,542	428,000	734,467

### Seattle Channel/Democracy Portal Program

Seattle Channel/Democracy Portal

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Channel/Democracy Portal	3,366,897	3,627,525	3,661,739	3,715,757

### Web Site Support Program

Web Site Support

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Web Site Support	1,152,731	924,829	940,756	946,778

### **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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Citizen Literacy/Access	190,000	190,000	190,000	190,000
<b>Total</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>

## Cable Television Franchise Subfund

### Cable TV Fund Table

#### Cable Television Franchise Subfund (00160)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>4,820,889</b>	<b>4,181,685</b>	<b>4,118,457</b>	<b>4,131,730</b>	<b>3,886,569</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	8,250,616	8,433,735	8,538,620	8,644,247	10,048,320
Less: Actual and Budgeted Expenditures	8,953,048	8,483,690	8,770,508	8,486,483	9,346,381
<b>Ending Fund Balance</b>	<b>4,118,457</b>	<b>4,131,730</b>	<b>3,886,569</b>	<b>4,289,494</b>	<b>4,588,508</b>
Designation for Cable Programs	225,740				
Reserves Against Fund Balance	1,942,957	1,872,554	1,915,576	1,872,972	2,803,408
<b>Total Reserves</b>	<b>2,168,697</b>	<b>1,872,554</b>	<b>1,915,576</b>	<b>1,872,972</b>	<b>2,803,408</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,949,760</b>	<b>2,259,176</b>	<b>1,970,993</b>	<b>2,416,522</b>	<b>1,785,100</b>

# 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 performance audit function. The City Auditor is appointed by 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 employees with accurate information, unbiased analyses and objective recommendations on how best to use public resources.

The Office of City Auditor conducts audits of City departments, programs, grantees and contracts, as well as some nonaudit projects. Most of the office's work is performed in response to specific concerns or requests from City Councilmembers, but the City Auditor also independently initiates work 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 information 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?

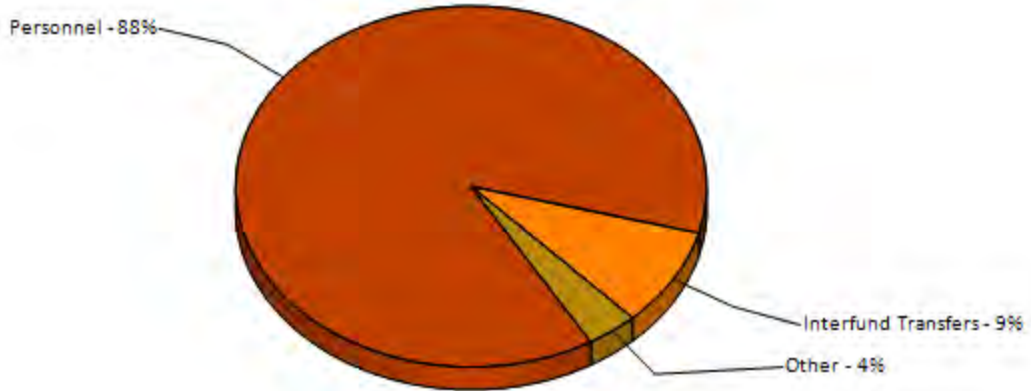
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$1,760,573	\$1,586,256	\$1,597,521	\$1,656,364
<b>Total Operations</b>	<b>\$1,760,573</b>	<b>\$1,586,256</b>	<b>\$1,597,521</b>	<b>\$1,656,364</b>
<b>Total Appropriations</b>	<b>\$1,760,573</b>	<b>\$1,586,256</b>	<b>\$1,597,521</b>	<b>\$1,656,364</b>
Full-time Equivalent Total*	9.50	9.50	9.50	9.50

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

# Office of the City Auditor

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

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

The Office offers a way for City leaders to assess various public programs objectively, ensuring the use of efficient, effective service delivery options. It also offers the public a way to hold the City accountable for how public resources are being used. The 2016 Proposed Budget increases department appropriations to enable the Office of City Auditor to more effectively respond to those needs by increasing funding for training and travel to increase employee skills and restoring funding for two auditor positions to full-time for increased workload capacity.

### Incremental Budget Changes

#### Office of City Auditor

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 1,597,521</b>	<b>9.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 13,763	0.00

# Office of the City Auditor

## Proposed Changes

Increase Training and Travel Budget	\$ 8,606	0.00
Restore Full Funding for Two City Auditor Positions	\$ 64,000	0.00

## Proposed Technical Changes

Technical Changes	\$ 0	0.00
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<b>Total Incremental Changes</b>	<b>\$ 58,843</b>	<b>0.00</b>
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<b>2016 Proposed Budget</b>	<b>\$ 1,656,364</b>	<b>9.50</b>
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## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$13,763)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Increase Training and Travel Budget - \$8,606**

The proposed budget increases the training and travel budget for the Office of the City Auditor to ensure compliance with Government Auditing Standards.

#### **Restore Full Funding for Two City Auditor Positions - \$64,000**

This adjustment adds funding to increase two City Auditor positions from part time to full time to meet increasing workload demands. These positions were previously funded at 0.85 FTE and at 0.60 FTE. This increase does not affect the position authority since both positions are 1.0 FTEs.

### Proposed Technical Changes

#### **Technical Changes**

This adjustment makes net zero budgetary changes to better align budget with actual expenditures.

# Office of the City Auditor

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Office of City Auditor Budget Control Level	VG000	1,760,573	1,586,256	1,597,521	1,656,364
<b>Department Total</b>		<b>1,760,573</b>	<b>1,586,256</b>	<b>1,597,521</b>	<b>1,656,364</b>

<b>Department Full-time Equivalents Total*</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Office of City Auditor	1,760,573	1,586,256	1,597,521	1,656,364
<b>Total</b>	<b>1,760,573</b>	<b>1,586,256</b>	<b>1,597,521</b>	<b>1,656,364</b>
Full-time Equivalents Total*	9.50	9.50	9.50	9.50

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



# City Budget Office

Ben Noble, 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.

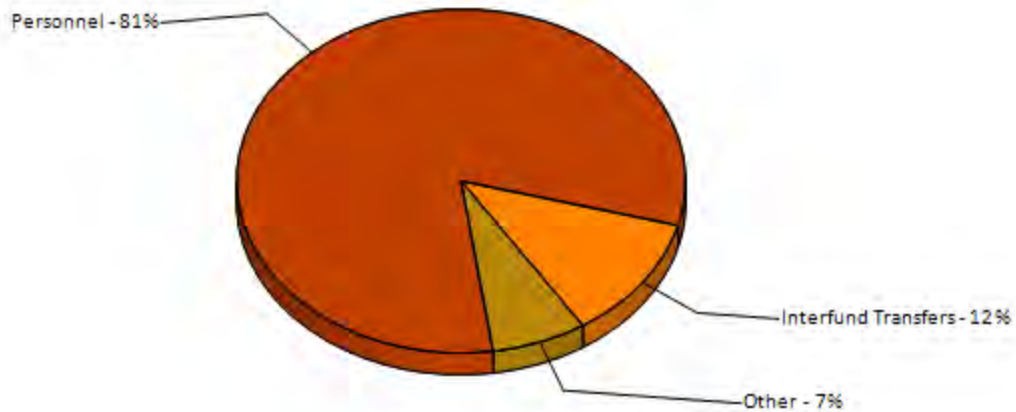
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$3,808,031	\$5,606,325	\$5,650,211	\$5,895,076
<b>Total Operations</b>	<b>\$3,808,031</b>	<b>\$5,606,325</b>	<b>\$5,650,211</b>	<b>\$5,895,076</b>
<b>Total Appropriations</b>	<b>\$3,808,031</b>	<b>\$5,606,325</b>	<b>\$5,650,211</b>	<b>\$5,895,076</b>
Full-time Equivalent Total*	29.50	33.00	33.00	35.00

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

# City Budget Office

## 2016 Proposed Budget - Expenditure by Category



### **Budget Overview**

The 2016 Proposed Budget has only two changes for CBO. The primary one is the increase in annual costs for two positions that were authorized by Council in the second quarter supplemental budget ordinance (Ordinance 124838). As described in that legislation, one position is a performance management analyst position that will assist with data collection, analysis and reporting related to the City's performance metrics website and other performance work. The other position is a labor economist position that will assist with data collection and analysis for the City's workforce equity work plan and other econometric work.

The only other change in this budget is a collection of standard adjustments applied to all departments for inflation and other factors.

# City Budget Office

## Incremental Budget Changes

### City Budget Office

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 5,650,211</b>	<b>33.00</b>
<b>Baseline Changes</b>		
Supplemental Budget Changes	\$ 237,945	2.00
Citywide Adjustments for Standard Cost Changes	\$ 6,920	0.00
<b>Total Incremental Changes</b>	<b>\$ 244,865</b>	<b>2.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 5,895,076</b>	<b>35.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Supplemental Budget Changes - \$237,945/2.00 FTE**

This technical change recognizes the two positions which were added to the City Budget Office in the second quarter supplemental budget ordinance. The first is a position to plan, collect, update and track the growing number of department metrics and other performance measures and work on the Performance Seattle metrics and Open Budget websites. The second position is a Labor Economist who will coordinate the data analysis required to support the Mayor's Executive Order 2015-02 on Workforce Equity, including goals stemming from the newly formed Workforce Equity Interdepartmental Team.

#### **Citywide Adjustments for Standard Cost Changes - \$6,920**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

# City Budget Office

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
City Budget Office Budget Control Level	CZ000	3,808,031	5,606,325	5,650,211	5,895,076
<b>Department Total</b>		<b>3,808,031</b>	<b>5,606,325</b>	<b>5,650,211</b>	<b>5,895,076</b>

<b>Department Full-time Equivalents Total*</b>	<b>29.50</b>	<b>33.00</b>	<b>33.00</b>	<b>35.00</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Program Expenditures</b>				
City Budget Office	3,808,031	5,606,325	5,650,211	5,895,076
<b>Total</b>	<b>3,808,031</b>	<b>5,606,325</b>	<b>5,650,211</b>	<b>5,895,076</b>
Full-time Equivalents Total*	29.50	33.00	33.00	35.00

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

# Seattle Office for Civil Rights

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Patricia Lally, 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
- Developing and conducting testing for discrimination in employment hiring and housing based on race, national origin, sexual orientation, gender identity and disability
- Staffing the Seattle Human Rights Commission, Seattle Women's Commission, Seattle Lesbian Gay Bisexual Transgender Commission, and the 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 Civil Rights 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 leads the City's Race and Social Justice Initiative (RSJI). The goals of the Initiative are to end institutional racism in City government; promote inclusion and full participation of all residents in civic life; and partner with the community to achieve racial equity across Seattle. In working to achieve these goals, OCR conducts Race and Social Justice trainings, including Racial Equity Toolkit training, for all City staff and/or departments, community organizations and educational institutions.

OCR also houses the City of Seattle Office of Labor Standards (OLS), created in 2015, which centralizes outreach and enforcement of City ordinances addressing labor standards and coordinates with current enforcement staff on shared-jurisdiction claims and cases. OLS's main work program focuses on the enforcement of Seattle's Labor Standards Ordinances for employees working within Seattle city limits. These ordinances include the:

- Paid Sick and Safe Time Ordinance, requiring employers with more than four full-time equivalent employees to provide paid sick and safe time;
- Job Assistance Ordinance, restricting how employers can use conviction and arrest records during the hiring process and course of employment;
- Minimum Wage Ordinance, establishing a minimum hourly wage that will rise to \$15/hour over several years; and
- Wage Theft Ordinance, requiring employers to provide written notice of employment information and pay all compensation due by reason of employment (including wages and tips) on a regular pay day.

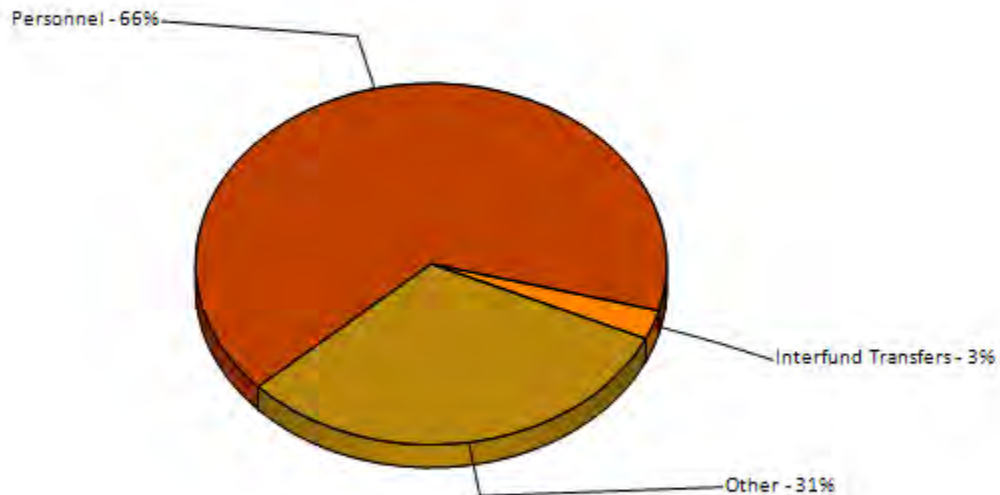
# Seattle Office for Civil Rights

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$3,150,634	\$4,665,457	\$4,821,428	\$5,301,247
<b>Total Operations</b>	<b>\$3,150,634</b>	<b>\$4,665,457</b>	<b>\$4,821,428</b>	<b>\$5,301,247</b>
<b>Total Appropriations</b>	<b>\$3,150,634</b>	<b>\$4,665,457</b>	<b>\$4,821,428</b>	<b>\$5,301,247</b>
Full-time Equivalent Total*	23.50	31.25	31.25	33.25

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

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

During the 2015-16 budget process, the Office of Labor Standards (OLS) was added to the Office of Civil Rights (OCR) due to the similar enforcement nature of the work. As such, resources for the new office were grouped within the Civil Rights Budget Control Level (BCL), the place where funding and position authorities for OCR resided. This approach also offered the opportunity to achieve some efficiencies in the administrative and operating expenses for OCR and OLS. However, after OLS reached full staffing in 2015, it became apparent that dividing the budget between OCR and OLS would provide greater transparency about the resources available to each office. At the same time, creation of a shared BCL for administrative resources could help achieve important administrative and operational efficiencies. Consistent with these conclusions, the 2016 Proposed Budget includes

## Seattle Office for Civil Rights

the technical changes to create two new BCLs within OCR (Labor Standards BCL and Administrative BCL) and reallocates funding and positions accordingly.

With regard to new resources, the 2016 Proposed Budget provides resources for the City's Office of Labor Standards which are essential to operations. This includes a new paralegal position to provide legal settlement agreement and case management support to investigators and an OLS policy analyst to provide high level policy analytical work in support of the director. These positions will strengthen OLS's ability to enforce existing labor laws effectively and efficiently and recommend policy changes in the future to continue this work. The budget also includes funding for OCR to address reclassification decisions made by Seattle Department of Human Resources during the last budget process and provide enhanced outreach and education for the business community and affected employees.

The proposed budget also addresses funding needs due to the upgrade of the case management system and an increase in the leased space at the Central Building approved in 2015, and identifies some areas for General Fund reductions in order to support the addition of new resources.

### Incremental Budget Changes

#### Seattle Office for Civil Rights

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 4,821,428</b>	<b>31.25</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 28,575	0.00
<b>Proposed Changes</b>		
Create New Budget Control Levels for Office of Labor Standards and Administration Resources	\$ 0	0.00
Increase Resources for Office of Labor Standards	\$ 441,394	2.00
Fund Maintenance and Hosting of Upgraded Case Management System	\$ 26,000	0.00
Reduce Operating Expenses	-\$ 12,000	0.00
<b>Proposed Technical Changes</b>		
Increase Funding for Space Rent	\$ 53,000	0.00
Technical Changes	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 479,819</b>	<b>2.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 5,301,247</b>	<b>33.25</b>

# Seattle Office for Civil Rights

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$28,575)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Create New Budget Control Levels for Office of Labor Standards and Administration Resources**

This net zero adjustment creates two new Budget Control Levels (BCL) to separate Labor Standards and general department administrative resources from the Civil Rights BCL. This provides clarity around resources for each office as well as identifies shared resources, including finance, administrative staff, technical staff, and general office expenditures.

#### **Increase Resources for Office of Labor Standards - \$441,394/2.00 FTE**

The 2016 Proposed Budget adds the following to the Office of Labor Standards to address additional workload needs revealed in 2015:

- A **OLS Policy Analyst (Strategic Advisor 1)** to assist the OLS director with the development and implementation of enforcement, compliance, and outreach/education policies related to City labor laws, including leading program elements; and,
- A **Paralegal** to develop and implement labor standards practice changes and improvements, monitor compliance with labor standards settlement agreements and perform other legal case management responsibilities.
- \$150,000 to expand education, outreach, and technical assistance to the business community - with an emphasis on small businesses owned and operated by minority, immigrant and refugee communities - for successful implementation of Seattle's labor ordinances.
- \$50,000 to expand education and outreach to affected employees.

This adjustment also increases funding to match the final classification determination for the OLS Director made by Seattle Department of Human Resources in 2015.

#### **Fund Maintenance and Hosting of Upgraded Case Management System - \$26,000**

The 2015 Adopted and 2016 Endorsed Budget included funding to upgrade MARTIN, OCR's case management system. During vendor selection, OCR learned that the upgraded system would have maintenance and hosting costs in future years that was not included in the endorsed budget. This adjustments adds funding for these costs.

#### **Reduce Operating Expenses - (\$12,000)**

This item reduces operational budget line items such as subscriptions, office and operating supplies, postage, printing, and equipment to fund other higher priority needs within the Department.



# Seattle Office for Civil Rights

## Proposed Technical Changes

### Increase Funding for Space Rent - \$53,000

In 2015, Council passed legislation to acquire additional space for OCR within the Central Building. This item increases funding for lease payments related to the additional space.

### Technical Changes

This adjustment makes net zero budgetary changes to better align budget with actual expenditures.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administration Budget Control Level	X1R02	0	0	0	1,158,003
Civil Rights Budget Control Level	X1R00	3,150,634	4,665,457	4,821,428	2,213,357
Labor Standards Budget Control Level	X1R01	0	0	0	1,929,887
<b>Department Total</b>		<b>3,150,634</b>	<b>4,665,457</b>	<b>4,821,428</b>	<b>5,301,247</b>

<b>Department Full-time Equivalents Total*</b>	<b>23.50</b>	<b>31.25</b>	<b>31.25</b>	<b>33.25</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

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

### Administration Budget Control Level

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

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administration	0	0	0	1,158,003
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,158,003</b>
Full-time Equivalents Total*	0.00	0.00	0.00	4.50

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

## Seattle Office for Civil Rights

### 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. OCR works to eliminate discrimination in employment, housing, public accommodations, contracting and lending in Seattle through enforcement, and policy and outreach activities. In addition, OCR 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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Civil Rights	3,150,634	4,665,457	4,821,428	2,213,357
<b>Total</b>	<b>3,150,634</b>	<b>4,665,457</b>	<b>4,821,428</b>	<b>2,213,357</b>
Full-time Equivalents Total*	23.50	31.25	31.25	19.75

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

### Labor Standards Budget Control Level

The purpose of the Labor Standards Budget Control Level is to enforce Seattle's labor-standards ordinances for employees working within the City of Seattle. This includes investigation, remediation, outreach, and policy work related to the paid sick and safe time, job assistance, minimum wage, and wage theft ordinances.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Labor Standards	0	0	0	1,929,887
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,929,887</b>
Full-time Equivalents Total*	0.00	0.00	0.00	9.00

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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** is the administrative entity serving both the Civil Service Commission and the Public Safety Civil Service Commission that are both 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 the 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 the 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.

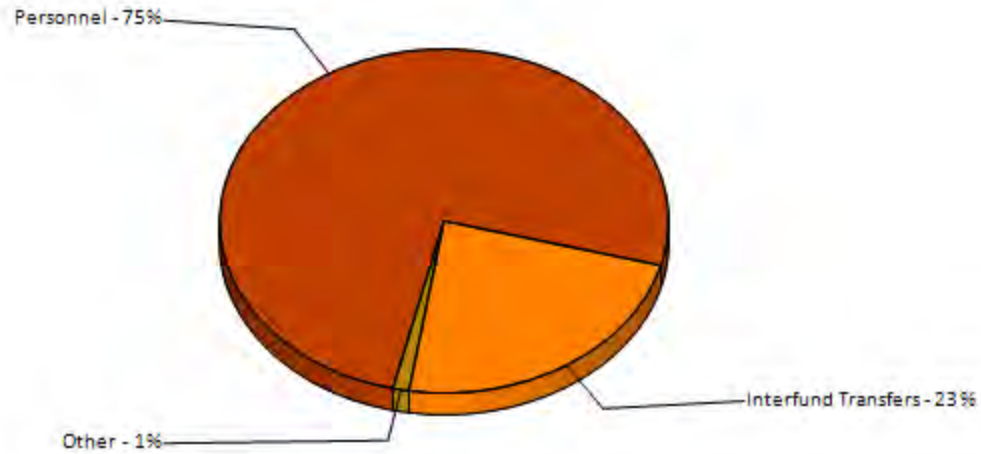
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$309,230	\$518,133	\$519,606	\$506,518
<b>Total Operations</b>	<b>\$309,230</b>	<b>\$518,133</b>	<b>\$519,606</b>	<b>\$506,518</b>
<b>Total Appropriations</b>	<b>\$309,230</b>	<b>\$518,133</b>	<b>\$519,606</b>	<b>\$506,518</b>
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 Human Resources Director actions outside of the budget process may not be detailed here.

# Civil Service Commissions

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The workload of the Civil Service Commission (CSC) is largely driven by the number of appeals filed regarding the City's personnel rules, and appeals have been decreasing over the last five years. The CSC uses temporary Hearing Examiner employees to hear the appeals and the 2016 Proposed Budget reduces the budget for temporary employees to align with actuals. The PSCSC is not impacted by the reduced budget for temporary employees. The proposed budget also reduces the department's budget for travel, training and other administrative items to better align with the department's historical spending.

### Incremental Budget Changes

#### Civil Service Commissions

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 519,606</b>	<b>2.60</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 7,696	0.00

# Civil Service Commissions

## Proposed Changes

Proposed Operating Adjustment	-\$ 20,784	0.00
<b>Total Incremental Changes</b>	<b>-\$ 13,088</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 506,518</b>	<b>2.60</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$7,696

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### Proposed Operating Adjustment - (\$20,784)

During the 2016 budget process, the Department identified areas where it could reduce its General Fund appropriations. This adjustment reduces the annual operating budget for temporary employees, training and travel and other administrative functions. These reductions will not impact the Department's ability to provide services to the Commissions.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Civil Service Commissions Budget Control Level	V1CIV	309,230	518,133	519,606	506,518
<b>Department Total</b>		<b>309,230</b>	<b>518,133</b>	<b>519,606</b>	<b>506,518</b>
<b>Department Full-time Equivalent Total*</b>		<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>

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

## Civil Service Commissions

### 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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Civil Service Commissions	309,230	518,133	519,606	506,518
<b>Total</b>	<b>309,230</b>	<b>518,133</b>	<b>519,606</b>	<b>506,518</b>
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 Human Resources Director actions outside of the budget process may not be detailed here.*

# Office of the Community Police Commission

Fé Lopez, Executive Director

(206) 684-5175

<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 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.

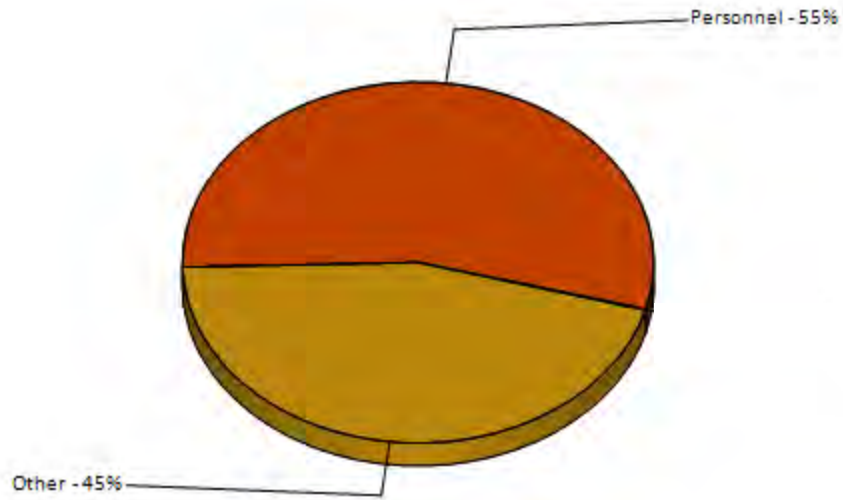
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$465,491	\$818,564	\$829,555	\$850,480
<b>Total Operations</b>	<b>\$465,491</b>	<b>\$818,564</b>	<b>\$829,555</b>	<b>\$850,480</b>
<b>Total Appropriations</b>	<b>\$465,491</b>	<b>\$818,564</b>	<b>\$829,555</b>	<b>\$850,480</b>
Full-time Equivalent Total*	0.00	4.00	4.00	4.00

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

# Office of the Community Police Commission

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget aligns the budget with current workload and actual salary expenditures.

### Incremental Budget Changes

#### Office of the Community Police Commission

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 829,555</b>	<b>4.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 4,962	0.00
<b>Proposed Changes</b>		
Align Budget for Personnel Costs	\$ 15,963	0.00
<b>Total Incremental Changes</b>	<b>\$ 20,925</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 850,480</b>	<b>4.00</b>



# Office of the Community Police Commission

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$4,962**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Align Budget for Personnel Costs - \$15,963**

In 2015, the department hired its first executive director. The 2015 Adopted Budget included funding for the position, however, the allocation underestimated the full cost of the executive director position. This adjustment increases the department's annual budget to fully fund the executive director position.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Office of the Community Police Commission Budget Control Level	X1P00	465,491	818,564	829,555	850,480
<b>Department Total</b>		<b>465,491</b>	<b>818,564</b>	<b>829,555</b>	<b>850,480</b>
<b>Department Full-time Equivalent Total*</b>		<b>0.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of the Community Police Commission	465,491	818,564	829,555	850,480
<b>Total</b>	<b>465,491</b>	<b>818,564</b>	<b>829,555</b>	<b>850,480</b>
Full-time Equivalents Total*	0.00	4.00	4.00	4.00

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

# 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 8,750 active employee members, 2,100 vested terminated employee members and 6,000 retired employee members participate in the plan. The provisions of the plan are set forth in Chapter 4.36 of the Seattle Municipal Code. The plan is a "defined benefit plan," which means an employee's salary, years of service, and age at the time of retirement are used to determine the amount of retirement benefits. At retirement, members are given a choice of several payment options 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/>

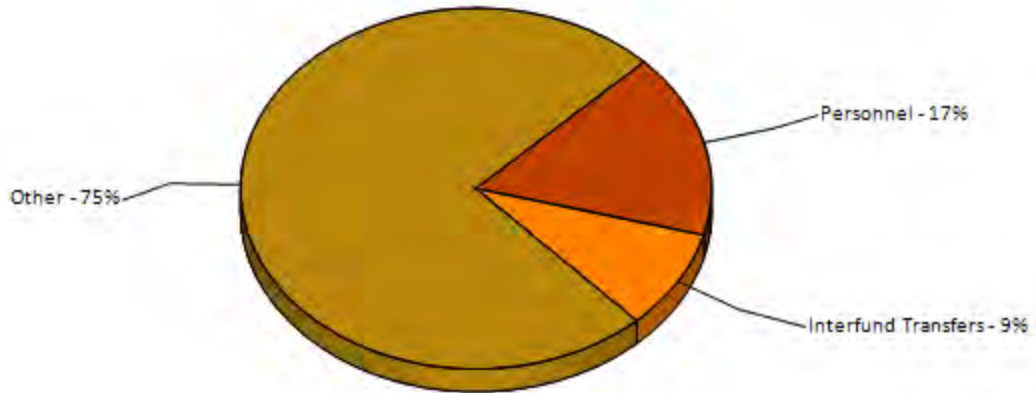
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$13,812,446	\$22,023,422	\$19,507,601	\$20,490,002
<b>Total Operations</b>	<b>\$13,812,446</b>	<b>\$22,023,422</b>	<b>\$19,507,601</b>	<b>\$20,490,002</b>
<b>Total Appropriations</b>	<b>\$13,812,446</b>	<b>\$22,023,422</b>	<b>\$19,507,601</b>	<b>\$20,490,002</b>
Full-time Equivalent Total*	20.00	20.00	20.00	20.00

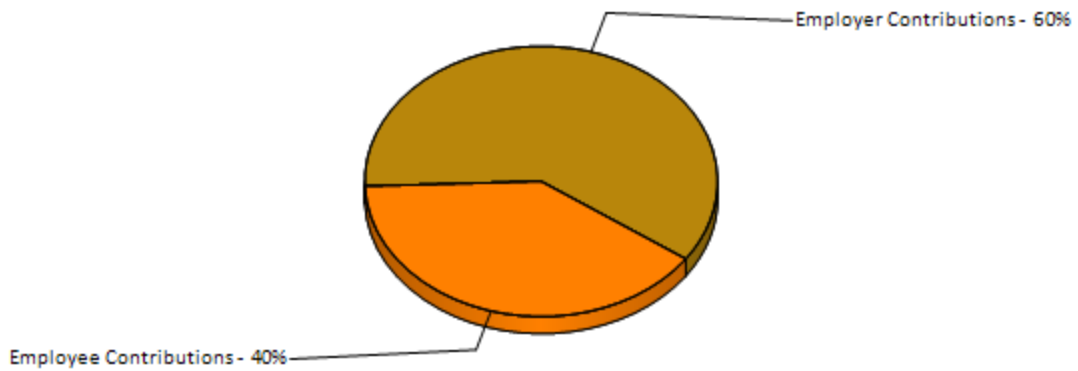
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

# Employees' Retirement System

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Employees' Retirement System

## Budget Overview

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.

The annual funded status of SCERS at January 1 represents the value of the asset portfolio over the reserves needed to pay all promised retirement benefits. In 2008, SCERS held net assets worth \$2.1 billion, which amounted to a 92% funded status, a level considered healthy by most standards. However, by 2010, following sharp, worldwide financial market losses, SCERS net assets fell to \$1.6 billion which amounted to only a 62% funded status. By 2015, the funded status had increased to 66%.

While the funding level at January 1, 2015 is not nearly as healthy as 2008, SCERS can recover from the shortfall in different ways to ensure full funding of retiree benefits in the long term. While the easiest way to make up revenue shortfalls is to have a better-than-anticipated investment returns on the SCERS portfolio, SCERS cannot rely on better-than-anticipated investment returns every year, as some future years will again yield a lower return. In fact, to be sure that the SCERS was not relying on an unrealistic assumption of investment returns, the SCERS Board of Administration decreased the system's investment return assumption from 7.75% to 7.50%, as of January 2014.

The most direct way to address system shortfalls is to adjust the amount paid into the fund by the City, the amount paid by the employee members, or both. In 2010, employees agreed to contribute more into the fund, which increased the employee rate from 8.03% to 10.03% by 2012 where it now remains, per current City labor contract agreements. On the other side of this contribution equation, the employer rate has risen most years since 2010. These recent increases have been driven by the City's adopted a policy to fully fund the actuary-determined "annual required contribution" (ARC) each year. The ARC is calculated so that the system will achieve a fully-funded status after a fixed 30-year period beginning January 1, 2013 and ending January 1, 2043. The employer rate peaked in 2015 with a rate of 15.73%, decreased to 15.23% in 2016, and is expected to continue slowly decrease after 2016.

Another important way to address system shortfalls is to more carefully manage the investment portfolio choices. Since 2011, SCERS has employed a common five-year asset smoothing policy to determine the actuarial value of assets (AVA) 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 SCERS 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 SCERS in the coming biennium. More details on this report can be found online:

# Employees' Retirement System

## Incremental Budget Changes

### Employees' Retirement System

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 19,507,601</b>	<b>20.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 374,722	0.00
<b>Proposed Changes</b>		
Labor Costs	\$ 607,679	0.00
<b>Total Incremental Changes</b>	<b>\$ 982,401</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 20,490,002</b>	<b>20.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$374,722**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Labor Costs - \$607,679**

This item increases appropriation by \$204,000 to reflect actual levels of labor costs including salary, benefits, and payroll tax contributions. This adjustment also includes \$403,000 to provide four temporary staff members dedicated to improving the internal operations and benefits administration functions with the new software system and investment portfolio management.

# Employees' Retirement System

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Employee Benefit Management Budget Control Level	R1E00	13,812,446	22,023,422	19,507,601	20,490,002
<b>Department Total</b>		<b>13,812,446</b>	<b>22,023,422</b>	<b>19,507,601</b>	<b>20,490,002</b>
<b>Department Full-time Equivalents Total*</b>		<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

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

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
469610	Employee Contributions	5,691,817	8,575,113	7,730,590	8,135,975
	<b>Total Employee Contributions</b>	<b>5,691,817</b>	<b>8,575,113</b>	<b>7,730,590</b>	<b>8,135,975</b>
569510	Employer Contributions	8,120,629	13,448,309	11,777,011	12,354,027
	<b>Total Employer Contributions</b>	<b>8,120,629</b>	<b>13,448,309</b>	<b>11,777,011</b>	<b>12,354,027</b>
	<b>Total Revenues</b>	<b>13,812,446</b>	<b>22,023,422</b>	<b>19,507,601</b>	<b>20,490,002</b>
	<b>Total Resources</b>	<b>13,812,446</b>	<b>22,023,422</b>	<b>19,507,601</b>	<b>20,490,002</b>

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

### Employee Benefit Management Budget Control Level

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

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Employees' Retirement	13,812,446	22,023,422	19,507,601	20,490,002
<b>Total</b>	<b>13,812,446</b>	<b>22,023,422</b>	<b>19,507,601</b>	<b>20,490,002</b>
Full-time Equivalents Total*	20.00	20.00	20.00	20.00

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





# Ethics and Elections Commission

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Wayne Barnett, Executive Director

(206) 684-8500

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

## Department Overview

The Seattle Ethics and Elections Commission 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 Commission also promotes informed elections through education, training, and enforcement of the City's Elections Code and Election Pamphlet Code. In 2011, the Commission executed an agreement with the City of Kirkland to provide an independent ethics investigation program for that city.

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

**Ethics Code:** The Commission conducts ethics training for all City of Seattle employees upon 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 Commission 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 Commission's website.

**Whistleblower Code:** The Commission 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 Commission either investigates allegations of improper governmental actions itself or refers allegations to the appropriate agency.

**Elections Code and Election Pamphlets Code:** The Commission 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 Commission has made summary reports of campaign financing information available to the public. And since 1995, the Commission has published campaign financing information on its website. The Commission 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 Commission is charged with administering the City's lobbying regulations. The Commission collects and posts information so that citizens know who is lobbying and how much they are being paid to lobby. The Commission also enforces compliance with the lobbying regulations.

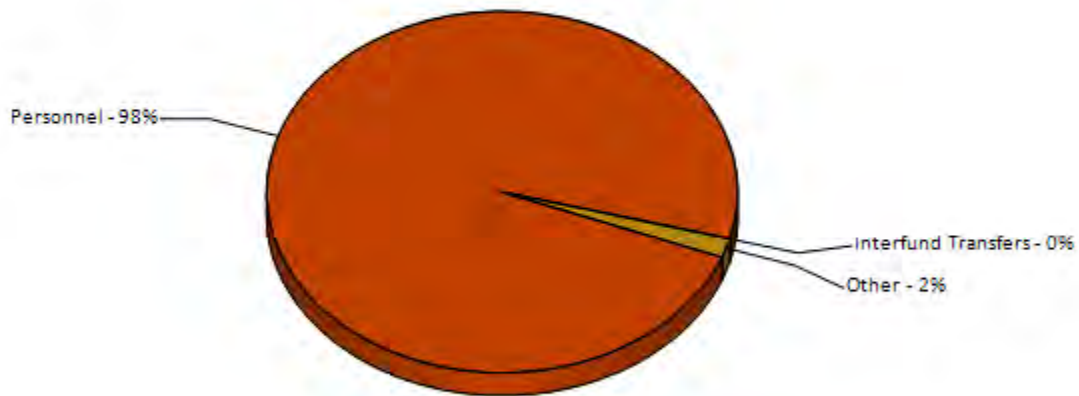
# Ethics and Elections Commission

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$894,961	\$677,070	\$681,022	\$654,266
<b>Total Operations</b>	<b>\$894,961</b>	<b>\$677,070</b>	<b>\$681,022</b>	<b>\$654,266</b>
<b>Total Appropriations</b>	<b>\$894,961</b>	<b>\$677,070</b>	<b>\$681,022</b>	<b>\$654,266</b>
Full-time Equivalent Total*	6.20	5.20	5.20	4.90

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

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

The 2016 Proposed Budget aligns the department's expenditures more accurately with operational needs. Changes include staffing increases to accommodate added whistle blower training requirements; decreases to align staffing levels more accurately with departmental needs, as well as staffing levels at other small departments; and added resources to improve the content and usability of the department's website.

# Ethics and Elections Commission

## Incremental Budget Changes

### Ethics and Elections Commission

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 681,022</b>	<b>5.20</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 8,756	0.00
<b>Proposed Changes</b>		
Align Staffing with Workload	-\$ 23,000	-0.30
Add Funding for Website Support	\$ 5,000	0.00
<b>Total Incremental Changes</b>	<b>-\$ 26,756</b>	<b>-0.30</b>
<b>2016 Proposed Budget</b>	<b>\$ 654,266</b>	<b>4.90</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$8,756)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Align Staffing with Workload - (\$23,000)/(-.30) FTE**

Staffing adjustments include the reduction of an Admin Spec II from 1.0 to 0.5 FTE, and the increase of a Strategic Advisor I from 0.6 to 0.8. With the 2014 elimination of Seattle Public Schools support position, the Ethics and Elections Commission staff levels are down to three full-time, and two part-time positions. This Admin Spec II reduction more accurately aligns administrative support with the department's need and staffing levels at other small departments.

Additionally, this change increases staffing to support the new Whistleblower Protection Code requirements. All new City employees, as well as existing staff that are promoted to the manager level, must now receive mandatory training within six months.

# Ethics and Elections Commission

## Add Funding for Website Support - \$5,000

This increase allows the department to contract for services to support the website. Some pages on the site have not been updated in years. This ongoing funding will improve the usability and ensure that content is kept up to date and accurate.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Ethics and Elections Budget Control Level	V1T00	894,961	677,070	681,022	654,266
<b>Department Total</b>		<b>894,961</b>	<b>677,070</b>	<b>681,022</b>	<b>654,266</b>

<b>Department Full-time Equivalents Total*</b>	<b>6.20</b>	<b>5.20</b>	<b>5.20</b>	<b>4.90</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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; and 3) publish and broadly distribute information about the City's ethical standards, City election campaigns, campaign financial disclosure statements, and lobbyist disclosure statements.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Ethics and Elections	894,961	677,070	681,022	654,266
<b>Total</b>	<b>894,961</b>	<b>677,070</b>	<b>681,022</b>	<b>654,266</b>
Full-time Equivalents Total*	6.20	5.20	5.20	4.90

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

# Department of Finance & Administrative Services

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Fred Podesta, Director

(206) 684-2489

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

## Department Overview

The Department of Finance and Administrative Services (FAS), with over 600 employees represented by 16 different unions, has the most diverse set of responsibilities of any City department. In addition to the services FAS provides directly to its external customers, FAS also provides behind-the-scenes services to internal customers (all City departments), which supports the work both FAS and departments do on the public's behalf. FAS' work can be broken into four categories, though there is much overlap among them.

### Customer Service

FAS is often the first stop for the public to interact with City government. This contact may come through the City's Customer Service Bureau, the downtown Customer Service Center or any of the six Neighborhood Service Centers located throughout the city. Over the phone, online and in person, customers can get information, request services, pay bills, resolve problems and voice opinions. FAS supports transparency in City work by providing Citywide coordination and guidance on public disclosure, and by helping customers clarify requests so they receive the information they are seeking. Finally, through the Seattle Animal Shelter, FAS advocates for animal welfare, reunites lost animals with their owners and adopts homeless animals to suitable owners.

### Regulation and Oversight

FAS ensures all businesses operating in Seattle are properly licensed and paying required business and occupation taxes. FAS issues regulatory licenses for certain business types - including taxis, transportation network company and for-hire vehicles, adult entertainment venues, door-to-door salespeople, recreational marijuana establishments and trade shows - and enforces requirements related to those licenses. FAS also monitors certain types of businesses to increase consumer safety and ensure proper charges for services. This includes setting rate caps for private property tows, as well as ensuring consumers are not overcharged due to an inaccurate device, such as a gas pump or a supermarket scanner or scale. As the central coordinator for City contracting, FAS establishes policies and procedures to ensure fair competition for City-funded construction projects and oversees programs to ensure everyone in the community has equal access to jobs and opportunities involving those projects. FAS also enforces animal-related ordinances, including the investigation of animal cruelty, neglect and abuse.

### Financial Services

The City Finance Director is located within FAS and oversees functions that ensure the City's financial health. These functions include managing City debt, purchasing insurance, and overseeing City investments, all of which are essential to financial planning and budgeting. FAS also manages claims for damages against the City, balancing proper stewardship of taxpayer dollars when settling a claim with fairness to claimants. FAS oversees the City's accounting system, as well as payroll and treasury services, ensuring revenue is collected and vendors and staff

# Department of Finance & Administrative Services

are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems: Employees' Retirement System, Firefighters' Pension Fund and the Police Relief and Pension Fund.

## Operational Services

FAS designs, builds and maintains City-owned buildings, including Seattle City Hall, the Seattle Municipal Tower, the Justice Center, the Joint Training Facility, 33 neighborhood fire stations and five police stations. When the City no longer has a purpose for property, FAS is responsible for either selling or otherwise disposing of it. FAS also maintains the City's vehicle fleet, which includes police patrol cars, fire engines and heavy equipment. Departments have relied on FAS to build and maintain the technology that supports the City's financial management, payroll and personnel records management systems. Some of these IT functions will transition to the City's central IT department in mid-2016. FAS also negotiates purchasing contracts on behalf of all City departments and establishes purchasing guidelines for departments.

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

- **Business Technology**, which builds and maintains computer applications supporting internal business functions, such as financial management, payroll and personnel records management. Most of this group will transition to the City's central IT department in mid-2016.
- **Capital Development and Construction Management**, which manages the design and construction of City facilities, including upgrading, renovating, or replacing 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 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.
- **City Finance**, which receives City revenue and provides Citywide financial services, including debt management, treasury, Citywide 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.
- **Fleet 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.
- **Regulatory Compliance and Consumer Protection** provides a variety of regulatory services, such as overseeing Seattle's taxicab, transportation network company and for-hire vehicle industry, and consumer protection services, such as the Weights and Measures Unit.
- **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

## Department of Finance & Administrative Services

through the Customer Service Bureau and at seven neighborhood service centers, 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 certain financial services, as well as administration of the City's taxes and business licensing services.

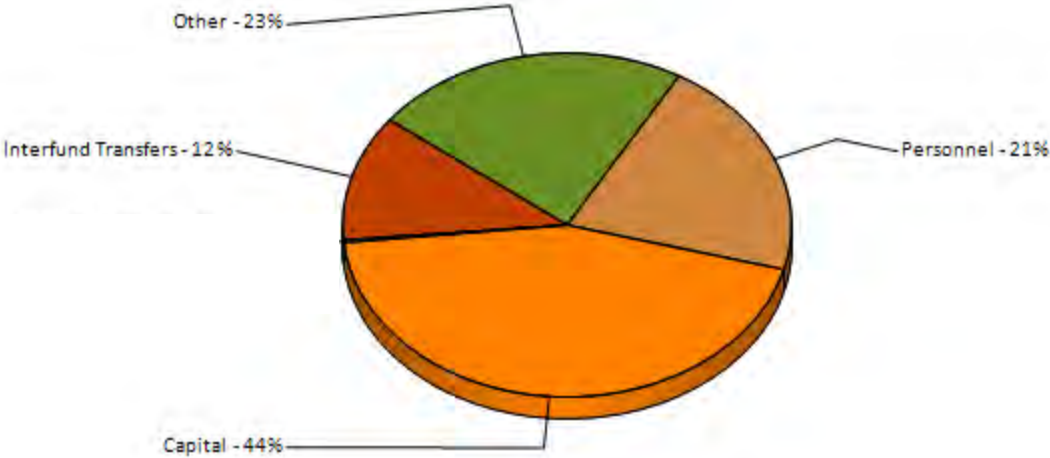
### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$25,104,060	\$26,857,800	\$26,763,953	\$28,636,281
Other Funding - Operating	\$139,624,187	\$181,813,330	\$175,290,127	\$172,071,391
<b>Total Operations</b>	<b>\$164,728,247</b>	<b>\$208,671,130</b>	<b>\$202,054,080</b>	<b>\$200,707,672</b>
Other funding - Capital	\$32,443,800	\$26,332,495	\$45,104,188	\$74,269,560
<b>Total Appropriations</b>	<b>\$197,172,047</b>	<b>\$235,003,625</b>	<b>\$247,158,268</b>	<b>\$274,977,232</b>
Full-time Equivalent Total*	584.25	625.00	624.00	638.50

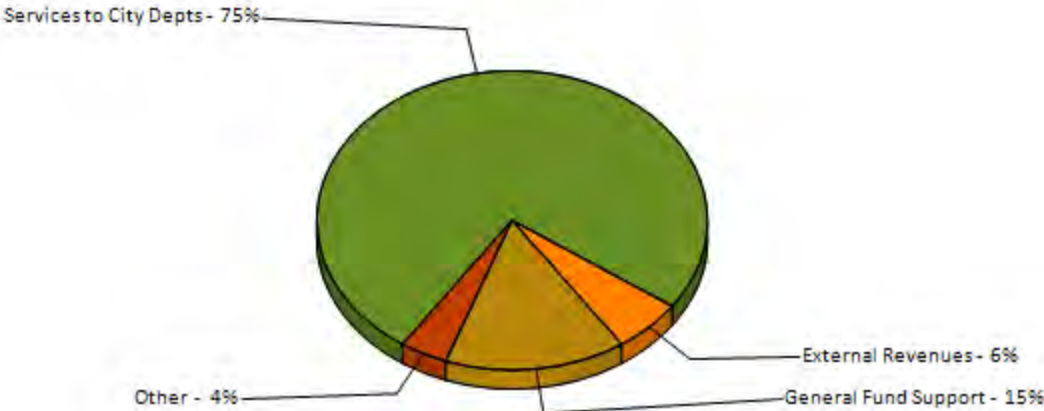
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

**Department of Finance & Administrative Services**

**2016 Proposed Budget - Expenditure by Category**



**2016 Proposed Budget - Revenue by Category**





# Department of Finance & Administrative Services

## Budget Overview

As an internal service department, the Department of Finance and Administrative Services (FAS) bills other City departments for 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 2016 Proposed Budget includes operating efficiencies to reduce discretionary funding in order to fund City priorities without large rate increases. Increases include additional resources to protect consumers and regulate emerging industries, to create construction job opportunities for disadvantaged workers, to replace or improve enterprise technology systems, to maintain and preserve facilities, to enhance animal care at the Seattle Animal Shelter, to improve customer service internally and externally and to comply with regulations.

### Protecting Consumers

Through its Consumer Protection Unit, FAS regulates the safety and service of the taxi and for-hire vehicle industries to promote public welfare. In 2014, an agreement was reached by representatives from the taxicab, for-hire vehicle and transportation network company (TNC) industries and legislation was passed with a new set of ride-sharing regulations. As part of this legislation, TNC owners and their drivers must be licensed and are required to meet specific insurance requirements; there is no cap on the number of TNC drivers; and an accessibility fund was created through a 10 cents per ride surcharge to offset higher costs for riders who require accessibility services. The tremendous growth in the industry and the reporting requirements specified by the Council require the storage and analysis of a large volume of data. FAS is adding a system to track driver licensing and TNC compliance and extending staff to analyze data for reporting requirements as the industry grows and shifts.

### 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. To promote training and employment of workers in construction careers, the Construction Careers Advisory Committee recommended strengthening apprentice and pre-apprentice programs and instituting a Priority Hire program to increase employment within the construction trades for women, people of color and/or those living in economically distressed ZIP codes. FAS has begun laying the framework for this work by developing a community workforce agreement which specifies hiring priorities for contractors on public works projects with budgets over \$5 million. In addition, FAS has been convening monthly meetings with an advisory group and beginning training and outreach work. FAS is adding field enforcement staff to ensure contractors are abiding by the provisions specified in the community workforce agreement.

### Maintaining City Assets

Investing in the City's existing facilities ensures these assets are available for long-term use and limits future maintenance costs. FAS recently completed a facilities conditions assessment of some of the City's buildings and more than \$20 million in repairs were identified. FAS collects funds for current maintenance as well as future repairs through space rent charges to City departments for Schedule 1 (downtown core) and Schedule 2 (outlying facilities) buildings, based on the amount of square footage occupied. The 2015 Adopted and 2016 Endorsed Budget authorized an increase in the amount of space rent collected for Asset Preservation to address the backlog. As the program ramps up, FAS will use some existing Asset Preservation fund balance to begin preservation activities, including a major investment to weatherize the Seattle Municipal Tower.

Some facility maintenance work was not included in the incremental increase in space rent for major maintenance due to the nature or magnitude of the repairs and improvements, often involving additional investments to replace aging systems and prolong the useful life of the building. To address this, the 2016 Proposed Budget includes projects for Fire Station 5 on the waterfront, modifications to City Hall and the Municipal Court, among other buildings.

Additionally, FAS does space-planning work for many departments across the City. The underlying goal of this

# Department of Finance & Administrative Services

work is to accommodate more employees in the existing footprint and limit the need for outside leases. As the City personnel grows, strategic planning for facilities is necessary to improve operations by aligning functional groups in the same workspace, consolidating departments to improve internal communications and, as outside leases expire, to bring departments into City-owned space where feasible.

## **Animal Care Services Expansion**

The Seattle Animal Shelter provides exemplary care for thousands of lost and orphaned animals every year. The current operation does not include an on-site veterinarian; animals requiring medical care must be taken to an outside clinic. The 2016 Proposed Budget provides funding for this service with revenue from a pet license fee increase and a nominal amount of donation funds. This will reduce the amount of time that animals are suffering from delays in medical care and will allow triage of animal condition upon intake into the shelter.

## **Improving Customer Service - External**

FAS has centralized responsibility for the public disclosure request (PDR) functions for the City and, in response to recommendations from a statement of legislative intent from the City Council in 2014, implemented the Citywide Public Records Act Program in 2015. PDRs have a large impact on public perception and liability of local government entities. FAS is working to create a balance between transparency, privacy concerns and efficient use of city resources and staff time by creating a more centralized approach for responding to extraordinary requests and advising senior officials on how to prioritize requests. One position is added to the 2016 Proposed budget to achieve this goal.

FAS runs seven neighborhood service centers where City of Seattle services like utility bill payment, access to human services and pet license sales are available for constituents. However, these centers are in fixed locations and may not be reaching everyone who needs City services. To reach those most in need, FAS is adding a mobile neighborhood service center to provide many of the same services, but will also be able to travel to under-served locations in the city. To improve services to constituents who have traditionally been underrepresented, FAS will work with other City departments including the Department of Neighborhoods, the Office of Immigrant and Refugee Affairs, the Human Services Department and the Office of Sustainability and Environment.

## **Improving Customer Service - Internal**

FAS provides centralized services to most City departments for items such as vehicle fleet management, mail delivery, real estate transactions, Citywide accounting and consultant contracting. To prioritize funding for the initiatives outlined above without increasing rates for customers, FAS has implemented various administrative reductions in the discretionary operating budget of the City Finance, Business Technology, Fleet and Constituent Service divisions. These reductions are expected to be sustainable.

In addition, FAS is the department responsible for major technology systems including the Citywide Financial system (Summit) the payroll and benefit administration system, Human Resources Information System (HRIS) and the business tax system, Seattle Licensing Information System (SLIM). As part of the overall project to standardize City finances, these systems require major upgrades or replacements. FAS is coordinating this work on behalf of departments and allocating eligible costs through rates. Once systems are upgraded or replaced, financial reporting and accountability will be standardized across the City, which will increase transparency and allow for stronger management of financials.

## **Summit Re-Implementation Project**

In 2011, Council passed Resolution 31332, directing FAS to establish a financial management and accountability program (FinMAP) to create Citywide financial management policies and standardize the use of Summit, the City's financial system, which uses Oracle's PeopleSoft Financials software. The Summit Re-Implementation Program (SRI) is the largest key deliverable for FinMAP and is being led by a core project team in FAS working with all City

## Department of Finance & Administrative Services

departments to move Summit to the most current software release (PeopleSoft Financials 9.2).

From January 2013 through August 2015, the City engaged in Phase I of the SRI project to identify the appropriate scope for implementation. In 2015, a 'Base' scope was recommended and approved for implementation following analysis of various alternatives. Phase II will begin implementation of this 'Base' scope in September 2015, with an operational start date of January 2018. Business process and system improvements are expected to continue for several more years. More specifically, the 'Base' SRI implementation scope will:

- Implement PeopleSoft Financials 9.2 --- the City's PeopleSoft version has not been upgraded since 2006 and Oracle discontinued support for the product in 2011;
- Standardize departments' use of Summit;
- Optimize the City's chart of financial accounts;
- Transition to a project-centric accounting model; and
- Re-engineer City business processes and department systems to take advantage of PeopleSoft functionality.

In addition to the 'Base' SRI implementation scope, which includes a basic level of Procure to Pay functionality for all departments, a limited number of departments, consisting of SDOT, SPU, SCL and the Capital Development & Construction Management (CDCM) Division of FAS, will implement the PeopleSoft Financials 9.2 procurement system, referred to as Enhanced Procure to Pay (P2P). This will simplify the process for creating purchase requisitions, and improve internal controls by ensuring all requests are approved using an automated work flow process.

Phase II is estimated to cost \$65.6 million for the 'Base' scope, including a 20% contingency, which will be cost allocated to the six funds (SCL, SPU, SDOT, DPD, Retirement and General Fund) based on usage of the Summit financial system similar to the cost allocation applied for Phase I expenditures. Also included in the project is an additional \$5.35 million for Enhanced P2P, for a total budget of \$70.96 million. An additional \$13.5 million is proposed in this budget within department budgets, in order to support work needed to update, migrate or even replace department side systems and to help with reengineering affected business processes. These departmental costs are funded through a mix of LTGO bonds, General Fund and department fund balance.

### Regulatory Compliance

FAS currently works with departments to improve access to facilities for people with disabilities as required under Title II of the Americans with Disabilities Act (ADA). In 2016, under the leadership of the City's ADA program access coordinator, FAS will begin evaluating all facilities in the City portfolio for compliance and making recommendations for access improvements. By centralizing this effort, resources will be used for those locations and improvements which have the most impact on increasing access.

In addition, changes in state law and City code have increased the role for FAS to regulate businesses selling marijuana within city limits and those doing business in the city. Council pass legislation in 2015 that requires marijuana businesses operating within the city to have a special endorsement business license and comply with zoning, packaging, and other laws set by the state and City. To ensure businesses are complying with the regulations, FAS staff coordinate with the Departments of Planning and Development, businesses, and the Mayor's Office visit sites, track regulatory violations and track applicants for the license.

Another initiative led by FAS is the Joint Enforcement Team (JET). The JET includes staff from various departments, including SFD, DPD, SPD, SDOT and FAS, and performs night outings to proactively deal with nightlife businesses which have had numerous complaints and frequent calls for public safety response. Representatives from each department act as experts for their department's specific regulations to ensure problem businesses comply with various regulations to keep customers safe and minimize public disruption. This program has been very successful in dealing with businesses that are safety hazards and a drain on City resources. FAS is expanding this program and offering a training for nightlife professionals to learn how to deal with unsafe

# Department of Finance & Administrative Services

or difficult situations at their workplace.

As a result of an increased number of credit card transactions processed, the City must comply with a higher level of security controls required by the Payment Card Industry Data Security Standard. In 2015, FAS developed new processes and policies so that the City can continue to accept credit card payments. To remain compliant, the City must be reviewed annually by an authorized third-party vendor and departments must follow the policies and procedures developed in 2015. For FAS, this will require training, changes to on-boarding processes for personnel, system modifications and changes to physical security access. The Department of Information Technology (DoIT) and the Parks Department also have responsibilities for the system security modifications.

Lastly, funding from the Metropolitan Parks District is proposed to support an animal control officer position that will patrol parks and ensure pet owners are following regulations to keep parks safe and enjoyable for everyone. The most frequent complaint the Department of Parks and Recreation receives is for off-leash dogs.

## Incremental Budget Changes

### Department of Finance & Administrative Services

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 202,054,080</b>	<b>624.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 226,830	0.00
FAS Requested Baseline Adjustment	\$ 144,746	0.00
Supplemental Budget Changes	\$ 1,250,000	0.00
<b>Proposed Changes</b>		
Expand Regulation of Emergent Industries	\$ 708,782	4.00
Expand Priority Hire Program	\$ 110,000	1.00
Improve Access to City Services	\$ 684,392	5.50
Continue Payment Card Regulation Compliance	\$ 411,826	2.00
Enhance Animal Care at the Animal Shelter and Citywide	\$ 224,868	1.00
Increase Staff Resources	\$ 0	2.00
Reduce 2016 Space Rent Funding for Asset Preservation	-\$ 541,000	0.00
Reduce Maintenance Cost	-\$ 160,000	0.00
Create Operating Efficiencies	-\$ 988,000	0.00
Waterfront LID Administration	\$ 642,154	-1.00
Citywide Summit Re-Implementation Project	\$ 3,265,000	0.00
<b>Proposed Technical Changes</b>		
Reduction in Pike Place Market Pass-Through	-\$ 6,000,000	0.00

## Department of Finance & Administrative Services

Technical Change	-\$ 1,326,006	0.00
<b>Total Incremental Changes</b>	<b>-\$ 1,346,408</b>	<b>14.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 200,707,672</b>	<b>638.50</b>

### Descriptions of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - \$226,830**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

##### **FAS Requested Baseline Adjustment - \$144,746**

Increase for facilities charges to reflect utility rate increases above inflation based on the Seattle Public Utilities and Seattle City Light rate plans.

##### **Supplemental Budget Changes - \$1,250,000**

The City charges 10 cents for each taxi trip which is dedicated to the Wheelchair Accessibility Fund. These monies are disbursed to eligible taxi drivers to reimburse them for higher costs associated with operating and equipping a wheelchair-accessible taxi. The 2016 Proposed Budget gives appropriation authority for these funds to be disbursed to eligible taxi drivers.

#### Proposed Changes

##### **Expand Regulation of Emergent Industries - \$708,782/4.00 FTE**

Recent changes to the taxi industry and the emergence of recreational marijuana in Washington state have created a need for additional enforcement to keep consumers protected and to enforce new City laws. The 2016 Proposed Budget includes appropriation for additional funding and staff to enforce marijuana regulations, to process data from transportation network companies (TNCs) and increase outings for the Joint Enforcement Team (JET) to target chronic nuisance and other problematic nightlife businesses.

##### **Expand Priority Hire Program - \$110,000/1.00 FTE**

The 2015 Adopted Budget and 2016 Endorsed Budget included funds for a Priority Hire program as recommended by the Construction Careers Advisory Committee in 2014. This program requires contractors on City projects over \$5 million to comply with a community workforce agreement. Provisions in the agreement are intended to increase employment in construction trades for women, people of color and those living in economically distressed ZIP codes within the city. Additional staff resources are necessary to conduct field enforcement and ensure provisions in the community workforce agreement are met by contractors.

# Department of Finance & Administrative Services

## **Improve Access to City Services - \$684,392/5.50 FTE**

Citations from a 2007 Department of Justice audit for compliance with the Americans with Disabilities Act (ADA) are either corrected or planned for correction, so the City is now embarking on a more comprehensive evaluation of facilities citywide. The 2016 Proposed Budget includes funding for a contract to begin this work by evaluating approximately 25 percent of the facility portfolio, and is centralized in FAS to ensure resources are being allocated strategically across all City facilities and departments.

The 2016 Proposed Budget also includes funding for a mobile service center. This service would augment the existing neighborhood service centers by providing many of the same services, including utility bill payment and referrals to City and human services, over a larger and more flexible geographic area. The funding increase includes one-time costs for a vehicle and equipment, plus ongoing costs for 4.5 staff positions.

Finally, FAS is leading the Citywide Public Records Act Program to centralize and oversee records requests directed at the Executive branch. A position is needed to help develop and maintain City policies and procedures, as well as to advise senior officials on complex requests and records relating to sensitive and highly political subjects.

## **Continue Payment Card Regulation Compliance - \$411,826/2.00 FTE**

The number of credit card transactions at the City of Seattle has increased recently and has surpassed the threshold for stricter security control measures imposed by the Payment Card Industry (PCI), a group of credit card company representatives. The controls are intended to prevent data breaches and fraudulent payments and, if not met, could result in the inability of the City to accept credit card payments. The City has revised and developed numerous policies and procedures to gain compliance in 2015. The 2016 Proposed Budget includes funding to remain compliant, which includes a required review by a qualified third-party administrator and two positions.

## **Enhance Animal Care at the Animal Shelter and Citywide - \$224,868/1.00 FTE**

The proposed budget increases current pet license fees to add funding for an in-house veterinarian at the Seattle Animal Shelter so that exams and triage are performed upon intake and vaccinations and pain-relieving medications can be administered on site. Currently, animals must be driven out to a clinic for medical issues. In addition, FAS is requesting a position to enforce leash and scoop laws and other infractions to the park code in City parks, through regular patrols with Parks' staff. This arrangement of animal control and Parks staff will ensure that interactions with the public find the right balance of enforcement and education. Funding for this initiative was included in the 2016 Endorsed Budget as part of the new Park District.

## **Increase Staff Resources/2.00 FTE**

The City Finance Division provides support for complex financial analysis and is adding a position to support emergent needs for additional analysis. Examples of past projects include the waterfront redevelopment project and housing affordability and levy options. Upcoming projects are financial modeling work for the Summit Re-Implementation Project and the Arena project.

Since 2011, the FAS budget has grown by 25% and has taken on new programs with no increase in financial support staff. The Budget and Central Services division, which develops internal FAS rates, requires additional staff resources given the growth and increasing complexity of the department.

## **Reduce 2016 Space Rent Funding for Asset Preservation - (\$541,000)**

A facility assessment identified \$20 million of deficiencies in maintained and owned by FAS. In response, additional funds were added to the Asset Preservation Fund in the 2015 Adopted Budget and 2016 Endorsed Budget through an increase in space rent charges to City departments. This is a major undertaking and has been slower to ramp up than originally anticipated. The 2016 Proposed Budget includes a one-time reduction in the

## Department of Finance & Administrative Services

increased space rent charges as the program ramps up and excess Asset Preservation fund balance is used.

### **Reduce Maintenance Cost - (\$160,000)**

Certain City-owned facilities are operating under a "mutually offsetting benefit" Lease in which non-profits occupying space provide public services in lieu of rent. Major capital maintenance at these facilities, including roof replacement and mechanical, electrical and plumbing system updates, have resulted in lower ongoing maintenance costs.

### **Create Operating Efficiencies - (\$988,000)**

Various divisions across FAS have reduced their non-personnel budgets to prioritize funding to areas which require additional resources without raising overall FAS rates. The specific changes include administrative reductions to the City Finance division, Business Technology division, Constituent Services division and in the Fleets division. The impact of these reductions is expected to be minimal and includes less flexibility to manage unanticipated and unplanned work requests from FAS customers in City departments.

### **Waterfront LID Administration - \$642,154/(1.00) FTE**

The Central Waterfront Local Improvement District (LID) requires administrative funding for a billing system to track and collect LID assessments, a special benefit study which will measure each property to determine the special benefit derived from the redevelopment and funding for outreach materials. In addition, this proposed change includes an administrative transfer of a position from the LID to SDOT for functional alignment.

### **Citywide Summit Re-Implementation Project - \$3,265,000**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Proposed Technical Changes**

### **Reduction in Pike Place Market Pass-Through - (\$6,000,000)**

The 2016 Proposed Budget reduces the 2016 funding for the Pike Place Market MarketFront Entrance Project, previously called the 'Waterfront Project', from \$12 million to \$6 million, consistent with the Council approved Project Development Agreement. The 2016 Endorsed Budget included a \$6 million loan to the Pike Place Market Preservation and Development Authority (PPMPDA), however the organization has declined the financing and has issued its own bonds for the project. By providing \$6 million in LTGO bond proceeds in 2016, the City will fulfill its \$34 million commitment to the PPMPDA.

### **Technical Change - (\$1,326,006)**

Technical changes to FAS budget include administrative transfers of positions and a reduction in debt service costs. Three positions are being transferred within the department from the City Finance Division to the File Local Agency Fund. Also, restructured debt issuances result in lower debt service costs for the Business Technology and Facilities Divisions.

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## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Wheelchair Accessible Services Program Budget Control Level	AW001	0	0	0	1,250,000
<b>Bond Funds</b>					
Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level	A8500	0	28,000,000	0	0
Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level	A8600	0	0	12,000,000	6,000,000
<b>Central Waterfront Fund</b>					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	0	554,101	2,234,378	2,870,000
<b>FAS Operating Fund</b>					
Budget and Central Services Budget Control Level	A1000	4,754,503	4,828,621	4,862,893	6,945,378
Business Technology Budget Control Level	A4520	15,441,981	17,455,059	18,178,059	19,584,021
<b>City Finance Division Budget Control</b>					
Accounting		3,686,130	4,030,430	4,071,477	3,996,471
Business Licensing and Tax Administration		3,012,151	4,643,164	3,398,266	3,251,803
City Economics and Financial Management		2,141,696	1,431,014	1,440,780	1,383,631
Risk Management		1,325,125	1,358,307	1,371,128	1,311,154
Treasury		3,708,890	4,222,808	4,273,960	4,360,623
<b>Total</b>	<b>A4510</b>	<b>13,873,991</b>	<b>15,685,723</b>	<b>14,555,611</b>	<b>14,303,682</b>
<b>City Purchasing and Contracting Services Budget Control</b>					
Contracting Services		2,809,903	4,230,718	4,207,377	4,119,694
Purchasing Services		1,749,693	1,711,944	1,721,342	1,835,281
<b>Total</b>	<b>A4540</b>	<b>4,559,596</b>	<b>5,942,662</b>	<b>5,928,719</b>	<b>5,954,975</b>
Facility Services Budget Control Level	A3000	65,230,676	69,317,124	73,303,115	71,969,656
<b>Fleet Services Budget Control</b>					
Vehicle Fueling		8,921,344	10,410,546	10,647,975	10,578,347
Vehicle Leasing		18,423,965	19,770,987	23,575,866	23,788,163
Vehicle Maintenance		19,609,733	20,239,666	20,535,269	19,919,596



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<b>Total</b>	<b>A2000</b>	<b>46,955,042</b>	<b>50,421,199</b>	<b>54,759,110</b>	<b>54,286,106</b>
<b>Judgment and Claims Budget Control Level</b>	<b>A4000</b>	<b>222,685</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of Constituent Services Budget Control</b>					
Office of Constituent Services		2,689,790	3,296,690	3,200,313	3,775,651
<b>Total</b>	<b>A6510</b>	<b>2,689,790</b>	<b>3,296,690</b>	<b>3,200,313</b>	<b>3,775,651</b>
<b>Regulatory Compliance and Consumer Protection Budget Control Level</b>	<b>A4530</b>	<b>3,834,233</b>	<b>4,684,366</b>	<b>4,485,878</b>	<b>5,122,708</b>
<b>Seattle Animal Shelter Budget Control Level</b>	<b>A5510</b>	<b>3,767,338</b>	<b>3,829,472</b>	<b>3,869,333</b>	<b>4,032,024</b>
<b>Technical Services Budget Control</b>					
Capital Development and Construction Management		3,398,411	4,336,788	4,345,306	4,287,077
<b>Total</b>	<b>A3100</b>	<b>3,398,411</b>	<b>4,336,788</b>	<b>4,345,306</b>	<b>4,287,077</b>
<b>FileLocal Fund</b>					
<b>FileLocal Agency Budget Control Level</b>	<b>A9POR</b>	<b>0</b>	<b>319,325</b>	<b>331,365</b>	<b>326,394</b>
<b>Department Total</b>		<b>164,728,247</b>	<b>208,671,130</b>	<b>202,054,080</b>	<b>200,707,672</b>

**Department Full-time Equivalents Total\***                      **584.25**                      **625.00**                      **624.00**                      **638.50**

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

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
379100	Use of (Contribution to) Fund Balance - Central Waterfront	0	554,101	2,234,378	2,870,000
379100	Use of (Contribution to) Fund Balance - FAS Fund	-1,874,675	8,057,992	8,250,760	6,888,854
	<b>Total Use of Fund Balance</b>	<b>-1,874,675</b>	<b>8,612,093</b>	<b>10,485,138</b>	<b>9,758,854</b>
444590	FileLocal Reimbursement Revenues	0	319,325	331,365	326,394
444590	2015 Bond Funds	0	28,000,000	0	0
444590	2016 Bond Funds	0	0	12,000,000	6,000,000
444590	Wheelchair Accessibility Revenue	0	0	0	1,250,000
	<b>Total Other</b>	<b>0</b>	<b>28,319,325</b>	<b>12,331,365</b>	<b>7,576,394</b>
421600	Professional and Occupational Licenses	451,789	436,000	436,000	436,000

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421601	Licenses - Taxi/For Hire	528,395	1,171,800	1,201,300	1,201,300
421605	Licenses - Fore Hire Drivers	190,040	137,250	137,250	137,250
421605	Transportation Network Company (TNC) Fee	175,703	0	0	0
421607	Tran Net Co Fees	0	0	0	97,000
421700	Licenses - Tow Operators/Companies	11,000	13,000	13,000	13,000
421750	Panoram Licenses	5,950	4,300	4,300	4,300
421790	Other Amusement Licenses	63,105	80,900	80,900	80,900
421800	Penalties-Business Licenses	115,462	98,800	98,800	98,800
422310	Cat Licenses	333,129	385,000	392,700	419,380
422320	Dog Licenses	825,476	975,000	992,700	1,082,420
422800	Penalties on Non-Business Licenses	30	0	0	0
422802	Lic Late Fees - Taxi/For Hire	2,080	0	0	0
422803	Fires - Taxi/For Hire	7,005	27,885	27,885	27,885
422820	Tow Company License Late Fees	31	0	0	0
441630	Photocopy Services	344	0	0	0
441710	Sales of Merchandise	127,459	90,000	90,000	90,000
441930	Cable/Private Reimbursements	117,566	120,000	120,000	120,000
441970	Scanning Systems License	137,230	146,425	146,425	146,425
441980	State Wts & Meas Dev Reg Fees	96,193	99,955	99,955	99,955
442491	Fees - Taxi/For Hire	40,275	59,295	59,295	59,295
442492	Fees - Limo Inspections	42,485	37,000	37,000	37,000
442493	Fees - Limo Payment From State	117,000	130,000	130,000	130,000
442494	Tow company Impound Fees	48,860	60,000	60,000	60,000
443931	Animal Control Admin Fees	30,599	32,000	32,640	32,640
443932	Animal Adoption Fees	32,857	10,000	10,200	10,200
443934	Kennel Fees	10,155	8,000	8,160	8,160
443936	Spay and Neuter Fees	161,468	200,000	204,000	204,000
443937	Surrender Fees	4,920	5,000	5,100	5,100
443939	Misc. Other Animal Control Fees	77,513	80,000	81,600	81,600
443979	Sundry Recoveries (Kubra CC)	192,004	0	0	0
444500	Fuel Sales	1,981	0	0	0
444590	Miscellaneous - Other Revenue	647,897	440,000	440,000	847,000
447800	Training Charges	36,713	129,375	129,375	129,375
459896	Penalties on Delinquent Receivable	482	0	0	0
459900	Miscellaneous Fine & Penalties	4,454	0	0	0
459930	NSF Check Fees	300	0	0	0
461110	Interest Earnings - Residual Cash	486,472	73,500	73,500	223,500
461320	Unrealized Gains/Losses-Inv GASB31	269,671	0	0	0
462300	Parking Fees	2,095,729	2,025,259	2,025,259	2,241,259
462500	Bldg/Other Space Rental Charge	2,333,902	2,211,716	2,211,716	2,211,716

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462900	Other Rents & use Charges	12,692	11,000	11,000	11,000
469100	Sales of Junk or Salvage	18,991	0	0	0
469400	Other Judgments & Settlements	3,070	0	0	0
469810	Cashier's Overages & Shortages	-1,708	0	0	0
469970	Telephone Commission	69	0	0	0
	Revenues				
469990	Other Miscellaneous Revenues	533,230	614,183	612,933	751,718
485110	Sales of Land & Buildings	0	0	0	0
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	941,250	0	0	0
	<b>Total External Revenues</b>	<b>11,331,318</b>	<b>9,912,643</b>	<b>9,972,993</b>	<b>11,098,178</b>
587001	Accounting Director's Office	273,058	304,772	312,723	303,978
587001	Business Licensing	1,157,968	1,249,017	1,283,107	1,653,318
587001	Capital Development and Construction Management	51,662	0	0	0
587001	Central Accounting	997,873	1,065,204	1,090,543	1,074,069
587001	City Purchasing	567,500	646,250	665,296	683,405
587001	Claims Processing	181,100	183,806	188,580	186,403
587001	Concert Hall	361,189	363,258	370,523	370,523
587001	Consumer Protection	750,810	717,193	737,656	740,051
587001	Contracting Services	126,300	166,706	171,472	171,278
587001	Customer Service Bureau	408,381	460,434	421,512	323,933
587001	Debt Management	121,794	122,582	125,509	123,454
587001	Department Director	202,427	202,247	207,285	202,247
587001	Department SRI Project	0	0	0	1,235,000
587001	Distribution Services	386,991	388,068	402,416	411,910
587001	Economics and Forecasting	491,245	201,237	210,472	185,347
587001	Facilities Management	757,939	0	0	0
587001	FAS Accounting	0	71,142	72,870	72,919
587001	FAS Applications	1,317,781	1,663,845	1,856,459	1,885,157
587001	Fiscal Policy and Management	945,886	933,703	956,657	937,597
587001	Garden of Remembrance	173,371	174,349	177,836	177,836
587001	HRIS	1,044,187	1,188,745	1,203,971	1,352,641
587001	Human Resources	0	0	0	58,331
587001	Investments	119,556	169,177	173,418	172,359
587001	Judgmt/Claims Alloc - 50330	71,605	0	0	0
587001	Nghd Payment & Information Svcs	206,932	199,505	206,350	217,649
587001	Office of Constituent Services	336,714	156,604	163,224	251,774
587001	Parking Meter Collections	570,146	553,620	569,185	571,768
587001	Payroll	925,254	967,303	992,866	978,674
587001	Property Management Services	2,369,699	1,815,245	1,841,204	1,680,685
587001	Regulatory Enforcement	1,818,724	1,784,114	1,847,918	2,296,021
587001	Remittance Processing	190,964	186,916	191,954	189,701
587001	Risk Management	249,766	253,652	259,992	254,097
587001	Seattle Animal Shelter	2,383,247	2,422,051	2,498,437	2,534,393

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587001	Shared Accounting Services	0	112,932	115,940	117,400
587001	Spay and Neuter Clinic	173,765	89,846	99,973	94,441
587001	SUMMIT	2,538,949	3,232,128	3,757,742	3,813,808
587001	Tax Administration	2,061,770	3,866,145	2,625,150	2,290,720
587001	Treasury Operations	753,175	939,608	959,241	1,016,853
587001	Warehousing Services	16,332	6,396	6,472	6,541
	<b>Total General Fund Support</b>	<b>25,104,060</b>	<b>26,857,800</b>	<b>26,763,953</b>	<b>28,636,281</b>
541490	Accounting Director's Office	252,154	269,836	276,876	270,650
541490	Central Accounting	921,483	943,099	965,534	956,307
541490	City Purchasing	1,174,904	1,258,709	1,295,805	1,331,076
541490	Claims Processing	465,721	472,576	485,000	479,687
541490	Contracting Services	3,027,912	3,329,708	4,947,932	5,006,444
541490	Customer Service Bureau	733,628	838,746	767,845	590,091
541490	Debt Management	219,271	220,648	225,916	222,217
541490	Economics and Forecasting	152,763	0	0	0
541490	Facilities Management	1,227,261	0	0	0
541490	Human Resources	0	0	0	112,627
541490	Investments	191,136	297,740	305,205	303,342
541490	Nghd Payment & Information Svcs	1,517,504	1,474,720	1,525,311	1,608,835
541490	Office of Constituent Services	259,269	285,277	297,338	458,643
541490	Payroll	854,422	856,421	879,052	871,372
541490	Property Management Services	643,756	260,000	260,000	260,000
541490	Remittance Processing	754,403	780,934	801,984	792,571
541490	Risk Management	647,541	658,731	675,497	661,553
541490	Treasury Operations	1,368,586	1,875,275	1,916,561	2,038,662
541830	FAS Applications	736,212	995,828	1,156,184	1,170,940
541830	HRIS	980,219	1,131,181	1,145,671	1,287,142
541830	SUMMIT	4,468,911	5,496,511	6,390,362	6,485,708
541930	Facilities Maintenance	77,255	75,000	75,000	75,000
542830	Distribution Services	259,291	291,760	291,760	291,760
542831	Distribution Services	280,442	250,789	260,062	266,197
543210	Capital Development and Construction Management	4,599,242	5,060,418	5,294,146	5,294,146
543932	Seattle Animal Shelter	2,295	0	0	0
543936	Spay and Neuter Clinic	120,224	100,000	100,000	100,000
543939	Spay and Neuter Clinic	4,047	0	0	0
544300	Vehicle Maintenance	11,364,912	10,595,988	10,834,773	8,328,986
544400	Vehicle Warehousing	0	0	0	2,711,357
544500	Vehicle Fuel	8,468,319	10,860,977	11,078,197	10,850,411
544590	Vehicle Leasing	597	0	0	0
548921	Warehousing Services	1,238,107	1,353,036	1,368,996	1,383,650
548922	Property Management Services	390,551	402,698	413,304	413,304
562150	Motor Pool	875,274	821,008	821,008	774,714
562250	Fleet Administration	11,600	0	0	0

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562250	Vehicle Leasing	25,252,503	27,062,206	27,830,814	27,903,800
562300	Parking Services	642,785	621,020	621,020	686,020
562500	Nghd Payment & Information Svcs	12,367	11,306	11,552	10,983
562500	Property Management Services	4,559,011	7,005,874	9,291,602	9,291,602
562500	Seattle Municipal Tower	2,025	0	0	0
562510	Property Management Services	47,266,898	47,948,508	48,714,383	48,204,276
569990	Central Accounting	59,035	223,492	229,778	224,983
569990	Department Director	0	0	0	37,831
569990	FAS Accounting	53,336	26,974	27,641	51,637
569990	FAS Applications	1,714,183	0	0	0
569990	FAS Technology	0	0	0	291,270
569990	Fiscal Policy and Management	141,180	161,043	165,497	171,616
569990	Human Resources	0	0	0	68,606
569990	Office of Constituent Services	0	0	0	300,000
569990	Policy & Budget	0	0	0	31,550
569990	Property Management Services	139,000	154,045	158,345	154,190
569990	Seattle Animal Shelter	98,222	116,305	213,773	251,838
569990	Seattle Municipal Tower	529,400	380,000	380,000	545,000
569990	Shared Accounting Services	522	882	907	15,371
569990	Treasury Operations	41,817	0	0	0
569990	Vehicle Leasing	1,366,048	0	0	0
<b>Total Services to City Depts</b>		<b>130,167,544</b>	<b>134,969,269</b>	<b>142,500,631</b>	<b>143,637,965</b>
<b>Total Revenues</b>		<b>166,602,922</b>	<b>200,059,037</b>	<b>191,568,942</b>	<b>190,948,818</b>
<b>Total Resources</b>		<b>164,728,247</b>	<b>208,671,130</b>	<b>202,054,080</b>	<b>200,707,672</b>

# Department of Finance & Administrative Services

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

### Wheelchair Accessible Services Program Budget Control Level

The purpose of this BCL is disburse monies collected on every taxi, for hire and TNC trip that originates in the city of Seattle

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Wheelchair Accessible Services Program	0	0	0	1,250,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,000</b>

### Pike Place Market Waterfront Entrance Project (36200-A8500) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2015 Limited Tax General Obligation bond issuance (Fund 36200).

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Pike Place Market Waterfront Entrance Project (36200-A8500)	0	28,000,000	0	0
<b>Total</b>	<b>0</b>	<b>28,000,000</b>	<b>0</b>	<b>0</b>

### Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level

The purpose of the Pike Place Market Waterfront Entrance Project Budget Control Level (BCL) is to manage disbursement of resources to the Pike Place Market Preservation and Development Authority (PDA) for costs associated with the PC1-North Parking Garage design and planning. This BCL is funded by a 2016 Limited Tax General Obligation bond issuance (Fund 36300).

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Pike Place Market Waterfront Entrance Project (36300-8600)	0	0	12,000,000	6,000,000
<b>Total</b>	<b>0</b>	<b>0</b>	<b>12,000,000</b>	<b>6,000,000</b>

## Department of Finance & Administrative Services

### **Central Waterfront Improvement Program Financial Support Budget Control Level**

The purpose of the Central Waterfront Improvement Program Financial Support Budget Control Level (BCL) is to provide resources to the City Finance Division for the development of funding mechanisms for the Central Waterfront Improvement Program. This BCL is funded by the Central Waterfront Improvement Fund (Fund 35900).

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
FAS CWF Finance	0	554,101	2,234,378	2,870,000
<b>Total</b>	<b>0</b>	<b>554,101</b>	<b>2,234,378</b>	<b>2,870,000</b>
Full-time Equivalents Total*	0.00	3.00	4.00	3.00

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

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

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Budget and Central Services	4,754,503	4,828,621	4,862,893	6,945,378
<b>Total</b>	<b>4,754,503</b>	<b>4,828,621</b>	<b>4,862,893</b>	<b>6,945,378</b>
Full-time Equivalents Total*	38.00	38.00	38.00	40.00

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Technology	15,441,981	17,455,059	18,178,059	19,584,021
<b>Total</b>	<b>15,441,981</b>	<b>17,455,059</b>	<b>18,178,059</b>	<b>19,584,021</b>
Full-time Equivalents Total*	46.50	46.50	46.50	45.50

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

## Department of Finance & Administrative Services

### City Finance Division Budget Control Level

The purpose of the City Finance Division 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Accounting	3,686,130	4,030,430	4,071,477	3,996,471
Business Licensing and Tax Administration	3,012,151	4,643,164	3,398,266	3,251,803
City Economics and Financial Management	2,141,696	1,431,014	1,440,780	1,383,631
Risk Management	1,325,125	1,358,307	1,371,128	1,311,154
Treasury	3,708,890	4,222,808	4,273,960	4,360,623
<b>Total</b>	<b>13,873,991</b>	<b>15,685,723</b>	<b>14,555,611</b>	<b>14,303,682</b>
Full-time Equivalents Total*	127.50	134.00	134.00	134.50

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

### **The following information summarizes the programs in City Finance Division 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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Accounting	3,686,130	4,030,430	4,071,477	3,996,471
Full-time Equivalents Total	51.50	59.50	59.50	59.50

#### **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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Business Licensing and Tax Administration	3,012,151	4,643,164	3,398,266	3,251,803
Full-time Equivalents Total	25.00	25.00	25.00	26.00

#### **City Economics and Financial Management Program**



## Department of Finance & Administrative Services

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.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
City Economics and Financial Management	2,141,696	1,431,014	1,440,780	1,383,631
Full-time Equivalents Total	11.00	10.50	10.50	9.00

### 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.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Risk Management	1,325,125	1,358,307	1,371,128	1,311,154
Full-time Equivalents Total	9.00	9.00	9.00	9.00

### Treasury Program

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Treasury	3,708,890	4,222,808	4,273,960	4,360,623
Full-time Equivalents Total	31.00	30.00	30.00	31.00

## 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.

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Contracting Services	2,809,903	4,230,718	4,207,377	4,119,694
Purchasing Services	1,749,693	1,711,944	1,721,342	1,835,281
<b>Total</b>	<b>4,559,596</b>	<b>5,942,662</b>	<b>5,928,719</b>	<b>5,954,975</b>
Full-time Equivalents Total*	33.00	44.00	44.00	45.00

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Contracting Services	2,809,903	4,230,718	4,207,377	4,119,694
Full-time Equivalents Total	19.00	29.00	29.00	30.00

#### **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.

<b>Expenditures/FTE</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Purchasing Services	1,749,693	1,711,944	1,721,342	1,835,281
Full-time Equivalents Total	14.00	15.00	15.00	15.00

## 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	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Facility Services	65,230,676	69,317,124	73,303,115	71,969,656
<b>Total</b>	<b>65,230,676</b>	<b>69,317,124</b>	<b>73,303,115</b>	<b>71,969,656</b>
Full-time Equivalents Total*	88.50	92.50	92.50	92.50

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### 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	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Vehicle Fueling	8,921,344	10,410,546	10,647,975	10,578,347
Vehicle Leasing	18,423,965	19,770,987	23,575,866	23,788,163
Vehicle Maintenance	19,609,733	20,239,666	20,535,269	19,919,596
<b>Total</b>	<b>46,955,042</b>	<b>50,421,199</b>	<b>54,759,110</b>	<b>54,286,106</b>
Full-time Equivalents Total*	128.00	129.00	129.00	129.00

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# Department of Finance & Administrative Services

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

## Vehicle Fueling Program

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Vehicle Fueling	8,921,344	10,410,546	10,647,975	10,578,347
Full-time Equivalents Total	1.00	1.00	1.00	1.00

## Vehicle Leasing Program

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Vehicle Leasing	18,423,965	19,770,987	23,575,866	23,788,163
Full-time Equivalents Total	12.00	12.00	12.00	15.00

## Vehicle Maintenance Program

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

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Vehicle Maintenance	19,609,733	20,239,666	20,535,269	19,919,596
Full-time Equivalents Total	115.00	116.00	116.00	113.00

## 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.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Judgment and Claims	222,685	0	0	0
<b>Total</b>	<b>222,685</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Department of Finance & Administrative Services

### 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Constituent Services	2,689,790	3,296,690	3,200,313	3,775,651
<b>Total</b>	<b>2,689,790</b>	<b>3,296,690</b>	<b>3,200,313</b>	<b>3,775,651</b>
Full-time Equivalents Total*	29.25	28.50	28.50	34.00

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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**

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Constituent Services	2,689,790	3,296,690	3,200,313	3,775,651
Full-time Equivalents Total	29.25	28.50	28.50	34.00

### Regulatory Compliance and Consumer Protection Budget Control Level

The purpose of the Regulatory Compliance and Consumer Protection Budget Control Level is to support City services and regulations that attempt to provide Seattle consumers with a fair and well-regulated marketplace. Expenditures from this BCL include support for taxicab inspections and licensing, the weights and measures inspection program, vehicle impound and consumer complaint investigation.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Regulatory Compliance and Consumer Protection	3,834,233	4,684,366	4,485,878	5,122,708
<b>Total</b>	<b>3,834,233</b>	<b>4,684,366</b>	<b>4,485,878</b>	<b>5,122,708</b>
Full-time Equivalents Total*	33.50	42.50	40.50	44.50

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

## Department of Finance & Administrative Services

### 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Seattle Animal Shelter	3,767,338	3,829,472	3,869,333	4,032,024
<b>Total</b>	<b>3,767,338</b>	<b>3,829,472</b>	<b>3,869,333</b>	<b>4,032,024</b>
Full-time Equivalents Total*	38.00	38.00	38.00	39.00

*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Capital Development and Construction Management	3,398,411	4,336,788	4,345,306	4,287,077
<b>Total</b>	<b>3,398,411</b>	<b>4,336,788</b>	<b>4,345,306</b>	<b>4,287,077</b>
Full-time Equivalents Total*	22.00	29.00	29.00	29.00

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

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

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

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Capital Development and Construction Management	3,398,411	4,336,788	4,345,306	4,287,077
Full-time Equivalents Total	22.00	29.00	29.00	29.00

## Department of Finance & Administrative Services

### FileLocal Agency Budget Control Level

The purpose of the FileLocal Agency Budget Control Level is to execute the City's response to the Washington Multi-City Business License and Tax Portal Agency Interlocal Agreement. The City of Seattle will be reimbursed by the agency for all costs.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
FAS FileLocal Agency	0	319,325	331,365	326,394
<b>Total</b>	<b>0</b>	<b>319,325</b>	<b>331,365</b>	<b>326,394</b>
Full-time Equivalent Total*	0.00	0.00	0.00	2.50

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

## Department of Finance & Administrative Services

### Finance and Administrative Services Fund Table

#### Wheelchair Accessible Services Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	0	1,250,000	0	1,250,000
Less: Actual and Budgeted Expenditures	0	0	1,250,000	0	1,250,000
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### FileLocal Agency Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	319,325	319,325	331,365	326,394
Less: Actual and Budgeted Expenditures	0	319,325	319,325	331,365	326,394
<b>Ending Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Department of Finance & Administrative Services

### Finance and Administrative Services Fund (50300)

	2014	2015	2015	2016	2016
	Actuals	Adopted	Revised	Endorsed	Proposed
<b>Beginning Fund Balance</b>	<b>104,465,478</b>	<b>31,431,324</b>	<b>37,326,046</b>	<b>23,373,332</b>	<b>27,169,342</b>
Accounting and Technical Adjustments-Add Back Non-cash Items	(69,010,426)				
Plus: Actual and Estimated Revenue	166,602,921	171,739,712	171,741,000	179,237,577	183,372,424
Plus: Inter-fund Transfer	2,963,816	3,720,000	5,696,000	3,742,000	16,135,000
Less: Actual and Budgeted Expenditures	164,728,246	179,797,704	179,797,704	187,488,337	190,261,278
Less: Capital Improvements	2,967,497	3,720,000	7,796,000	3,742,000	17,235,000
<b>Ending Fund Balance</b>	<b>37,326,046</b>	<b>23,373,332</b>	<b>27,169,342</b>	<b>15,122,572</b>	<b>19,180,488</b>
Continuing Appropriations	9,609,373				
Working Capital - Fleets	10,369,494	13,988,419	10,517,380	10,445,012	9,618,189
Planning Reserve		1,432,678	1,112,922	4,674,468	3,831,572
<b>Total Reserves</b>	<b>19,978,867</b>	<b>15,421,097</b>	<b>11,630,302</b>	<b>15,119,480</b>	<b>13,449,761</b>
<b>Ending Unreserved Fund Balance</b>	<b>17,347,179</b>	<b>7,952,235</b>	<b>15,539,040</b>	<b>3,092</b>	<b>5,730,727</b>

# Department of Finance & Administrative Services

## Capital Improvement Program Highlights

The Department of Finance and Administrative Services Department (FAS) is responsible for building, operating and maintaining general government facilities, including:

- 33 fire stations and waterfront marine operations;
- five police precinct buildings;
- police mounted patrol facility;
- harbor patrol facility;
- Seattle Emergency Operations and Fire Alarm Centers;
- City vehicle maintenance shops and other support facilities; and
- City 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 maintains specific Citywide information technology systems, including the City's financial management system (Summit) and payroll/human resources information system (HRIS).

The department's 2016-2021 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 Sub-fund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), voter approved levy proceeds, general obligation bonds, and proceeds from property sales and grants.

### 2016 Project Highlights

#### Americans with Disabilities Act (ADA) - Citywide and FAS

In 2016, FAS will continue to manage the City's efforts to improve accessibility to City facilities, consistent with the Americans with Disabilities Act (ADA). In this role and in response to a 2007 Department of Justice (DOJ) audit, FAS conducted a citywide prioritization process to allocate \$732,000 for specific ADA improvements among five affected capital departments: Department of Parks and Recreation (Parks), Seattle Center, Seattle Public Library, Seattle Department of Transportation and FAS.

In addition, FAS will engage a consultant in 2016 to document the progress made on citations as this work is coming to a close. The audit only reviewed a subset of City facilities, so FAS is also beginning a review of all facilities to assess ADA access issues citywide. The program will then continue strategically allocating resources to the most urgent needs, in addition to the remediation which was legally required by the DOJ audit.

#### SJC Municipal Court Modifications and Upgrades

This project funds a three-year phased approach to make ADA improvements to 11 existing courtrooms and provides for an upgrade to an existing restroom which will address compliance issues.

#### Asset Preservation Program

FAS' Asset Preservation Program extends the useful life of the various buildings owned and maintained by FAS by making strategic investments in major maintenance. The Asset Preservation Program is funded through facility space rent charges paid by City departments. The 2015 Adopted and 2016 Endorsed Budget included an increase in appropriation of \$2 million and \$1 million, respectively. To recognize the lead time needed to ramp up the increase, the 2016 Proposed Budget has a one-time reduction in space rent contributions, but additional use of

# Department of Finance & Administrative Services

fund balance. Some projects already underway in 2015 and planned for 2016 include:

- Seattle Municipal Tower (SMT) weatherization program, and exterior repairs;
- SMT elevator controls study;
- SMT 14 demolition and structural repairs;
- roof replacements at Airport Way Center (AWC) maintenance complex;
- Seattle Justice Center (SJC) shear wall and elevator pit repair;
- SJC foundation and exterior repairs;
- Haller Lake Vehicle Maintenance Building A plumbing and HVAC repairs;
- West Precinct Police Station HVAC repairs;
- generator upgrades at multiple shops and yards maintenance facilities; and
- building performance systems verifications (electrical and mechanical) and modifications in fire and police facilities.

## Customer Requested Tenant Improvements

This ongoing program provides a process for FAS to manage and execute all public works tenant improvement projects and space planning in FAS owned and leased facilities. FAS is also hired by other City departments to manage their facilities' capital improvement projects in non-FAS buildings. In 2016, projects include tenant improvements in the Seattle Municipal Tower, Seattle Justice Center and Seattle City Hall. Appropriations for FAS' Customer Requested Tenant Improvements (CRTI) program serve as a pass-through to the requesting departments that are responsible for all project costs with funding coming from their capital or operating funds.

## Energy Efficiency for Municipal Buildings

In an effort to reduce energy use in city-owned buildings, this project funds work by the Office of Sustainability and Environment to support the City's goal of a 20 percent 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 nine-year \$167 million property tax levy 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 2016, the program is nearing completion. FAS will continue to execute the Fire Facilities Levy Program by continuing construction on three fire stations and the start of construction on two additional stations.

## Fire Facilities Non-Levy Work

The project provides retrofits to two existing fire stations. Fire station 31 requires a larger apparatus bay to accommodate the new larger tillered aerial ladder truck, now required by state law. In addition, Fire Station 5 on the waterfront requires seismic retrofits to structurally tie it to the new seawall, as well as concurrent updates to the major systems to extend the useful life of the building and reduce energy consumption.

## North Precinct

This project funds the site acquisition and construction of a new North Precinct facility for the Seattle Police Department. It includes support, administrative and training space for police officers, a public lobby with direct access to community meeting space, a public plaza, public art installations and a firing range, in addition to a

## Department of Finance & Administrative Services

multi-story parking garage for fleet and personal vehicle parking. The building program takes into account staff growth projections to the year 2038 and growth in operational and training needs based on law enforcement trends. The building will enhance the public safety services provided by the Seattle Police Department and provide additional, needed capacity.

### **Electric Vehicle Charging Stations - AWC Building C**

This project provides permanent, code-compliant charging stations for SPD's existing fleet of electric vehicles in the Airport Way Center Building C complex. The facility upgrade allows SPD's enforcement personnel to park and charge their electric scooter vehicles.

### **Seattle Municipal Tower (SMT) Data & Telecommunication Rooms and Electrical Infrastructure Upgrades**

This project funds cooling and fire separation upgrades for 15 existing network and telephone closets in the SMT and a building electrical infrastructure upgrade to increase capacity for additional loads, including the City's transition to Voice over Internet Protocol technology.

### **Maintenance Shops and Yards**

The CIP currently funds master plan design work for storm-water drainage improvements at Haller Lake. The additional funding includes permitting and construction to bring the building up to storm-water code, to erect additional structures and to provide storm-water detention to bring operations into compliance with federal EPA requirements.

### **Seattle City Hall HVAC Improvements**

This project funds HVAC system improvements at Seattle City Hall, including revising system configuration and controls to implement current best practices. This will result in higher efficiencies and better tenant comfort.

### **Summit Re-Implementation (SRI)**

In 2011, the City of Seattle initiated a Financial Management and Accountability Program (FinMAP) to create Citywide financial management policies and standardization of the City enterprise financial system, Summit. Summit Re-Implementation is a key deliverable for this program. It will improve financial reporting and access to financial information for decision makers across the City and will simplify and standardize regulatory reporting and oversight.

Phase I, which occurred between January 2013 to August 2015, identified the appropriate scope for SRI. Phase II, which begins in September 2015, is the implementation phase with an operational start date of January 2018.

### **Human Resources Information System (HRIS) Replacement**

This project funds the initial planning for replacement of the enterprise system for the City's payroll processing, human resources and benefits administration, and retirement payroll processing. The replacement requires significant planning, review and evaluation from all stakeholders and will determine options for the scope of replacement. Replacement is needed in the near future as the current vendor is changing its strategy toward a hosted solution.

### **Seattle License Information System (SLIM)**

This project provides funds to determine requirements for a replacement system for SLIM, which is an application used to manage the issuance and renewal of business licenses and the collection of revenue from fees and taxes. SLIM must be upgraded as it is outdated and can no longer adequately meet the needs of expanding business license, tax collection and regulatory enforcement processes.

# Department of Finance & Administrative Services

## Capital Improvement Program Appropriation

Budget Control Level	2016 Endorsed	2016 Proposed
<b>Asset Preservation - Schedule 1 Facilities: A1APSCH1</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,769,000	4,411,372
<b>Subtotal</b>	<b>3,769,000</b>	<b>4,411,372</b>
<b>Asset Preservation - Schedule 2 Facilities: A1APSCH2</b>		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,231,000	2,981,000
<b>Subtotal</b>	<b>3,231,000</b>	<b>2,981,000</b>
<b>FAS Oversight-External Projects: A1EXT</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,500,000	2,500,000
General Subfund	313,000	313,000
<b>Subtotal</b>	<b>2,813,000</b>	<b>2,813,000</b>
<b>Fire Station - Land Acquisitions: A1FL101</b>		
2016 Multipurpose LTGO Bond Fund	800,000	0
<b>Subtotal</b>	<b>800,000</b>	<b>0</b>
<b>Garden of Remembrance: A51647</b>		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	26,392	26,392
<b>Subtotal</b>	<b>26,392</b>	<b>26,392</b>
<b>General Government Facilities - General: A1GM1</b>		
2016 Multipurpose LTGO Bond Fund	2,500,000	2,500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,425,000	2,995,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	0	350,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
<b>Subtotal</b>	<b>7,425,000</b>	<b>9,345,000</b>
<b>Information Technology: A1IT</b>		
2016 Multipurpose LTGO Bond Fund	0	15,694,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	200,000	200,000
Finance and Administrative Services Fund (50300)	0	13,493,000
<b>Subtotal</b>	<b>200,000</b>	<b>29,387,000</b>

## Department of Finance & Administrative Services

### Maintenance Shops and Yards: A1MSY

2017 Multipurpose LTGO Bond Fund (36400)	0	500,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	350,000	350,000
<b>Subtotal</b>	<b>350,000</b>	<b>850,000</b>

### Neighborhood Fire Stations: A1FL1

2016 Multipurpose LTGO Bond Fund	10,088,796	10,888,796
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,759,000	2,388,000
<b>Subtotal</b>	<b>12,847,796</b>	<b>13,276,796</b>

### Public Safety Facilities - Fire: A1PS2

2016 Multipurpose LTGO Bond Fund	4,900,000	2,000,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	450,000
Finance and Administrative Services Fund (50300)	242,000	242,000
<b>Subtotal</b>	<b>5,142,000</b>	<b>2,692,000</b>

### Public Safety Facilities - Police: A1PS1

2016 Multipurpose LTGO Bond Fund	8,500,000	4,000,000
<b>Subtotal</b>	<b>8,500,000</b>	<b>4,000,000</b>

### Summit Re-Implementation Department Capital Needs: A1IT1

2016 Multipurpose LTGO Bond Fund	0	4,487,000
<b>Subtotal</b>	<b>0</b>	<b>4,487,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>45,104,188</b>	<b>74,269,560</b>
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# Finance General

Ben Noble, 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	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$413,411,784	\$429,227,171	\$444,258,526	\$455,429,480
<b>Total Operations</b>	<b>\$413,411,784</b>	<b>\$429,227,171</b>	<b>\$444,258,526</b>	<b>\$455,429,480</b>
<b>Total Appropriations</b>	<b>\$413,411,784</b>	<b>\$429,227,171</b>	<b>\$444,258,526</b>	<b>\$455,429,480</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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. For additional information on these items, please refer to the department-specific sections.

# Finance General

## Incremental Budget Changes

### Finance General

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 444,258,526</b>	<b>0.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 680,227	0.00
<b>Proposed Changes</b>		
Chief Seattle's Historic Home and Gravesite	\$ 1,500,000	0.00
Burke Museum	\$ 500,000	0.00
Nordic Heritage Museum	\$ 500,000	0.00
Restoration of Town Hall	\$ 500,000	0.00
Seattle Opera House	\$ 200,000	0.00
Arts and Cultural Affairs Support	\$ 368,604	0.00
Data Analytics Platform	-\$ 2,000,000	0.00
Police Accountability Reserve	\$ 2,924,489	0.00
Police Civilian Community Liaison Services	\$ 550,000	0.00
Food Lifeline	\$ 250,000	0.00
<b>Proposed Technical Changes</b>		
Updated Costs for Recurring Expenses	-\$ 860,470	0.00
Program Moves	-\$ 3,939,427	0.00
General Fund Support	\$ 9,997,531	0.00
<b>Total Incremental Changes</b>	<b>\$ 7,170,954</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 455,429,480</b>	<b>0.00</b>



# Finance General

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$680,227**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Chief Seattle's Historic Home and Gravesite - \$1,500,000**

The City of Seattle is named for Chief Seattle - Chief of the regional Suquamish Tribe in the early 1800s and contributor to the success of pioneer Puget Sound settlers and the transatlantic railway. The Suquamish Tribe and the City of Seattle have been collaborating in an effort to honor the long and historic relationship between the two governments through a proposed joint project located in Suquamish, Washington. This project, designed to provide public benefit to the community at-large, encourages Seattle residents and visitors to learn about the City's history and heritage. The proposed joint project includes improvements on the Port Madison Indian Reservation to Old Man House Park and Chief Seattle's Grave, and construction of an interpretive trail linking historic and cultural features on the reservation including the Old Man House Park, Suquamish Shores, Veteran's Memorial and Chief Seattle's Grave. As a part of this project, the Suquamish Tribe will provide culturally significant materials to the City of Seattle for incorporation in the Seattle Waterfront Promenade.

#### **Burke Museum - \$500,000**

The Burke Museum, located on the edge of the University of Washington, is the oldest public museum in Washington, and was designated the State Museum in 1899. It is a research and collections-based natural history museum that curates 16 million objects. The Burke Museum is engaged in a fund raising effort to build a new museum at its current location on the University campus. The proposed design includes a public space specifically oriented toward 15th Avenue and the broader University District community. The City's \$500,000 investment, which will be subject to completing an agreement with the Burke Museum for public benefits, will leverage significant private contributions and additional public funding.

#### **Nordic Heritage Museum - \$500,000**

The Nordic Heritage Museum in northwest Seattle shares Nordic culture with people of all ages and backgrounds by exhibiting art and objects, preserving collections, providing educational and cultural experiences, and serving as a community gathering place. The museum is undertaking a major capital campaign to fund construction of a new museum facility in Ballard. The City's \$500,000 investment, which will be subject to completing an agreement with the Nordic Heritage Museum for public benefits, will leverage significant private contributions and additional public funding.

#### **Restoration of Town Hall - \$500,000**

Town Hall is Seattle's community cultural center, offering a broad program of over 450 music, humanities, civic discourse, and world culture events annually. Located in a century-old historic building at Seneca and 8th Avenue, Town Hall provides unique and flexible spaces for cultural and civic organizations to host concerts, lectures,

## Finance General

meetings, and fundraising events. In 2016, Town Hall will undertake significant upgrades for continued building restoration including seismic stabilization, historic copper dome restoration, upgrade of restrooms, elevators, air and heating systems, and ADA improvements to better serve attendees with disabilities. Recognizing the significant public benefit this facility provides, the 2016 Proposed Budget includes \$500,000 funding to contribute to the completion of this project.

### **Seattle Opera House - \$200,000**

The City of Seattle has entered into a long-term agreement with Seattle Opera for lease of the Mercer Arena site at Seattle Center. As part of this agreement, the Opera will make improvements to the site in order to meet its operational needs. The 2016 Proposed Budget includes funding to assist the Opera in completing its assessment of development alternatives and to complete initial design. This funding is the first component of an overall proposal to provide direct project funding of \$5 million. A resolution establishing this full commitment has also been submitted with the 2016 Proposed Budget.

### **Arts and Cultural Affairs Support - \$368,604**

This item reflects the increased dedication of 5% of proceeds from the Admission Tax to support the Arts. The Mayor's 2016 Proposed Budget includes legislation that would permanently increase the share of Admissions Tax revenues dedicated to arts and culture from 75% to 80%. For more detail refer to the Office of Arts and Cultural Affairs section in this document.

### **Data Analytics Platform - (\$2,000,000)**

The Department of Justice Settlement reserve was reduced by \$2 million to support the General Fund transfer of \$8 million in 2015 to the Seattle Department of Informational Technology for the development of the Data Analytics Platform. This system will consolidate and manage data provided by a variety of systems related to police calls and incidents, citizen interactions, administrative processes, training, and workforce management. The project satisfies the requirements of the Department of Justice Settlement Agreement.

### **Police Accountability Reserve - \$2,924,489**

Funding is reserved for the Seattle Police Department (SPD) body-worn cameras and other police accountability initiatives. SPD is reviewing the results of a pilot project, engaging with stakeholders and preparing to move forward with full roll-out of body-worn cameras to frontline employees.. SPD has also submitted two grant applications for body-worn cameras. If received, a grant would provide partial financial support for the implementation of the body-worn cameras. The reserve also includes funding for video retention and police accountability initiatives that may arise in 2016.

### **Police Civilian Community Liaison Services - \$550,000**

Funding is reserved for three new positions to serve as civilian community liaisons for the Seattle Police Department (SPD). With these additional positions, SPD will have one crime prevention coordinator per precinct in addition to a supervisor and a community liaison with the Asian-American community. The positions will represent SPD as community liaisons, offering outreach to individuals and community and business groups to provide education, training and problem-solving on crime-related issues. The funding is being held in Finance General while the department evaluates where the positions will best fit within the department's reporting structure.

### **Food Lifeline - \$250,000**

A reserve of \$250,000 provides funding to a Food Lifeline, one of the City's largest food distribution partners, to partially support the development of a new warehouse. This space will allow for more efficient distribution of

# Finance General

food to organizations, including Seattle's many food banks. The City's financial support will be contingent upon completing an agreement for public benefits.

## Proposed Technical Changes

### **Updated Costs for Recurring Expenses - (\$860,470)**

Updated cost projections include non-programmatic changes that represent the latest cost estimates for recurring expenses or different financing plans to fund ongoing services. Adjustments in this category reflect increased funding to the City's Emergency Subfund to maintain target balances, lower debt service costs, higher contribution to the City's Rainy Day Fund; and, increased budget for the Parental Leave Reserve to match the updated projection of expenses.

### **Program Moves - (\$3,939,427)**

Throughout the biennial budget process, adjustments are made to end programs, combine like-programs to consolidate resources, move programs to different departments, or move programs to different Finance General BCLs. For the 2016 Proposed Budget:

- The Law Enforcement Assisted Diversion Program (LEAD) and the Public Health reserves are moved to the Human Services Department;
- General Fund support to the Office of Housing is transferred to the "Finance General Support to Operating Funds" BCL to better track ongoing General Fund support;
- The Emergency Notification Alert System reserve is moved to the Seattle Information Technology Department; and,
- The resources for the Police Department reserve is consolidated into the Police Accountability Reserve (described separately in the section above).

### **General Fund Support - \$9,997,531**

Technical adjustments made in the "Proposed Phase" update preliminary cost assumptions established in the "Baseline Phase" and provides General Fund resources to support department operations. Refer to department sections for specific program descriptions.

# Finance General

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Appropriation to General Fund Subfunds and Special Funds Budget Control</b>					
Arts Account		5,851,202	5,953,328	6,124,320	6,492,924
Cumulative Reserve Subfund - Capital Projects Account		400,000	0	0	0
Cumulative Reserve Subfund - Revenue Stabilization Account		11,016,058	3,337,000	0	2,223,941
Emergency Subfund		4,623,121	4,450,000	3,600,000	5,148,309
Finance and Administrative Services Fund		24,958,942	26,857,799	26,763,954	28,636,281
General Bond Interest/Redemption Fund		16,334,085	14,625,274	17,581,028	16,460,237
Housing Operating Fund		195,000	314,000	272,000	0
Information Technology Fund		3,008,747	4,464,489	6,498,844	5,253,859
Insurance		4,304,909	5,077,000	5,577,000	5,086,000
Judgment/Claims Subfund		755,901	337,906	620,824	620,824
<b>Total</b>	<b>2QA00</b>	<b>71,447,965</b>	<b>65,416,796</b>	<b>67,037,970</b>	<b>69,922,375</b>
<b>Reserves Budget Control</b>					
Building Code Impact Support		59,856	0	0	0
Burke Museum		0	0	0	500,000
City Multi-Disciplinary Team (MDT) Reserve		0	300,000	300,000	300,000
Department of Justice Settlement Agreement Public Safety Reserve		1,310,597	4,877,952	4,935,511	2,935,511
Emergency Notification Alert System		75,000	205,000	205,000	0
Fire Station 39 Housing Services		0	475,000	0	0
Food Lifeline		0	0	0	250,000
Get Engaged: City Boards and Commissions		0	34,118	34,937	34,937
Gun Violence Research		38,250	0	0	0
Homeless Families Assistance		450,000	200,000	0	0
Homeless Shelter Development		0	175,000	0	0
Human Services Funding Backfill		300,000	0	0	0
Immigrant and Refugee Leadership Program		17,500	75,000	0	0
Impact Fee Evaluation		0	300,000	0	0
LEAD Program		0	0	830,000	0
License and Tax Portal Reserve		14,061	0	0	0
Mentoring Program		0	100,000	100,000	100,000
Meridian Health Center		0	750,000	0	0

## Finance General

Minimum Wage for City Employees	0	810,439	1,080,585	1,080,585
Minimum Wage Study	0	100,000	0	0
Municipal Court Information System Planning Reserve	0	150,000	0	0
Neighborhood Business District Capital Projects	242,905	0	0	0
Nordic Heritage Museum	0	0	0	500,000
PacMed Pacific Tower Debt Service Support	0	153,500	307,000	0
Parental Leave Reserve	0	250,000	250,000	500,000
Police Accountability Reserve	0	0	0	2,924,489
Police Civilian Community Liaison Services	0	0	0	550,000
Police Department Reserve	0	2,184,077	2,232,427	0
Public Health Reserve	0	400,000	400,000	0
Recurring Reserve for Portable Art Rental and Maintenance	304,081	298,225	310,154	310,154
Recurring Reserve-Election Expense	1,135,925	900,000	1,600,000	1,600,000
Recurring Reserve-Fire Hydrants	8,142,458	8,219,000	8,655,000	8,655,000
Recurring Reserve-Industrial Insurance Pensions Payout	0	1,783,078	0	0
Recurring Reserve-Office of Professional Accountability Auditor	151,219	164,121	168,060	168,060
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	428,161	557,000	640,000	640,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	843,922	830,800	848,416	878,416
Recurring Reserve-Street Lighting	9,686,258	9,240,000	9,290,000	9,290,000
Recurring Reserve-Transit Pass Subsidy	1,988,986	3,000,000	3,400,000	3,400,000
Recurring Reserve-Voter Registration and Pamphlet	1,423,486	1,400,000	1,400,000	1,400,000
Retirement Benefit Study	4,188	0	0	0
SDOT Efficiency Study	400	0	0	0
Seattle Housing Authority History Project	20,000	0	0	0
Seattle Indian Services Commission	44,756	0	0	0
Seattle Indian Services Commission Debt Service Payment	0	440,000	440,000	440,000
Seattle Opera House	0	0	0	200,000
SODO Arena Proposal	6,037	0	0	0
Sound Transit Local Contribution Sales	93,213	0	0	0

## Finance General

Tax					
Suquamish Project	0	0	0	1,500,000	
Sworn Officers Hiring Reserve	0	0	2,787,745	2,787,745	
Tax Refund Interest Reserve	221,425	500,000	500,000	500,000	
Tenant Improvements	168,043	0	0	0	
Town Hall	0	0	0	500,000	
Transportation Rubble Yard Reserve	3,154,857	0	0	0	
University District Food Bank Building	0	250,000	0	0	
University of Washington Reserve	500,000	0	0	0	
Yesler Terrace Project Support	50,000	0	0	0	
<b>Total</b>	<b>2QD00</b>	<b>30,995,582</b>	<b>39,247,310</b>	<b>40,839,835</b>	<b>42,069,897</b>
<b>Support to Operating Funds Budget Control</b>					
Department of Education Fund	0	12,637,149	12,810,346	6,985,124	
Drainage and Wastewater Fund	1,382,324	1,473,026	1,498,316	1,500,730	
Firefighters Pension Fund	17,155,526	17,311,984	17,475,500	17,163,500	
Housing Operating Fund-Supp to Op Fund	0	0	0	451,623	
Human Services Operating Fund	66,524,652	64,382,790	64,886,461	76,328,710	
Library Fund	47,859,759	49,749,669	50,630,853	50,345,639	
Neighborhood Matching Subfund	3,504,940	1,576,807	3,324,991	3,163,660	
Parks and Recreation Fund	88,900,249	92,852,622	96,498,347	96,589,512	
Planning and Development Fund	10,571,356	10,478,880	10,583,647	6,023,535	
Police Relief and Pension Fund	20,720,409	20,279,340	20,287,210	21,313,000	
Seattle Center Fund	13,216,723	12,805,073	13,050,327	12,948,724	
Solid Waste Fund	0	439,000	167,061	6,335,403	
Transportation Fund	41,132,299	40,576,725	45,167,662	44,288,048	
<b>Total</b>	<b>2QE00</b>	<b>310,968,237</b>	<b>324,563,065</b>	<b>336,380,721</b>	<b>343,437,208</b>
<b>Department Total</b>		<b>413,411,784</b>	<b>429,227,171</b>	<b>444,258,526</b>	<b>455,429,480</b>
<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Arts Account	5,851,202	5,953,328	6,124,320	6,492,924
Cumulative Reserve Subfund - Capital Projects Account	400,000	0	0	0
Cumulative Reserve Subfund - Revenue Stabilization Account	11,016,058	3,337,000	0	2,223,941
Emergency Subfund	4,623,121	4,450,000	3,600,000	5,148,309
Finance and Administrative Services Fund	24,958,942	26,857,799	26,763,954	28,636,281
General Bond Interest/Redemption Fund	16,334,085	14,625,274	17,581,028	16,460,237
Housing Operating Fund	195,000	314,000	272,000	0
Information Technology Fund	3,008,747	4,464,489	6,498,844	5,253,859
Insurance	4,304,909	5,077,000	5,577,000	5,086,000
Judgment/Claims Subfund	755,901	337,906	620,824	620,824
<b>Total</b>	<b>71,447,965</b>	<b>65,416,796</b>	<b>67,037,970</b>	<b>69,922,375</b>

## **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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Building Code Impact Support	59,856	0	0	0
Burke Museum	0	0	0	500,000
City Multi-Disciplinary Team (MDT) Reserve	0	300,000	300,000	300,000
Department of Justice Settlement Agreement Public Safety Reserve	1,310,597	4,877,952	4,935,511	2,935,511
Emergency Notification Alert System	75,000	205,000	205,000	0
Fire Station 39 Housing Services	0	475,000	0	0
Food Lifeline	0	0	0	250,000
Get Engaged: City Boards and Commissions	0	34,118	34,937	34,937
Gun Violence Research	38,250	0	0	0
Homeless Families Assistance	450,000	200,000	0	0
Homeless Shelter Development	0	175,000	0	0
Human Services Funding Backfill	300,000	0	0	0
Immigrant and Refugee Leadership Program	17,500	75,000	0	0
Impact Fee Evaluation	0	300,000	0	0
LEAD Program	0	0	830,000	0
License and Tax Portal Reserve	14,061	0	0	0
Mentoring Program	0	100,000	100,000	100,000
Meridian Health Center	0	750,000	0	0
Minimum Wage for City Employees	0	810,439	1,080,585	1,080,585
Minimum Wage Study	0	100,000	0	0
Municipal Court Information System Planning Reserve	0	150,000	0	0
Neighborhood Business District Capital Projects	242,905	0	0	0
Nordic Heritage Museum	0	0	0	500,000
PacMed Pacific Tower Debt Service Support	0	153,500	307,000	0
Parental Leave Reserve	0	250,000	250,000	500,000
Police Accountability Reserve	0	0	0	2,924,489
Police Civilian Community Liaison Services	0	0	0	550,000
Police Department Reserve	0	2,184,077	2,232,427	0



## Finance General

Public Health Reserve	0	400,000	400,000	0
Recurring Reserve for Portable Art Rental and Maintenance	304,081	298,225	310,154	310,154
Recurring Reserve-Election Expense	1,135,925	900,000	1,600,000	1,600,000
Recurring Reserve-Fire Hydrants	8,142,458	8,219,000	8,655,000	8,655,000
Recurring Reserve-Industrial Insurance Pensions Payout	0	1,783,078	0	0
Recurring Reserve-Office of Professional Accountability Auditor	151,219	164,121	168,060	168,060
Recurring Reserve-Pacific Science Center Lease Reserve	120,000	120,000	120,000	120,000
Recurring Reserve-Puget Sound Clean Air Agency	428,161	557,000	640,000	640,000
Recurring Reserve-Shooting Review Board Civilian	0	5,000	5,000	5,000
Recurring Reserve-State Examiner	843,922	830,800	848,416	878,416
Recurring Reserve-Street Lighting	9,686,258	9,240,000	9,290,000	9,290,000
Recurring Reserve-Transit Pass Subsidy	1,988,986	3,000,000	3,400,000	3,400,000
Recurring Reserve-Voter Registration and Pamphlet	1,423,486	1,400,000	1,400,000	1,400,000
Retirement Benefit Study	4,188	0	0	0
SDOT Efficiency Study	400	0	0	0
Seattle Housing Authority History Project	20,000	0	0	0
Seattle Indian Services Commission	44,756	0	0	0
Seattle Indian Services Commission Debt Service Payment	0	440,000	440,000	440,000
Seattle Opera House	0	0	0	200,000
SODO Arena Proposal	6,037	0	0	0
Sound Transit Local Contribution Sales Tax	93,213	0	0	0
Suquamish Project	0	0	0	1,500,000
Sworn Officers Hiring Reserve	0	0	2,787,745	2,787,745
Tax Refund Interest Reserve	221,425	500,000	500,000	500,000
Tenant Improvements	168,043	0	0	0
Town Hall	0	0	0	500,000
Transportation Rubble Yard Reserve	3,154,857	0	0	0
University District Food Bank Building	0	250,000	0	0
University of Washington Reserve	500,000	0	0	0
Yesler Terrace Project Support	50,000	0	0	0
<b>Total</b>	<b>30,995,582</b>	<b>39,247,310</b>	<b>40,839,835</b>	<b>42,069,897</b>

## Finance General

### Support to Operating Funds Budget Control Level

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

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Department of Education Fund	0	12,637,149	12,810,346	6,985,124
Drainage and Wastewater Fund	1,382,324	1,473,026	1,498,316	1,500,730
Firefighters Pension Fund	17,155,526	17,311,984	17,475,500	17,163,500
Housing Operating Fund-Supp to Op Fund	0	0	0	451,623
Human Services Operating Fund	66,524,652	64,382,790	64,886,461	76,328,710
Library Fund	47,859,759	49,749,669	50,630,853	50,345,639
Neighborhood Matching Subfund	3,504,940	1,576,807	3,324,991	3,163,660
Parks and Recreation Fund	88,900,249	92,852,622	96,498,347	96,589,512
Planning and Development Fund	10,571,356	10,478,880	10,583,647	6,023,535
Police Relief and Pension Fund	20,720,409	20,279,340	20,287,210	21,313,000
Seattle Center Fund	13,216,723	12,805,073	13,050,327	12,948,724
Solid Waste Fund	0	439,000	167,061	6,335,403
Transportation Fund	41,132,299	40,576,725	45,167,662	44,288,048
<b>Total</b>	<b>310,968,237</b>	<b>324,563,065</b>	<b>336,380,721</b>	<b>343,437,208</b>

# 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 is appointed by the City Council, and Deputy Hearing Examiners are then appointed by the Hearing Examiner. Examiners 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 manages 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.

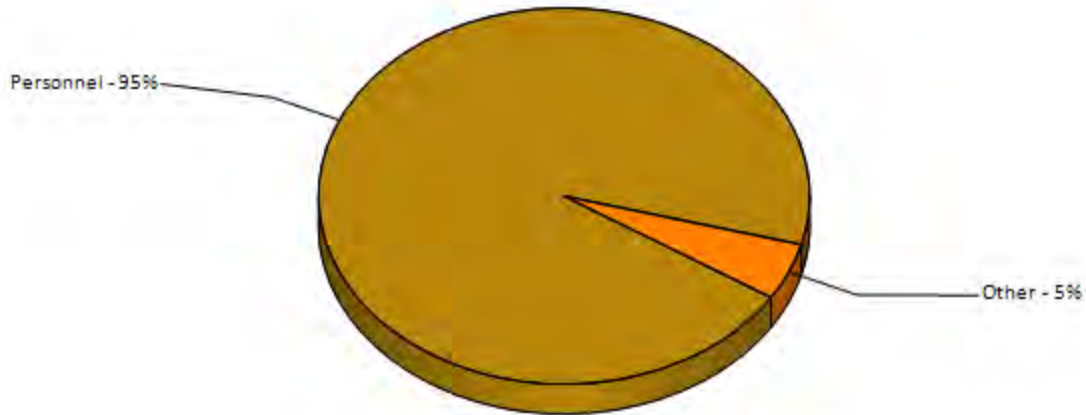
## Budget Snapshot

<b>Department Support</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
General Fund Support	\$637,620	\$665,618	\$670,273	\$666,708
<b>Total Operations</b>	<b>\$637,620</b>	<b>\$665,618</b>	<b>\$670,273</b>	<b>\$666,708</b>
<b>Total Appropriations</b>	<b>\$637,620</b>	<b>\$665,618</b>	<b>\$670,273</b>	<b>\$666,708</b>
Full-time Equivalent Total*	4.63	4.63	4.63	4.63

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

# Office of the Hearing Examiner

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget does not recommend any significant changes to the Office of Hearing Examiner budget.

### Incremental Budget Changes

#### Office of Hearing Examiner

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 670,273</b>	<b>4.63</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 7,565	0.00
<b>Proposed Technical Changes</b>		
IT Maintenance for Case Management System Support	\$ 4,000	0.00
<b>Total Incremental Changes</b>	<b>-\$ 3,565</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 666,708</b>	<b>4.63</b>

# Office of the Hearing Examiner

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$7,565)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Technical Changes

#### **IT Maintenance for Case Management System Support - \$4,000**

The Office of Hearing Examiner uses an electronic case management system, which is no longer supported by the Seattle IT Department. This change reflects increased cost for the Office of Hearing Examiner to continue supporting their case management system until a new system can be developed.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Office of Hearing Examiner Budget Control Level	V1X00	637,620	665,618	670,273	666,708
<b>Department Total</b>		<b>637,620</b>	<b>665,618</b>	<b>670,273</b>	<b>666,708</b>
<b>Department Full-time Equivalent Total*</b>		<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.63</b>

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

# Office of the Hearing Examiner

## 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Hearing Examiner	637,620	665,618	670,273	666,708
<b>Total</b>	<b>637,620</b>	<b>665,618</b>	<b>670,273</b>	<b>666,708</b>
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 Human Resources Director actions outside of the budget process may not be detailed here.*

# Seattle Department of Human Resources

Susan Coskey, Director

(206) 684-7999

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

## Department Overview

The Seattle Department of Human Resources (SDHR) provides services for the City of Seattle's workforce so that employees are managed fairly, well-trained, supported, and assigned job duties to accomplish City business goals in a cost-effective, efficient and safe manner. SDHR is responsible for centrally setting policy direction for human resource services: identifying, hiring, and retaining the City's dynamic, diverse workforce, as well as developing and administering the compensation and benefits program to create a quality and equitable experience.

In 2015, the SDHR made significant organizational structural changes. The changes reflected in the 2016 Proposed Budget align the department's resources to better support Citywide administrative excellence, strategic partnership, employee and labor relations, and change facilitation and management. SDHR is now structured into four primary areas of operation:

1. The **Director's Office** establishes the Citywide personnel rules; offers strategic consultative assistance to departments, policymakers and employees; provides human resources support to several executive offices; and spearheads Citywide programs and efforts such as the Human Resources Strategic Plan and Workforce equity.
2. The **Talent Acquisition and Development** division provides recruitment and staffing services; mediation; integrated employee training and development opportunities, including the City Leadership Academy; 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 its work.
3. The **Administrative Services** division administers Citywide quality and cost-effective employee benefits, including health care and workers' compensation; provides Citywide safety, classification/compensation and Human Resource Information System (HRIS) Management services; manages the City's voluntary deferred compensation plan; and manages the department's finances.
4. The **Labor Relations** division negotiates and implements collective bargaining agreements and administers the City's Personnel Rules.

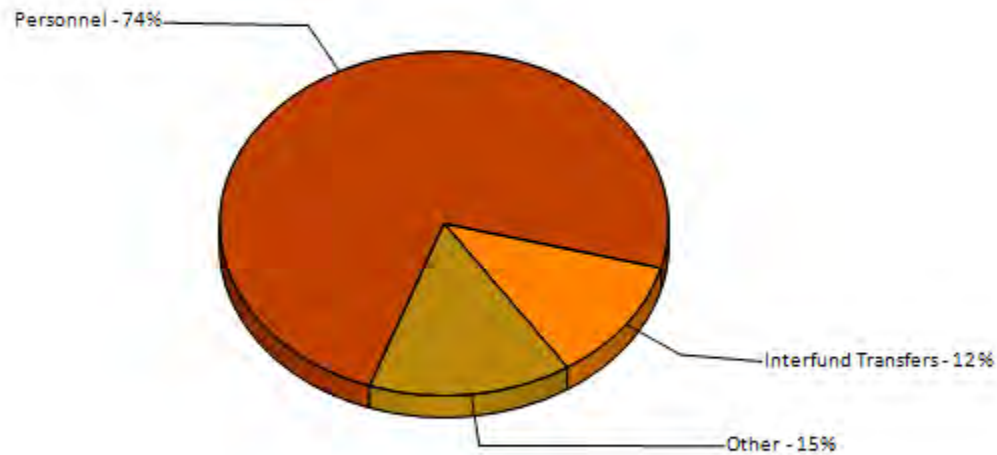
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$14,160,302	\$15,419,421	\$15,687,049	\$16,494,227
<b>Total Operations</b>	<b>\$14,160,302</b>	<b>\$15,419,421</b>	<b>\$15,687,049</b>	<b>\$16,494,227</b>
<b>Total Appropriations</b>	<b>\$14,160,302</b>	<b>\$15,419,421</b>	<b>\$15,687,049</b>	<b>\$16,494,227</b>
Full-time Equivalent Total*	105.75	143.55	143.55	148.25

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

# Seattle Department of Human Resources

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget strengthens a commitment by the Seattle Department of Human Resources (SDHR) to deliver aligned Citywide human resources (HR) programs and professional development of the City of Seattle's workforce. In 2015, SDHR convened the Human Resource Leadership Team (HRLT) whose members include HR leaders across City departments. The HRLT will lead implementation of the HR Strategic Plan beginning in 2016. The HR Strategic Plan provides the roadmap for Citywide HR alignment to provide equitable HR programs and practices. Given the need to coordinate and communicate the HR Strategic Plan, a new Citywide HR initiatives coordinator is included in the 2016 Proposed Budget to ensure consistent implementation of HR changes across the City. Additionally, this position will also manage responses to personnel-related public disclosure requests.

The HRLT is also focused on developing the new "Equity-Engagement-Expectations" (E3) employee performance management project launching on a pilot basis in 2016. Currently, employee performance management is coordinated by individual City departments. E3 will allow departments to centrally manage performance employee goals, employee performance evaluation, and department succession planning. E3 will identify core competencies for all employees Citywide, contribute an equitable employee experience, and increase employee engagement. Implementing E3 is the second phase of the City's Talent Management System (TMS). The TMS was first implemented in 2014, with the initial phase providing e-learning to City employees. A new position is included in the 2016 Proposed Budget to lead Citywide efforts to coordinate E3 and expand e-learning throughout the City.

The 2016 Proposed Budget also reflects several changes to SDHR's internal organizational structure. A new Administrative Services division is created to centralize SDHR's service delivery to the City's workforce by consolidating units administering employee resources, including employee health services, workers' compensation, workplace safety and classification/compensation. The changes also include savings from cost-



# Seattle Department of Human Resources

effective management within the classification/compensation and labor relations units. These restructurings allow for the elimination of two existing positions. Lastly, a new position is added to ensure that City departments are fully supported in general HR functions and employee relations. This position will also help develop the metrics used with E3 employee performance management project.

## Incremental Budget Changes

### Seattle Department of Human Resources

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 15,687,049</b>	<b>143.55</b>
<b>Baseline Changes</b>		
Supplemental Budget Changes	\$ 444,867	3.70
Citywide Adjustments for Standard Cost Changes	-\$ 140,186	0.00
<b>Proposed Changes</b>		
Add Citywide HR Initiatives Coordinator	\$ 135,704	1.00
Add Talent Management System Coordinator	\$ 118,753	1.00
Add Human Resource Generalist	\$ 111,040	1.00
Decrease Staffing for Labor Relations and Class/Comp	-\$ 250,000	-2.00
Citywide Summit Re-Implementation Project	\$ 387,000	0.00
<b>Proposed Technical Changes</b>		
Technical Adjustment to Reflect Internal Reorganization	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 807,178</b>	<b>4.70</b>
<b>2016 Proposed Budget</b>	<b>\$ 16,494,227</b>	<b>148.25</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Supplemental Budget Changes - \$444,867/3.70 FTE**

This adjustment reflects changes made through supplemental budget legislation since the last adopted budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to correct the current-year budget, address unforeseen changes in circumstance, or recognize new funding opportunities or new policy priorities. These changes may include additions or reductions in appropriations and FTEs. Council approved 3 FTE in the 2015 1st quarter supplemental budget and 0.7 FTE in the 2015 2nd quarter

# Seattle Department of Human Resources

supplemental budget. The primary focus of these positions is improved management of the deferred compensation plan and the City's commitment in supporting workforce equity.

## **Citywide Adjustments for Standard Cost Changes - (\$140,186)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

## **Proposed Changes**

### **Add Citywide HR Initiatives Coordinator - \$135,704/1.00 FTE**

This position will serve as the project coordinator to support a cost-effective and efficient implementation of the strategic plan for the consolidation of HR services across the City. The strategic plan includes employee performance measures such as HR metrics, performance management and exit interviews provided through the City's Talent Management System (TMS) and employee engagement surveys. Currently, City departments conduct these activities differently, and consistent implementation of the consolidation strategic plan depends on effective communication. This position will also coordinate with the Law Department to manage complex and sensitive public disclosure requests, which includes inquiries for employee demographics and salary information, employee relations, and labor relations. The volume of public disclosure requests handled by SDHR increased by more than 20% from 2013 to 2015.

### **Add Talent Management System Coordinator - \$118,753/1.00 FTE**

This position will be SDHR's dedicated resource to manage the functions of Cornerstone OnDemand, the City's Talent Management System (TMS). This system will help the City develop and maintain an efficient and well-trained workforce. TMS was purchased and implemented in 2014 beginning with the first phase of e-learning. The second phase of TMS will expand the reach of the City's investment by implementing an employee performance management in 2016. The project will provide a consistent approach to employee performance evaluations Citywide and support departments' succession planning.

### **Add Human Resource Generalist - \$111,040/1.00 FTE**

This item increases the capacity of Citywide human resources (HR) consulting services and full-service HR support to the City's executive offices. This position will support HR functions such as managing employee complaints and conducting employee-related investigations. In 2015, SDHR convened the Human Resource Leadership Team (HRLT) whose members are HR leaders across the City. In addition to developing the HR strategic plan by the end of 2015, HRLT will also develop the new employee performance management system. This new position will lead core HRLT topics such as defining metrics used to evaluate employee performance and workforce equity.

### **Decrease Staffing for Labor Relations and Class/Comp - (\$250,000)/(2.00) FTE**

This adjustment decreases 2.0 FTE in the Labor Relations and Classification/Compensation units at SDHR. The reduction of one labor relations specialist reflects the assumption that the City's collectively bargained agreements are completed by the end of 2015 and will require less analytical support in 2016. The reduction of one classification/compensation analyst reflects the process improvements implemented in the classification/compensation unit in 2015. The improvements streamline the process of reviewing and managing position description and qualification requests for new and reclassified positions.

# Seattle Department of Human Resources

## Citywide Summit Re-Implementation Project - \$387,000

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

### Proposed Technical Changes

#### Technical Adjustment to Reflect Internal Reorganization

This adjustment reflects the net-zero reallocation of existing resources to support the improvements to the internal organizational structure of SDHR made in 2015. The previous Employee Health Services division was restructured to the new Administrative Services division by including the financial, classification/compensation, and information management services. Additionally, the Director's Office and Labor Relations are now each its own division.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Administrative Services Budget Control Level	N2000	3,040,529	3,314,294	3,369,512	6,575,371
Director's Office Budget Control Level	N3000	3,058,504	3,291,919	3,345,649	2,156,462
Labor Relations Budget Control Level	N4000	3,483,937	3,553,478	3,605,934	2,017,104
Talent Acquisition and Management Budget Control Level	N1000	4,577,333	5,259,730	5,365,954	5,745,290
<b>Department Total</b>		<b>14,160,302</b>	<b>15,419,421</b>	<b>15,687,049</b>	<b>16,494,227</b>
<b>Department Full-time Equivalents Total*</b>		<b>105.75</b>	<b>143.55</b>	<b>143.55</b>	<b>148.25</b>

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

# Seattle Department of Human Resources

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

### Administrative Services Budget Control Level

The purpose of the Administrative Services Budget Control Level is to administer employee benefits, including health care and workers' compensation, and provide safety services to promote employee health and productivity. This Budget Control Level also provides services that support City department management including financial and accounting services, information management, and classification and compensation services.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Administrative Services	3,040,529	3,314,294	3,369,512	6,575,371
<b>Total</b>	<b>3,040,529</b>	<b>3,314,294</b>	<b>3,369,512</b>	<b>6,575,371</b>
Full-time Equivalents Total*	20.50	22.30	22.30	50.75

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

### Director's Office Budget Control Level

The purpose of the Director's Office Budget Control Level is to establish Citywide personnel rules and provide human resources support and offer strategic consultative assistance to City entities. This Budget Control Level also manages Citywide initiatives such as the Human Resource Strategic Plan and Workforce Equity.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Director's Office	3,058,504	3,291,919	3,345,649	2,156,462
<b>Total</b>	<b>3,058,504</b>	<b>3,291,919</b>	<b>3,345,649</b>	<b>2,156,462</b>
Full-time Equivalents Total*	21.75	53.75	53.75	39.00

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

### Labor Relations Budget Control Level

The purpose of the Labor Relations Budget Control Level is to provide technical and professional labor-relations services to policymakers and management staff of all City departments. This Budget Control Level implements collective bargaining agreements and administers the City's Personnel Rules.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Labor Relations	3,483,937	3,553,478	3,605,934	2,017,104
<b>Total</b>	<b>3,483,937</b>	<b>3,553,478</b>	<b>3,605,934</b>	<b>2,017,104</b>
Full-time Equivalents Total*	24.00	24.00	24.00	10.00

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

## Seattle Department of Human Resources

### **Talent Acquisition and Management Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Talent Acquisition and Management	4,577,333	5,259,730	5,365,954	5,745,290
<b>Total</b>	<b>4,577,333</b>	<b>5,259,730</b>	<b>5,365,954</b>	<b>5,745,290</b>
Full-time Equivalents Total*	39.50	43.50	43.50	48.50

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



# Immigrant and Refugee Affairs

Cuc Vu, Director

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## 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 immigrant and refugees. According to the 2013 American Community Survey, 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.

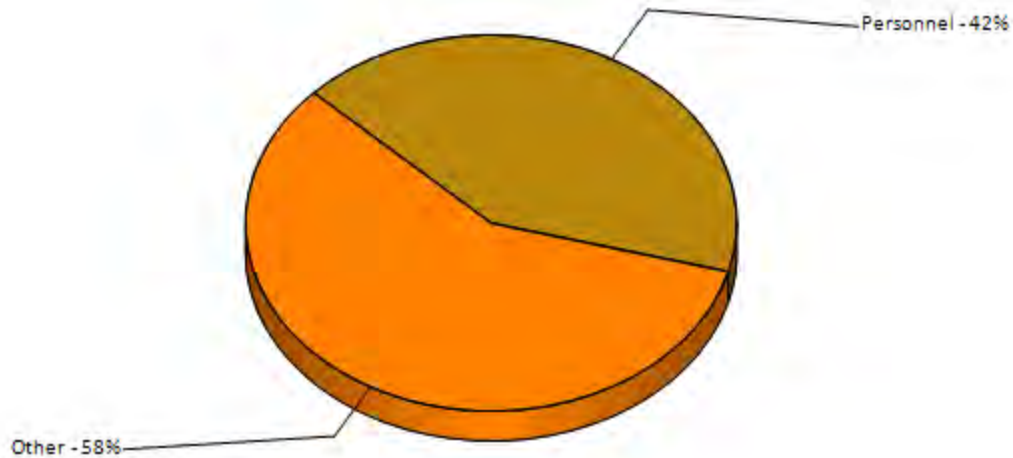
## Budget Snapshot

Department Support	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
General Fund Support	\$554,451	\$1,070,281	\$1,843,431	\$2,226,083
Other Funding - Operating	\$0	\$400,000	\$400,000	\$400,000
<b>Total Operations</b>	<b>\$554,451</b>	<b>\$1,470,281</b>	<b>\$2,243,431</b>	<b>\$2,626,083</b>
<b>Total Appropriations</b>	<b>\$554,451</b>	<b>\$1,470,281</b>	<b>\$2,243,431</b>	<b>\$2,626,083</b>
Full-time Equivalent Total*	3.00	7.00	8.00	9.50

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

# Immigrant and Refugee Affairs

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

The 2016 Proposed Budget expands on investments the 2015 Adopted Budget made in the Office of Immigrant and Refugee Affairs (OIRA) and is focused on immigrant and refugee integration. Reducing barriers to citizenship and civic participation remain OIRA's focus as the office continues to expand. The proposed budget builds off of the successes of current initiatives and services. The proposed budget also builds on the recommendations of the Voting Rights Task Force, which examined ways the City, county and state can foster and support civic engagement opportunities for immigrants and refugees. Finally, the budget realigns resources within the office as it grows and develops additional capacity with its existing staff thereby allowing a reduction in consultant capacity.

### Immigrant Family Institute

In 2014, OIRA launched the Refugee Women's Institute as a one-year pilot program. The program paired 20 refugee women with mentors from the Seattle Police Department (SPD) in an eight-week program focused on overcoming fear and mistrust that acts as a barrier to community participation. Designed to confront the complicated and sensitive issues that stifle access and opportunity to government services and programs, the pilot enrolled women from Iran, Iraq, Eritrea, Ethiopia, Burma and Bhutan. A comprehensive evaluation of the program completed in August 2015 highlighted several of the successes and challenges of maintaining and institutionalizing the dialogue started in the program.

Building off of the pilot, the proposed budget includes resources to implement a second iteration focused on young immigrant and refugee men of color and their families - the Immigrant Family Institute. Similar to the Refugee Women's Institute, the Immigrant Family Institute seeks to build understanding between officers in SPD and the communities they serve and protect. The program features an eight- to ten-week curriculum, engages numerous City departments to raise awareness about available services, and develops community leadership and



## Immigrant and Refugee Affairs

capacity within some of Seattle's most vulnerable communities. The proposed budget includes resources to implement this program, including additional staff capacity to ensure continuity between cohorts as the program matures.

### Implementing the Voting Rights Task Force Report Recommendations

Convened by the Mayor's Office to identify and address issues and barriers to civic participation by immigrant communities, the Immigrant Voting Rights Task Force released their full report with recommendations for implementation in May 2015. Several of these recommendations involve leveraging work of King County and the State to improve access to ballot drop boxes as well as advocacy on behalf of immigrant communities. Other recommendations rest within the City's ability to carry out, and the proposed budget implements several of these items. Most notably, the proposed budget increases funding to the New Citizen Program (NCP) and provides resources to develop aspects of a voter education and awareness campaign.

The 2016 Endorsed Budget transferred the existing NCP from the Human Services Department to OIRA to strengthen the ties between promotion of the benefits of naturalization and citizenship services. The 2016 Proposed Budget increases funding for the program with the goal of expanding its reach. The current NCP program focuses on reaching the most vulnerable populations eligible to be naturalized. This model is resource intensive and limits the number of individuals able to receive services each year. The proposed budget includes additional funding to supplement the existing model with a new approach to ensure more eligible residents are on the path to citizenship each year. Free, large-scale workshops, a public awareness media campaign and new public-private partnerships will expand the program's scope to encompass the most vulnerable as well as those who may need more concentrated, but time-limited, assistance navigating the naturalization process.

Finally, the proposed budget includes additional resources to begin implementing a comprehensive civic education and voter engagement campaign, Seattle Votes. In order to understand the unique challenges and barriers immigrant communities face to political participation, resources will be focused on data collection in 2016. Polling (through community-based organizations and social media) will provide insight to better understand who the current and potential immigrant voters are. This work will complement and leverage many of the existing and expanded programs in OIRA, including the New Citizen Program, that address issues around civic engagement with immigrant and refugee communities.

## Incremental Budget Changes

### Immigrant and Refugee Affairs

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 2,243,431</b>	<b>8.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 12,219	0.00
Technical Adjustments - New Citizen Program	\$ 129,128	0.00
<b>Proposed Changes</b>		
Immigrant Family Institute	\$ 61,233	0.50
New Citizenship Program Expansion	\$ 200,622	1.00
Seattle Votes	\$ 35,000	0.00

## Immigrant and Refugee Affairs

Staffing Adjustments	\$ 28,924	0.00
Reduce Consultant Contract Capacity	-\$ 60,036	0.00
<b>Total Incremental Changes</b>	<b>\$ 382,652</b>	<b>1.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 2,626,083</b>	<b>9.50</b>

### Descriptions of Incremental Budget Changes

#### Baseline Changes

##### **Citywide Adjustments for Standard Cost Changes - (\$12,219)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

##### **Technical Adjustments - New Citizen Program - \$129,128**

This adjustment transfers existing contract resources from the Human Services Department to OIRA associated with the New Citizen Program. The 2016 Endorsed Budget transferred one full-time grants and contracts specialist position that manages the program as well as a majority of the funding associated with contracts to support the program to OIRA.

#### Proposed Changes

##### **Immigrant Family Institute - \$61,233/.50 FTE**

The adjustment adds 0.50 FTE community development specialist to launch the Immigrant Family Institute, building off of the model and success of the Refugee Women's Institute. This position will support participants through the program from orientation to graduation, providing case management and serving as a liaison between City departments and participants. While the Refugee Women's Institute recruited 20 refugee women and 20 women police officers, the Immigrant Family Institute will seek to expand the program's reach and recruit around 45 individuals or 15 families (one young man and two parents/guardians) and 20-30 police officers. An additional \$25,000 is provided to develop a new curriculum specific to the population and hire additional facilitators for the institute. The Refugee Women's Institute was funded on a one-time basis in the 2014 budget. The 2015 budget did not include funding for the program in order to allow time for an evaluation of the one-year pilot program.

##### **New Citizenship Program Expansion - \$200,622/1.00 FTE**

This item increases support for the New Citizen Program, transferred from the Human Services Department to OIRA in the 2016 Endorsed Budget. The 2016 Endorsed Budget transferred funding for the program as well as 1.0 FTE grants & contracts specialist assigned to the program. The existing New Citizen Program assists with around 800 citizenship applications a year with intensive case management services. The budget adds one full-time

## Immigrant and Refugee Affairs

strategic advisor position to expand the scope of the program from its traditional target population to a broader audience. This position will work with the existing program staff to ensure that as many eligible residents as possible are on the path to citizenship, with a goal of increasing the number of completed applications to around 2,000 a year. In addition to the new position, \$75,000 is provided to host several free large-scale citizenship workshops throughout the year as well as to develop and implement a public awareness campaign around the benefits of citizenship.

### Seattle Votes - \$35,000

This item adds funding to launch the first steps of a comprehensive civic engagement campaign. Funding will support the development and deployment of a robust data collection effort to help the City better understand the challenges and barriers to participation immigrants and refugees face. OIRA will partner with community-based organizations to distribute and administer a questionnaire to help ensure they reach a diverse cross-section of immigrant voters. The office will supplement data collected through this survey with a media campaign on voter engagement and registration.

### Staffing Adjustments - \$28,924

This item provides resources to account for staffing changes and shifting capacity. Since 2014, OIRA has more than tripled in size and now manages multiple funding sources and several large, citywide projects and initiatives. To support this growth, an existing strategic advisor position's responsibilities have been expanded to perform as a deputy director for the office. This position will help manage the many projects and initiatives the office staffs as well as the office's budget and financial management. Additionally, the budget includes funding to reclassify a public relations specialist position to a strategic advisor added in the 2015 Adopted Budget to account for the increased role of the position in coordinating City-wide ethnic media engagement and strategy.

### Reduce Consultant Contract Capacity - (\$60,036)

This adjustment recognizes efficiencies in OIRA's management as the office expands and reassigns oversight of several programs and projects to existing staff. This reduction will have no impact on the office's ability to carry out its programs.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
CDBG - Office of Immigrant and Refugee Affairs Budget Control Level	6XN10	0	400,000	400,000	400,000
Office of Immigrant and Refugee Affairs Budget Control Level	X1N00	554,451	1,070,281	1,843,431	2,226,083
<b>Department Total</b>		<b>554,451</b>	<b>1,470,281</b>	<b>2,243,431</b>	<b>2,626,083</b>
<b>Department Full-time Equivalents Total*</b>		<b>3.00</b>	<b>7.00</b>	<b>8.00</b>	<b>9.50</b>

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

# Immigrant and Refugee Affairs

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

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

The purpose of the CDBG - Office of Immigrant and Refugee Affairs Budget Control Level is to provide support to community-based development organizations with the goal of increasing the socioeconomic and civic opportunities for immigrants and refugees in Seattle.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CDBG - Office of Immigrant and Refugee Affairs	0	400,000	400,000	400,000
<b>Total</b>	<b>0</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>

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

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Immigrant and Refugee Affairs	554,451	1,070,281	1,843,431	2,226,083
<b>Total</b>	<b>554,451</b>	<b>1,070,281</b>	<b>1,843,431</b>	<b>2,226,083</b>
Full-time Equivalents Total*	3.00	7.00	8.00	9.50

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

# Department of Information Technology

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## 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: Engineering and Operations; Leadership, Planning and Security; Digital Engagement; and the Business Office.

The **Engineering and Operations** 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 **Leadership, Planning and Security** 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 **Digital Engagement** division oversees and operates the City's government-access television station (the Seattle Channel) and websites ([seattlechannel.org](http://seattlechannel.org) and [seattle.gov](http://seattle.gov)). Services include: new television and online 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 various providers and it manages the department's community outreach programs, including the Technology Matching Fund program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The **Business Office** 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.

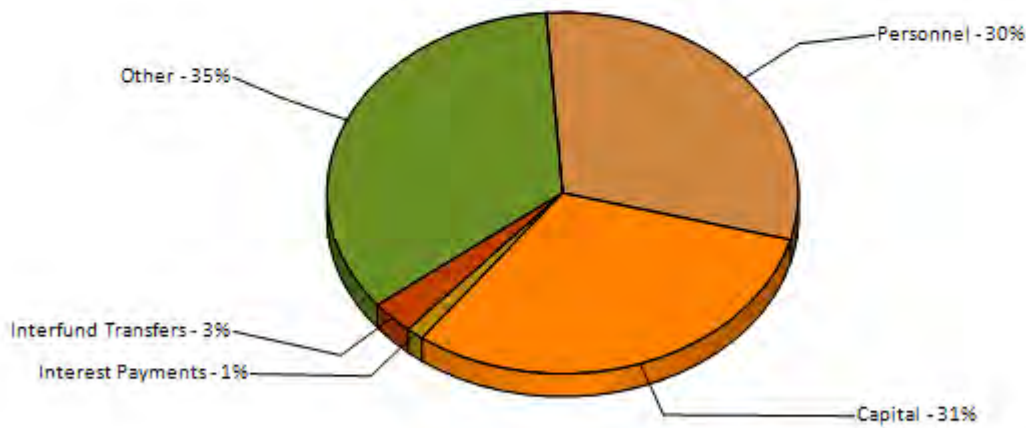
## Department of Information Technology

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$4,609,008	\$4,464,489	\$6,498,844	\$3,535,519
Other Funding - Operating	\$35,791,309	\$46,495,139	\$49,262,340	\$22,873,590
<b>Total Operations</b>	<b>\$40,400,317</b>	<b>\$50,959,628</b>	<b>\$55,761,184</b>	<b>\$26,409,109</b>
Other funding - Capital	\$12,174,684	\$31,695,129	\$11,185,363	\$11,785,363
<b>Total Appropriations</b>	<b>\$52,575,001</b>	<b>\$82,654,757</b>	<b>\$66,946,547</b>	<b>\$38,194,472</b>
Full-time Equivalent Total*	193.25	198.25	198.25	204.50

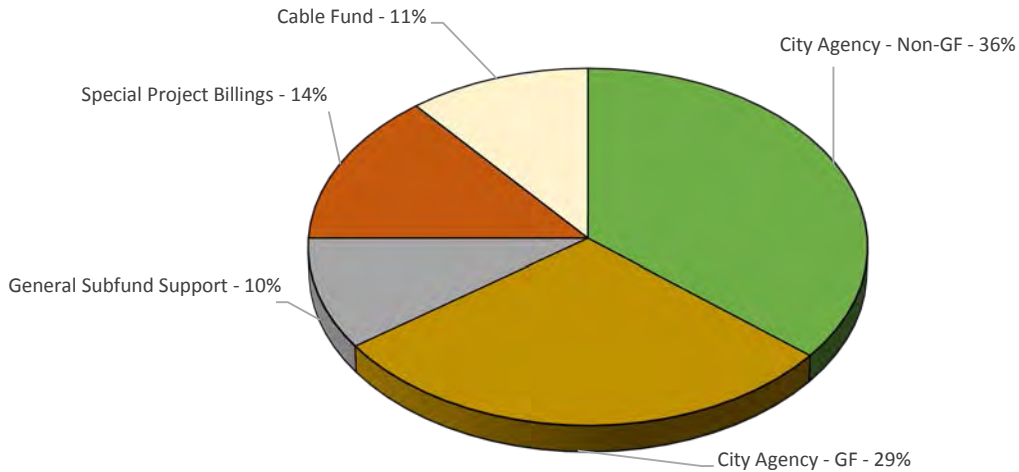
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Department of Information Technology

## 2016 Proposed Budget – Revenue by Category



### Budget Overview

The 2016 Proposed Budget prioritizes the successful completion of critical initiatives currently underway and ensures the City's information technology (IT) infrastructure and systems are safe, secure and compliant with regulatory standards. The Department of Information Technology (DoIT) is currently in the midst of several major initiatives: restructuring the way IT services are delivered across the City, implementing a privacy program, and ensuring the City's compliance with various regulatory standards. The proposed budget provides resources to support these key initiatives as they continue to develop.

The budget also sustains investments made in priority projects and initiatives including the City's public-facing performance measurement and tracking dashboard, replacement of the City's email archiving system, and the replacement of the current emergency alert and notification system. Finally, the proposed budget reflects the transition to the new Next Generation Data Center environment, completion of the Microsoft Office 365 migration and support for critical elements of the regional public safety 800Mhz radio system.

### Seattle Information Technology Department

Legislation sent in tandem with the proposed budget establishes a new Seattle Information Technology Department (Seattle IT) effective April 6, 2016, and transfers IT positions from executive departments across the City into Seattle IT. Over the course of the next few years, Seattle IT will restructure the way that IT services are delivered in the City and assess current capacity. By making this change, the City plans to:

- create capacity to deliver on the most important technology projects in the City within current levels of staffing;
- establish consistent standards and priorities for IT investments;

# Department of Information Technology

- make Seattle IT a strategic business partner, enabling the delivery of IT solutions for a safe, affordable, vibrant and innovative city;
- protect City resources from threats, especially related to security and privacy risks; and
- develop the workforce to evolve with technology, helping Seattle IT to continually deliver technology solutions to meet the City's objectives.

To reflect the creation of Seattle IT, the proposed budget for DoIT includes four months of funding after which point the remaining eight months of budget transfers to the new department. All of the new projects, initiatives and programs proposed in the budget for 2016 are reflected in DoIT's budget at the full-year amount to more readily identify the full cost of implementation. The Seattle IT section of the budget provides more detail on the mission of the new department as well as the proposed plan for restructuring IT services over time.

## **Increasing Information Security, Compliance and Privacy**

DoIT is tasked with managing security threats to the City's IT systems, monitoring potential security breaches and maintaining regulatory compliance. To support the ongoing work of the Information Security Office and respond to increased demand to mitigate the risk the City's IT systems face, the proposed budget adds resources to launch a sustainable IT security and compliance program. This program will implement processes, standards and tools to ensure the security of the City's IT systems and the data within them. Additionally, this program will assess compliance with a variety of regulatory laws and standards to which the City is subject to ensure compliance.

The City recently completed its first annual assessment of compliance to regulations governing credit card payments, requiring significant work to improve reporting practices and security upgrades. While the City was able to prove compliance with this new level of requirements regarding credit card payments, the review process highlighted the importance of ensuring IT systems and procedures across the City are compliant with constantly increasing levels of regulatory requirements. To ensure the City maintains its compliance with these standards and laws, the proposed budget provides resources to sustain several of the security investments made in 2015 and to invest in additional solutions in 2016.

In addition to mitigating the risks the City faces to its IT security and compliance, it is increasingly necessary to ensure the proper use and oversight of data collected by the City. As the City collects and uses data in new and innovative ways, it is important that there is a clear set of principles to guide compliance with privacy regulations and policies. To build trust in how the City collects, uses and handles data, the proposed budget includes resources to create a privacy program. This new program will formalize data handling practices, including the creation of privacy notices, implementation of data disposal practices, and review of new programs and technologies for privacy risk. A key piece of this work will be a comprehensive data inventory of all information that is subject to various regulatory standards to understand areas in need of additional refinement. Outreach and training will be essential to ensuring that City staff and the public are aware of standard policies, procedures and practices around privacy.

## **Sustaining the City's IT Investments**

A critical piece of the work of the department is maintaining the software, systems and infrastructure that keeps key programs and initiatives across the City running. The proposed budget includes resources to sustain several major investments made in prior years. These include resources to sustain Performance Seattle, a public-facing dashboard that displays progress towards goals by departments, support the email archiving system replacement and to transition to a new emergency notification and alert system. All of these require resources for ongoing licensing, maintenance or for deployment. The proposed budget also includes resources to begin the first steps towards replacing the City's aging Municipal Court Information System-a vital system that supports the needs of many of the City's public safety departments.

The proposed budget also reflects the progress made on the City's transition to a new data center. The City's primary data center used to be located at the Seattle Municipal Tower; however, this site no longer met the City's



## Department of Information Technology

needs. In addition, several departments maintained their own individual data centers. In 2015, the City shifted to a consolidated data center with a primary location in the Puget Sound area and a secondary recovery site outside the region to maximize options for data recovery in the event of a disaster. The 2016 Endorsed Budget included funds to operate the new data center. As the project progressed and actual costs become known, DoIT refined its estimate of the operating costs and identified some cost savings. The proposed budget includes these cost savings which reflect lower than estimated power costs as well as lower space costs.

### Cable Television Franchise Fund

The Cable Television Franchise Fund (Cable Fund) receives franchise fees from cable television providers. These revenues are used to support activities that improve public access to government. The 2016 Proposed Budget maintains the previous use of Cable Fund revenues for the Web Team, web application support and community outreach support. The proposed budget also includes new uses of the Cable Fund to support the privacy program.

## Incremental Budget Changes

### Department of Information Technology

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 66,946,547</b>	<b>198.25</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 308,315	0.00
Public Safety Radio System Sustainment	\$ 82,341	0.00
Technical Adjustments	\$ 0	0.00
Wireless Costs True Up	\$ 102,158	0.00
<b>Proposed Changes</b>		
Citywide IT Restructuring	\$ 1,496,300	2.00
Security and Compliance Program	\$ 925,712	3.00
PCI Compliance	\$ 707,689	0.00
Privacy Program	\$ 530,245	1.25
Performance Seattle	\$ 200,000	0.00
Office 365 Licensing	\$ 207,170	0.00
Email Archiving Sustainment	\$ 225,000	0.00
MCIS Replacement	\$ 348,576	1.00
Emergency Notification and Alerting System Sustainment	\$ 196,523	0.00
Recognize NGDC Efficiencies	-\$ 782,000	0.00
Funding Source Realignment	\$ 45,829	1.00
Implement Self-Service for Cellular Services	-\$ 216,777	-2.00
Citywide Summit Re-Implementation Project	\$ 1,640,296	0.00
Transfer Divisions to Seattle Information Technology Department	-\$ 34,152,822	0.00

# Department of Information Technology

## Proposed Technical Changes

Technical Adjustments NGDC	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>-\$ 28,752,075</b>	<b>6.25</b>
<b>2016 Proposed Budget</b>	<b>\$ 38,194,472</b>	<b>204.50</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$308,315)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

#### **Public Safety Radio System Sustainment - \$82,341**

The City is a joint owner of the 800 MHz Public Safety Radio System used by the Seattle Police and Fire departments for communication in emergencies. In 2013, the Regional Communication Board that collectively oversees the system voted in favor of replacing the system starting in 2015. A portion of the radio system, the Simulcast system, allows for the simultaneous broadcast of radio transmissions by a number of transmitters on a single radio frequency, and is critical for the public safety departments' use of the radio system. The Simulcast system was replaced in 2014, and this item funds the ongoing maintenance, patches and upgrades necessary to ensure functionality.

#### **Technical Adjustments**

This item transfers two positions within the department as part of an internal realignment to more accurately reflect where bodies of work are performed. This item also reflects budget-neutral adjustments between accounts to align costs where they are incurred within the department.

#### **Wireless Costs True Up - \$102,158**

This item accounts for changes in the number of cellular devices used by departments. DoIT bills departments for mobile and smart phones based on the number of devices they use, and DoIT regularly adjusts its expenditure authority to align with department usage.

# Department of Information Technology

## Proposed Changes

### **Citywide IT Restructuring - \$1,496,300/2.00 FTE**

This item includes resources to support the creation of a new consolidated IT department-the Seattle Information Technology Department (Seattle IT)-to better coordinate the delivery of enterprise-grade, scalable, sustainable IT services across the City. One full-time finance analyst will support the creation of the budget for Seattle IT, including assessing the existing rate pool structure and implementing any revisions. Additional resources will facilitate change management and organizational redesign processes necessary to ensure efficient and coordinated integration across City IT functions. DoIT will use \$633,675 of fund balance to support these change and organizational management needs.

Additionally, the new Seattle IT Department will be substantially larger than DoIT is today and require more space to effectively integrate teams across functions. In order for the new department to begin organizing into new teams, this item also includes \$500,000 for one-time space planning costs and to support temporary transitional space in 2016 as teams form throughout the year.

To facilitate the integration of over 650 employees from across departments, including DOIT, into Seattle IT this item also adds one full-time strategic advisor to work with the existing 1.5 FTE human resources staff currently in DOIT. The proposed budget also adds temporary resources to support the considerable human resources work needed to establish policies, procedures and protocols for the new department before its establishment in April. Two additional HR positions will be transferred to Seattle IT-one position each from Seattle City Light and Seattle Public Utilities-to provide proper resources for the size of the department. These two positions are reflected in the Seattle IT budget section.

### **Security and Compliance Program - \$925,712/3.00 FTE**

In order to ensure the City is in compliance with various regulatory standards and mitigate the risks to the City's IT systems, this adjustment adds resources to create a security and compliance program. This addition includes \$177,000 to develop a program strategy and implementation plan to refine the City's incident and breach response protocols and procedures. The program will ensure the City's compliance from a systems perspective with standards such as the Health Insurance Portability and Accountability Act, the Criminal Justice Information Services Security Policy, the Family Educational Rights and Privacy Act and others.

This item also includes two full-time strategic advisor positions to monitor the program, assess control effectiveness, and remediate identified weaknesses and gaps as necessary. This adjustment also reflects a position transferred in the 2015 First Quarter supplemental to manage the compliance program. This executive position was transferred from the Seattle Police Department to set up and run the program and will supervise the two new proposed staff positions.

Finally, \$300,000 is provided for annual licensing and risk assessment fees as well as \$55,000 for firewall expertise related to payment card industry (PCI) compliance. Along with the tools proposed to ensure sustained PCI compliance, the items in this adjustment provide the necessary resources to secure the City's systems and the data within them.

### **PCI Compliance - \$707,689**

Working with the Finance and Administrative Services Department to ensure the City is compliant with the payment card industry (PCI) standards, DoIT is responsible for ensuring the City's IT systems and security infrastructure are capable of meeting the requirements. As part of this work, DoIT has identified several areas where additional investment would address deficiencies with current systems. Resources provided will support ongoing licensing for software acquired in 2015 to pass the first annual assessment, as well as necessary upgrades to the City's current endpoint and anti-virus solutions. An additional \$165,000 will allow the department to acquire new tools for various detections, assessments and testing that is currently provided by external services, providing more flexibility for the City to perform these services independently.

# Department of Information Technology

## **Privacy Program - \$530,245/1.25 FTE**

A new privacy program will support the City's privacy initiative intended to grow the public's trust in the City's collection, use and management of personal data. This initiative impacts all departments across the City and requires the development and formalization of data handling practices, policies and procedures. This adjustment adds one full-time position to serve as the City's Chief Privacy Officer and increases an existing strategic advisor position from 0.75 FTE to 1.0 FTE to support the program. \$250,000 is provided to conduct a full data inventory in 2016 to establish what types of data are collected by departments and to help define the policies and procedures that need to be established in response. Additionally, \$67,000 will provide training resources for employees, complemented by \$21,000 for internal and public outreach and awareness around privacy regulations.

## **Performance Seattle - \$200,000**

This adjustment provides ongoing funding for the annual licensing costs for the City's open performance dashboard, Performance Seattle. Performance Seattle was launched in 2015 to develop and display metrics to monitor the City's progress against goals and provide accountability and transparency for performance. Funding for this purpose was not included in the 2016 Endorsed Budget.

## **Office 365 Licensing - \$207,170**

The City is currently in the process of deploying the new Office 365 suite of products across departments. Original software licensing costs were estimated in 2013 and included in the 2016 Endorsed Budget. Since then, departments' needs have evolved and understanding of the functionality has increased. Some departments may need to increase the number of licenses to provide access to a greater number of employees. This item provides DoIT with additional expenditure authority to account for potential increased license counts in departments.

## **Email Archiving Sustainment - \$225,000**

This item funds the ongoing software licensing and maintenance costs associated with the new email archiving and discovery system. The Finance and Administrative Services Department (FAS) oversaw the acquisition and implementation of a replacement for the City's existing email archiving system and the project is budgeted within FAS's Capital Improvement Program, however, ongoing maintenance costs were not included in the project budget.

## **MCIS Replacement - \$348,576/1.00 FTE**

The Seattle Municipal Court Information System (MCIS) captures key court case events, providing a permanent record of events, hearings and outcomes as well as tracks defendant compliance with court ordered sanctions and collects relevant fees and fines. The system, originally developed in 1990, is due for replacement to ensure the continued functionality of these critical processes. This adjustment provides resources to start the first phase of work to gather business requirements, develop a cost-benefit analysis and recommend options for replacing the aging system. A project manager and temporary business analysts will work closely with the Seattle Municipal Courts and other departments in the City, including the Seattle Police Department, to develop a governance model to guide the project and ensure the replacement system meets the needs of the various departments that use the current system, and provides the reporting required by the State Administrative Office of the Courts.

## **Emergency Notification and Alerting System Sustainment - \$196,523**

The City's current emergency notification and alert system is in the process of being replaced with a new software solution. DoIT provides ongoing vendor coordination and contract and licensing management for the current system. When the new system goes live in 2016, both systems will need to run simultaneously while City departments transition off of the current system. This item provides a temporary, part-time position to assist with the operation and management of both systems in 2016, as well as resources for the ongoing licensing costs

# Department of Information Technology

associated with the new system.

## **Recognize NGDC Efficiencies - (\$782,000)**

The Next Generation Data Center (NGDC) project will consolidate the City's information technology infrastructure into a primary location in Seattle and a secondary recovery site in eastern Washington to maximize options for data recovery in the event of a disaster. At the time of the 2016 Endorsed Budget, locations for sites had not yet been selected and the project included estimates for operating the two new data center environments. Over the course of 2015, DoIT selected locations for both the primary and secondary sites providing clarity on the actual cost of operations. This adjustment recognizes efficiencies from the initial estimates associated with running the new data centers, as well as reductions in the space and physical capacity required at both sites.

## **Funding Source Realignment - \$45,829/1.00 FTE**

This item adds one full-time position to assist with data and telephone logistical operations, including supporting department requests for moves and changes, network wiring and cabling, and network equipment and phone installation. This work was proficiently contracted. This adjustment also changes the funding source of an existing full-time project manager from allocated to billable. DoIT funds several project managers with billable projects for departments.

## **Implement Self-Service for Cellular Services - (\$216,777)/(2.00) FTE**

Currently, DoIT provisions mobile wireless devices centrally for all City departments except Seattle City Light. This includes placing the order with the selected cellular company, activating the device on arrival and delivering it to the department. This item would move the City to a self-service model where departments would order and set up the mobile devices for their new employees. DoIT will continue to centrally manage the cellular contracts and eligible plans for the City to ensure competitive pricing and consistency in service, however individuals within departments would be responsible for the selection, ordering and activation of their device. This item abrogates two positions that currently support this function within DoIT.

## **Citywide Summit Re-Implementation Project - \$1,640,296**

This item represents the department's work in support of the Citywide Summit Re-Implementation project. A description of the Summit Re-Implementation project is located within the Department of Finance and Administrative Services.

## **Transfer Divisions to Seattle Information Technology Department - (\$34,152,822)**

This item transfers the existing divisions in the Department of Information Technology to the new Seattle Information Technology Department effective April 6, 2016. Legislation proposed with the budget creates the Seattle Information Technology Department and transfers IT positions from across executive departments in the City to the new department. Positions are reflected in the appointing departments in the 2016 Proposed Budget and will be reflected in the Seattle Information Technology Department as part of the 2017-2018 Proposed Budget.

## **Proposed Technical Changes**

### **Technical Adjustments NGDC**

This item redistributes costs associated with the Next Generation Data Center (NGDC) to reflect more accurate cost recovery methodologies. Costs for the NGDC were reflected in the Finance and Administration Budget Control Level (BCL) in the 2016 Endorsed Budget and have been reassigned to the relevant programs in the Technology Infrastructure and Technology Leadership and Governance BCLs for the 2016 Proposed Budget.

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## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Business Office Budget Control</b>					
Finance and Administration		2,521,344	3,793,632	3,403,302	1,899,338
General and Administration		8,130,415	28,679,940	12,961,346	5,866,905
<b>Total</b>	<b>D1100</b>	<b>10,651,759</b>	<b>32,473,572</b>	<b>16,364,648</b>	<b>7,766,243</b>
<b>Digital Engagement Budget Control</b>					
Citywide Web Team		2,149,806	2,156,449	2,170,692	906,650
Community Technology		1,278,856	1,503,971	1,366,670	453,404
Office of Cable Communications		721,291	875,784	830,849	275,363
Seattle Channel		3,228,695	3,434,041	3,449,325	1,452,622
<b>Total</b>	<b>D4400</b>	<b>7,378,649</b>	<b>7,970,245</b>	<b>7,817,536</b>	<b>3,088,039</b>
<b>Engineering and Operations Budget Control</b>					
Communications Shop		1,978,827	1,809,549	1,831,265	605,248
Data Network Services		3,167,018	4,176,486	4,130,951	2,404,636
Enterprise Computing Services		6,273,844	8,055,838	7,723,804	6,462,866
Messaging, Collaboration and Directory Services		3,356,013	2,847,715	2,894,519	1,736,007
Radio Network		1,201,860	1,528,751	1,378,226	876,940
Service Desk		1,196,266	1,477,426	2,249,134	1,059,664
Technical Support Services		2,068,660	2,239,556	2,564,229	1,015,152
Technology Engineering and Project Management		3,047,517	5,216,198	5,407,704	4,456,963
Technology Infrastructure Grants		323,471	0	0	0
Telephone Services		8,629,774	9,769,775	9,399,083	3,881,783
Warehouse		1,071,605	1,258,020	1,282,182	426,037
<b>Total</b>	<b>D3300</b>	<b>32,314,855</b>	<b>38,379,314</b>	<b>38,861,097</b>	<b>22,925,296</b>
<b>Leadership, Planning and Security Budget Control</b>					
Citywide Technology Leadership and Governance		1,810,304	2,075,900	2,092,098	2,337,221
Information Security Office		419,434	1,755,726	1,811,168	2,077,673
<b>Total</b>	<b>D2200</b>	<b>2,229,738</b>	<b>3,831,626</b>	<b>3,903,266</b>	<b>4,414,894</b>
<b>Department Total</b>		<b>52,575,001</b>	<b>82,654,757</b>	<b>66,946,547</b>	<b>38,194,472</b>
<b>Department Full-time Equivalent Total*</b>		<b>193.25</b>	<b>198.25</b>	<b>198.25</b>	<b>204.50</b>

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

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## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
542810	Cable Fund Allocation	8,763,048	8,293,690	8,296,483	3,799,267
	<b>Total Cable Fund</b>	<b>8,763,048</b>	<b>8,293,690</b>	<b>8,296,483</b>	<b>3,799,267</b>
541490	Technology Allocation (GF Depts)	12,378,563	13,690,757	14,321,545	7,309,838
541710	Rates (GF Depts)	174,753	0	0	0
541810	Rates (GF Depts)	237,749	1,416,233	1,506,260	1,581,277
542810	Rates (GF Depts)	3,194,579	2,099,559	2,126,435	716,834
542810	Special Project Billings (GF Depts)	121,760	0	0	0
542850	Rates (GF Depts)	1,090,114	991,349	1,011,701	341,384
562210	Rates (GF Depts)	93,367	73,983	75,439	25,560
	<b>Total City Agency - GF</b>	<b>17,290,884</b>	<b>18,271,882</b>	<b>19,041,380</b>	<b>9,974,894</b>
541490	Technology Allocation	15,824,985	19,777,289	24,422,495	10,762,421
541710	Rates	112,976	0	0	0
541810	Rates	181,371	1,097,053	1,182,581	1,249,467
542810	Rates	1,560,573	970,164	982,349	332,698
542810	Special Project Billings	276,083	0	0	0
542850	Rates	229,231	184,768	188,561	63,627
562210	Rates	144,598	64,956	66,234	22,441
	<b>Total City Agency - Non-GF</b>	<b>18,329,817</b>	<b>22,094,231</b>	<b>26,842,221</b>	<b>12,430,654</b>
441710	Rates	1,391	0	0	0
442810	Rates	150,012	184,647	186,395	58,528
442810	Special Project Billings	720,172	0	0	0
442850	Rates	151,163	38,193	38,977	13,152
462210	Rates	141,267	160,594	161,850	58,446
469990	Other Miscellaneous Revenues	36,957	0	0	0
	<b>Total External Revenues</b>	<b>1,200,963</b>	<b>383,434</b>	<b>387,221</b>	<b>130,126</b>
461110	Interest Earnings	616,149	0	0	0
	<b>Total Finance - External</b>	<b>616,149</b>	<b>0</b>	<b>0</b>	<b>0</b>
587001	Rates (pure GF)	7,564	188	190	0
587001	Technology Allocation (pure GF)	3,008,752	4,464,301	6,498,654	3,535,519
	<b>Total General Subfund Support</b>	<b>3,016,316</b>	<b>4,464,489</b>	<b>6,498,844</b>	<b>3,535,519</b>
433010	Federal Grants - Indirect	323,471	0	0	0
433110	Federal Grants - Indirect	150,000	0	0	0
587326	Operating Transfer In - From Public Safety Fund	212,614	0	0	0
	<b>Total Grants</b>	<b>686,085</b>	<b>0</b>	<b>0</b>	<b>0</b>
569990	Long-Term General Obligation (LTGO) Bonds - Capital Assets Replacement	0	3,675,000	0	0

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569990	Long-Term General Obligation (LTGO) Bonds - Next Generation Data Center	0	7,287,000	0	2,100,000
	<b>Total LTGO Bonds</b>	<b>0</b>	<b>10,962,000</b>	<b>0</b>	<b>2,100,000</b>
569990	Short Term Loan from City Cash Pool	0	0	0	-2,100,000
	<b>Total Short Term Loan from City Cash Pool</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,100,000</b>
542810	Special Project Billings	473,494	5,819,790	6,355,482	4,926,288
	<b>Total Special Project Billings</b>	<b>473,494</b>	<b>5,819,790</b>	<b>6,355,482</b>	<b>4,926,288</b>
	<b>Total Revenues</b>	<b>50,376,756</b>	<b>70,289,515</b>	<b>67,421,631</b>	<b>34,796,749</b>
379100	Use of (Contributions to) Fund Balance	2,198,244	12,365,243	-475,085	3,397,724
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>2,198,244</b>	<b>12,365,243</b>	<b>-475,085</b>	<b>3,397,724</b>
	<b>Total Resources</b>	<b>52,575,000</b>	<b>82,654,758</b>	<b>66,946,546</b>	<b>38,194,472</b>



# Department of Information Technology

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

### Business Office Budget Control Level

The purpose of the Business Office 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	2,521,344	3,793,632	3,403,302	1,899,338
General and Administration	8,130,415	28,679,940	12,961,346	5,866,905
<b>Total</b>	<b>10,651,759</b>	<b>32,473,572</b>	<b>16,364,648</b>	<b>7,766,243</b>
Full-time Equivalents Total*	21.00	25.00	25.00	24.00

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

*The following information summarizes the programs in Business Office 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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	2,521,344	3,793,632	3,403,302	1,899,338
Full-time Equivalents Total	21.00	25.00	25.00	23.00

#### **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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General and Administration	8,130,415	28,679,940	12,961,346	5,866,905
Full-time Equivalents Total	0.00	0.00	0.00	1.00

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### **Digital Engagement Budget Control Level**

The purpose of the Digital Engagement Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Web Team	2,149,806	2,156,449	2,170,692	906,650
Community Technology	1,278,856	1,503,971	1,366,670	453,404
Office of Cable Communications	721,291	875,784	830,849	275,363
Seattle Channel	3,228,695	3,434,041	3,449,325	1,452,622
<b>Total</b>	<b>7,378,649</b>	<b>7,970,245</b>	<b>7,817,536</b>	<b>3,088,039</b>
Full-time Equivalents Total*	36.00	35.00	35.00	35.00

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

**The following information summarizes the programs in Digital Engagement 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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Web Team	2,149,806	2,156,449	2,170,692	906,650
Full-time Equivalents Total	13.75	12.75	12.75	12.75

#### **Community Technology Program**

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

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Community Technology	1,278,856	1,503,971	1,366,670	453,404
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.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Cable Communications	721,291	875,784	830,849	275,363
Full-time Equivalents Total	2.75	2.75	2.75	2.75

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## 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.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Seattle Channel	3,228,695	3,434,041	3,449,325	1,452,622
Full-time Equivalents Total	15.25	15.25	15.25	15.25

## **Engineering and Operations Budget Control Level**

The purpose of the Engineering and Operations Budget Control Level is to build and operate the City's corporate communications and computing assets.

<b>Program Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Communications Shop	1,978,827	1,809,549	1,831,265	605,248
Data Network Services	3,167,018	4,176,486	4,130,951	2,404,636
Enterprise Computing Services	6,273,844	8,055,838	7,723,804	6,462,866
Messaging, Collaboration and Directory Services	3,356,013	2,847,715	2,894,519	1,736,007
Radio Network	1,201,860	1,528,751	1,378,226	876,940
Service Desk	1,196,266	1,477,426	2,249,134	1,059,664
Technical Support Services	2,068,660	2,239,556	2,564,229	1,015,152
Technology Engineering and Project Management	3,047,517	5,216,198	5,407,704	4,456,963
Technology Infrastructure Grants	323,471	0	0	0
Telephone Services	8,629,774	9,769,775	9,399,083	3,881,783
Warehouse	1,071,605	1,258,020	1,282,182	426,037
<b>Total</b>	<b>32,314,855</b>	<b>38,379,314</b>	<b>38,861,097</b>	<b>22,925,296</b>
Full-time Equivalents Total*	122.50	122.50	122.50	122.50

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

**The following information summarizes the programs in Engineering and Operations 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.

<b>Expenditures/FTE</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Communications Shop	1,978,827	1,809,549	1,831,265	605,248
Full-time Equivalents Total	11.40	10.50	10.50	10.50

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## 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 residents may electronically communicate with City staff and access City services.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Data Network Services	3,167,018	4,176,486	4,130,951	2,404,636
Full-time Equivalents Total	15.00	14.95	14.95	14.95

## 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	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Enterprise Computing Services	6,273,844	8,055,838	7,723,804	6,462,866
Full-time Equivalents Total	24.25	22.75	22.75	23.75

## 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	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Messaging, Collaboration and Directory Services	3,356,013	2,847,715	2,894,519	1,736,007
Full-time Equivalents Total	12.25	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.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Radio Network	1,201,860	1,528,751	1,378,226	876,940
Full-time Equivalents Total	0.00	0.85	0.85	0.85

## Service Desk Program

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

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Proposed
Service Desk	1,196,266	1,477,426	2,249,134	1,059,664
Full-time Equivalents Total	9.25	9.25	9.25	9.25

# Department of Information Technology

## Technical Support Services Program

The purpose of the Technical Support Services Program is to provide, operate, and maintain 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.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Technical Support Services	2,068,660	2,239,556	2,564,229	1,015,152
Full-time Equivalent Total	13.75	15.25	15.25	15.25

## 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.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Technology Engineering and Project Management	3,047,517	5,216,198	5,407,704	4,456,963
Full-time Equivalent Total	6.00	7.00	7.00	8.00

## 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.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Technology Infrastructure Grants	323,471	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.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Telephone Services	8,629,774	9,769,775	9,399,083	3,881,783
Full-time Equivalent Total	27.60	26.70	26.70	24.70

## 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.

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Warehouse	1,071,605	1,258,020	1,282,182	426,037
Full-time Equivalent Total	3.00	3.00	3.00	3.00

# Department of Information Technology

## **Leadership, Planning and Security Budget Control Level**

The purpose of the Leadership, Planning and Security Budget Control Level is to provide strategic direction and coordination on technology for the City.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Technology Leadership and Governance	1,810,304	2,075,900	2,092,098	2,337,221
Information Security Office	419,434	1,755,726	1,811,168	2,077,673
<b>Total</b>	<b>2,229,738</b>	<b>3,831,626</b>	<b>3,903,266</b>	<b>4,414,894</b>
Full-time Equivalents Total*	13.75	15.75	15.75	23.00

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

**The following information summarizes the programs in Leadership, Planning and Security 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; provide project management, oversight and quality assurance services; and provide information, research, and analysis to departments' business and technology managers.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Technology Leadership and Governance	1,810,304	2,075,900	2,092,098	2,337,221
Full-time Equivalents Total	11.75	11.75	11.75	19.00

### **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.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Information Security Office	419,434	1,755,726	1,811,168	2,077,673
Full-time Equivalents Total	2.00	4.00	4.00	4.00

## Department of Information Technology

### Information Technology Fund Table

#### Information Technology Fund (50410)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	45,393,974	25,390,812	52,454,631	13,025,570	13,010,955
Accounting and Technical Adjustments	9,258,902	0	0	0	0
Plus: Actual and Estimated Revenues	50,376,756	70,289,515	79,231,981	67,421,631	123,105,230
Less: Actual and Budgeted Expenditures	52,575,001	82,654,757	118,675,657	66,946,547	121,617,868
<b>Ending Fund Balance</b>	<b>52,454,631</b>	<b>13,025,570</b>	<b>13,010,955</b>	<b>13,500,654</b>	<b>14,498,317</b>
Reserve Against Fund Balance	49,426,678	12,595,649	12,718,269	13,036,516	14,719,041
<b>Total Reserves</b>	<b>49,426,678</b>	<b>12,595,649</b>	<b>12,718,269</b>	<b>13,036,516</b>	<b>14,719,041</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,027,954</b>	<b>429,921</b>	<b>292,686</b>	<b>464,138</b>	<b>-220,724</b>

# Department of Information Technology

## Capital Improvement Program Highlights

The Department of Information Technology (DoIT) builds, manages and maintains the City's 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) focuses on ensuring the continued reliability and operation of the City's technology tools and systems, maintaining technology and data security and making government more accessible, accountable and transparent.

Significant technology investments in the proposed CIP include major maintenance and replacements of server and data storage equipment, upgrades of software and hardware for the City's data and telephone systems, and acquisition, maintenance and upgrades of IT security systems hardware and software. Routine equipment upgrades and maintenance are also planned for the Seattle Channel and the City's new IT incident management and change management systems purchased as part of the Technology Management Tools project.

The DoIT CIP includes one new multi-year project to acquire, renovate and expand space for the newly created Seattle Information Technology Department (Seattle IT). The first stage of the project will occur in 2016, working with the Finance and Administrative Services Department (FAS) to identify the space needs of Seattle IT and develop a range of options for consideration to accommodate the department. This project will also include the renovation of the current data center space that will be vacated once migration to the Next Generation Data Center is completed.

Additional information on DoIT's CIP can be found in the 2016-2021 Proposed CIP.



# Seattle Information Technology Department

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Michael Mattmiller, Director & Chief Technology Officer

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

## Department Overview

The Seattle Information Technology Department (Seattle IT) provides strategic direction for and management of the City's information technology resources. These include telecommunications, data, and supporting physical infrastructure; applications and application infrastructure, computer engineering and operations, data centers, servers, storage, and backup equipment; desktop, mobile, and printing devices; cloud services; digital engagement services; and the services to provide, maintain, and support the above for the City.

Seattle IT is organized into five divisions: Engineering and Operations; Leadership, Planning and Security; Digital Engagement; Business Office and Citywide Information Technology Initiatives.

The **Engineering and Operations** 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 is used by every department to deliver power, water, recreation, public safety, and human services to the people of Seattle. Seattle IT also develops, supports, and oversees systems and policies that increase the convenience and security of the City's technology systems.

The **Leadership, Planning and Security** 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 **Digital Engagement** division oversees and operates the City's government-access television station (the Seattle Channel) and websites ([seattlechannel.org](http://seattlechannel.org) and [seattle.gov](http://seattle.gov)). Services provided include: new television and online 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 various providers. Finally, the division manages the department's community outreach programs, including the Technology Matching Fund program, which supports community efforts to close the digital divide and encourage a technology-healthy city.

The **Business Office** division provides finance, budget, accounting, human resources, administrative, and contracting services for Seattle IT.

The **Citywide Information Technology Initiatives** division provides department-specific support for IT initiatives within departments.

As an internal service department, Seattle IT provides services to other City departments that in turn pay Seattle IT for those services they purchase. As such, Seattle IT 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, Department of Planning and Development, and the Retirement Fund. Seattle IT also receives

# Seattle Information Technology Department

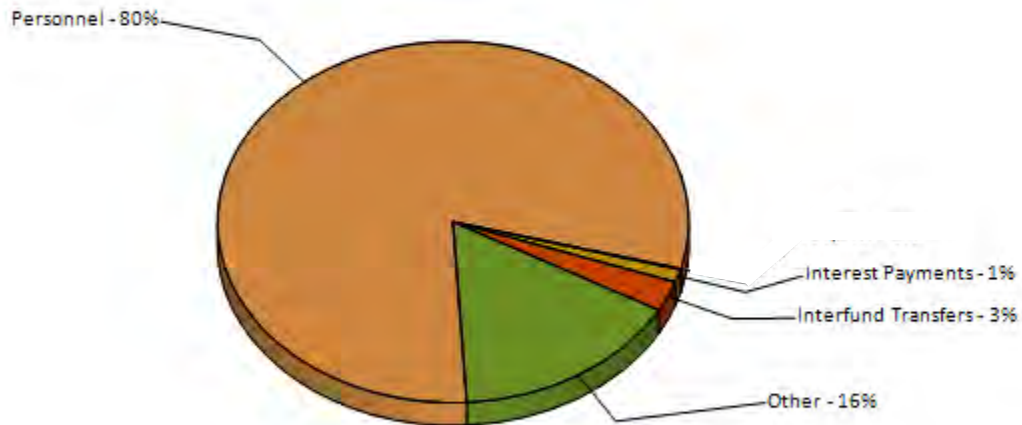
funds from the City's Cable Television Subfund, grants, and other government agencies external to the City (e.g., the Seattle School District, the Port of Seattle) that buy Seattle IT services for special projects.

## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$0	\$0	\$0	\$1,718,340
Other Funding - Operating	\$0	\$0	\$0	\$83,423,396
<b>Total Operations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$83,426,396</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$83,423,396</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

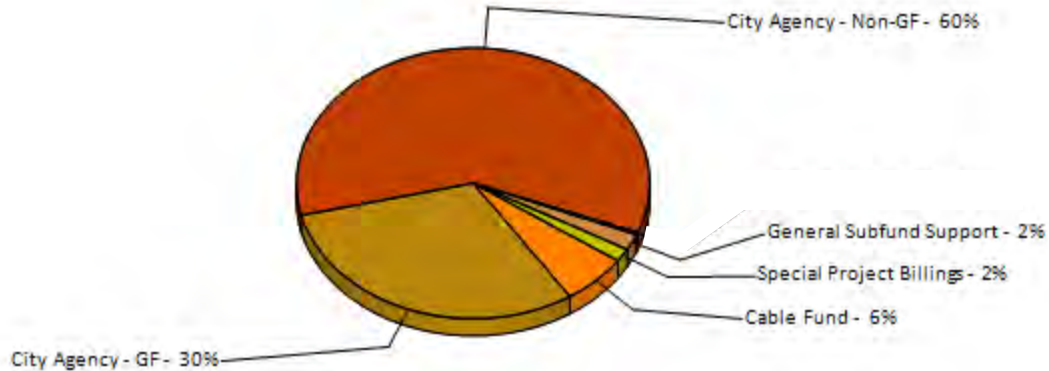
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## 2016 Proposed Budget - Expenditure by Category



# Seattle Information Technology Department

## 2016 Proposed Budget - Revenue by Category



## Budget Overview

Legislation sent in tandem with the 2016 Proposed Budget creates the new Seattle Information Technology Department (Seattle IT) effective April 6, 2016 and transfers IT positions from fifteen departments and Executive offices into the new department. The proposed budget reflects the creation of Seattle IT and includes resources to support these positions within the new department. Seattle IT will be responsible for the delivery of IT services across executive departments and is made up of resources from the following departments and offices:

- Office of Arts and Culture
- Seattle Center
- Department of Information Technology
- Department of Neighborhoods
- Department of Planning and Development
- Finance and Administrative Services Department
- Human Services Department
- Seattle Office of Civil Rights
- Office of Housing
- Parks and Recreation Department
- Seattle City Light
- Seattle Department of Transportation
- Seattle Public Utilities
- Seattle Fire Department
- Seattle Police Department

# Seattle Information Technology Department

Migrating to the Seattle IT model will be a phased, multi-year process. Starting in 2015, IT units from across departments will work together to develop integration and implementation strategies for the new department and develop solutions to challenges around organizational and technological processes. Seattle IT will also work with customer departments on proposed changes and to implement consolidation strategies.

## Challenges to IT Service Delivery

In 2015, the Mayor asked the Chief Technology Officer to review how IT services are delivered in the City and propose an approach through which the City can realize more innovative and high-quality IT services through consolidated, more efficient service delivery. The City has experienced several challenges to delivering IT services including:

- increasing demand on IT resources that outstrips capacity with existing resources and deployment;
- duplication of systems, technologies and effort across departments;
- lack of coordinated IT strategy necessary to deliver quality and innovative programs and services across the City;
- decentralized implementation of common regulatory standards pertaining to security and compliance; and
- dearth of professional development opportunities for IT staff to grow, learn and innovate.

To address these and other challenges, the proposed budget consolidates the majority of the Executive branch IT in a new central department. This new structure will better leverage the City's IT resources to provide powerful information technology solutions for the City of Seattle and the public it serves. The goals of consolidation are to:

- **create capacity** to deliver on the most important technology projects in the City within current levels of staffing;
- **establish consistent standards and priorities** for IT investments;
- **make IT a strategic business partner**, enabling the delivery of IT solutions for a safe, affordable, vibrant and innovative city;
- **protect the City's resources from threats**, especially related to security and privacy risks; and
- **develop a workforce that evolves with technology**, helping to continually deliver technology solutions to meet the City's objectives.

## Components of the New Department

Seattle IT centralizes the majority of City executive branch IT staff into a single department. Integrating these resources allows for improved alignment of IT resources with Citywide needs, creates consistent expectations and metrics for provider performance, and leverages multiple program investments to improve outcomes. Anticipated outcomes include:

- centralized shared services based on best practices;
- alignment of staff resources with Citywide needs;
- implementation of one set of flexible standards;
- shared priorities to drive use of innovative modern technology;
- common solutions for common problems delivered faster;
- development of department account teams with domain knowledge to focus on customer needs;
- technology selection driven by business cases and business needs;
- borders, security mechanisms and processes designed to protect all IT assets;
- privacy by design across business functions, processes and systems;
- common processes that mitigate security risk; and
- greater opportunities for staff to develop IT skills.

# Seattle Information Technology Department

To achieve these goals, the proposed legislation transfers oversight and management of all technology-related programs (with a few exceptions) into the Seattle IT Department. Resources for IT programs, systems and other tools will remain in departments' budgets in the 2016 Proposed Budget and will be addressed as part of the 2017-2018 Proposed Budget.

## Incremental Budget Changes

### Seattle Information Technology Department

	2016 Budget	FTE
<b>Proposed Changes</b>		
Create Seattle Information Technology Department	\$ 83,423,396	0.00
<b>Total Incremental Changes</b>	<b>\$ 83,423,396</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 83,423,396</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **Create Seattle Information Technology Department - \$83,423,396**

This item transfers eight months of the Department of Information Technology's 2016 Proposed Budget to the Seattle Information Technology Department. It also provides expenditure authority for personnel-related expenses for all IT positions transferred as part of the legislation creating the new department. All IT positions transferred as part of the legislation are budgeted within their appointing department as well as within Seattle IT. Seattle IT will bill departments for personnel costs throughout 2016. Personnel costs from departments other than the Department of Information Technology are reflected in the Citywide Information Technology Initiatives Budget Control Level.

# Seattle Information Technology Department

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Business Office Budget Control</b>					
Finance and Administration		0	0	0	1,976,727
General and Administration		0	0	0	816,976
<b>Total</b>	<b>Y1100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,793,703</b>
<b>Citywide IT Initiatives Budget Control</b>					
Department of Construction and Inspections IT Initiatives		0	0	0	3,367,227
Department of Neighborhoods IT Initiatives		0	0	0	51,132
Department of Parks and Recreation Information Technology Initiatives		0	0	0	1,349,487
Finance and Administrative Services IT Initiatives		0	0	0	4,967,454
Human Services Department IT Initiatives		0	0	0	1,093,044
Office for Civil Rights IT Initiatives		0	0	0	94,278
Office of Arts and Culture IT Initiatives		0	0	0	95,648
Office of Housing IT Initiatives		0	0	0	99,686
Seattle Center IT Initiatives		0	0	0	759,264
Seattle City Light IT Initiatives		0	0	0	15,694,231
Seattle Department of Transportation IT Initiatives		0	0	0	2,821,145
Seattle Fire Department IT Initiatives		0	0	0	2,366,046
Seattle Police Department IT Initiatives		0	0	0	2,104,740
Seattle Public Utilities IT Initiatives		0	0	0	14,236,538
<b>Total</b>	<b>Y5500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,099,920</b>
<b>Digital Engagement Budget Control</b>					
Citywide Web Team		0	0	0	1,413,307
Community Technology		0	0	0	906,809
Office of Cable Communications		0	0	0	550,724
Seattle Channel		0	0	0	1,973,348
<b>Total</b>	<b>Y4400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,844,188</b>
<b>Engineering and Operations Budget Control</b>					
Communications Shop		0	0	0	1,210,493
Data Network Services		0	0	0	1,977,529
Enterprise Computing Services		0	0	0	8,683,605
Messaging, Collaboration and Directory Services		0	0	0	1,619,724

## Seattle Information Technology Department

Radio Network		0	0	0	582,263
Service Desk		0	0	0	1,176,122
Technical Support Services		0	0	0	1,524,308
Technology Engineering and Project Management		0	0	0	1,089,298
Telephone Services		0	0	0	5,470,789
Warehouse		0	0	0	852,074
<b>Total</b>	<b>Y3300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,186,205</b>
<b>Leadership, Planning and Security Budget Control</b>					
Citywide Technology Leadership and Governance		0	0	0	2,064,722
Information Security Office		0	0	0	434,658
<b>Total</b>	<b>Y2200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,499,380</b>
<b>Department Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>83,423,396</b>

<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
542810	Cable Fund Allocation	0	0	0	5,357,114
	<b>Total Cable Fund</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,357,114</b>
541490	Technology Allocation (GF Depts)	0	0	0	11,103,153
541810	Rates (GF Depts)	0	0	0	16,047
541810	Rates (GF Depts)	0	0	0	107,453
541810	Rates (GF Depts) - City Department Specific Initiatives	0	0	0	13,413,780
542810	Rates (GF Depts)	0	0	0	1,478,952
542850	Rates (GF Depts)	0	0	0	682,768
562210	Rates (GF Depts)	0	0	0	51,120
	<b>Total City Agency - GF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,853,274</b>
541490	Technology Allocation	0	0	0	14,097,196
541810	Rates	0	0	0	87,679
541810	Rates	0	0	0	13,021
541810	Rates - City Department Specific Initiatives	0	0	0	37,661,803
542810	Rates	0	0	0	683,934
542850	Rates	0	0	0	127,255

## Seattle Information Technology Department

562210	Rates	0	0	0	44,883
	<b>Total City Agency - Non-GF</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,715,770</b>
442810	Rates	0	0	0	124,488
442850	Rates	0	0	0	26,304
462210	Rates	0	0	0	116,892
	<b>Total External Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>267,684</b>
587001	Technology Allocation (pure GF)	0	0	0	1,718,340
	<b>Total General Subfund Support</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,718,340</b>
542810	Special Project Billings	0	0	0	42,535
542810	Special Project Billings	0	0	0	1,353,765
	<b>Total Special Project Billings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,396,299</b>
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88,308,481</b>
379100	Use of (Contributions to) Fund Balance	0	0	0	-4,885,085
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-4,885,085</b>
	<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>83,423,396</b>



# Seattle Information Technology Department

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

### Business Office Budget Control Level

The purpose of the Business Office 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	0	0	0	1,976,727
General and Administration	0	0	0	816,976
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,793,703</b>

*The following information summarizes the programs in Business Office 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.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Finance and Administration	0	0	0	1,976,727

#### **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.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General and Administration	0	0	0	816,976

# Seattle Information Technology Department

## Citywide IT Initiatives Budget Control Level

The purpose of the City Department IT Initiatives Budget Control Level is to provide support for IT initiatives within departments.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Department of Construction and Inspections IT Initiatives	0	0	0	3,367,227
Department of Neighborhoods IT Initiatives	0	0	0	51,132
Department of Parks and Recreation Information Technology Initiatives	0	0	0	1,349,487
Finance and Administrative Services IT Initiatives	0	0	0	4,967,454
Human Services Department IT Initiatives	0	0	0	1,093,044
Office for Civil Rights IT Initiatives	0	0	0	94,278
Office of Arts and Culture IT Initiatives	0	0	0	95,648
Office of Housing IT Initiatives	0	0	0	99,686
Seattle Center IT Initiatives	0	0	0	759,264
Seattle City Light IT Initiatives	0	0	0	15,694,231
Seattle Department of Transportation IT Initiatives	0	0	0	2,821,145
Seattle Fire Department IT Initiatives	0	0	0	2,366,046
Seattle Police Department IT Initiatives	0	0	0	2,104,740
Seattle Public Utilities IT Initiatives	0	0	0	14,236,538
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,099,920</b>

*The following information summarizes the programs in Citywide IT Initiatives Budget Control Level:*

### **Department of Construction and Inspections IT Initiatives Program**

The purpose of the Department of Construction and Inspections IT Initiatives Program is to provide support for IT initiatives within the Department of Construction and Inspections.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Department of Construction and Inspections IT Initiatives	0	0	0	3,367,227

### **Department of Neighborhoods IT Initiatives Program**

The purpose of the Department of Neighborhoods IT Initiatives Program is to provide support for IT initiatives within the Department of Neighborhoods.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Department of Neighborhoods IT Initiatives	0	0	0	51,132

# Seattle Information Technology Department

## Department of Parks and Recreation Information Technology Initiatives Program

The purpose of the Department of Parks and Recreation IT Initiatives Program is to support IT initiatives within the Department of Parks and Recreation.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Department of Parks and Recreation Information Technology Initiatives	0	0	0	1,349,487

## Finance and Administrative Services IT Initiatives Program

The purpose of the Finance and Administrative Services IT Initiatives Program is to support IT initiatives within the Finance and Administrative Services Department.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Finance and Administrative Services IT Initiatives	0	0	0	4,967,454

## Human Services Department IT Initiatives Program

The purpose of the Human Services Department IT Initiatives Program is to support IT initiatives within the Human Services Department.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Human Services Department IT Initiatives	0	0	0	1,093,044

## Office for Civil Rights IT Initiatives Program

The purpose of the Office for Civil Rights IT Initiatives Program is to provide support for IT initiatives within the Office for Civil Rights.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Office for Civil Rights IT Initiatives	0	0	0	94,278

## Office of Arts and Culture IT Initiatives Program

The purpose of the Office of Arts and Culture IT Initiatives Program is to provide support to IT initiatives within the Office of Arts and Culture.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Office of Arts and Culture IT Initiatives	0	0	0	95,648

## Office of Housing IT Initiatives Program

The purpose of the Office of Housing IT Initiatives Program is to provide support for IT initiatives within the Office of Housing.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Office of Housing IT Initiatives	0	0	0	99,686

# Seattle Information Technology Department

## Seattle Center IT Initiatives Program

The purpose of the Seattle Center IT Initiatives Program is to support IT initiatives within the Seattle Center.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Center IT Initiatives	0	0	0	759,264

## Seattle City Light IT Initiatives Program

The purpose of the Seattle City Light IT Initiatives Program is to support IT initiatives within Seattle City Light.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle City Light IT Initiatives	0	0	0	15,694,231

## Seattle Department of Transportation IT Initiatives Program

The purpose of the Seattle Department of Transportation IT Initiatives Program is to support IT initiatives within the Seattle Department of Transportation.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Department of Transportation IT Initiatives	0	0	0	2,821,145

## Seattle Fire Department IT Initiatives Program

The purpose of the Seattle Fire Department IT Initiatives Program is to support IT initiatives within the Seattle Fire Department.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Fire Department IT Initiatives	0	0	0	2,366,046

## Seattle Police Department IT Initiatives Program

The purpose of the Seattle Police Department IT Initiatives Program is to support IT initiatives within the Seattle Police Department.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Police Department IT Initiatives	0	0	0	2,104,740

## Seattle Public Utilities IT Initiatives Program

The purpose of the Seattle Public Utilities IT Initiatives Program is to support IT initiatives within the Seattle Public Utilities.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Seattle Public Utilities IT Initiatives	0	0	0	14,236,538

# Seattle Information Technology Department

## Digital Engagement Budget Control Level

The purpose of the Digital Engagement Budget Control Level is to operate the Seattle Channel, Cable Office, Web sites, and related programs.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Citywide Web Team	0	0	0	1,413,307
Community Technology	0	0	0	906,809
Office of Cable Communications	0	0	0	550,724
Seattle Channel	0	0	0	1,973,348
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,844,188</b>

*The following information summarizes the programs in Digital Engagement 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.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Citywide Web Team	0	0	0	1,413,307

### 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.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Community Technology	0	0	0	906,809

### 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.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Office of Cable Communications	0	0	0	550,724

### 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.

	2014	2015	2016	2016
Expenditures	Actuals	Adopted	Endorsed	Proposed
Seattle Channel	0	0	0	1,973,348

# Seattle Information Technology Department

## Engineering and Operations Budget Control Level

The purpose of the Engineering and Operations Budget Control Level is to build and operate the City's corporate communications and computing assets.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Communications Shop	0	0	0	1,210,493
Data Network Services	0	0	0	1,977,529
Enterprise Computing Services	0	0	0	8,683,605
Messaging, Collaboration and Directory Services	0	0	0	1,619,724
Radio Network	0	0	0	582,263
Service Desk	0	0	0	1,176,122
Technical Support Services	0	0	0	1,524,308
Technology Engineering and Project Management	0	0	0	1,089,298
Telephone Services	0	0	0	5,470,789
Warehouse	0	0	0	852,074
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,186,205</b>

*The following information summarizes the programs in Engineering and Operations 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.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Communications Shop	0	0	0	1,210,493

### **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 residents may electronically communicate with City staff and access City services.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Data Network Services	0	0	0	1,977,529

# Seattle Information Technology Department

## 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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Enterprise Computing Services	0	0	0	8,683,605

## 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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Messaging, Collaboration and Directory Services	0	0	0	1,619,724

## 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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Radio Network	0	0	0	582,263

## 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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Service Desk	0	0	0	1,176,122

## Technical Support Services Program

The purpose of the Technical Support Services Program is to provide, operate, and maintain 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.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Expenditures</b>				
Technical Support Services	0	0	0	1,524,308

# Seattle Information Technology Department

## 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.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Technology Engineering and Project Management	0	0	0	1,089,298

## 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.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Telephone Services	0	0	0	5,470,789

## 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.

<b>Expenditures</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Warehouse	0	0	0	852,074



# Seattle Information Technology Department

## **Leadership, Planning and Security Budget Control Level**

The purpose of the Leadership, Planning and Security Budget Control Level is to provide strategic direction and coordination on technology for the City.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Technology Leadership and Governance	0	0	0	2,064,722
Information Security Office	0	0	0	434,658
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,499,380</b>

*The following information summarizes the programs in Leadership, Planning and Security 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; provide project management, oversight and quality assurance services; and provide information, research, and analysis to departments' business and technology managers.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Citywide Technology Leadership and Governance	0	0	0	2,064,722

### **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.

	2014	2015	2016	2016
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Information Security Office	0	0	0	434,658



# Office of Intergovernmental Relations

Nick Harper, 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 regional, state, federal, tribal and international entities to enable the City to better serve the community.

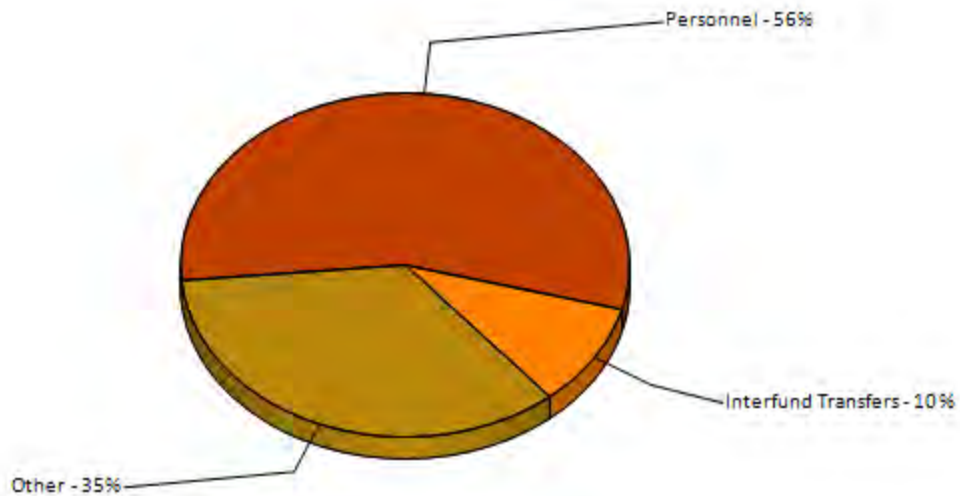
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$1,987,100	\$2,593,738	\$2,624,374	\$2,725,643
<b>Total Operations</b>	<b>\$1,987,100</b>	<b>\$2,593,738</b>	<b>\$2,624,374</b>	<b>\$2,725,643</b>
<b>Total Appropriations</b>	<b>\$1,987,100</b>	<b>\$2,593,738</b>	<b>\$2,624,374</b>	<b>\$2,725,643</b>
Full-time Equivalent Total*	10.50	11.50	11.50	10.50

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

# Office of Intergovernmental Relations

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

The Office of Intergovernmental Relations (OIR) is responsible for engaging with other jurisdictions and governmental entities to collaborate and advocate for outcomes that are in the interest of the City and region. OIR implements and manages lobbying contracts and ensures the City's lobbying resources align with the City's strategic advocacy priorities. The Mayor's proposed budget increases resources for federal and state consultant budgets to maintain and enhance the City's representation. To further advance the City's interest in more strategically investing in advocacy priorities, the Mayor's proposed budget also transfers two advocacy contracts from the Human Services Department (HSD) to OIR. In 2016 the budget for these contracts will be reduced and directly managed by OIR.

The 2016 Proposed Budget also shifts the International Business Development initiative. As Seattle continues to grow as a major international hub for investment and economic development, the Office of Economic Development (OED) is a more strategic home for this initiative. The proposed budget transfers the International Business Development Director position and related membership dues to OED. The position will continue to promote and support international investment in Seattle, which includes leveraging new opportunities, capitalizing on existing relationships and engaging with partners to strengthen Seattle's reputation as a city for international business.

More than 20 percent of OIR's budget supports the dues and fees associated with the City's membership and participation in regional, state, national, and international organizations. The Mayor's 2016 Proposed Budget provides an incremental adjustment to account for increases in several regional, state, and federal organizational membership dues and fees that OIR pays on behalf of the City.

Finally, the 2016 Proposed Budget includes changes to staff costs. The salary adjustments are a result of increased costs for new staff hired in 2014 and 2015, which require some additional budget.

# Office of Intergovernmental Relations

## Incremental Budget Changes

### Office of Intergovernmental Relations

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 2,624,374</b>	<b>11.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 22,597	0.00
<b>Proposed Changes</b>		
Enhance State and Federal Consultant Capacity	\$ 165,000	0.00
Improve Strategic Management of Advocacy Contracts	\$ 71,000	0.00
Transfer International Business Development Program from OIR to OED	-\$ 216,134	-1.00
Respond to Dues and Memberships Cost Increases	\$ 42,000	0.00
Align Budget with Salary Costs	\$ 62,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 101,269</b>	<b>-1.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 2,725,643</b>	<b>10.50</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$22,597)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Enhance State and Federal Consultant Capacity - \$165,000**

This adjustment increases OIR's federal and state consultant budgets. The federal consultant budget is increased by \$135,000 to better support the scope of the City's federal policy goals. The federal contract increase provides consultant support comparable to other similarly sized municipalities' federal contracts. The state consultant contract budget is increased by \$30,000 to maintain expertise in key areas for the City's state advocacy work.

# Office of Intergovernmental Relations

## Improve Strategic Management of Advocacy Contracts - \$71,000

HSD currently holds two advocacy contracts. In 2016 these contracts will be transferred from HSD to OIR to be directly managed by OIR, and they will also be reduced by 50%.

## Transfer International Business Development Program from OIR to OED - (\$216,134)/(1.00) FTE

This adjustment transfers the International Business Development program, established in OIR in 2015, to the Office of Economic Development (OED). Transferring this position to OED leverages existing relationships with businesses and provides more opportunity for connections and partnerships between Seattle's local business community and foreign investors. This also includes a transfer of the budget for Seattle's membership to the Trade Development Alliance, which will be paid from OED's budget.

## Respond to Dues and Memberships Cost Increases - \$42,000

This adjustment increases OIR's budget by \$42,000 to cover multiple annual increases in the City's membership dues and fees in several regional, state, and federal organizations, including the Puget Sound Regional Council, Association of Washington Cities, National League of Cities, and several others. The cost of dues and fees have been steadily increasing over the years. This adjustment aligns OIR's budget to the actual cost of the dues.

## Align Budget with Salary Costs - \$62,000

This adjustment increases OIR's budget for salary and benefits by \$57,000 to maintain staff salaries and benefits for several employees hired in 2014 and 2015 at competitive market rates. This adjustment also includes \$5,000 to cover the cost of temporarily relocating to Olympia during the state legislative session.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Intergovernmental Relations Budget Control Level	X1G00	1,987,100	2,593,738	2,624,374	2,725,643
<b>Department Total</b>		<b>1,987,100</b>	<b>2,593,738</b>	<b>2,624,374</b>	<b>2,725,643</b>
<b>Department Full-time Equivalent Total*</b>		<b>10.50</b>	<b>11.50</b>	<b>11.50</b>	<b>10.50</b>

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

## Office of Intergovernmental Relations

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

#### Intergovernmental Relations Budget Control Level

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Intergovernmental Relations	1,987,100	2,593,738	2,624,374	2,725,643
<b>Total</b>	<b>1,987,100</b>	<b>2,593,738</b>	<b>2,624,374</b>	<b>2,725,643</b>
Full-time Equivalents Total*	10.50	11.50	11.50	10.50

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





# Legislative Department

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Tim Burgess, Council President

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

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

## Department Overview

The Legislative Department is comprised of the Seattle City Council, as well as two primary divisions: Central Staff and the Office of the City Clerk. Each division supports various aspects of the Council and works with members of the public and City departments to facilitate and develop effective and responsive public policy. The Council and Legislative Department are part of the legislative branch of government, which also includes the Office of City Auditor and the Office of Hearing Examiner.

Starting in 2016, the Council will be composed of two at-large and seven district-elected seats for a total of nine, nonpartisan, elected councilmembers. The seven district seats will be elected to a four-year term beginning in 2016. The two at-large seats will be elected to an initial two-year term to align the election for a four-year term with the Mayor and City Attorney election in 2017. This approach staggers the district and at-large elections two years apart in future years.

The City Council establishes City laws; creates, evaluates and approves policies, legislation, and regulations; approves the City's annual operating and capital improvement budgets; and provides oversight to the City's executive departments. Each councilmember has a staff of legislative assistants who assist in this work.

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

The Office of the City Clerk advances principles of open government and inclusive access through effective facilitation of the legislative process and transparent, accountable stewardship of public information and the official record, including City Council proceedings and legislation. The City Clerk serves as ex-officio elections administrator and filing officer. The office manages the City's Boards and Commissions Registry Program; coordinates public records disclosure requests; and provides information technology, administrative and operational support to the Legislative Department and Office of Professional Accountability Review Board.

Communications and Human Resources teams are also a part of the Legislative Department. Communications staff assists 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. Human Resources staff provides employee relations, talent acquisition, employee development, performance management, and benefits administration services.

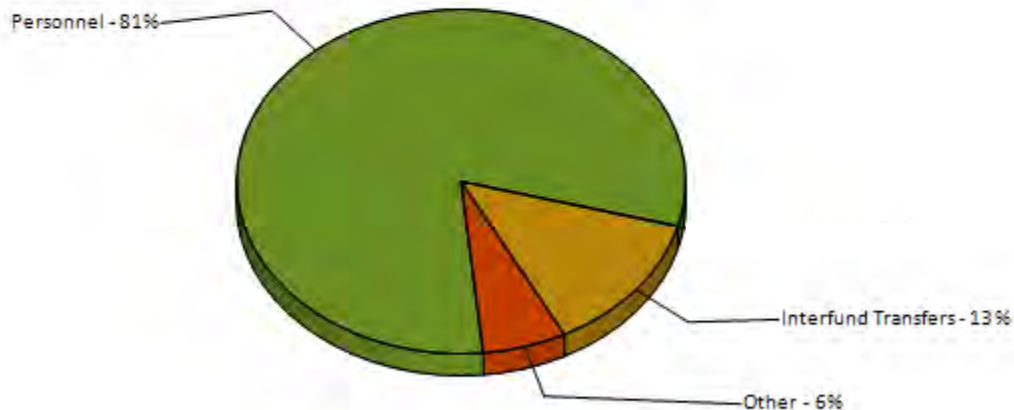
## Legislative Department

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$12,928,309	\$14,430,427	\$14,231,503	\$14,259,945
<b>Total Operations</b>	<b>\$12,928,309</b>	<b>\$14,430,427</b>	<b>\$14,231,503</b>	<b>\$14,259,945</b>
<b>Total Appropriations</b>	<b>\$12,928,309</b>	<b>\$14,430,427</b>	<b>\$14,231,503</b>	<b>\$14,259,945</b>
Full-time Equivalent Total*	87.50	88.50	88.50	90.00

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

### 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget maintains support to the City Council and preserves the services provided by the City Council to residents and City departments. Increased staffing and funding resources have been provided to increase capacity for services related to boards and commissioners registry, to staff analysis requirements related to the Housing Affordability and Livability Agenda, and to provide pay equity for Legislative employees.

# Legislative Department

## Incremental Budget Changes

### Legislative Department

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 14,231,503</b>	<b>88.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 102,850	0.00
<b>Proposed Changes</b>		
Increase Boards and Commissions Registry Capacity	\$ 56,292	0.50
Increase Capacity for Housing Affordability and Livability Agenda Analysis	\$ 0	1.00
Salary Adjustments	\$ 75,000	0.00
<b>Proposed Technical Changes</b>		
Technical Changes	\$ 0	0.00
<b>Total Incremental Changes</b>	<b>\$ 28,442</b>	<b>1.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 14,259,945</b>	<b>90.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$102,850)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Increase Boards and Commissions Registry Capacity - \$56,292/.50 FTE**

This adjustments increases the position authority and funding for the Boards and Commissions Registry Coordinator from 0.5 FTE to 1.0 FTE to address increasing workload needs.

# Legislative Department

## Increase Capacity for Housing Affordability and Livability Agenda Analysis/1.00 FTE

The proposed budget adds position authority to the Council Central Staff Program to perform analytical work as required to support implementation of the Housing Affordability and Livability Agenda. No new budget authority is being added with this position as it will be hired as needed and funded from existing budget authority.

## Salary Adjustments - \$75,000

This item increases Legislative's budget authority to address some pay equity considerations.

### Proposed Technical Changes

#### Technical Changes

This adjustment makes net zero budgetary changes to better align budget with actual expenditures.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Legislative Department Budget Control</b>					
Central Staff		2,879,522	3,378,759	3,396,177	3,423,646
City Clerk		3,010,170	3,163,351	3,188,665	3,204,115
City Council		5,138,585	5,819,133	5,549,360	5,479,428
General Expense		1,900,033	2,069,184	2,097,301	2,152,756
<b>Total</b>	<b>G1100</b>	<b>12,928,309</b>	<b>14,430,427</b>	<b>14,231,503</b>	<b>14,259,945</b>
<b>Department Total</b>		<b>12,928,309</b>	<b>14,430,427</b>	<b>14,231,503</b>	<b>14,259,945</b>
<b>Department Full-time Equivalent Total*</b>		<b>87.50</b>	<b>88.50</b>	<b>88.50</b>	<b>90.00</b>

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

# Legislative Department

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

### Legislative Department Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Central Staff	2,879,522	3,378,759	3,396,177	3,423,646
City Clerk	3,010,170	3,163,351	3,188,665	3,204,115
City Council	5,138,585	5,819,133	5,549,360	5,479,428
General Expense	1,900,033	2,069,184	2,097,301	2,152,756
<b>Total</b>	<b>12,928,309</b>	<b>14,430,427</b>	<b>14,231,503</b>	<b>14,259,945</b>
Full-time Equivalents Total*	87.50	88.50	88.50	90.00

\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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 provide high-quality, objective research and analysis to the Council and its individual members on a variety of policy and budget issues. Central Staff also provides finance, budget, accounting, payroll and consultant contracting services to the Legislative Department, the Office of City Auditor and Office of Professional Accountability Review Board.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Central Staff	2,879,522	3,378,759	3,396,177	3,423,646
Full-time Equivalents Total	20.00	21.00	21.00	22.00

#### City Clerk Program

The purpose of the City Clerk Program is to support and facilitate the City's legislative process in compliance with the Open Public Meetings Act; manage the City's Records Management Program and ensure public access to the City's records; preserve the City's official and historical records in compliance with the Public Records Acts; manage the City's Boards and Commissions Registry; serve as the City's ex officio elections officer; and provide information technology, administrative and operational support to the Legislative Department and Office of Professional Accountability Review Board.

	2014	2015	2016	2016
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
City Clerk	3,010,170	3,163,351	3,188,665	3,204,115
Full-time Equivalents Total	28.50	26.50	26.50	27.00

# Legislative Department

## City Council Program

The purpose of the City Council Program is to set policy; review, consider and determine legislative action; approve the City's budget; and provide oversight of City departments. The goal of the City Council is to be transparent, effective and accountable, as well as to promote diversity and health of all neighborhoods. This program consists of the nine Councilmembers, their Legislative Assistants and the Communications and Human Resources staff.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
City Council	5,138,585	5,819,133	5,549,360	5,479,428
Full-time Equivalents Total	39.00	41.00	41.00	41.00

## General Expense Program

The purpose of the General Expense Program is to track and account for expenses for the operation of the Legislative Department. 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, including space rent, information technology, telephone services and common area building maintenance. It also includes Office of Professional Accountability Review Board expenses.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General Expense	1,900,033	2,069,184	2,097,301	2,152,756

# Office of the Mayor

Edward B. Murray, Mayor

(206) 684-4000

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

## Department Overview

The Office of the Mayor works to provide strong leadership to the residents, employees, and regional neighbors of the City of Seattle and to create an environment that encourages ideas, civic discourse, and inclusion for the City's entire diverse population.

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.

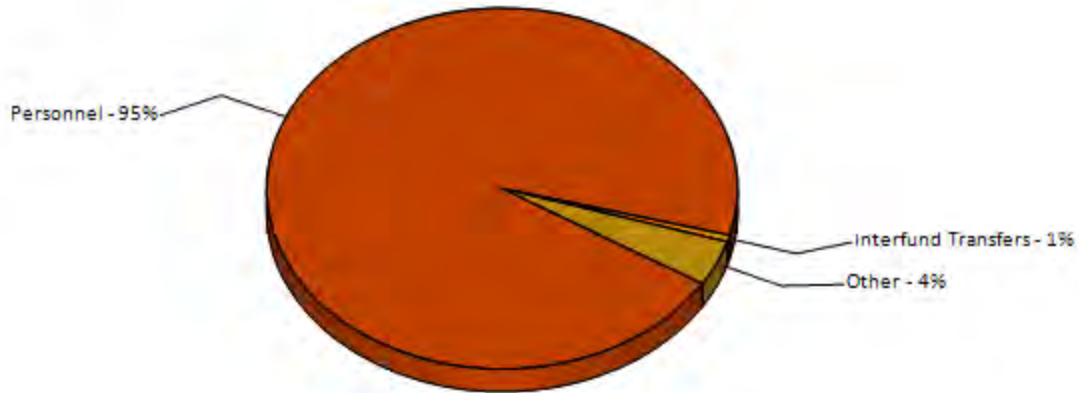
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$4,682,789	\$5,393,182	\$5,443,403	\$5,833,014
<b>Total Operations</b>	<b>\$4,682,789</b>	<b>\$5,393,182</b>	<b>\$5,443,403</b>	<b>\$5,833,014</b>
<b>Total Appropriations</b>	<b>\$4,682,789</b>	<b>\$5,393,182</b>	<b>\$5,443,403</b>	<b>\$5,833,014</b>
Full-time Equivalent Total*	28.50	35.50	35.50	44.00

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

# Office of the Mayor

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget primarily reflects operational improvements for the Mayor's Office. The Mayor and the office continue to review its operations and structure for ways to improve service and communication to residents of the City and City departments. Three operational positions are proposed and a change to services to reflect actual spending for community events. Other changes in this budget include technical changes to reflect internal service cost and citywide inflationary increases.

### Incremental Budget Changes

#### Office of the Mayor

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 5,443,403</b>	<b>35.50</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 8,045	0.00
<b>Proposed Changes</b>		
Office operational improvements	\$ 381,566	3.00



# Office of the Mayor

## Proposed Technical Changes

Supplemental Changes	\$ 0	5.50
<b>Total Incremental Changes</b>	<b>\$ 389,611</b>	<b>8.50</b>
<b>2016 Proposed Budget</b>	<b>\$ 5,833,014</b>	<b>44.00</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - \$8,045**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Office operational improvements - \$381,566/3.00 FTE**

This change adds position and funding to improve the Mayor's Office operations in order to better serve and communicate with residents of the city and City departments. The areas identified were council relations, boards and commissions, and outreach. The proposed budget includes position and budget authority for the three positions: Council relations; boards and commissions staff; and outreach manager. An increase of \$20,000 is proposed to bring the office's services budget to higher actuals due to an increase in community engagement events.

### Proposed Technical Changes

#### **Supplemental Changes/5.50 FTE**

This adjustment reflects changes made through supplemental budget legislation since the last Adopted Budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the Adopted Budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. In the 2nd quarter supplemental a grant was accepted for the Mayor's Office to develop an innovation team. Emergency positions were authorized to start the project, but in the 3rd quarter supplemental sunset positions are added to keep the positions through the three years of the grant.

## Office of the Mayor

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Office of the Mayor Budget Control Level	X1A00	4,682,789	5,393,182	5,443,403	5,833,014
<b>Department Total</b>		<b>4,682,789</b>	<b>5,393,182</b>	<b>5,443,403</b>	<b>5,833,014</b>

<b>Department Full-time Equivalents Total*</b>	<b>28.50</b>	<b>35.50</b>	<b>35.50</b>	<b>44.00</b>
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*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

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

#### Office of the Mayor Budget Control Level

The purpose of the Office of the Mayor Budget Control Level is to provide executive leadership to support City departments, engage and be responsive to residents of the city, develop policy for the City, and provide executive administrative and management support to the City.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Office of the Mayor	4,682,789	5,393,182	5,443,403	5,833,014
<b>Total</b>	<b>4,682,789</b>	<b>5,393,182</b>	<b>5,443,403</b>	<b>5,833,014</b>
Full-time Equivalents Total*	28.50	35.50	35.50	44.00

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

# Personnel Compensation Trust Subfunds

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Susan Coskey, 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 Seattle Department of Human Resources (SDHR) 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 Seattle Department of Human Resources:**

- **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 the Department of Finance and Administration (FAS):**

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

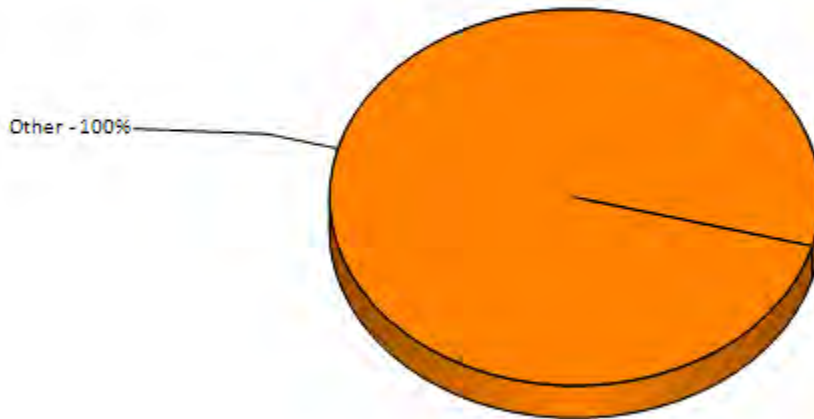
## Personnel Compensation Trust Subfunds

### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$202,535,889	\$227,331,130	\$240,087,490	\$235,452,111
<b>Total Operations</b>	<b>\$202,535,889</b>	<b>\$227,331,130</b>	<b>\$240,087,490</b>	<b>\$235,452,111</b>
<b>Total Appropriations</b>	<b>\$202,535,889</b>	<b>\$227,331,130</b>	<b>\$240,087,490</b>	<b>\$235,452,111</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

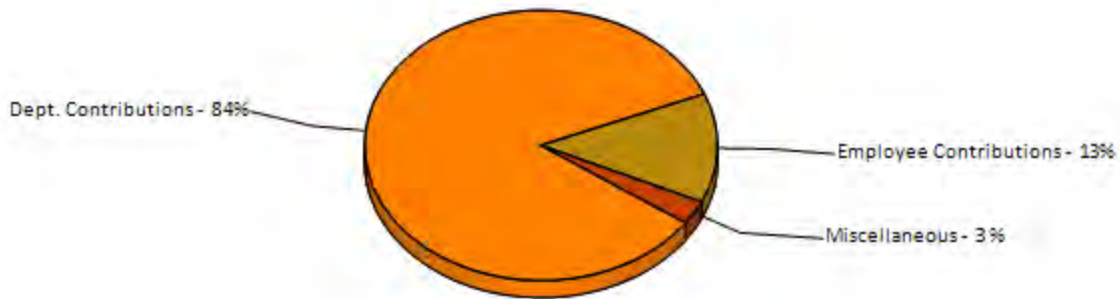
*\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.*

### 2016 Proposed Budget - Expenditure by Category



# Personnel Compensation Trust Subfunds

## 2016 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) reached \$175 million in 2014 and have traditionally grown faster than inflation and faster than the national economy.

### *Health Care Cost Trend Moderates*

Health care cost trends are moderating nationally, coming out of the recent recession and with the implementation of the Affordable Care Act, which expanded coverage to previously uninsured populations and enacted a suite of reimbursement reforms. In recent years, the City of Seattle's self-insured plans for City employees have experienced a small rate of cost increase. The medical plan rates in the 2016 Proposed Budget reflect a decrease over the 2015 levels. The 2016 Aetna and Group Health medical plan rates will decrease by 2.2% and 2.7%, respectively, over 2015 rates, with a weighted average premium decrease across all City plans of 2.4%. These savings are largely due to lower-than-anticipated costs as well as administrative changes in managing the health care plan.

While the City of Seattle has experienced a slow growth in average cost increases over the last three years, health care costs are generally cyclical in nature and the City of Seattle could see an uptick in healthcare costs beyond 2016. Nationally, analysts expect health care costs to remain relatively contained for the near future.

### 2016 Health Care Rate Components

The following section summarizes the changes in individual medical, dental and vision rates in 2016 over 2015 as developed by the City's actuary. Departments are billed by subgroup of employees based on bargaining

## Personnel Compensation Trust Subfunds

agreements. The City's health care rate includes medical, dental, and vision coverage. These component rates combine to drive the total health care rate.

- **Medical:** For 2016, the City expects a 2.2% rate decrease for the Aetna plans, and 2.7% decrease for the GroupHealth plans relative to 2015.
- **Dental:** For 2016, the City anticipates a 2.2% rate decrease for the Delta Dental of Washington plan and a 0.5% increase for the Dental Health Service plan relative to 2015.
- **Vision:** For 2016, the City forecasts a 0% rate increase for the Vision Service Plan relative to 2015.

**Industrial Insurance Subfund:** The 2016 Proposed Budget assumes that the overall costs of the City's Industrial Insurance program are on track to the levels included in the 2016 Endorsed Budget. Therefore, there are no changes to the 2016 costs. Growth in medical costs and time-loss costs are the main drivers of the costs for this program. In 2016, medical costs are expected to remain 3.5% above the expected claim levels during 2015, and time-loss costs are expected to remain 5.5% above the expected claim levels during 2015.

The available fund balance in the Industrial Insurance subfund will help offset the impact of the growth of claims costs. The 2016 Proposed Budget draws down the fund balance by providing a partial Citywide subsidy of \$500,000 to department contributions in 2016. Additionally, the 2016 Proposed Budget includes \$200,000 to cover the costs for replacing the workers compensation system to improve claims management. These costs will be drawn from the fund balance rather than charged to departments.

**Unemployment Subfund:** Unemployment costs increased significantly during the Great Recession, from approximately \$1 million in 2008 to a peak of \$3 million in 2010. Costs gradually decreased after 2010 with \$1.3 million in 2013, but increased in 2014 resulting to larger than expected layoffs related to a change in the Mayoral administration and increased use of seasonal labor in the Seattle Center and Seattle Parks and Recreation departments.

Unexpected large claim costs in 2014 depleted the fund balance from \$1.8 million at the beginning of 2014 to only \$237,000 by the end of 2014. 2015 costs have continued to outpace projections, and as a result the 2015 Third Quarter Supplemental Ordinance includes a request to add \$1.1 million of additional revenue from the General Subfund into the Unemployment Subfund. This amount will cover the expected 2015 costs as well as replenish the policy reserve of \$500,000 which was established in 2002 by Resolution 30535. The 2016 Proposed Budget reflects an expected cost of \$1.9 million, a slight decrease from the currently projected 2015 levels.

**Group Term Life Subfund:** The 2016 Proposed Budget does not anticipate any substantive changes for the Group Term Life Subfund relative to 2015. The expenses related to providing Group Term Life and Long Term Disability optional benefits are projected to increase by 5.0% in 2016, but such increases were anticipated in the endorsed budget. These expenses are fully supported by employee and department contributions.

**Special Employment Subfund:** The 2016 Proposed Budget does not anticipate any substantive changes for the Special Employment Subfund. The Subfund expenses are projected to remain flat in 2016 over the expected 2015 levels.

**Transit Benefit Subfund:** The 2016 Proposed Budget does not anticipate any substantive changes for the Transit Benefit Subfund and does not change funding levels from those set in the 2016 Endorsed Budget. Overall, the 2016 contract with King County is expected to increase by \$1.5 million, relative to 2015. The increase is due to a rise in the number of City employees that use the new ORCA Passport program implemented in 2014 and a small increase in overall rates for Puget Sound transit systems. It also reflects a 25 cents per ride increase made by King County Metro in 2015. These changes were anticipated in the 2016 Endorsed Budget.

# Personnel Compensation Trust Subfunds

## Incremental Budget Changes

### Personnel Compensation Trust Subfunds

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 240,087,490</b>	<b>0.00</b>
<b>Health Care Changes</b>		
Decrease in Health Care Expenses	-\$ 5,719,345	0.00
<b>Unemployment Changes</b>		
Changes in Unemployment Claims	\$ 875,000	0.00
<b>Industrial Insurance Changes</b>		
Workers' Compensation System Replacement	\$ 200,000	0.00
<b>Group Term Life Changes</b>		
Technical Adjustments - GTL/LTD	\$ 8,966	0.00
<b>Total Incremental Changes</b>	<b>-\$ 4,635,379</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 235,452,111</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Health Care Changes

#### **Decrease in Health Care Expenses - (\$5,719,345)**

The 2016 Proposed Budget decreases the cost of health care claims and premium expense levels by \$5.7 million compared to the levels reflected in the 2016 Endorsed Budget. The total expected 2016 health care cost is \$201.5 million. Recent claims experience is the main driver for lower than expected growth in the 2016 health care premiums.

### Unemployment Changes

#### **Changes in Unemployment Claims - \$875,000**

The 2016 Proposed Budget updates claims estimates based on a recent uptick in overall claims experience. The total anticipated claims in 2016 are expected to increase by \$875,000 over the 2016 Endorsed Budget to reflect an increase turnover of seasonal labor used in Seattle Center and Seattle Parks and Recreation departments.

# Personnel Compensation Trust Subfunds

## Industrial Insurance Changes

### Workers' Compensation System Replacement - \$200,000

This adjustments reflects the costs to purchase and license for a replacement workers' compensation system. The replacement will improve compliance and reduce penalty payments, claim management and bill payment process, and the accuracy of claims. The expected on-going costs in future years to support the system is \$50,000.

## Group Term Life Changes

### Technical Adjustments - GTL/LTD - \$8,966

The 2016 Proposed Budget reflects minor changes in the projections for the Long Term Disability premiums and the Group Term Life Insurance and Accidental Death and Dismemberment premiums compared to the 2016 Endorsed Budget. Long Term Disability premiums are expected to increase by \$411,593 in 2015, as compared to the 2016 Endorsed Budget. Group Term Life premiums are expected to have an offsetting decrease of \$402,627, as compared to the 2016 Endorsed Budget.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Group Term Life Budget Control Level	NA000	6,080,172	6,338,832	6,465,609	6,474,575
Health Care Budget Control Level	NM000	175,089,065	195,402,674	207,186,256	201,466,911
Industrial Insurance Budget Control Level	NR500	16,440,618	19,530,223	20,034,088	20,234,088
Special Employment Budget Control Level	NT000	15,929	100,000	100,000	100,000
Transit Benefit Budget Control Level	TRANSITB1	2,987,131	4,684,401	5,251,537	5,251,537
Unemployment Insurance Budget Control Level	NS000	1,922,974	1,275,000	1,050,000	1,925,000
<b>Department Total</b>		<b>202,535,889</b>	<b>227,331,130</b>	<b>240,087,490</b>	<b>235,452,111</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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



## Personnel Compensation Trust Subfunds

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
569540	Group Term Life - Dept Contributions	826,089	884,400	902,088	829,959
569580	Health Care - Department Contributions	154,746,878	168,219,331	178,182,616	170,033,510
569550	Industrial Insurance - Dept Contributions	17,297,324	19,130,223	20,034,088	19,534,088
520670	Transit Benefit - Dept Contributions	2,987,131	4,684,401	5,251,537	5,251,537
569570	Unemployment - Department Contributions	346,079	1,495,973	1,050,000	2,217,021
	<b>Total Dept. Contributions</b>	<b>176,203,501</b>	<b>194,414,328</b>	<b>205,420,329</b>	<b>197,866,115</b>
469660	Group Term Life - Employee Contributions	5,238,490	5,454,432	5,563,521	5,644,616
569580	Health Care - Employee Contributions	23,058,622	24,249,800	25,593,871	25,182,431
	<b>Total Employee Contributions</b>	<b>28,297,112</b>	<b>29,704,232</b>	<b>31,157,392</b>	<b>30,827,047</b>
461110	Group Term Life - Other Funding	16,821	10,000	10,000	10,000
569990	Health Care - Other Funding	5,133,503	4,730,855	4,993,499	6,615,172
441960	Special Employment Program - Outside Funding	18,896	100,000	100,000	100,000
587001	Unemployment - 2015 Q3 - General Fund	0	0	0	0
	<b>Total Miscellaneous</b>	<b>5,169,220</b>	<b>4,840,855</b>	<b>5,103,499</b>	<b>6,725,172</b>
	<b>Total Revenues</b>	<b>209,669,833</b>	<b>228,959,415</b>	<b>241,681,220</b>	<b>235,418,334</b>
379100	Use of (Contribution to) Fund Balance	-12,299	-10,000	-10,000	-10,000
379100	Use of (Contribution to) Fund Balance - Health Care	-7,849,938	-1,797,313	-1,583,730	-364,202
379100	Use of (Contribution to) Fund Balance - Indus. Ins.	-856,706	400,000	0	700,000
379100	Use of (Contribution to) Fund Balance - SEP	-2,967	0	0	0
379100	Use of (Contribution to) Fund Balance - Unemployment	1,576,895	-220,973	0	-292,021
	<b>Total Use of Fund Balance</b>	<b>-7,145,015</b>	<b>-1,628,286</b>	<b>-1,593,730</b>	<b>33,777</b>
	<b>Total Resources</b>	<b>202,524,818</b>	<b>227,331,129</b>	<b>240,087,490</b>	<b>235,452,111</b>

## 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Group Term Life Program	6,080,172	6,338,832	6,465,609	6,474,575
<b>Total</b>	<b>6,080,172</b>	<b>6,338,832</b>	<b>6,465,609</b>	<b>6,474,575</b>

#### **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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Health Care Program	175,089,065	195,402,674	207,186,256	201,466,911
<b>Total</b>	<b>175,089,065</b>	<b>195,402,674</b>	<b>207,186,256</b>	<b>201,466,911</b>

#### **Industrial Insurance Budget Control Level**

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Industrial Insurance Program	16,440,618	19,530,223	20,034,088	20,234,088
<b>Total</b>	<b>16,440,618</b>	<b>19,530,223</b>	<b>20,034,088</b>	<b>20,234,088</b>

#### **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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Special Employment Program	15,929	100,000	100,000	100,000
<b>Total</b>	<b>15,929</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

## 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 other regional transit passes and related administrative expenses.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Transit Benefit Program	2,987,131	4,684,401	5,251,537	5,251,537
<b>Total</b>	<b>2,987,131</b>	<b>4,684,401</b>	<b>5,251,537</b>	<b>5,251,537</b>

### Unemployment Insurance Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Unemployment Insurance Program	1,922,974	1,275,000	1,050,000	1,925,000
<b>Total</b>	<b>1,922,974</b>	<b>1,275,000</b>	<b>1,050,000</b>	<b>1,925,000</b>

## Personnel Compensation Trust Subfunds

### Personnel Compensation Trust Subfunds Fund Table

#### Unemployment Insurance Subfunds (00517)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>1,813,901</b>	<b>279,027</b>	<b>237,006</b>	<b>500,000</b>	<b>658,750</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	346,079	1,495,973	2,796,744	1,050,000	2,217,021
Less: Actual and Budgeted Expenditures	1,922,974	1,275,000	2,375,000	1,050,000	1,925,000
<b>Ending Fund Balance</b>	<b>237,006</b>	<b>500,000</b>	<b>658,750</b>	<b>500,000</b>	<b>950,771</b>
Policy Reserve	237,006	500,000	500,000	500,000	500,000
<b>Total Reserves</b>	<b>237,006</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>158,750</b>	<b>0</b>	<b>450,771</b>

#### Health Care Subfund (00627)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>53,767,375</b>	<b>57,317,270</b>	<b>61,617,313</b>	<b>59,114,582</b>	<b>72,213,849</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	182,939,003	197,199,986	197,936,757	208,769,986	201,831,113
Less: Actual and Budgeted Expenditures	175,089,065	195,402,674	187,340,221	207,186,256	201,466,911
<b>Ending Fund Balance</b>	<b>61,617,313</b>	<b>59,114,582</b>	<b>72,213,849</b>	<b>60,698,312</b>	<b>72,578,051</b>
Reserve - Healthcare Purposes	39,793,813	34,696,759	48,922,733	35,090,001	48,752,607
State Mandated Reserve	13,377,000	15,668,323	14,541,616	16,596,326	14,698,444
Forecast Variance Reserve	8,446,500	8,749,500	8,749,500	9,011,985	9,127,000
<b>Total Reserves</b>	<b>61,617,313</b>	<b>59,114,582</b>	<b>72,213,849</b>	<b>60,698,312</b>	<b>72,578,051</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Personnel Compensation Trust Subfunds

### Transit Benefit Subfund (00410)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	0	0	0	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	2,987,131	4,684,401	4,684,401	5,251,537	5,251,537
Less: Actual and Budgeted Expenditures	2,987,131	4,684,401	4,684,401	5,251,537	5,251,537
<b>Ending Fund Balance</b>	0	0	0	0	0
<b>Ending Unreserved Fund Balance</b>	0	0	0	0	0

### Group Term Life Insurance Subfund (00628)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	424,988	351,686	426,216	361,686	436,216
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	6,081,400	6,348,832	6,176,262	6,475,609	6,484,575
Less: Actual and Budgeted Expenditures	6,080,172	6,338,832	6,166,262	6,465,609	6,474,575
<b>Ending Fund Balance</b>	426,216	361,686	436,216	371,686	446,216
<b>Ending Unreserved Fund Balance</b>	426,216	361,686	436,216	371,686	446,216

## Personnel Compensation Trust Subfunds

### Special Employment Program Subfund (00515)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	121,599	121,599	124,566	121,599	124,566
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	18,896	100,000	100,000	100,000	100,000
Less: Actual and Budgeted Expenditures	15,929	100,000	100,000	100,000	100,000
<b>Ending Fund Balance</b>	<b>124,566</b>	<b>121,599</b>	<b>124,566</b>	<b>121,599</b>	<b>124,566</b>
<b>Ending Unreserved Fund Balance</b>	<b>124,566</b>	<b>121,599</b>	<b>124,566</b>	<b>121,599</b>	<b>124,566</b>

### Industrial Insurance Subfund (00516)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	4,863,513	4,553,513	5,720,219	4,153,513	5,320,219
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	17,297,324	19,130,223	19,130,223	20,034,088	19,534,088
Less: Actual and Budgeted Expenditures	16,440,618	19,530,223	19,530,223	20,034,088	20,234,088
<b>Ending Fund Balance</b>	<b>5,720,219</b>	<b>4,153,513</b>	<b>5,320,219</b>	<b>4,153,513</b>	<b>4,620,219</b>
Policy Reserve	2,714,217	3,204,056	3,204,056	3,307,765	3,307,765
<b>Total Reserves</b>	<b>2,714,217</b>	<b>3,204,056</b>	<b>3,204,056</b>	<b>3,307,765</b>	<b>3,307,765</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,006,002</b>	<b>949,457</b>	<b>2,116,163</b>	<b>845,748</b>	<b>1,312,454</b>

# Office of Sustainability and Environment

Jessica Finn Coven, Director

(206) 684-9261

[www.seattle.gov/environment](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 systems, urban forestry, green infrastructure, energy efficiency in City buildings, equity and environment, and environmental performance measurement.

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

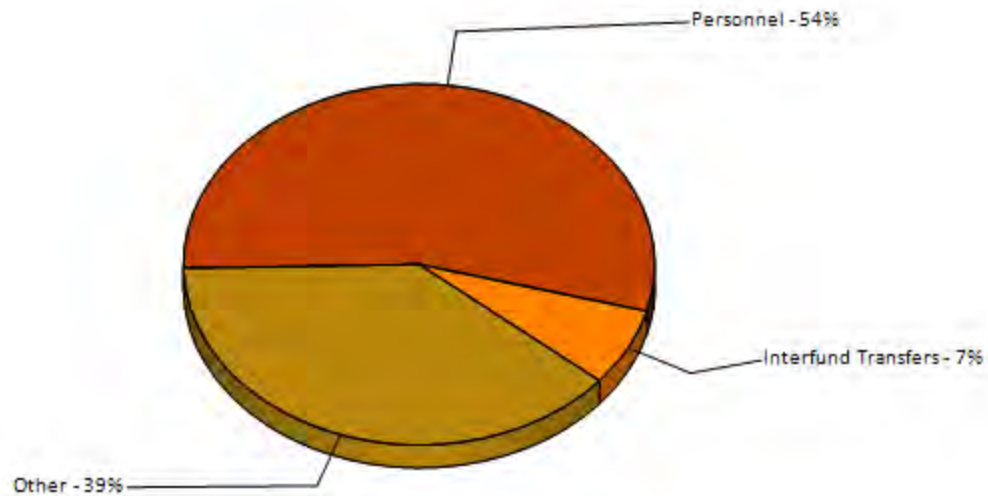
**Climate Change Action Planning and Measurement:** Coordinates implementation of the Seattle Climate Action Plan to reduce Seattle's greenhouse gas emissions, including goal assessment, action planning, community outreach, and performance measurement. OSE's climate change planning and measurement work 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	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
General Fund Support	\$4,727,584	\$3,334,225	\$3,246,352	\$3,324,826
<b>Total Operations</b>	<b>\$4,727,584</b>	<b>\$3,334,225</b>	<b>\$3,246,352</b>	<b>\$3,324,826</b>
<b>Total Appropriations</b>	<b>\$4,727,584</b>	<b>\$3,334,225</b>	<b>\$3,246,352</b>	<b>\$3,324,826</b>
Full-time Equivalent Total*	11.00	15.25	15.25	17.25

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

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The Office of Sustainability and Environment 2016 Proposed Budget includes a number of changes that fund new initiatives, enhance the department's existing initiatives, (Climate Change Initiative and the Fresh Bucks program), and support ongoing policy and administrative functions.

**New initiatives:** The Office of Sustainability and Environment is developing the Equity & Environment Initiative, and implementing the Equity & Environment Agenda. The initiative's goals are to ensure that:

- All people and communities benefit from Seattle's environmental progress.
- Communities most impacted by environmental injustice are engaged in setting environmental priorities, designing strategies, and tracking progress; and
- People of color, immigrants and refugees, people with low incomes, and limited-English proficiency individuals have opportunities to be part of, and leaders in, the mainstream environmental movement.

**Ongoing initiative support:** The 2016 Proposed Budget also funds activities related to ongoing initiatives undertaken by the Office of Sustainability and Environment. This includes adding new positions to the Fresh Bucks program, which increases access to healthy food and supports food sustainability efforts. Also proposed in 2016 is a continuation of the Climate Change Initiative, through the conversion of a position from temporary to permanent for the Climate Change Preparedness Strategy and Climate Action Plan efforts. The position will support community-based planning and implementation of these programs.



## Office of Sustainability and Environment Baseline Budget Review

The Office of Sustainability and Environment's baseline budget review identified changes to the department's approach to budget practice and strategic planning efforts for 2016. The review also provided an opportunity to establish how the department's budget could be organized by line of business, or the primary programs and activities the department is undertaking in the 2016 Proposed Budget.

### Summary of Baseline Review

The City Budget Office identified two items during 2016 Proposed Budget development to improve the Office of Sustainability and Environment's budgeting practice through the baseline review process:

- Identify historical professional services spending; and
- Implement a budget that mirrors lines of business.

**Identify Professional Service Spending:** The Office of Sustainability and Environment has provided additional detail on how professional services were used in 2015, by line of business. Professional services reflect consultant services for activities and initiatives undertaken in their respective lines of business. Table 1 shows the 2015 expenditures by line of business for the department.

**Table 1: 2015 professional services spending by line of business**

<b>Line of Business</b>	<b>2015 Expenditure</b>
Administrative	\$0
Energy Efficiency	\$683,166
Equity and Environment	\$361,422
Green Stormwater Initiative	\$45,000
Food Systems	\$490,283
Climate Protection	\$216,427
Performance Monitoring and Benchmarking	\$41,950
<b>Total</b>	<b>\$1,838,248</b>

**Lines of business budget approach:** As of this proposed budget, the Office of Sustainability and Environment does not allocate budget by line of business as part of the Citywide budget process. During a strategic planning activity beginning in fall 2015, the City Budget Office will work with the Office of Sustainability and Environment, and its new director, to define formal budget programs that reflect the department's lines of business identified during this planning effort. These programs will be included as part of the 2017-2018 Proposed Budget and future budgets.

### Current Lines of Business

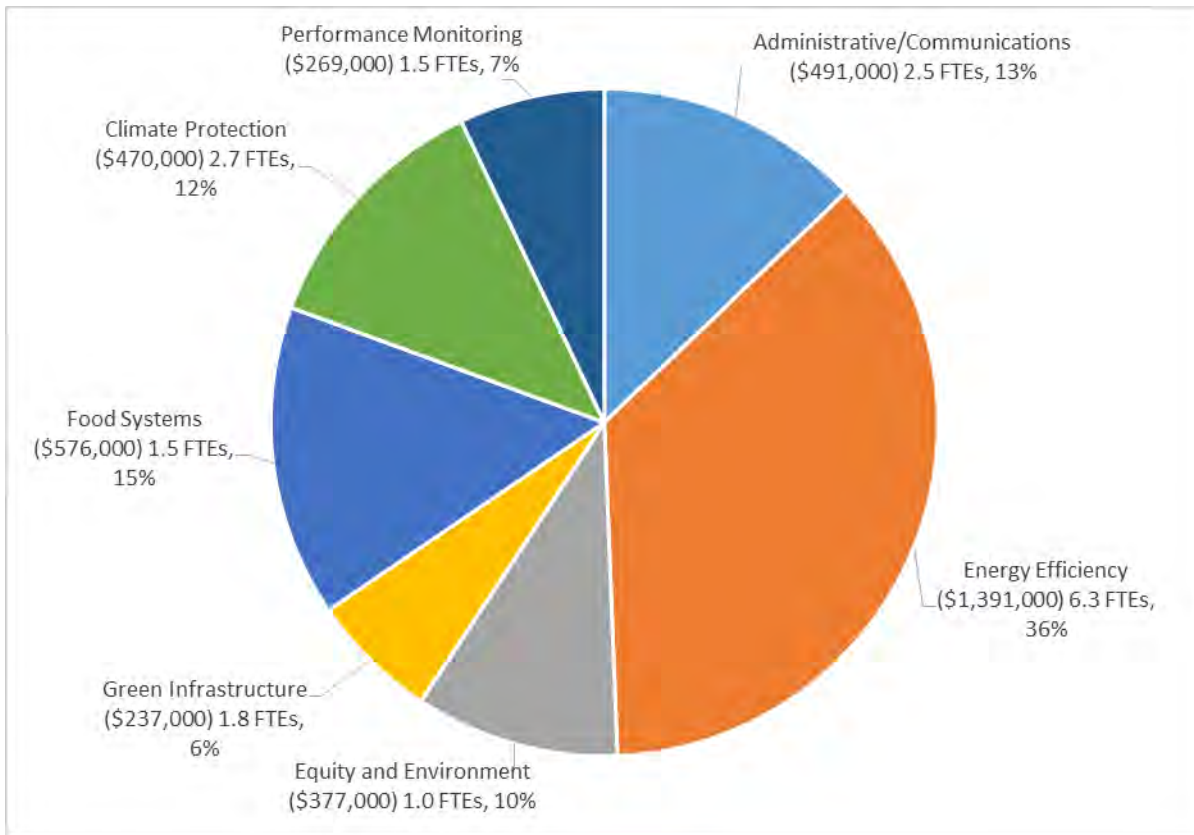
Although a final line of business / program structure will be established in 2017, this year's budget review did provide an opportunity to identify a preliminary set of definitions. These categories reflect the office's priorities through 2015, and have been applied to the 2016 Proposed Budget for illustrative purposes. Below is a list describing each:

1. **Administrative/Communications:** includes administrative and communications personnel costs, director costs, travel, training and supplies to support department initiatives.
2. **Climate Change:** includes the Climate Action Plan and initiatives to reach citywide carbon neutrality goals and prepare for climate impacts.
3. **Food Systems:** includes the Fresh Bucks program and initiatives to increase access to healthy foods, reduce food waste and support regional food economy.
4. **Energy Efficiency:** includes Community Power Works, energy efficiency for City buildings, energy

- benchmarking and other building efficiency initiatives that further energy efficiency goals of the City.
5. **Equity and Environment:** includes the new Equity and Environment Initiative that integrates and elevates racial equity and environmental justice in Seattle’s environmental work.
  6. **Green Infrastructure:** Initiatives to manage 700 million gallons of stormwater runoff annually using natural drainage techniques and increase Seattle’s tree canopy.

**Table 2** shows this alignment between 2016 anticipated budget, full-time equivalent (FTE) count, and lines of business. As the department undertakes a new strategic planning process, these categories and percent impacts may change. These charts are reflective of 100% of the Office of Sustainability and Environment’s budget and FTE counts for 2016. Budget percentages include estimates of all known grants awarded to OSE in addition to General Fund appropriations. As a result, the totals reflected in Table 2 include projections of grant receipts that are not included in the 2016 Proposed Budget. These projections total \$486,000, and reflect OSE’s ability to leverage outside resources in addition to allocations from the City’s General Fund.

**Table 2: 2016 Budget by Line of Business (\$3.8M, 17.25 FTEs)**



**Next steps**

The next step for the Office of Sustainability and Environment is to implement a new program-based approach to their central budget. The City Budget Office and the department will work together to identify any changes in the fall of 2015.

## Incremental Budget Changes

### Office of Sustainability and Environment

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 3,246,352</b>	<b>15.25</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	-\$ 26,073	0.00
<b>Proposed Changes</b>		
Initiative Position Changes	\$ 0	2.00
General Fund Reductions	-\$ 30,000	0.00
Equity and Environment Initiative Changes	\$ 100,000	0.00
<b>Proposed Technical Changes</b>		
Technical Changes	\$ 34,547	0.00
<b>Total Incremental Changes</b>	<b>\$ 78,474</b>	<b>2.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 3,324,826</b>	<b>17.25</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes - (\$26,073)**

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

### Proposed Changes

#### **Initiative Position Changes/2.00 FTE**

The Office of Sustainability and Environment has a number of adjustments to positions in the 2016 Proposed Budget. This item includes a coordinator for the Fresh Bucks program, and a position to continue ongoing efforts on the department's Climate Change Initiative. Both positions already have funding through either grant funds appropriated in the 2015 Quarterly Budget Supplemental process or existing funding for temporary positions.

### General Fund Reductions - (\$30,000)

General Fund Reductions reflect changes to the 2016 Proposed Budget that identify savings or reduction targets to specific programs. Reductions for OSE in 2016 reflect a deferral of the Moving the Needle Report, a semi-annual benchmarking report that identifies progress on citywide environmental objectives. The next update to the report will be completed in 2017.

### Equity and Environment Initiative Changes - \$100,000

The Equity and Environment Initiative focuses environmental policy of the City, applying an equity approach up front. The initiative will bring additional grant funding to invest in environmental policy equally throughout Seattle's neighborhoods. This initiative includes funding for temporary staff, outreach, community engagement, policy and planning work.

### Proposed Technical Changes

#### Technical Changes - \$34,547

This item reflects labor and information technology (IT) technical changes. The Office of Sustainability and Environment has recently begun supporting its own IT costs, shifting away from the Small Department Technology Fund. The proposed IT technical additions reflect this change, including changes for licensing, hardware, and other administrative cost changes related to IT. This change also includes a true up for labor costs.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Office of Sustainability and Environment Budget Control Level	X1000	4,727,584	3,334,225	3,246,352	3,324,826
<b>Department Total</b>		<b>4,727,584</b>	<b>3,334,225</b>	<b>3,246,352</b>	<b>3,324,826</b>

<b>Department Full-time Equivalents Total*</b>		<b>11.00</b>	<b>15.25</b>	<b>15.25</b>	<b>17.25</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources 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.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Office of Sustainability and Environment	4,727,584	3,334,225	3,246,352	3,324,826
<b>Total</b>	<b>4,727,584</b>	<b>3,334,225</b>	<b>3,246,352</b>	<b>3,324,826</b>
Full-time Equivalents Total*	11.00	15.25	15.25	17.25

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



# General Subfund

## Department Overview

The General Subfund of the City's General Fund is the primary operating fund of the City. Appropriations and expenses for many of the services most commonly associated with the City, such as police and fire, are accounted for in the General Subfund. The Subfund is supported primarily by property, sales, business, and utility taxes.

The City's financial policies do not require a fund balance to be maintained in the General Subfund. Instead, the City reserves resources for unanticipated expenses or revenue shortfalls associated with general government in the Emergency Subfund of the General Fund and in the Revenue Stabilization Account of the Cumulative Reserve Subfund. As a result of this practice, General Subfund balances usually are spent in their entirety either in the current or next fiscal years.

## Revenue Overview

2016 Proposed Revenues – in \$1,000s

Summit Code	Revenue	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
411100	Property Tax	226,037	227,838	227,901	235,803	236,821
411100	Property Tax-Medic One Levy	42,709	43,450	43,776	44,537	44,871
413100	Retail Sales Tax	182,924	189,477	200,427	195,912	209,451
413600	Use Tax - Brokered Natural Gas	1,712	1,542	1,270	1,340	1,036
413700	Retail Sales Tax - Criminal Justice	15,098	15,423	16,188	16,118	16,879
416100	Business & Occupation Tax	206,313	216,680	221,048	228,850	231,199
416200	Admission Tax	8,116	8,428	8,352	8,688	8,594
416430	Utilities Business Tax - Natural Gas	11,028	12,365	10,504	11,954	10,970
416450	Utilities Business Tax - Solid Waste	924	1,000	950	1,000	975
416457	Tonnage Tax	-	-	-	-	6,017
416460	Utilities Business Tax - Cable Television	17,076	17,540	17,869	17,847	18,428

## General Subfund

Summit Code	Revenue	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
416470	Utilities Business Tax – Telephone	25,364	25,246	21,878	26,187	23,847
416480	Utilities Business Tax – Steam	1,177	1,402	1,090	1,375	1,134
418200	Leasehold Excise Tax	4,001	4,200	4,200	4,200	4,200
418500	Gambling Tax	395	425	425	425	425
418600	Pleasure Boat Tax	132	120	120	120	120
	<b>Total External Taxes</b>	<b>743,006</b>	<b>765,137</b>	<b>775,998</b>	<b>794,356</b>	<b>814,966</b>
516410	Utilities Business Tax - City Light	45,303	48,923	46,435	51,506	51,655
516420	Utilities Business Tax - City Water	30,657	29,704	32,159	31,016	31,053
516440	Utilities Business Tax - Drainage/Waste Water	40,266	40,619	41,705	42,838	43,090
516450	Utilities Business Tax - City SWU	13,683	14,296	14,256	14,835	14,743
	<b>Total Interfund Taxes</b>	<b>129,909</b>	<b>133,542</b>	<b>134,556</b>	<b>140,195</b>	<b>140,541</b>
421920	Business License Fees	7,016	6,600	7,000	6,600	7,000
422190	Emergency Alarm Fees	2,809	2,109	2,800	2,109	2,800
422450	Vehicle Overload Permits	254	248	248	248	248
422490	Street Use Permits	949	775	875	775	840
422920	Fire Permits	4,971	4,706	5,264	4,706	5,200
422940	Meter Hood Service	3,107	2,275	3,419	2,275	3,620
422990	Gun Permits and Other	28	30	30	30	30
422990	Other Non-Business Licenses	1,240	31	658	31	835
	<b>Total Licenses</b>	<b>20,373</b>	<b>16,774</b>	<b>20,294</b>	<b>16,774</b>	<b>20,573</b>
431010	Federal Grants - Other	4,031	1,466	1,466	216	216
433010	Federal Indirect Grants - Other	13,743	-	-	-	500
434010	State Grants - Other	409	-	-	-	-



## General Subfund

Summit Code	Revenue	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
	<b>Total Federal and State Grants</b>	<b>18,182</b>	<b>1,466</b>	<b>1,466</b>	<b>216</b>	<b>716</b>
436129	Trial Court Improvement Account	160	150	150	150	150
436610	Criminal Justice Assistance (High Impact)	2,116	1,700	2,100	1,700	2,100
436621	Criminal Justice Assistance (Population)	1,024	1,100	1,025	1,100	1,025
436694	Liquor Excise Tax	1,081	1,550	1,739	1,550	2,800
436695	Liquor Board Profits	5,568	5,565	5,520	5,565	5,450
436696	Marijuana Excise Tax	-	-	300	-	700
	<b>Total State Entitlements/Impact Programs</b>	<b>9,948</b>	<b>10,065</b>	<b>10,834</b>	<b>10,065</b>	<b>12,225</b>
439090	Benaroya Hall - Concession Payment	408	456	456	456	540
	<b>Total Grants from Private Sources</b>	<b>408</b>	<b>456</b>	<b>456</b>	<b>456</b>	<b>540</b>
441610	Copy Charges	82	117	103	117	102
441950	Legal Services	34	34	34	34	34
441960	Automated Fingerprint Information System	3,797	4,126	3,694	4,249	4,000
441960	Fire Special Events Services	1,134	728	990	728	990
441960	Personnel Services	349	928	542	928	586
441990	Hearing Examiner Fees	2	3	3	3	3
441990	Other Service Charges - General Government	662	95	92	95	95
441990	Vehicle Towing Revenues	255	215	379	215	250
442100	Law Enforcement Services	5,410	2,953	3,008	2,953	3,212
442100	Traffic Control Services	(34)	385	534	385	534
442330	Adult Probation and Parole	354	350	350	350	350
442500	E-911 Reimbursements & Cellular Tax	7,039	2,316	3,723	3,316	4,676
447400	Special Events Recovery	-	550	-	550	-

## General Subfund

Summit Code	Revenue	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
	<b>Total External Service Charges</b>	<b>19,084</b>	<b>12,798</b>	<b>13,453</b>	<b>13,921</b>	<b>14,832</b>
455900	Court Fines & Forfeitures	29,531	30,188	25,838	29,900	29,153
457300	Municipal Court Cost Recoveries	657	533	621	533	578
457400	Confiscated Funds	339	225	226	225	225
	<b>Total Fines and Forfeitures</b>	<b>30,526</b>	<b>30,946</b>	<b>26,685</b>	<b>30,658</b>	<b>29,956</b>
461110	Interest on Investments	1,855	2,154	1,656	4,638	2,916
462300	Parking Meters	36,774	37,531	37,535	37,907	39,585
469990	Other Miscellaneous Revenue	4,800	2,617	2,842	3,143	3,415
	<b>Total Miscellaneous Revenues</b>	<b>43,429</b>	<b>42,301</b>	<b>42,032</b>	<b>45,688</b>	<b>45,915</b>
541990	Interfund Revenue to City Budget Office	1,817	1,851	1,851	1,909	1,909
541990	Interfund Revenue to Personnel	6,741	7,889	7,889	8,163	8,163
541990	Miscellaneous Interfund Revenue	16,346	16,701	17,384	17,200	17,883
	<b>Total Interfund Charges</b>	<b>24,904</b>	<b>26,441</b>	<b>27,124</b>	<b>27,272</b>	<b>27,955</b>
587400	Transfer from - Utilities for Council Oversight	245	584	584	592	541
587900	Transfer from - Arts & Cultural Affairs	-	45	45	45	45
587900	Transfer from - Municipal Jail Subfund	1,500	129	129	-	-
587900	Transfer from - Cumulative Reserve Subfund	30	400	400	-	600
587900	Transfer from - DOIT	523	-	-	-	-
587900	Transfer from - School Zone Camera Fund	1,076	1,586	1,586	1,586	1,586
587900	Transfer from - Parks District	-	317	317	-	-
	<b>Total Operating Transfers</b>	<b>3,374</b>	<b>3,061</b>	<b>3,061</b>	<b>2,223</b>	<b>2,772</b>
	<b>Total General Subfund</b>	<b>1,043,143</b>	<b>1,042,986</b>	<b>1,055,958</b>	<b>1,081,823</b>	<b>1,110,991</b>

# General Subfund

## General Subfund Fund Table (Fund 00100)

In \$1,000s

	2015 Revised	2016 Endorsed	2016 Proposed
Beginning Fund Balance	53,588	31,446	55,315
Technical Adjustment	-	-	-
Beginning Unreserved Fund Balance	53,588	31,446	55,315
<b>Revenues</b>			
Property Tax	271,677	280,340	281,692
Sales Tax	216,614	212,030	226,330
Business and Occupation Tax	221,048	228,850	231,199
Utility Tax	186,847	198,558	195,895
Other Taxes	16,106	16,323	23,192
Parking Meters	40,954	40,182	43,205
Court Fines and Forfeitures	25,838	29,900	29,153
Revenue from Other Public Entities	11,017	9,187	10,681
Service Charges & Reimbursements	44,514	45,343	47,252
Fund Balance Transfers (ERF, RSA, J&C, CRS-U)	3,061	2,223	2,772
Licenses, Permits, Interest Income and Other	18,282	18,889	19,621
<b>General Fund Revenues</b>	<b>1,055,958</b>	<b>1,081,825</b>	<b>1,110,991</b>
Resources from Bond Proceeds	-	-	4,487
<b>Total Resources</b>	<b>1,055,958</b>	<b>1,081,825</b>	<b>1,115,478</b>
<b>Expenditures</b>			
Arts, Culture & Recreation	(161,779)	(166,304)	(170,007)
Health and Human Services	(79,123)	(66,943)	(83,664)
Neighborhoods & Development	(26,314)	(27,397)	(32,183)
Public Safety	(594,755)	(605,577)	(610,040)
Utilities and Transportation	(42,489)	(46,833)	(52,124)
Administration	(121,242)	(136,712)	(128,041)
Debt service	(14,625)	(17,581)	(16,460)
GF Subfunds	(7,787)	(4,221)	(7,372)
<b>Subtotal Above Expenditures</b>	<b>(1,048,113)</b>	<b>(1,071,568)</b>	<b>(1,099,891)</b>
First Quarter Supplemental	(2,962)	-	-
Second Quarter Supplemental	(632)	-	-
Third Quarter Supplemental	(8,390)	-	-
Fourth Quarter Supplemental	(1,850)	-	-
Other Adjustments	7,717	-	-
<b>Total Expenditures</b>	<b>(1,054,230)</b>	<b>(1,071,568)</b>	<b>(1,099,891)</b>
Ending Fund Balance	55,315	41,703	70,902
End of year carry forward reserves	(12,988)	-	(12,988)
Planning Reserve	(21,075)	(41,580)	(57,898)
<b>Ending Unreserved Fund Balance</b>	<b>21,250</b>	<b>123</b>	<b>14</b>



# Central Waterfront Improvement Fund

Marshall Foster, Director, Office of the Waterfront

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

## Department Overview

The Seattle Department of Transportation (SDOT) Office of the Waterfront is responsible for administration of the waterfront improvement program, and SDOT's Major Projects division is responsible for project delivery and management of the Elliott Bay Seawall Replacement project. The Office of the Waterfront is the central team coordinating the waterfront improvement efforts, including project management, design, construction, and financial management. The office director reports directly to the Mayor.

The Central Waterfront Improvement Fund supports certain costs associated with the design and construction of the waterfront improvement program, including costs eligible for financing by a future Local Improvement District (LID), and related costs for City administration. Appropriations made from the Central Waterfront Improvement Fund are for these purposes.

## Budget Snapshot

<b>Department Support</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Other Funding - Operating	\$9,913,567	\$2,799,258	\$29,546,235	\$416,555
<b>Total Operations</b>	<b>\$9,913,567</b>	<b>\$2,799,258</b>	<b>\$29,546,235</b>	<b>\$416,555</b>
<b>Total Appropriations</b>	<b>\$9,913,567</b>	<b>\$2,799,258</b>	<b>\$29,546,235</b>	<b>\$416,555</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Central Waterfront Improvement Fund

## Budget Overview

The waterfront improvement program estimated cost totals \$1.12 billion. The 2016 Proposed Budget funds the program for \$139.3 million in 2016. The Office of the Waterfront employees are located organizationally within the Seattle Department of Transportation, allowing for effective coordination between the Seawall project management team and the Office of Waterfront for the 2016 budget. The funds shown in the tables herein represent the interfund loan amount to the Central Waterfront Improvement Fund.

The following paragraphs summarize the multiple elements in the waterfront improvement program:

**Elliott Bay Seawall Replacement:** In 2012, Seattle voters approved a levy lid lift to replace the Elliott Bay Seawall, and the project entered into construction in fourth quarter of 2013. In 2015, the project cost estimate was revised from \$330.8 million to \$410.2 million, and several funding sources were identified to fund the additional costs, including Commercial Parking Tax and Real Estate Excise Tax revenues. The SDOT CIP proposal for Elliott Bay Seawall Replacement (TC-367320) summarizes the revenue sources that pay for the seawall.

**Alaskan Way Main Corridor:** This project designs and constructs the rebuilt Alaskan Way/Elliott Way surface streets and the adjoining pedestrian promenade along the Seattle waterfront following the demolition of the Alaskan Way Viaduct. The State of Washington is in the process of building a deep bore tunnel to replace the Alaskan Way Viaduct (Viaduct), which is part of State Route (SR) 99. State Route 99 is currently planned to be relocated from the Viaduct into the tunnel. The State is responsible for demolishing the Viaduct and decommissioning the Battery Street tunnel. The City of Seattle is responsible for the Alaskan Way/Elliott Way surface street and the promenade. The project also includes replacement of and improvements to four key connections impacted by the Viaduct removal, namely Seneca Street, Columbia Street, and the Marion Street and Lenora Street pedestrian bridges. This project is detailed in the SDOT CIP proposal for Alaskan Way Main Corridor (TC-367330).

**Overlook Walk and East/West Connections:** Removing the viaduct provides the opportunity for the City to improve key connections between the downtown core and the waterfront. The specific east/west streets targeted for improving connections include: Bell Street, Union Street, Pike Street, Pine Street, Main Street, Washington Street, and Railroad Way. In addition to these east/west street connections, the waterfront improvement program also includes the Overlook Walk, which would provide a pedestrian oriented connection between the waterfront, the Aquarium and the Pike Place Market with ADA access, views, and public open spaces. In July 2015, City Council approved the Seattle Aquarium Society's Master Plan for expansion. The Master Plan identifies the Overlook Walk as the primary site of this expansion, including a new major exhibit. This project is detailed in the SDOT CIP proposal for Overlook Walk and East/West Connections (TC-367620).

**Pike Place Market PC-1 North Waterfront Entrance project:** The PC-1 North Waterfront Entrance project is being developed in partnership with the Pike Place Market Preservation and Development Authority (PPMPDA) to provide a mixed-use development building on the north side of the Pike Place Market. The development will include 300 below grade structured parking stalls, 40 low-income senior residential housing units, and new commercial, retail, and office space. The project will also have public pathways, and a rooftop deck that will serve as the waterfront entrance to the overlook walk connecting Pike Place Market to the waterfront. The 2016 Proposed Budget appropriates the remaining \$6 million of the City's \$34 million commitment. The General Fund backed debt supporting this funding will be authorized in the 2016 Bond Ordinance. Project details are located within the Department of Finance and Administrative Services (FAS) operating budget.

**Parks - Aquarium Expansion:** The Seattle Aquarium is planning a major expansion to its existing footprint to add new programming and visitor capacity. It will become a major destination for the newly redeveloped waterfront. Seattle City Council approved a Master Plan for this expansion in July 2015. The project intends to make improvements to piers 59 and 60 to allow for more exhibits. The Master Plan also identifies the Overlook Walk as the primary site of this expansion, including a new major exhibit. The aquarium is owned by the Department of Parks and Recreation (DPR) but operated by the nonprofit Seattle Aquarium Society. The 2016 Proposed Budget

# Central Waterfront Improvement Fund

appropriates \$600,000 for Aquarium Expansion project design, and \$1.2 million has been funded through 2015. Prior to 2015, Aquarium Expansion project costs were budgeted in SDOT's Alaskan Way Main Corridor project. The initial Memorandum of Understanding between the Seattle Aquarium and the City of Seattle allows for reimbursement of project expenses of up to \$1 million, and through 2016 budget legislation this agreement is amended to provide additional funding. This project is detailed in the DPR CIP proposal for Aquarium Expansion (K-732492).

**Parks - Central Waterfront Piers Rehabilitation:** Waterfront Park and Pier 62/63 are public park facilities that provide public access to Elliott Bay and host a range of public events, markets and performances. Both piers need a full seismic upgrade to meet current life safety codes, and Waterfront Park needs significant access improvements. Waterfront Park is envisioned as a flexible public recreation and open space. Pier 62/63 is anticipated to be more heavily programmed, with a flexible activity rink, events, and performances. The Department of Parks and Recreation (DPR) owns the piers, but the Central Waterfront Improvement Fund will pay for the rehabilitation. This project is detailed in the DPR CIP proposal for Parks Central Waterfront Piers Rehabilitation (K-732493).

**FAS - Local Improvement District Administration:** The City plans to finance a portion of the costs for the waterfront improvement program by forming a Local Improvement District (LID). The LID is a financing mechanism that allows the City to construct capital improvement projects in a certain geographic area that would provide a special benefit to property owners. The formation of an LID would allow the City to assess property owners a fee that would capture a percentage of the increase in property values created by the local improvements. The LID administration will take place in the FAS, and the financial details are located in the FAS operating budget.

**Office of the Waterfront - Program Administration:** Although there are multiple funding sources and multiple projects within the waterfront improvement program, the program itself is viewed as inclusive of these multiple projects. The Office of the Waterfront is charged with administering the overall program, and ensuring that the waterfront improvement program is true to that vision of a single program. The program administration costs are funded with Central Waterfront Improvement Funds through the Transportation Operating Fund in SDOT.

## Incremental Budget Changes

### Central Waterfront Improvement Fund

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 29,546,235</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
Technical Financial Adjustment	-\$ 27,850,000	0.00
Technical Adjustment for Interest	-\$ 1,279,680	0.00
<b>Total Incremental Changes</b>	<b>-\$ 29,129,680</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 416,555</b>	<b>0.00</b>

# Central Waterfront Improvement Fund

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### Technical Financial Adjustment - (\$27,850,000)

The current Central Waterfront Improvement Fund (CWF) interfund loan limit is \$31.2 million, of which the Office of the Waterfront expects to spend approximately \$23.3 million through the end of 2015. The 2016 Endorsed Budget assumed the interfund loan limit would be increased for 2016 program expenditures, however other funding sources have been identified for 2016 Central Waterfront program expenditures in the Department of Transportation's capital budget. Note that this adjustment does not include appropriations for Department of Parks and Recreation or Department of Finance and Administrative Services.

#### Technical Adjustment for Interest - (\$1,279,680)

Due to the \$27,850,000 reduction for the 2016 Proposed Budget, the expected interest expense for the 2016 Proposed Budget has been reduced accordingly. This technical adjustment reflects this reduction in the Central Waterfront Fund interest expense for 2016.

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Central Waterfront Improvement Fund Interest Expense Budget Control Level	CWIF-INT	394	349,258	1,696,235	416,555
Central Waterfront Improvement Fund Support to Transportation Budget Control Level	CWIF-CAP	9,913,173	2,450,000	27,850,000	0
<b>Department Total</b>		<b>9,913,567</b>	<b>2,799,258</b>	<b>29,546,235</b>	<b>416,555</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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



# Central Waterfront Improvement Fund

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

### Central Waterfront Improvement Fund Interest Expense Budget Control Level

The purpose of the Central Waterfront Improvement Fund Interest Expense BCL is to appropriate interest expense allocated to the Fund.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Central Waterfront Improvement Fund Interest Expense	394	349,258	1,696,235	416,555
<b>Total</b>	<b>394</b>	<b>349,258</b>	<b>1,696,235</b>	<b>416,555</b>

### Central Waterfront Improvement Fund Support to Transportation Budget Control Level

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

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Central Waterfront Improvement Fund Support to Transportation Budget Control Level	9,913,173	2,450,000	27,850,000	0
<b>Total</b>	<b>9,913,173</b>	<b>2,450,000</b>	<b>27,850,000</b>	<b>0</b>

# Central Waterfront Improvement Fund

## Central Waterfront Improvement Fund Table

### Central Waterfront Improvement Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>-9,339,676</b>	<b>10,024,785</b>	<b>-19,370,959</b>	<b>6,421,426</b>	<b>-22,974,318</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues*	-117,716	0	0	0	0
Less: Actual and Budget Expenditures for Interest Expense	394	349,258	349,258	1,696,235	416,555
Less: Actual and Budget Expenditures for Transportation (SDOT)	9,913,173	2,450,000	2,450,000	27,850,000	0
Less: Actual and Budget Expenditures for Finance and Administrative Services (FAS)**	0	554,101	554,101	2,234,378	2,870,000
Less: Actual and Budget Expenditures for Parks and Recreation Department (Parks)***	0	250,000	250,000	6,100,000	2,247,000
<b>Ending Fund Balance</b>	<b>-19,370,959</b>	<b>6,421,426</b>	<b>-22,974,318</b>	<b>-31,459,187</b>	<b>-28,507,873</b>
<b>Ending Unreserved Fund Balance</b>	<b>-19,370,959</b>	<b>6,421,426</b>	<b>-22,974,318</b>	<b>-31,459,187</b>	<b>-28,507,873</b>

\*The Central Waterfront fund is authorized up to a \$(31,225,000) balance; revenues are not recorded to the fund as they are to be received from a future Local Improvement District and other sources.

\*\* The Finance and Administrative Services expenditures are located in the FAS Proposed Budget pages.

\*\*\* The Parks and Recreation Department expenditures are located in the proposed Parks CIP.

# Cumulative Reserve Subfund

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## Department Overview

The Cumulative Reserve Subfund (CRS) primarily funds maintenance and development of the City's general government capital facilities and infrastructure. The subfund is divided into two accounts: the Capital Projects Account and the Revenue Stabilization Account.

The Revenue Stabilization Account (Rainy Day Fund) provides a cushion for the impact of sudden, unanticipated shortfalls in revenue due to economic downturns that could undermine City's ability to maintain services. Please see the Revenue Stabilization Reserve Budget Control Level in the Fiscal Reserves section of the Budget for more details.

The Capital Projects Account provides support for an array of capital projects, with a primary focus on maintaining and rehabilitating existing City facilities. The Capital Projects Account includes seven subaccounts described below.

- **Real Estate Excise Tax I (REET I) Subaccount** is supported by a 0.25% tax on real estate transactions. REET I is used for a variety of capital projects authorized by state law.
- **Real Estate Excise Tax II (REET II) Subaccount** is supported by an additional 0.25% tax on real estate transactions and is kept separate from REET I due to different state requirements regarding the use of these resources. State law limits the use of revenues from this additional tax to capital projects involving parks (except acquisition) and transportation.
- **Unrestricted Subaccount (CRS-U)** receives funding from a variety of sources, including a portion (50%) of street vacation revenues, transfers of General Subfund balances, property sales, investment earnings (net of investment earnings attributable to the South Lake Union Property Proceeds Subaccount and the Asset Preservation Subaccount - Fleets and Facilities), and other unrestricted contributions to the Cumulative Reserve Subfund.
- **Asset Preservation Subaccount** receives revenues from interest earnings on subaccount balances and from a portion of space rent charges paid by tenants of Department of Finance and Administrative Services (FAS) facilities. Resources in this subaccount are used to support asset preservation expenditures for certain FAS facilities. Unappropriated funds in this subaccount are designated as a Large Expense Project Reserve per [Resolution 30812](#), and are intended to pay for very costly asset preservation projects in future years.
- **Street Vacation Subaccount** receives funding from a portion (50%) of street vacation revenues. State law authorizes cities to charge a vacation fee equivalent to the full appraised value of the right-of-way. One half of the revenue from these fees must be dedicated to the acquisition, improvement, development, and related maintenance of public open space or transportation capital projects within the city. This subaccount tracks those funds.
- **South Lake Union Property Proceeds Subaccount** receives funding from sales of certain surplus City property located adjacent to South Lake Union and investment earnings attributable to the subaccount. The use of these funds is generally governed by [Resolution 30334](#).
- **Bluefields Holdings Subaccount** was established for financial monitoring and oversight of habitat on certain City-owned properties along the Duwamish River. Some parties with liability in the cleanup of the Lower Duwamish Superfund site have an obligation to fund mitigation efforts. Mitigation may include the creation of habitat. Bluefield Holdings established a unique program to build habitat areas and then sell

## Cumulative Reserve Subfund

the "credit" for creating the habitat to these liable parties. Liable parties can use the purchase of these credits to satisfy their liability instead of creating habitat restoration projects themselves. The City of Seattle supports this habitat development project and entered into an agreement with Bluefield Holdings, allowing the project to proceed. The agreement requires Bluefield Holdings to maintain the habitat for an initial term and provide the City with funds for continued maintenance after the term expires. These maintenance contributions are deposited in the Bluefield Holdings subaccount and will fund the long-term preservation of the developed habitat.

The accompanying Capital Improvement Program (CIP) document fully describes department capital projects listed in this section. Specific department sections in this document list appropriations for capital projects funded by CRS in most cases. The CRS section includes only CRS appropriations for the Seattle Department of Transportation and some special projects, such as debt service payments and the City's Tenant Relocation Assistance Program.

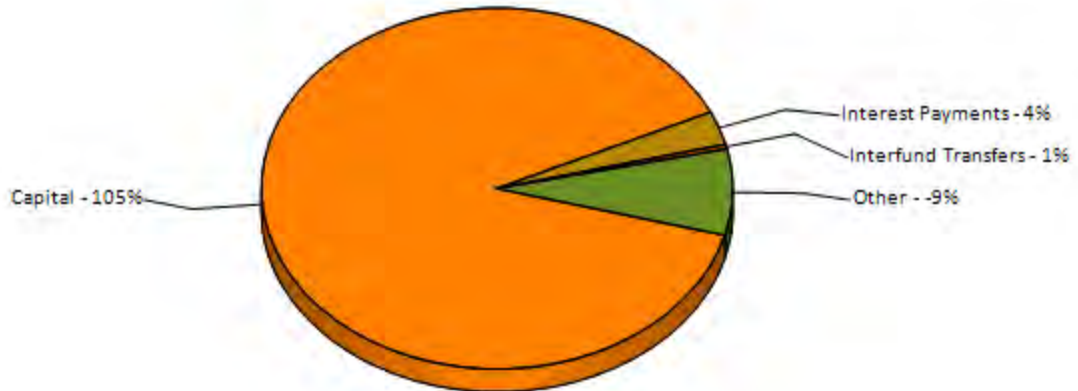
### Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$29,108,406	\$35,920,462	\$25,333,816	\$38,315,129
<b>Total Operations</b>	<b>\$29,108,406</b>	<b>\$35,920,462</b>	<b>\$25,333,816</b>	<b>\$38,315,129</b>
<b>Total Appropriations</b>	<b>\$29,108,406</b>	<b>\$35,920,462</b>	<b>\$25,333,816</b>	<b>\$38,315,129</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Cumulative Reserve Subfund

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



# Cumulative Reserve Subfund

## Budget Overview

Spending from the Cumulative Reserve Subfund, used primarily in support of the City's general government capital programs, is largely supported by Real Estate Excise Taxes (REET) which are known to be extremely volatile. In 2007, the City collected a record \$71.8 million, compared to only \$22.8 million in 2009. Revenues have significantly recovered from the low point in 2009 and are projected at \$59.9 million for 2015 and \$56.4 million for 2016. The recovery, which began in 2012, has largely been attributable to strong commercial real estate activity which included the sale of a large downtown office building and property acquisitions by Amazon. Although commercial activity has remained relatively strong over the past several years, it has steadied and current projections show a decline in 2016. Growth in the residential REET has lagged behind the commercial activity but continues to pick up momentum. Increasing Seattle home values and sales activity should compensate for a slow-down in the commercial sector and keep the outlook for REET revenues positive. For additional information on REET revenue trends, please refer to the Revenue Overview section of this document

The 2016 Proposed budget appropriates \$78.1 million from the Cumulative Reserve Subfund (CRS) in 2016, with \$59.2 million from the two Real Estate Excise Tax (REET) subaccounts. Individual projects and programs supported by CRS resources are described in the departmental sections of this document and in the 2016-2021 Proposed Capital Improvement Program (CIP).

### Maintaining Support for Existing Programs and Major Maintenance

Cost pressures for basic major maintenance and other capital needs will likely always outpace REET revenues. CRS faces additional fiscal pressure from ongoing support provided to the 2003 Fire Facilities and Emergency Response Levy Program and the recent identification of additional budget needs for the Elliot Bay Seawall Replacement project. While voter approved levies supported a majority of the costs of these programs, rising cost projections required the City to commit additional REET resources to address the resulting budget shortfalls. The 2016-2021 Proposed CIP continues its commitment for the 2003 Fire Facilities and Emergency Response Levy program with \$10.9 million of REET-supported debt issuance. For the seawall replacement project, CRS will contribute an additional \$23.1 million over the next two years to help fill the additional financing needs.

The 2016 Proposed Budget includes \$54.5 million for asset preservation for city infrastructure, transportation, parks, library, civic buildings, and Seattle Center. This represents a significant increase above the 2015 Adopted amount of \$35.0 million. Part of the increase is attributed to \$13.1 million for the seawall replacement project but apart from that the 2016 Proposed Budget still represents a 18% increase from the prior year. Voter approved financing for Seattle's Public Library and the Seattle Parks District add to the available resources necessary to keep the City's facilities properly maintained. For additional information on the Parks Districts supported programs, please refer to the Department of Parks and Recreation section of this document.

### Commitment to Neighborhoods

The 2016 Proposed Budget reinforces the vision that the City's neighborhoods are safe, vibrant and healthy places to live by maintaining the increased REET support to the Neighborhood Projects Fund that was established in the 2015 Adopted Budget. The added REET support doubled previous levels and provide neighborhoods a greater opportunity to fund community projects that preserve and enhance the character of their neighborhoods and make them a safer place for our residents.

### REET-Supported Transportation Investments

The 2016 Proposed Budget continues to devote a significant amount of CRS resources to supporting transportation projects. With approximately \$35 million allocated to SDOT, the 2016 Proposed Budget supports a broad array of transportation investments, with the goal of making the City's transportation system safe, reliable, efficient, and ready to meet future demand. Additional details are described below and in the Seattle Department of Transportation (SDOT) section of this document.

# Cumulative Reserve Subfund

## Energy Efficiency Investments

The 2016 Proposed Budget allocates \$2.5 million of REET funding to implement a package of energy efficiency projects across City facilities in support of the City's goal to achieve a 20% reduction in building energy use by the year 2020. The upgrades are expected to generate utility rebates paid by Seattle City Light. Oversight of the projects will be provided by the Office of Sustainability and Environment and the projects will be included as part of the Department of Finance and Administration Capital Budget.

## REET Reserves

In preparation to meet the City's future obligation to the Seattle Asian Art Museum for renovation work, additional CRS resources continue to be placed in reserve. The initial commitment was part of the 2008 Parks Levy but this was shifted to CRS to facilitate the use of Parks Levy resources for more immediate maintenance needs. In 2016, \$8.0 million is being added to the reserve bringing the reserve total to \$10.5 million which represents 75% of the future 2018 obligation. To achieve the full target reserve amount, additional contributions are planned for 2017 and 2018.

The 2016 Proposed Budget also maintains the City's \$10 million REET cash balance reserve at the Councils' prescribed level. Policy 12 of Resolution 31083 states that the City will maintain fund balances of \$5 million for the REET I and REET II subaccounts. This policy was relaxed in 2009 following a collapse in REET revenue streams, adjusting the minimum target balance to \$1 million for each account. Given the volatility of the real estate market, maintaining healthy reserves to protect against economic downturns is essential. Despite lingering impacts from the Great Recession early this decade, the City managed to set aside some funds each year into its REET reserve and is well-prepared for future economic uncertainty.

## Cumulative Reserve Subfund - Unrestricted

The CRS-Unrestricted Subaccount (CRS-U) remains in a negative unreserved fund balance position, supported by an interfund loan which was first authorized in 2003 by ordinance 121179. The loan allowed for the CRS-U to facilitate the purchase of the Seattle Fire Department's Joint Training Facility (JTF) land in 2003 but a related land sale that was to fund this purchase did not materialize. Over the past several years a number of strategies have been implemented to strengthen the fund's financial position. As a result of those strategies the fund has effectively reduced the interfund loan amount from the original \$10 million amount to just \$4 million. The 2016 Proposed Budget continues many of these strategies and with realistic opportunities for the sale of the excess JTF land, the CRS-U fund is expected to return to a positive unreserved fund balance position by 2017.

Given the success of the strategies to bring CRS-U back to fiscal health over time, the 2016 Proposed Budget allocates some 2015 one-time CRS-U street vacation revenues to support components of Alaskan Way Corridor project.

## Asset Preservation Subaccount

The Asset Preservation Subaccount preserves and extends the useful life and operational capacity of existing Finance and Administrative Services (FAS) managed facilities. City departments pay space rent to FAS in order to fund these projects. Examples of 2016 projects planned include:

- Seattle Municipal Tower (SMT) weatherization program, exterior repairs
- SMT elevator controls study
- SMT 14 demolition and structural repairs
- Roof replacements at Airport Way Center (AWC) maintenance complex
- Seattle Justice Center (SJC) shear wall and elevator pit repair
- SJC foundation and exterior repairs
- Haller Lake Vehicle Maintenance Building A plumbing and HVAC repairs
- West Precinct Police Station HVAC repairs

## Cumulative Reserve Subfund

- Generator upgrades at multiple shops and yards maintenance facilities
- Building performance systems verifications (electrical and mechanical) and modifications in fire and police facilities

### Street Vacation Subaccount

The Street Vacation Subaccount receives funding from a portion of street vacation revenues and provides additional funding support for the Department of Transportation overall efforts to meet the transportation needs of the City. Significant street vacation revenues were received in 2015 and will go to support a number of transportation projects including the Alaska Way Corridor Project, Bridge Rehab, paving, and the bike and pedestrian improvements. Any unallocated projected revenues are set aside as a reserve for future transportation projects.

## Incremental Budget Changes

### Cumulative Reserve Subfund

	2016	
	Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 25,333,816</b>	<b>0.00</b>
<b>Proposed Changes</b>		
CRS Support to Transportation Programs	\$ 12,981,313	0.00
<b>Total Incremental Changes</b>	<b>\$ 12,981,313</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 38,315,129</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Changes

#### **CRS Support to Transportation Programs - \$12,981,313**

The 2016 Proposed Budget invests a total of \$34.8 million of Real Estate Excise Tax (REET) and Street Vacation revenues to support several transportation programs. This amount represents a \$13.0 million increase above the 2016 Endorsed budget and is largely attributable to added support for the Elliot Bay Seawall Replacement project. CRS support for transportation programs are as follows:

- Alaska Way Viaduct/Seawall Replacement - \$18.8 million
- Bridges & Structures - \$6.2 million
- Roads - \$2.0 million
- Sidewalks, Trails & Pedestrian Facilities - \$0.6 million
- Neighborhood Enhancements - \$1.8 million
- Transit & HOV - \$1.4 million
- Freight Mobility - \$1.0 million



## Cumulative Reserve Subfund

- Corridor Improvements - \$0.7 million
- Intelligent Transportation Systems - \$0.8 million
- Landslide Mitigation - \$0.2 million
- Debt Service - \$1.4 million

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>CRS, REET I Subaccount Appropriations</b>					
<b>Artwork Conservation - OACA - CRS REET I Budget Control Level</b>	<b>V2ACGM- 163</b>	<b>157,698</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CRS REET I Support to McCaw Hall Fund Budget Control Level</b>	<b>2SC10</b>	<b>250,000</b>	<b>258,000</b>	<b>265,000</b>	<b>265,000</b>
<b>CRS REET I Support to Transportation Budget Control</b>					
Corridor & Intersection Improvements - REET I		71,000	0	0	0
Roads - REET I		1,067,508	3,500,000	0	0
Trails and Bike Paths - REET I		210,000	0	0	0
<b>Total</b>	<b>2EC30</b>	<b>1,348,508</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>
<b>CRS Support for Operating &amp; Maintenance Expenditures - REET I Budget Control Level</b>	<b>2CGSF- 163</b>	<b>706,280</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Design Commission - CRS REET I Budget Control Level</b>	<b>2UU50- DC-163</b>	<b>575,753</b>	<b>593,026</b>	<b>610,816</b>	<b>610,816</b>
<b>Tenant Relocation Assistance Program REET I Budget Control Level</b>	<b>2UU51</b>	<b>289,433</b>	<b>315,436</b>	<b>360,000</b>	<b>360,000</b>
<b>CRS, REET II Subaccount Appropriations</b>					
<b>CRS REET II Support to Transportation Budget Control</b>					
Alaskan Way Viaduct - REET II		0	1,530,000	0	14,940,000
Bridges & Structures - REET II		3,857,852	2,675,000	3,571,000	3,571,000
Corridor & Intersection Improvements - REET II		770,424	2,700,000	708,000	708,000
Debt Service (SDOT) - REET II		1,362,476	1,362,000	1,346,000	1,348,313
Freight Mobility - REET II		127,000	0	1,013,000	1,013,000
Intelligent Transportation System - REET II		927,647	1,625,000	800,000	800,000
Landslide Mitigation - REET II		160,000	200,000	200,000	200,000
Neighborhood Enhancements - REET II		1,835,760	2,140,000	1,000,000	1,793,000
New Trails and Bike Paths - REET II		239,719	0	100,000	100,000

## Cumulative Reserve Subfund

Roads - REET II		7,577,298	1,850,000	6,650,000	1,150,000
Sidewalk Maintenance - REET II		312,522	0	0	0
Sidewalks & Pedestrian Facilities - REET II		5,876,241	12,452,000	2,049,000	481,000
Trails and Bike Paths - REET II		92,362	0	0	0
Transit & HOV - REET II		0	0	0	0
<b>Total</b>	<b>2ECM0</b>	<b>23,139,301</b>	<b>26,534,000</b>	<b>17,437,000</b>	<b>26,104,313</b>
<b>CRS Support for Operating &amp; Maintenance Expenditures - REET II Budget Control Level</b>	<b>2CGSF-161</b>	<b>944,545</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### CRS, Street Vacation Subaccount Appropriations

#### CRS Street Vacation Support to Transportation Budget Control

Alaskan Way Viaduct - SV		0	0	1,543,000	1,543,000
Bridges & Structures - SV		0	0	836,000	2,660,000
Corridor and Intersection Improvements - CRS-SV		0	0	0	0
Freight Mobility		2,072	256,000	0	0
Intelligent Transportation System - SV		0	1,300,000	0	0
Neighborhood Enhancements - CRS-SV		0	500,000	0	0
Roads - Street Vacations		0	0	0	795,000
Transit & HOV - SV		728	0	1,016,000	1,411,000
<b>Total</b>	<b>CRS-StVac-SDOT</b>	<b>2,800</b>	<b>2,056,000</b>	<b>3,395,000</b>	<b>6,409,000</b>

### CRS, Unrestricted Subaccount Appropriations

<b>Artwork Conservation - OACA - CRS-UR Budget Control Level</b>	<b>V2ACGM</b>	<b>0</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>
<b>CRS-U Support to General Subfund Budget Control Level</b>	<b>CRS-U-GSF</b>	<b>30,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>
<b>CRS-U Support to Transportation Budget Control</b>					
CRS-U Support to Transportation		0	0	1,000,000	2,300,000
Debt Service (SDOT) - CRS-U		504,500	0	0	0
Transit & HOV - CRS-U		1,083,910	0	0	0
<b>Total</b>	<b>CRS-U-SDOT</b>	<b>1,588,410</b>	<b>0</b>	<b>1,000,000</b>	<b>2,300,000</b>
<b>Tenant Relocation Assistance Program - CRS-UR Budget Control Level</b>	<b>2UU50-TA</b>	<b>75,678</b>	<b>77,000</b>	<b>79,000</b>	<b>79,000</b>

<b>Department Total</b>		<b>29,108,406</b>	<b>35,920,462</b>	<b>25,333,816</b>	<b>38,315,129</b>
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<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

## Cumulative Reserve Subfund

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
461110	Interest Earnings	3,135	0	0	2,000
461110	Interest Earnings	4,845	2,000	2,000	3,500
461110	Interest Earnings	633,611	300,000	300,000	500,000
461110	Interest Earnings	142,137	50,000	50,000	65,000
	<b>Total Interest Earnings</b>	<b>783,728</b>	<b>352,000</b>	<b>352,000</b>	<b>570,500</b>
417340	REET I	26,669,229	25,731,204	27,634,785	28,180,637
417340	REET II	26,669,229	25,731,204	27,634,785	28,180,637
	<b>Total Real Estate Excise Taxes</b>	<b>53,338,458</b>	<b>51,462,408</b>	<b>55,269,570</b>	<b>56,361,274</b>
485110	Street Vacation	0	2,750,000	2,750,000	500,000
485110	Street Vacation	0	2,750,000	2,750,000	500,000
	<b>Total Sale of Lands &amp; Buildings</b>	<b>0</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>1,000,000</b>
469990	Other Misc Revenues	1,887,968	60,000	60,000	0
	<b>Total Dedicated Revenues</b>	<b>1,887,968</b>	<b>60,000</b>	<b>60,000</b>	<b>0</b>
587001	Oper Tr In-Fr General Fund - CRS-U	400,000	0	0	0
	<b>Total General Subfund Support</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
441990	Federal Grants	931,955	1,356,000	1,231,000	1,231,000
	<b>Total Grants</b>	<b>931,955</b>	<b>1,356,000</b>	<b>1,231,000</b>	<b>1,231,000</b>
462300	Parking Fees	303,473	100,000	100,000	100,000
	<b>Total Misc Revenues</b>	<b>303,473</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
479010	Private Donations	1,044,042	1,925,000	356,000	356,000
	<b>Total Private Donations</b>	<b>1,044,042</b>	<b>1,925,000</b>	<b>356,000</b>	<b>356,000</b>
485110	Oper Tr In-Fr General Fund	4,000,000	6,000,000	7,000,000	6,394,000
	<b>Total Oper Tr In-Fr FAS Operating Fund</b>	<b>4,000,000</b>	<b>6,000,000</b>	<b>7,000,000</b>	<b>6,394,000</b>
	<b>Total Revenues</b>	<b>62,689,624</b>	<b>66,755,408</b>	<b>69,868,570</b>	<b>66,012,774</b>
379100	Use of (Contribution to) Fund Balance	-3,135	0	0	-2,000
379100	Use of (Contribution to) Fund Balance	637,811	-284,742	-8,962,969	1,839,179
379100	Use of (Contribution to) Fund Balance	4,579,231	4,701,796	-1,861,785	990,676
379100	Use of (Contribution to) Fund Balance	-4,825	-2,000	-2,000	-3,500
379100	Use of (Contribution to) Fund Balance	2,800	-694,000	645,000	5,909,000

## Cumulative Reserve Subfund

379100	Use of (Contribution to) Fund Balance	3,357,171	-1,855,426	-1,251,608	2,448,392
379100	Use of (Contribution to) Fund Balance	2,731,605	-50,000	-50,000	933,372
	<b>Total Use of Fund Balance</b>	<b>11,300,658</b>	<b>1,815,628</b>	<b>-11,483,362</b>	<b>12,115,119</b>
	<b>Total Resources</b>	<b>73,990,282</b>	<b>68,571,036</b>	<b>58,385,208</b>	<b>78,127,893</b>

## Cumulative Reserve Subfund

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

#### **Artwork Conservation - OACA - CRS REET I Budget Control Level**

The purpose of the Artwork Conservation - OACA - CRS REET I Budget Control Level is to support the Arts Conservation Program, which is administered by the Office of Arts & Cultural Affairs. This program provides professional assessment, conservation, repair, routine and major maintenance, and relocation of artwork for the City's approximately 400-piece permanently sited art collection and the approximately 2,700-piece portable artwork collection.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Artwork Conservation - OACA REET I	157,698	0	0	0
<b>Total</b>	<b>157,698</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### **CRS REET I Support to McCaw Hall Fund Budget Control Level**

The purpose of the CRS REET I Support to McCaw Hall Fund Budget Control Level is to appropriate resources from REET I to the McCaw Hall Fund to support major maintenance work on McCaw Hall. Any capital projects related to the expenditure of this reserve are listed in Seattle Center's Capital Improvement Program.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CRS REET I Support to McCaw Hall Fund	250,000	258,000	265,000	265,000
<b>Total</b>	<b>250,000</b>	<b>258,000</b>	<b>265,000</b>	<b>265,000</b>

#### **CRS REET I Support to Transportation Budget Control Level**

The purpose of the CRS REET I Support to Transportation Budget Control Level is to appropriate funds from REET I to the Transportation Operating Fund to support specific capital programs. These capital programs are listed in the Seattle Department of Transportation's section of the Budget.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Corridor & Intersection Improvements - REET I	71,000	0	0	0
Roads - REET I	1,067,508	3,500,000	0	0
Trails and Bike Paths - REET I	210,000	0	0	0
<b>Total</b>	<b>1,348,508</b>	<b>3,500,000</b>	<b>0</b>	<b>0</b>

## Cumulative Reserve Subfund

### **CRS Support for Operating & Maintenance Expenditures - REET I Budget Control Level**

This BCL provides support for general operating and maintenance costs as temporarily allowed under RCW 86.46.010 through the end of 2016.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CRS O&M Expenditures	706,280	1,000,000	1,000,000	1,000,000
<b>Total</b>	<b>706,280</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### **Design Commission - CRS REET I Budget Control Level**

The purpose of the Design Commission - CRS REET I Budget Control Level is to support the Design Commission, which advises the Mayor, City Council, and City departments on the design of capital improvements and other projects that shape Seattle's public realm. The goals of the Commission are to see that public facilities and projects within the city's right-of-way incorporate design excellence, that City projects achieve their goals in an economical manner, and that they fit the City's design goals.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Design Commission - CRS REET I	575,753	593,026	610,816	610,816
<b>Total</b>	<b>575,753</b>	<b>593,026</b>	<b>610,816</b>	<b>610,816</b>

### **Tenant Relocation Assistance Program REET I Budget Control Level**

The purpose of the Tenant Relocation Assistance Program REET I Budget Control Level is to allow the City to pay for relocation assistance to low income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Tenant Relocation Assistance Program REET I	289,433	315,436	360,000	360,000
<b>Total</b>	<b>289,433</b>	<b>315,436</b>	<b>360,000</b>	<b>360,000</b>

## Cumulative Reserve Subfund

### CRS REET II Support to Transportation Budget Control Level

The purpose of the CRS REET II Support to Transportation Budget Control Level is to appropriate funds from REET II to the Transportation Operating Fund to support specific capital programs, or in the case of the Debt Service Program, appropriate funds to pay debt service costs directly from the REET II Subaccount.

<b>Program Expenditures</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Alaskan Way Viaduct - REET II	0	1,530,000	0	14,940,000
Bridges & Structures - REET II	3,857,852	2,675,000	3,571,000	3,571,000
Corridor & Intersection Improvements - REET II	770,424	2,700,000	708,000	708,000
Debt Service (SDOT) - REET II	1,362,476	1,362,000	1,346,000	1,348,313
Freight Mobility - REET II	127,000	0	1,013,000	1,013,000
Intelligent Transportation System - REET II	927,647	1,625,000	800,000	800,000
Landslide Mitigation - REET II	160,000	200,000	200,000	200,000
Neighborhood Enhancements - REET II	1,835,760	2,140,000	1,000,000	1,793,000
New Trails and Bike Paths - REET II	239,719	0	100,000	100,000
Roads - REET II	7,577,298	1,850,000	6,650,000	1,150,000
Sidewalk Maintenance - REET II	312,522	0	0	0
Sidewalks & Pedestrian Facilities - REET II	5,876,241	12,452,000	2,049,000	481,000
Trails and Bike Paths - REET II	92,362	0	0	0
Transit & HOV - REET II	0	0	0	0
<b>Total</b>	<b>23,139,301</b>	<b>26,534,000</b>	<b>17,437,000</b>	<b>26,104,313</b>

## Cumulative Reserve Subfund

### **CRS Support for Operating & Maintenance Expenditures - REET II Budget Control Level**

This BCL provides support for general operating and maintenance expenses as temporarily allowed under RCW 82.46.035 through the end of 2016.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CRS O&M Support Program - REET II	944,545	1,000,000	1,000,000	1,000,000
<b>Total</b>	<b>944,545</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### **CRS Street Vacation Support to Transportation Budget Control Level**

The purpose of the CRS Street Vacation Support to Transportation Budget Control Level is to appropriate funds from the CRS Street Vacation Subaccount to support specific transportation capital programs.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Alaskan Way Viaduct - SV	0	0	1,543,000	1,543,000
Bridges & Structures - SV	0	0	836,000	2,660,000
Corridor and Intersection Improvements - CRS-SV	0	0	0	0
Freight Mobility	2,072	256,000	0	0
Intelligent Transportation System - SV	0	1,300,000	0	0
Neighborhood Enhancements - CRS-SV	0	500,000	0	0
Roads - Street Vacations	0	0	0	795,000
Transit & HOV - SV	728	0	1,016,000	1,411,000
<b>Total</b>	<b>2,800</b>	<b>2,056,000</b>	<b>3,395,000</b>	<b>6,409,000</b>

### **Artwork Conservation - OACA - CRS-UR Budget Control Level**

The purpose of the Artwork Conservation - OACA - CRS-UR Budget Control Level is to support the Arts Conservation Program, which is administered by the Office of Arts & Cultural Affairs. This program provides professional assessment, conservation, repair, routine and major maintenance, and relocation of artwork for the City's approximately 400-piece permanently sited art collection and the approximately 2,700-piece portable artwork collection.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Artwork Conservation - OACA	0	187,000	187,000	187,000
<b>Total</b>	<b>0</b>	<b>187,000</b>	<b>187,000</b>	<b>187,000</b>



## Cumulative Reserve Subfund

### **CRS-U Support to General Subfund Budget Control Level**

The purpose of the CRS-U Support to General Subfund Budget Control Level is to appropriate funds from CRS Unrestricted Sub-account to the General Subfund to support general municipal purposes.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CRS-U Support to General Subfund	30,000	400,000	0	0
<b>Total</b>	<b>30,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>

### **CRS-U Support to Transportation Budget Control Level**

The purpose of the CRS-U Support to Transportation Budget Control Level is to appropriate funds from CRS Unrestricted Sub-account to the Transportation Operating Fund to support specific capital programs and pay debt service on specified transportation projects.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
CRS-U Support to Transportation	0	0	1,000,000	2,300,000
Debt Service (SDOT) - CRS-U	504,500	0	0	0
Transit & HOV - CRS-U	1,083,910	0	0	0
<b>Total</b>	<b>1,588,410</b>	<b>0</b>	<b>1,000,000</b>	<b>2,300,000</b>

### **Tenant Relocation Assistance Program - CRS-UR Budget Control Level**

The purpose of the Tenant Relocation Assistance Program - CRS-UR Budget Control Level is to allow the City to pay for relocation assistance to low-income tenants displaced by development activity, as authorized by SMC 22.210 and RCW 59.18.440.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Tenant Relocation Assistance Program	75,678	77,000	79,000	79,000
<b>Total</b>	<b>75,678</b>	<b>77,000</b>	<b>79,000</b>	<b>79,000</b>

# Cumulative Reserve Subfund

*For Informational Purposes Only*

## Total CRS Appropriations for 2016 Proposed Budget

### CRS Table 1 - Appropriations By Subfund and Department

Fund Department	2016 Endorsed			2016 Proposed		
	CRS Direct	Dept Capital	CRS Total	CRS Direct	Dept Capital	CRS Total
<b>Cumulative Reserve Subfund –REET I (00163)</b>						
Seattle Center	\$0	\$3,881	\$3,881	\$0	\$4,540	\$4,540
Seattle Public Library	\$0	\$1,016	\$1,016	\$0	\$2,285	\$2,285
Department of Parks & Recreation	\$0	\$4,505	\$4,505	\$0	\$12,276	\$12,276
Finance & Administrative Services Department	\$0	\$7,034	\$7,034	\$0	\$8,683	\$8,683
Seattle Department of Transportation	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Reserve Subfund Direct Spending	\$2,236	\$0	\$2,236	\$2,236	\$0	\$2,236
<b>Subtotal</b>	<b>\$2,236</b>	<b>\$16,436</b>	<b>\$18,672</b>	<b>\$2,236</b>	<b>\$27,784</b>	<b>\$30,020</b>
<b>Cumulative Reserve Subfund –REET II (00161)</b>						
Seattle Department of Transportation	\$17,437	\$0	\$17,437	\$26,104	\$0	\$26,104
Department of Parks & Recreation		\$7,336	\$7,336		\$2,067	\$2,067
Finance & Administrative Services Department		\$0	\$0		\$0	\$0
Cumulative Reserve Subfund Direct Spending	\$1,000	\$0	\$1,000	\$1,000	\$0	\$1,000
<b>Subtotal</b>	<b>\$18,437</b>	<b>\$7,336</b>	<b>\$25,773</b>	<b>\$27,104</b>	<b>\$2,067</b>	<b>\$29,171</b>
<b>Cumulative Reserve Subfund –Unrestricted (00164)</b>						
Seattle Center		\$1,594	\$1,594		\$1,594	\$1,594
Seattle Department of Transportation	\$1,000		\$1,000	\$2,300		\$2,300
Department of Parks & Recreation		\$459	\$459		\$399	\$399
Finance & Administrative Services Department		\$226	\$226		\$576	\$576
Cumulative Reserve Subfund Direct Spending	\$266	\$0	\$266	\$266	\$0	\$266
<b>Subtotal</b>	<b>\$1,266</b>	<b>\$2,279</b>	<b>\$3,545</b>	<b>\$2,566</b>	<b>\$2,569</b>	<b>\$5,135</b>
<b>Cumulative Reserve Subfund – Asset Preservation (00168)</b>						
Finance & Administrative Services Department		\$7,000	\$7,000		\$7,392	\$7,392

## Cumulative Reserve Subfund

<b>Subtotal</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$7,392</b>	<b>\$7,392</b>
<b>Cumulative Reserve Subfund – Street Vacation (00169)</b>						
Seattle Department of Transportation	\$3,395	\$0	\$3,395	\$6,409	\$0	\$6,409
<b>Subtotal</b>	<b>\$3,395</b>	<b>\$0</b>	<b>\$3,395</b>	<b>\$6,409</b>	<b>\$0</b>	<b>\$6,409</b>
<b>Total CRS Department</b>	<b>\$25,334</b>	<b>\$33,051</b>	<b>\$58,385</b>	<b>\$38,315</b>	<b>\$39,812</b>	<b>\$78,127</b>

### CRS Table 2 - Appropriations By Department

Department	2016 Endorsed			2016 Proposed		
	CRS Direct	Dept Capital	CRS Total	CRS Direct	Dept Capital	CRS Total
<b>Subtotals by Department</b>						
Seattle Center	\$0	\$5,475	\$5,475	\$0	\$6,134	\$6,134
Seattle Public Library	\$0	\$1,016	\$1,016	\$0	\$2,285	\$2,285
Seattle Department of Transportation	\$21,832	\$0	\$21,832	\$34,813	\$0	\$34,813
Department of Parks & Recreation	\$0	\$12,300	\$12,300	\$0	\$14,742	\$14,742
Finance & Administrative Services Department	\$0	\$14,260	\$14,260	\$0	\$16,651	\$16,651
Cumulative Reserve Subfund Direct Spending	\$3,502	\$0	\$3,502	\$3,502	\$0	\$3,502
<b>Total</b>	<b>\$25,334</b>	<b>\$33,051</b>	<b>\$58,385</b>	<b>\$38,315</b>	<b>\$39,812</b>	<b>\$78,127</b>

## Cumulative Reserve Subfund

### CRS Fund Table

#### Cumulative Reserve Subfund - REET I Subaccount (00163)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>36,012,595</b>	<b>28,188,710</b>	<b>35,374,786</b>	<b>28,473,452</b>	<b>39,447,813</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	26,669,229	25,731,204	29,936,795	27,634,785	28,180,637
Less: Actual and Budgeted Expenditures	3,327,672	5,666,462	5,666,462	2,235,816	2,235,816
Less: Capital Improvements	23,979,366	19,780,000	20,197,306	16,436,000	27,784,000
<b>Ending Fund Balance</b>	<b>35,374,786</b>	<b>28,473,452</b>	<b>39,447,813</b>	<b>37,436,421</b>	<b>37,608,634</b>
Cash Balance Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Continuing Appropriations	26,311,857	20,926,701	26,311,857	20,926,701	26,311,857
Reserve - Seattle Asian Art Museum	2,000,000	2,425,000	2,625,000	9,800,000	6,100,000
Tenant Relocation Assistance Costs			100,000		100,000
<b>Total Reserves</b>	<b>33,311,857</b>	<b>28,351,701</b>	<b>34,036,857</b>	<b>35,726,701</b>	<b>37,511,857</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,062,929</b>	<b>121,751</b>	<b>5,410,956</b>	<b>1,709,720</b>	<b>96,777</b>

## Cumulative Reserve Subfund

### Cumulative Reserve Subfund - REET II Subaccount (00161)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>25,782,270</b>	<b>26,655,632</b>	<b>21,203,044</b>	<b>21,953,836</b>	<b>19,816,839</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	26,669,229	25,731,204	29,936,795	27,634,785	28,180,637
Less: Actual and Budgeted Expenditures	24,083,846	27,534,000	27,934,000	18,437,000	27,104,313
Less: Capital Improvements	7,164,609	2,899,000	3,389,000	7,336,000	2,067,000
<b>Ending Fund Balance</b>	<b>21,203,044</b>	<b>21,953,836</b>	<b>19,816,839</b>	<b>23,815,621</b>	<b>18,826,163</b>
Cash Balance Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Continuing Appropriations	9,324,728	16,697,234	9,324,728	16,697,234	9,324,728
Reserve - Seattle Asian Art Museum		100,000	100,000	100,000	4,450,000
<b>Total Reserves</b>	<b>14,324,728</b>	<b>21,797,234</b>	<b>14,424,728</b>	<b>21,797,234</b>	<b>18,774,728</b>
<b>Ending Unreserved Fund Balance</b>	<b>6,878,316</b>	<b>156,602</b>	<b>5,392,111</b>	<b>2,018,387</b>	<b>51,435</b>

### Cumulative Reserve Subfund - Unrestricted Subaccount (00164)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>6,259,908</b>	<b>5,531,449</b>	<b>2,902,738</b>	<b>7,386,875</b>	<b>6,710,576</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,201,049	6,491,000	15,669,165	4,797,000	2,687,000
Less: Actual and Budgeted Expenditures	1,694,088	664,000	4,664,000	1,266,000	2,566,000
Less: Capital Improvements	6,864,131	3,971,574	7,197,327	2,279,392	2,569,392
<b>Ending Fund Balance</b>	<b>2,902,738</b>	<b>7,386,875</b>	<b>6,710,576</b>	<b>8,638,483</b>	<b>4,262,184</b>
Continuing Appropriations	8,711,686	7,861,645	7,971,686	7,861,645	7,971,686
General Expense Reserve	0	0	0	0	0
<b>Total Reserves</b>	<b>8,711,686</b>	<b>7,861,645</b>	<b>7,971,686</b>	<b>7,861,645</b>	<b>7,971,686</b>
<b>Ending Unreserved Fund Balance</b>	<b>-5,808,948</b>	<b>-474,770</b>	<b>-1,261,110</b>	<b>776,838</b>	<b>-3,709,502</b>

## Cumulative Reserve Subfund

### Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>8,839,862</b>	<b>9,248,862</b>	<b>6,108,257</b>	<b>9,298,862</b>	<b>3,043,536</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,142,137	6,050,000	6,000,000	7,050,000	6,459,000
Less: Capital Improvements	6,873,742	6,000,000	9,064,721	7,000,000	7,392,372
<b>Ending Fund Balance</b>	<b>6,108,257</b>	<b>9,298,862</b>	<b>3,043,536</b>	<b>9,348,862</b>	<b>2,110,164</b>
Continuing Appropriations	5,174,224	8,327,967	2,110,163	8,327,967	2,110,163
Large Expense Project Reserve	934,032	970,895	933,372	1,020,895	0
<b>Total Reserves</b>	<b>6,108,256</b>	<b>9,298,862</b>	<b>3,043,535</b>	<b>9,348,862</b>	<b>2,110,163</b>
<b>Ending Unreserved Fund Balance</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Cumulative Reserve Subfund - Street Vacation Subaccount (00169)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>492,993</b>	<b>1,647,993</b>	<b>490,193</b>	<b>2,341,993</b>	<b>6,232,293</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	0	2,750,000	8,722,412	2,750,000	500,000
Less: Actual and Budgeted Expenditures	2,800	2,056,000	2,980,312	3,395,000	6,409,000
<b>Ending Fund Balance</b>	<b>490,193</b>	<b>2,341,993</b>	<b>6,232,293</b>	<b>1,696,993</b>	<b>323,293</b>
Continuing Appropriations	924,312	827,112	0	827,112	0
Designated for Special Purposes	0	1,514,881	6,232,293	869,881	323,293
<b>Total Reserves</b>	<b>924,312</b>	<b>2,341,993</b>	<b>6,232,293</b>	<b>1,696,993</b>	<b>323,293</b>
<b>Ending Unreserved Fund Balance</b>	<b>-434,119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Cumulative Reserve Subfund

### Cumulative Reserve Subfund - South Lake Union Property Proceeds Subaccount (00167)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>316,236</b>	<b>319,236</b>	<b>321,081</b>	<b>321,236</b>	<b>324,581</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	4,845	2,000	3,500	2,000	3,500
<b>Ending Fund Balance</b>	<b>321,081</b>	<b>321,236</b>	<b>324,581</b>	<b>323,236</b>	<b>328,081</b>
Designated for Special Purposes	321,081	321,236	324,581	323,236	328,081
<b>Total Reserves</b>	<b>321,081</b>	<b>321,236</b>	<b>324,581</b>	<b>323,236</b>	<b>328,081</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Cumulative Reserve Subfund - Bluefields Subaccount (00178)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>204,670</b>	<b>205,670</b>	<b>207,805</b>	<b>205,670</b>	<b>209,805</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	3,135	0	2,000	0	2,000
<b>Ending Fund Balance</b>	<b>207,805</b>	<b>205,670</b>	<b>209,805</b>	<b>205,670</b>	<b>211,805</b>
Designated for Special Purposes	207,805	205,670	209,805	205,670	211,805
<b>Total Reserves</b>	<b>207,805</b>	<b>205,670</b>	<b>209,805</b>	<b>205,670</b>	<b>211,805</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





# Debt Service

Fred Podesta, Director

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## Department Overview

The purpose of this Debt Service section is to provide appropriation authority for particular payments of debt service and associated costs of issuing debt that require legal appropriations. These appropriations include debt service payments to be made from the Bond Interest and Redemption Fund, Limited Tax General Obligation (LTGO) Issuance Costs, Unlimited Tax General Obligation (UTGO) Issuance Costs, and Unlimited Tax General Obligation (UTGO) (voter approved) debt service payments.

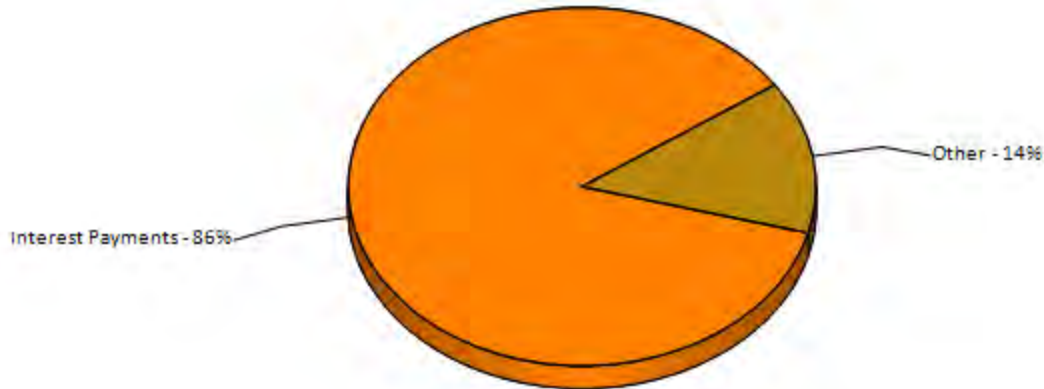
## Budget Snapshot

<b>Department Support</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
Other Funding - Operating	\$0	\$32,033,589	\$37,318,039	\$37,456,347
<b>Total Operations</b>	<b>\$0</b>	<b>\$32,033,589</b>	<b>\$37,318,039</b>	<b>\$37,456,347</b>
<b>Total Appropriations</b>	<b>\$0</b>	<b>\$32,033,589</b>	<b>\$37,318,039</b>	<b>\$37,456,347</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Debt Service

## 2016 Proposed Budget - Expenditure by Category



## Budget Overview

In addition to the regular operating budget, the City uses bonds and property tax levies to fund a variety of special capital improvement projects. The City's budget must include funds to pay interest due on outstanding bonds and to pay the principal amount of bonds at maturity. The City has issued three types of debt to finance its capital improvement programs:

### Unlimited Tax General Obligation Bonds

The City may issue Unlimited Tax General Obligation (UTGO) Bonds for capital purposes if a proposition authorizing their issuance is approved by 60% of the voters in an election in which the number of voters exceeds 40% of the voters in the most recent general election. Payment of principal and interest is backed by the "full faith and credit" of the City. This means that the City commits itself to include in its property tax levy an amount that is sufficient to pay principal and interest on the bonds. Property taxes levied to pay debt service on UTGO bonds are not subject to the statutory limits in state law on the taxing authority of local governments, which is why UTGO bonds are "unlimited" (see the "Property Tax" section of the "Revenue Overview" for a description of statutory limits on property tax rates and growth). However, state law does limit the amount of UTGO bonds that can be outstanding at any time to 7.5% of assessed valuation of property in the city: 2.5% for open space and park facilities, 2.5% for utility purposes, and 2.5% for general purposes. As of December 31, 2014, there were approximately \$132 million in UTGO bonds outstanding. In 2015, the City issued an additional \$169 million of UTGO bonds, the third in a series for the voter-approved Seawall. The remaining \$42 million of UTGO bonds for this project will likely be issued in 2016. This amount is shown below, although the City will reassess this level of borrowing prior to actual issuance in 2016.

# Debt Service

## Limited Tax General Obligation Bonds

The City Council may authorize the issuance of Limited Tax General Obligation (LTGO) Bonds, also known as Councilmanic bonds, in an amount up to 1.5% of assessed valuation, without a vote of the people. The City pledges its full faith and credit to the payment of principal and interest on LTGO bonds, but this pledge must be fulfilled within the City's statutory property tax limitations. Thus, these are "limited" general obligation bonds. The combination of UTGO bonds issued for general purposes and LTGO bonds cannot exceed 2.5% of assessed property valuation. If LTGO bonds are issued up to the 1.5% ceiling, then UTGO bonds for general purposes are limited to 1% of assessed value.

The City also guarantees debt issued by the Pike Place Market Preservation and Development Authority, the Seattle Indian Services Commission, the Seattle Chinatown/International District Preservation and Development Authority, and the Museum Development Authority. As of December 31, 2014, the guarantees totaled \$56 million out of \$908 million outstanding LTGO debt. Guarantees count against the City's LTGO debt capacity.

## Revenue Bonds

Revenue bonds are used to provide financing for the capital programs of City Light and the three other utilities - Water, Drainage and Wastewater, and Solid Waste - which are grouped together in Seattle Public Utilities. The City does not pledge its full faith and credit to the payment of debt service on revenue bonds. Payment of principal and interest on the bonds issued by each utility is derived solely from the revenues generated by the issuing utility. No tax revenues are used to pay debt service.

When revenue bonds are sold, the City commits itself to set fees and charges for the issuing utility that will be sufficient to pay all costs of operations and maintenance, and all payments of principal and interest on the bonds. While the amount of revenue bonds is not subject to statutory limits, the utility's ability to repay debt with interest is a practical constraint.

## Forms of Debt Authorized by State Law

Table 1 below summarizes the conditions and limitations that apply to the issuance of the general obligation debt issued by the City.

**1 - Summary of Conditions and Limitations for City Debt Issuances**

Form of Debt	Voter Approval Required	Source of Repayment	Statutory Limitation	Current Limit <sup>1</sup>	Outstanding 12/31/2014
<b>Unlimited Tax General Obligation Bonds (UTGO)</b>					
Parks & Open Space	Yes	Property Tax	2.5% of AV	\$3.6 Billion	\$0
Utility	Yes	Property Tax	2.5% of AV	\$3.6 Billion	\$0
General Purposes	Yes	Property Tax	1.0 % of AV <sup>2</sup>	\$1.5 Billion	\$133 Million <sup>3</sup>
<b>Limited Tax General Obligation Bonds (LTGO)</b>	No	Taxes and Other Revenues	1.5% of AV <sup>2</sup>	\$2.2 Billion	\$908 Million <sup>4</sup>

<sup>1</sup> As of 1/1/15, assuming the latest certified assessed value of \$145.1 billion, issued on February 26, 2014 for taxes payable in 2015.

<sup>2</sup> The sum of UTGO and LTGO debt for general purposes cannot exceed 2.5% of assessed valuation.

<sup>3</sup> Does not include an additional \$169 million of UTGO issued for the Seawall in 2015.

# Debt Service

<sup>4</sup> Includes \$56 million of PDA debt guarantees.

## City Debt Management Policies and Bond Ratings

The use of debt financing by the City is subject not only to state law, but also to the debt management policies adopted by the Mayor and City Council (Resolution 31553). According to these policies, a capital project should be financed with bond proceeds only under certain circumstances including the following:

in emergencies;  
when the project being financed will produce revenues that can be used to pay debt service on the bonds; or  
when the use of debt will result in a more equitable sharing of the costs of the project between current and future beneficiaries of the project.

Paying for long-lived assets, such as libraries or parks, from current tax revenues would place a large burden on current taxpayers, while allowing future beneficiaries to escape the burden of payment. The use of debt effectively spreads the cost of acquiring or constructing capital assets over the life of the bonds.

The City's debt management policies require that 12% of the City's LTGO total issuance capacity be reserved for emergencies. They also state that net debt service on LTGO bonds (defined as total debt service, minus dedicated project revenues) should not exceed 9% of the General Fund budget, and should remain below 7% over the long term.

The City has earned very high ratings on its bonds as a result of a strong economy and prudent financial practices. The City's UTGO debt is rated Aaa by Moody's Investors Service, AAA by Fitch IBCA, and AAA by Standard & Poor's (S&P), which are the highest possible ratings. The City's LTGO debt is rated Aa1 by Moody's, AA+ by Fitch, and AAA by S&P. In addition, the City's utilities have very high ratings for revenue debt, reflecting sound finances and good management.

## 2016 and 2017 Projected Bond Issues

In 2016, the City expects to issue approximately \$134.2 million of limited tax general obligation (LTGO) bonds for a variety of purposes. Table 2 lists the financed projects and other details of the financing plan. Bond proceeds will be deposited into the 2016 Multipurpose Bond Fund. City departments responsible for all or portions of projects in Table 2 will then draw money from this fund as appropriated to implement the projects. The appropriations for those funds are in the respective departments' pages of this budget book. Table 3 shows a potential list of projects that may receive debt financing in 2017.

## Debt Service

**Table 2 - 2016 Multipurpose GO Bond Issuance - in \$1,000s Informational Only**

Project	Capital Cost	Approx. Par Amount (1)	Max. Term	Approx. Rate	Debt Service		Debt Service Funding Source
					Proposed 2016	Estimated 2017	
Pike Market PC1-N (2 of 2 )	6,000,000	6,180,000	20	4.5%	208,575	475,095	General Fund
Parking Pay Stations	9,086,000	9,358,580	5	3.0%	210,568	2,043,489	General Fund
Alaska Way Corridor (GF)	5,000,000	5,150,000	20	4.5%	173,813	395,912	General Fund
Financial IT Upgrades Depts. (GF)	4,487,111	4,621,724	8	3.7%	128,253	677,977	General Fund
23rd Ave Corridor (CPT-10%)	7,927,487	8,165,312	20	4.5%	275,579	627,718	SDOT (CPT-10%) (2)
Seawall - LTGO (CPT-10%)	25,000,000	25,750,000	20	4.5%	869,063	1,979,561	SDOT (CPT-10%) (2)
Transit Corridor	973,000	1,002,190	20	4.5%	33,824	77,045	SDOT (CPT-10%) (2)
Seawall - LTGO (CPT-2.5%)	8,413,000	8,665,390	20	4.5%	292,457	666,162	SDOT (CPT-2.5%) (3)
Alaska Way Corridor (CPT-2.5%) (3)	13,721,000	14,132,630	20	4.5%	476,976	1,086,462	SDOT (CPT-2.5%) (3)
Fire Stations	10,888,795	11,215,459	20	4.5%	378,522	862,201	REET I
Fire Station 5	2,000,000	2,060,000	20	4.5%	69,525	158,365	REET I
North Precinct	5,500,000	5,665,000	20	4.5%	191,194	435,503	REET I
Financial IT Upgrades (FAS)	26,693,470	27,494,274	8	3.7%	762,966	4,033,229	FAS
SMT IDF Server Closets	2,500,000	2,575,000	7	3.5%	67,594	421,127	FAS
Data Center Long	2,100,000	2,163,000	10	3.8%	60,834	263,370	DoIT
<b>Total</b>	<b>130,289,863</b>	<b>134,198,559</b>			<b>4,199,742</b>	<b>14,203,214</b>	

- (1) Includes 3% for costs of issuance and pricing adjustments.
- (2) Proceeds from Bridging the Gap - commercial parking tax receipts (original 10%).
- (3) Receipts from additional 2.5% commercial parking taxes.

**Table 3 - 2017 Multipurpose GO Bond Issuance - in \$1,000s Informational Only**

Project	Capital Cost	Approx. Par		Approx. Rate	Debt Service		Debt Service Funding Source
		Amount (1)	Max. Term		Estimated 2016	Estimated 2017	
Opera House	4,800	4,944	20	4.5%	-	167	General Fund
Financial IT Upgrades Depts. (GF)	4,487	4,622	8	3.5%	-	121	General Fund
Fire Stations	6,611	6,809	20	4.5%	-	230	REET I
Fire Station 5	4,300	4,429	20	4.5%	-	149	REET I
23rd Ave Corridor (CPT-10%)	1,651	1,700	20	4.5%	-	57	SDOT (CPT-10%) (2)
Seawall - LTGO (CPT-10%)	14,000	14,420	20	4.5%	-	487	SDOT (CPT-10%) (2)
Bridge Rehab (CPT-10%)	6,100	6,283	20	4.5%	-	212	SDOT (CPT-10%) (2)
Seawall - LTGO (CPT-2.5%)	6,000	6,180	20	4.5%	-	209	SDOT (CPT-2.5%) (3)
Alaska Way Corridor	6,410	6,602	20	4.5%	-	223	SDOT (CPT-2.5%) (3)
CWF Overlook	1,910	1,967	20	4.5%	-	66	SDOT (CPT-2.5%) (3)
Financial IT Upgrades (FAS)	12,902	13,289	8	3.5%	-	349	FAS
Licensing IT	4,600	4,738	5	3.0%	-	107	FAS
Haller Lake Drainage	5,000	5,150	20	4.5%	-	174	FAS
<b>Total</b>	<b>78,771</b>	<b>81,134</b>				<b>2,551</b>	

- (1) Includes 3% for costs of issuance and pricing adjustments.
- (2) Proceeds from Bridging the Gap - commercial parking tax receipts (original 10%).
- (3) Receipts from additional 2.5% commercial parking taxes.

### Summary of following informational tables on debt service

Table 4 includes the estimated \$3.9 million of costs of issuance and pricing adjustments for the 2016 LTGO bond issue.

## Debt Service

Table 5 on the following pages displays outstanding LTGO debt service requirements sorted by issuance.

Table 6 displays the funds used to pay outstanding LTGO debt service, listing issuance year and funding source.

Table 7 displays UTGO debt service.

All tables in this section are for informational purposes only; legal appropriations are included elsewhere in the budget document.

**Table 4 - 2016 Multipurpose LTGO Fund Issuance Costs - in \$1,000s Information Only**

Approx. Par Amount	Issuance Cost & Pricing Adjustments	Issuance Cost Proposed 2016
\$134,199	3%	\$3,909

**Table 5 - Limited Tax General Obligation Bonds Debt Service by Bond Issuance (1,000s )**

	2015 Revised	2016 Endorsed	2016 Proposed
<b>2005 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	231,000		
Aquarium Pier 59	929,250		
Aquarium Pier 59 Entry	110,250		
City Hall	675,506	881,013	
Civic Center Open Space	716,000	790,500	
Convention Center	546,375	573,250	
Justice Center	1,713,397	2,242,794	
Library Garage	267,750		
Sandpoint	700,875	733,250	
SeaPark	407,000	444,000	
South Precinct	296,500	317,500	
West Precinct	1,307,250		
Fremont Bridge Approaches	68,250		

## Debt Service

West Precinct	1,307,250		
Fremont Bri+D3:D207dge Approaches	68,250		
<b>2005 Bond Issue Total</b>	<b>7,969,403</b>	<b>5,982,307</b>	<b>-</b>
<hr/>			
<b>2006 Bond Issue</b>			
Alaskan Way Viaduct	324,888	393,639	255,313
Aquarium Pier 59	118,395	141,909	97,019
Park 90/5 Earthquake Repair	1,067,991	1,067,824	1,067,823
SLU Streetcar	124,607	133,058	107,231
<b>2006 Bond Issue Total</b>	<b>1,635,881</b>	<b>1,736,430</b>	<b>1,527,385</b>
<hr/>			
<b>2007 Bond Issue</b>			
Alaskan Way Tunnel / Seawall	491,750	490,500	490,500
Aquarium	1,527,750		
Downtown Parking Garage	5,773,500	5,956,000	5,956,000
Mercer (from Zoo bonds)	988,901	1,224,481	750,715
Monorail	550,000	551,250	551,250
Northgate Land Acquisition	191,750	242,250	148,750
Zoo Garage	122,224	151,333	92,785
<b>2007 Bond Issue Total</b>	<b>9,645,875</b>	<b>8,615,814</b>	<b>7,990,000</b>
<hr/>			
<b>2008 Bond Issue</b>			
Arterial Asphalt and Concrete (from 2008 Mercer)	242,779	394,965	304,513
Bridge Rehab (BTG)	188,250	302,500	185,500
Bridge Seismic (BTG)	73,000	121,500	75,000
King Street Station (BTG)	152,250	253,500	156,000
Lander (BTG)	164,750	272,250	208,500
Mercer (BTG) (Orig Project)	2,339,972	3,806,786	2,934,987
Park 90/5 Police Support Acquisition		303,123	
Seattle Municipal Tower & Police Support		2,440,396	
Spokane (BTG)	546,000	891,750	685,250

## Debt Service

<b>2008 Bond Issue Total</b>	<b>3,707,000</b>	<b>8,786,770</b>	<b>4,549,750</b>
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### 2009 Bond Issue

Alaskan Way Tunnel / Seawall	206,125	202,750	202,750
Arterial Asphalt and Concrete	953,250		
Bridge Rehab (BTG)	1,065,125	1,068,625	1,068,625
Jail	94,188	94,875	94,875
King Street Station (BTG)	128,875	130,500	130,500
Market 96 Refunding	464,625	467,375	467,375
North Precinct	94,375	97,500	97,500
Northgate Land Acquisition	473,250	471,500	471,500
Northgate Park	207,533	207,428	207,428
Rainier Beach Community Center	519,125	517,875	517,875
Rainier Beach Community Center (reallocated from NG)	286,593	286,448	286,448
Spokane (BTG)	2,159,375	2,158,250	2,158,250
Spokane (BTG) (Redirected from Jail)	282,563	284,625	284,625
Trails	256,250		
<b>2009 Bond Issue Total</b>	<b>7,191,250</b>	<b>5,987,751</b>	<b>5,987,750</b>

### 2010A BAB Issue

Alaskan Way Tunnel / Seawall	350,757	350,757	350,757
Bridge Rehab (BTG)	1,209,875	1,209,875	1,209,875
Bridge Seismic (BTG)	482,808	482,808	482,808
Fire Facilities	177,924	177,924	177,924
Golf	22,075	22,075	22,075
King Street Station (BTG)	21,007	21,007	21,007
Mercer West (BTG)	397,324	397,539	397,539
Mercer West (BTG) (from 2010A BABS Mercer)	83,027	82,812	82,812
Spokane (BTG)	269,530	269,530	269,530
<b>2010A BAB Issue Total</b>	<b>3,014,327</b>	<b>3,014,327</b>	<b>3,014,327</b>



## Debt Service

### 2010B Bond Issue

23rd Ave (BTG) (from 2010B Mercer)	39,878	55,770	55,770
Alaskan Way Tunnel / Seawall	480,500	479,750	479,750
Ballard Neighborhood Center	365,400	367,150	367,150
Bridge Rehab (BTG)	992,250	1,376,000	1,376,000
Bridge Seismic (BTG)	397,000	550,500	550,500
City Hall	3,282,413	3,282,913	3,282,913
Civic Center Open Space	380,050	381,800	381,800
Fire Facilities	457,250	457,500	457,500
Golf	57,750	55,250	55,250
Interbay Golf Facilities	392,150	387,900	387,900
Justice Center	3,291,588	3,281,588	3,281,588
King Street Station (BTG)	18,000	22,250	22,250
McCaw Hall	793,500	799,250	799,250
Mercer (BTG) (Orig Proj)	62,373	87,230	87,230
Mercer West (BTG)	294,500	407,250	407,250
Park 90/5 - 2001	365,650	362,400	362,400
Parking Pay Stations	420,000		
Police Training Facilities	213,800	216,050	216,050
Seattle Municipal Tower TI	655,250	661,500	661,500
Southwest Precinct	830,950	836,200	836,200
Spokane (BTG)	222,500	308,250	308,250
Training Facilities	449,700	453,450	453,450
Westbridge	681,150	682,400	682,400
<b>2010B Bond Issue Total</b>	<b>15,143,600</b>	<b>15,512,350</b>	<b>15,512,350</b>

### 2011 Bond Issue

23rd Ave (Rdcd for MW (BTG) (from 2011 Spokane))	400,332	399,310	399,310
AAC Northgate (BTG) (from 2011 Spokane)	323,135	322,310	322,310

## Debt Service

Arterial Asphalt & Concrete (from 2011 Spokane (BTG))	32,007	31,925	31,925
Arterial Asphalt & Concrete (from Linden (BTG) (from 2011 Spokane))	19,130	19,081	19,081
AWV - Parking/Prgm Mgt (CPT)	278,900	283,275	283,275
Bridge Rehab (BTG)	116,851	117,211	117,211
Bridge Rehab (BTG) (from 2011 Spokane)	145,411	145,040	145,040
Bridge Seismic (BTG)	138,094	139,719	139,719
Bridge Seismic (BTG) (from 2011 Bridge Rehab)	416,282	417,564	417,564
Bridge Seismic (BTG) (from 2011 Spokane)	177,724	177,271	177,271
Chesiahud (BTG) (from 2011 Spokane)	80,784	80,578	80,578
Facility Energy Retrofits-CTR	55,000	57,875	57,875
Facility Energy Retrofits-DPR	54,050	52,050	52,050
Facility Energy Retrofits-FAS	75,475	77,600	77,600
Golf	158,975	159,600	159,600
King Street Station (BTG)	286,744	289,744	289,744
Linden (BTG) (Rdcd for AA - from 2011 Spokane)	110,124	109,843	109,843
Mercer West (CPT)	581,444	582,319	582,319
Mercer West (CPT) (from 2011 Bridge Rehab - BTG)	197,186	197,794	197,794
Mercer West (CPT) (from 2011 Spokane)	145,411	145,040	145,040
Mercer West (from 23rd (BTG) (from 2011 Spokane))	19,744	19,693	19,693
Rainier Beach Community Center	325,194	322,319	322,319
Seattle Center House	380,250	380,875	380,875
Seawall (CPT)	888,800	887,300	887,300
Sidewalks (BTG) (from 2011 Spokane)	80,784	80,578	80,578
Spokane (Rdcd for AAC (BTG) (Orig Proj))	81,091	80,884	80,884
<b>2011 Bond Issue Total</b>	<b>5,568,919</b>	<b>5,576,794</b>	<b>5,576,794</b>

### 2012 Bond Issue

Alaskan Way Tunnel / Seawall	136,750	356,750	356,750
Aquarium Pier 59	547,000	1,417,000	1,417,000

## Debt Service

Aquarium Pier 59 Entry	65,750	170,750	170,750
AWV - Parking/Prgm Mgt	324,750	323,750	323,750
City Hall	374,200	374,200	374,200
Fremont Bridge Approaches	40,500	105,500	105,500
Golf	289,150	287,650	287,650
Historic Buildings	1,621,250	1,626,250	1,626,250
Joint Training Facility	155,000	155,000	155,000
Justice Center	374,200	374,200	374,200
Library Garage	155,500	405,500	405,500
Library IT	150,750	154,250	154,250
Linden (BTG)	407,850	406,850	406,850
Magnuson Bldg 30	316,500	316,750	316,750
McCaw Hall (long)	118,250	124,500	124,500
Mercer West (CPT) (from 2012 Mercer)	335,400	332,900	332,900
Rainier Beach Community Center	449,150	449,150	449,150
Seawall (CPT)	188,700	189,450	189,450
SMT Base	132,750	133,500	133,500
SR 519	193,500	192,250	192,250
<b>2012 Bond Issue Total</b>	<b>6,376,900</b>	<b>7,896,150</b>	<b>7,896,150</b>
<b>2013A Bond Issue</b>			
B&O IT (Orig Proj)	979,682	982,422	982,422
City Hall TI (from 2013 B&O)	108,854	109,158	109,158
Critical Infrastructure - WP/EOC (from 2013 B&O)	466,515	467,820	467,820
Data Center	283,500	282,350	282,350
Financial IT Upgrades	1,199,350	1,203,000	1,203,000
Fire Facilities	836,119	838,519	838,519
Golf	119,213	117,413	117,413
North Precinct	278,856	279,656	279,656
Rainier Beach Community Center	435,900	434,300	434,300
Video Mobile Data Terminals	912,450	913,600	913,600

## Debt Service

<b>2013A Bond Issue Total</b>	<b>5,620,438</b>	<b>5,628,238</b>	<b>5,628,238</b>
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### 2013B Bond Issue

Concert Hall	1,769,612	1,772,919	1,772,919
Magnuson Bldg 11	548,213	545,888	545,888
Magnuson Bldg 30	489,270	487,195	487,195
Park 90/5 Police Support Acquisition	778,339	768,859	768,859
Seattle Municipal Tower Acquisition	5,773,219	5,784,632	5,784,632
<b>2013B Bond Issue Total</b>	<b>9,358,653</b>	<b>9,359,493</b>	<b>9,359,493</b>

### 2014 Bond Issue

Benaroya Hall Equipment	119,675	120,800	120,800
Data Center Long	875,650	877,400	877,400
Data Center Short	3,674,125	3,673,625	3,673,625
Financial IT Upgrades	1,420,625	1,417,500	1,417,500
Golf	373,863	375,613	375,613
IT Computing Architecture	200,750	202,500	202,500
IT Electronic Records	606,625	601,875	601,875
IT Enterprise	438,000	440,000	440,000
North Precinct	450,706	445,831	445,831
SCIPDA-A	173,288	179,038	179,038
SCIPDA-B	84,894	84,894	84,894
SMT Critical Infrastructure	463,500	464,500	464,500
South Park Bridge	674,400	674,525	674,525
<b>2014 Bond Issue Total</b>	<b>9,556,100</b>	<b>9,558,100</b>	<b>9,558,100</b>

### 2015A Bond Issue

Alaska Way Corridor (CPT-2.5%)	89,643	342,997	281,975
Alaskan Way Viaduct	74,021		140,250
Aquarium Pier 59	24,278		46,000
Arterial Asphalt and Concrete (from 2008 Mercer)	77,368		88,250

## Debt Service

Bridge Rehab (BTG)	104,903	421,845	111,250
Bridge Rehab (CPT10%)	110,174		345,250
Bridge Seismic (BTG)	43,750		44,000
City Hall	191,583		762,750
Civic Center Open Space	69,403		721,375
Convention Center	27,181		543,875
CWF Overlook (CPT-2.5%)	29,846	113,974	95,550
Data Center Short	123,500	1,166,583	1,053,000
Electronic Records	35,757	337,358	306,625
Fire Facilities	105,740	404,978	331,975
Golf	43,172	165,300	135,425
IT Enterprise	27,972	264,264	238,250
IT Service Tools	59,639	562,263	507,875
Justice Center	487,139		1,941,875
King Street Station (BTG)	89,875		92,500
Lander (BTG)	53,382		62,250
Mercer (BTG) (Orig Project)	731,132		850,500
Mercer (from Zoo bonds)	232,354		440,250
Northgate Land Acquisition	45,917		87,000
Park 90/5 Police Support Acquisition	248,451		286,000
Sandpoint	34,833		694,875
SeaPark	39,056		405,500
Seattle Municipal Tower & Police Support	1,995,528		2,303,000
SLU Streetcar	14,646		27,750
South Park Bridge	107,878	413,249	336,025
South Precinct	28,368		292,625
Spokane (BTG)	173,063		201,500
Zoo Garage	28,632		54,250
<b>2015A Bond Issue Total</b>	<b>5,548,182</b>	<b>4,192,811</b>	<b>13,829,575</b>

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### 2015B Bond Issue

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## Debt Service

Pike Market PCN	297,762	2,314,196	1,943,004
<b>2015B Bond Issue Total</b>	<b>297,762</b>	<b>2,314,196</b>	<b>1,943,004</b>

### 2016A Bond Issue

23rd Ave Corridor (CPT-10%)	369,950		275,579
Alaska Way Corridor (CPT-2.5%)	651,218		476,976
Alaska Way Corridor (GF)			173,813
Bridge Rehab (CPT10%)	235,613		
CWF Overlook (CPT-2.5%)	49,479		
Data Center Long	64,890		60,834
Financial IT Upgrades (FAS)			762,966
Financial IT Upgrades (GF)			128,253
Fire Facilities	420,580		378,522
Fire Station 5	189,263		69,525
North Precinct	328,313		191,194
Parking Pay Stations			210,568
Pike Market PCN	463,500		208,575
Seawall (CPT-10%)			869,063
Seawall (CPT-2.5%)			292,457
SMT IDT Server Closets	67,594		67,594
Transit Corridor			33,824
<b>2016A Bond Issue Total</b>		<b>2,840,400</b>	<b>4,199,743</b>
<b>Grand Total</b>	<b>90,634,289</b>	<b>97,001,930</b>	<b>96,572,657</b>

**Table 6 - Limited Tax General Obligation Bonds Debt Service by Funding Source (1,000s)**

	2015 Revised	2016 Endorsed	2016 Proposed
<b>2008 LTGO Bond Fund</b>			
Park 90/5 Police Support Acquisition	248,451	257,809	286,000
<b>2008 LTGO Bond Fund Total</b>	<b>248,451</b>	<b>257,809</b>	<b>286,000</b>

## Debt Service

### 2009 LTGO Bond Fund

Northgate Land Acquisition	473,250	471,500
Rainier Beach Community Center	226,750	
<b>2009 LTGO Bond Fund Total</b>	<b>700,000</b>	<b>471,500</b>

### 2010 LTGO Bond Fund

Southwest Precinct	830,950	
Training Facilities	369,050	
<b>2010 LTGO Bond Fund Total</b>	<b>1,200,000</b>	

### 2011 LTGO Bond Fund

Facility Energy Retrofits-CTR	55,000	57,875	57,875
Facility Energy Retrofits-DPR	54,050	52,050	52,050
Facility Energy Retrofits-FAS	75,475	77,600	77,600
Rainier Beach Community Center	325,194	322,319	322,319
<b>2011 LTGO Bond Fund Total</b>	<b>509,719</b>	<b>509,844</b>	<b>509,844</b>

### 2012 LTGO Bond Fund

Joint Training Facility		130,050	130,050
Rainier Beach Community Center		449,150	449,150
<b>2012 LTGO Bond Fund Total</b>		<b>579,200</b>	<b>579,200</b>

### Bond Interest & Redemption Fund - LTGO

Alaskan Way Tunnel / Seawall	113,803	114,417	114,417
Benaroya Hall Equipment	119,675	120,800	120,800
Bridge Rehab	392,544	394,661	394,661
Bridge Seismic	156,647	157,492	157,492
Fire Facilities	57,727	58,039	58,039
Golf	7,162	7,201	7,201
King Street Station	6,816	6,852	6,852

## Debt Service

Market 96 Refunding	464,625	467,375	467,375
Mercer West	155,850	156,691	156,691
Northgate Park	14,662		
Park 90/5 Earthquake Repair	82,609	-	
Rainier Beach Community Center	292,375		
SCIPDA-A	173,288	179,038	179,038
SCIPDA-B	84,894	84,894	84,894
Spokane	87,449	87,921	87,921
Zoo Garage	12,566		
<b>Bond Interest &amp; Redemption Fund – LTGO Total</b>	<b>2,222,692</b>	<b>1,835,380</b>	<b>1,835,380</b>

### Cumulative Reserve Subfund – REET I

Fire Facilities	1,519,306	2,241,462	2,126,401
Fire Station 5		189,263	69,525
North Precinct		328,313	191,194
Northgate Land Acquisition	237,667	242,250	235,750
Seattle Center House	380,250	380,875	380,875
Westbridge	561,150	562,400	562,400
<b>Cumulative Reserve Subfund – REET I Total</b>	<b>2,698,372</b>	<b>3,944,563</b>	<b>3,566,145</b>

### Cumulative Reserve Subfund – REET II

Alaskan Way Tunnel / Seawall	859,500	847,250	847,250
Alaskan Way Viaduct	398,909	393,639	395,563
Aquarium Pier 59	1,618,923	1,558,909	1,560,019
Fremont Bridge Approaches	108,750	105,500	105,500
<b>Cumulative Reserve Subfund – REET II Total</b>	<b>2,986,082</b>	<b>2,905,298</b>	<b>2,908,331</b>

### Cumulative Reserve Subfund – Unrestricted

Aquarium	1,527,750		
Aquarium Pier 59 Entry	176,000	170,750	170,750



## Debt Service

Monorail	550,000	551,250	551,250
<b>Cumulative Reserve Subfund – Unrestricted Total</b>	<b>2,253,750</b>	<b>722,000</b>	<b>722,000</b>

### Downtown Garage Fund

Downtown Parking Garage	5,773,500	5,956,000	5,956,000
<b>Downtown Garage Fund Total</b>	<b>5,773,500</b>	<b>5,956,000</b>	<b>5,956,000</b>

### Fleets & Facilities Fund

City Hall	4,523,702	4,538,126	4,419,863
Civic Center Open Space	1,165,453	1,172,300	1,103,175
Electronic Records	35,757	337,358	306,625
Financial IT Upgrades	2,619,975	2,620,500	2,620,500
Financial IT Upgrades (FAS)			762,966
Historic Buildings	1,621,250	1,626,250	1,626,250
IT Electronic Records	606,625	601,875	601,875
Justice Center	5,866,323	5,898,582	5,597,663
Park 90/5 - 2001	80,443	79,728	79,728
Park 90/5 Earthquake Repair	234,131	234,095	234,095
Park 90/5 Police Support Acquisition	171,235	169,149	169,149
SeaPark	446,056	444,000	405,500
Seattle Municipal Tower & Police Support	1,995,528	2,395,799	2,303,000
Seattle Municipal Tower Acquisition	5,773,219	5,784,632	5,784,632
Seattle Municipal Tower TI	655,250	661,500	661,500
SMT Base	132,750	133,500	133,500
SMT Critical Infrastructure	463,500	464,500	464,500
SMT IDT Server Closets		67,594	67,594
<b>Fleets &amp; Facilities Fund Total</b>	<b>26,391,197</b>	<b>27,229,487</b>	<b>27,342,114</b>

### General Fund

Alaska Way Corridor			173,813
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## Debt Service

B&O IT	979,682	982,422	982,422
Ballard Neighborhood Center	365,400	367,150	367,150
City Hall	108,854	109,158	109,158
Concert Hall	1,769,612	1,772,919	1,772,919
Convention Center	573,556	573,250	543,875
Critical Infrastructure - WP/EOC	466,515	467,820	467,820
Financial IT Upgrades (GF)			128,253
Jail	94,188	94,875	94,875
Joint Training Facility	130,250		
McCaw Hall	793,500	799,250	799,250
North Precinct	823,938	822,988	822,988
Northgate Land Acquisition			471,500
Northgate Park	192,871	207,428	207,428
Park 90/5 - 2001	248,642	246,432	246,432
Park 90/5 Earthquake Repair	645,491	727,985	727,985
Park 90/5 Police Support Acquisition	529,270	568,138	522,824
Parking Pay Stations			210,568
Pike Market PCN	297,762	2,777,696	2,151,579
Police Training Facilities	213,800	216,050	216,050
Rainier Beach Community Center	1,171,643	1,238,623	1,238,623
Sandpoint	735,708	733,250	694,875
SLU Streetcar	139,253	133,058	134,981
South Park Bridge	782,278	1,087,774	1,010,550
South Precinct	324,868	317,500	292,625
Southwest Precinct		836,200	836,200
Training Facilities	13,195	385,433	385,433
Video Mobile Data Terminals	912,450	913,600	913,600
West Precinct	1,307,250		
Zoo Garage	138,290	151,333	147,035
<b>General Fund Total</b>	<b>13,758,262</b>	<b>16,530,331</b>	<b>16,670,808</b>

## Debt Service

### Information Technology Fund

Data Center	283,500	282,350	282,350
Data Center Long	875,650	942,290	938,234
Data Center Short	3,797,625	4,840,208	4,726,625
IT Computing Architecture	200,750	202,500	202,500
IT Enterprise	465,972	704,264	678,250
IT Service Tools	59,639	562,263	507,875
<b>Information Technology Fund Total</b>	<b>5,683,136</b>	<b>7,533,875</b>	<b>7,335,834</b>

### Library Fund

Library Garage	423,250	405,500	405,500
Library IT	150,750	154,250	154,250
<b>Library Fund Total</b>	<b>574,000</b>	<b>559,750</b>	<b>559,750</b>

### Parks & Recreation Fund

Golf	1,057,035	1,175,699	1,145,824
Interbay Golf Facilities	392,150	387,900	387,900
Magnuson Bldg 11	548,213	545,888	545,888
Magnuson Bldg 30	805,770	803,945	803,945
Westbridge	120,000	120,000	120,000
<b>Parks &amp; Recreation Fund Total</b>	<b>2,923,167</b>	<b>3,033,432</b>	<b>3,003,557</b>

### Seattle Center Fund

McCaw Hall (long)	118,250	124,500	124,500
<b>Seattle Center Fund Total</b>	<b>118,250</b>	<b>124,500</b>	<b>124,500</b>

### SPU Drainage & Wastewater Fund

Joint Training Facility	6,600	7,400	7,400
Park 90/5 - 2001	10,970	10,872	10,872
Park 90/5 Earthquake Repair	31,728	31,723	31,723
Park 90/5 Police Support Acquisition	23,350	23,066	23,066

## Debt Service

Seattle Municipal Tower & Police Support		13,373	
Training Facilities	20,237	20,405	20,405
<b>SPU Drainage &amp; Wastewater Fund Total</b>	<b>92,885</b>	<b>106,839</b>	<b>93,466</b>

### SPU Solid Waste Fund

Joint Training Facility	4,450	4,300	4,300
Park 90/5 - 2001	6,033	5,980	5,980
Park 90/5 Earthquake Repair	17,450	17,448	17,448
Park 90/5 Police Support Acquisition	15,567	15,377	15,377
Seattle Municipal Tower & Police Support		7,375	
Training Facilities	11,130	11,223	11,223
<b>SPU Solid Waste Fund Total</b>	<b>54,630</b>	<b>61,703</b>	<b>54,327</b>

### SPU Water Fund

Joint Training Facility	13,700	13,250	13,250
Park 90/5 - 2001	19,562	19,388	19,388
Park 90/5 Earthquake Repair	56,581	56,573	56,573
Park 90/5 Police Support Acquisition	38,917	38,443	38,443
Seattle Municipal Tower & Police Support		23,849	
Training Facilities	36,088	36,389	36,389
<b>SPU Water Fund Total</b>	<b>164,849</b>	<b>187,893</b>	<b>164,044</b>

### Transportation Fund

23rd Ave Corridor	440,209	825,030	730,659
AAC Northgate	323,135	322,310	322,310
Alaska Way Corridor	89,643	994,215	758,951
Alaskan Way Tunnel / Seawall	923,579	918,840	918,840
Arterial Asphalt and Concrete	1,324,533	445,971	443,769
AWV - Parking/Prgm Mgt	603,650	607,025	607,025
Bridge Rehab	3,540,294	4,482,047	4,164,089
Bridge Seismic	1,572,011	1,731,869	1,729,369

## Debt Service

Chesiahud	80,784	80,578	80,578
CWF Overlook	29,846	163,453	95,550
King Street Station	689,935	710,148	705,148
Lander	218,132	272,250	270,750
Linden	517,974	516,693	516,693
Mercer	4,354,731	5,118,497	5,063,682
Mercer West	1,898,186	2,008,656	2,008,656
Parking Pay Stations	420,000		
Seawall	1,077,500	1,076,750	2,238,270
Sidewalks (BTG) (from 2011 Spokane)	80,784	80,578	80,578
Spokane	3,646,671	3,905,368	3,900,368
SR 519	193,500	192,250	192,250
Trails	256,250		
Transit Corridor			33,824
<b>Transportation Fund Total</b>	<b>22,281,347</b>	<b>24,452,527</b>	<b>24,861,358</b>
<b>Grand Total</b>	<b>90,634,289</b>	<b>97,001,930</b>	<b>96,572,657</b>

**Table 7 - Unlimited Tax General Obligation Bonds Debt Service (\$1,000s)**

## Debt Service

	2015 Revised	2016 Endorsed	2016 Proposed
<b>1998 A UTGO Bond Issue</b>			
Refunding	280,306	286,919	286,919
<b>2007 UTGO Bond Issue</b>			
Library	8,045,800	8,031,163	8,031,163
<b>2012 UTGO Bond Issue</b>			
Library & Refunding	6,452,200	6,452,000	6,452,000
<b>2013 UTGO Bond Issue</b>			
Seawall	2,992,450	2,989,400	2,989,400
<b>2014 UTGO Bond Issue</b>			
Seawall	968,450	964,000	964,000
<b>2015 UTGO Bond Issue</b>			
Seawall	3,818,076	9,025,301	10,129,250
<b>2016 UTGO Bond Issue</b>			
Seawall		3,093,863	1,609,468
<b>Grand Total</b>	<b>22,557,283</b>	<b>30,842,646</b>	<b>30,462,199</b>

## Incremental Budget Changes

### Debt Service

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 37,318,039</b>	<b>0.00</b>
<b>Baseline Changes</b>		
Citywide Adjustments for Standard Cost Changes	\$ 138,308	0.00
<b>Total Incremental Changes</b>	<b>\$ 138,308</b>	<b>0.00</b>

# Debt Service

2016 Proposed Budget \$ 37,456,347      0.00

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$138,308

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs, health care rate reduction, retirement contribution rate reduction, and updates to unemployment and industrial insurance charges. There was also an adjustment made to the 2016 base to recoup savings from a higher-than-expected inflation provided in the 2015 Adopted Budget for non-labor expenses. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

## Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Bond Interest and Redemption Budget Control Level	DEBTBIRF	0	2,223,747	1,831,160	1,835,380
Debt Issuance Costs - LTGO Budget Control Level	DEBTISSUE-L	0	1,826,848	2,241,234	3,908,696
Debt Issuance Costs - UTGO Budget Control Level	DEBTISSUE-U	0	4,041,000	2,403,000	1,250,072
<b>UTGO Debt Service Budget Control</b>					
UTGO - Bond Interest and Redemption		0	23,941,994	30,842,645	30,462,199
<b>Total</b>	<b>DEBTUTGO</b>	<b>0</b>	<b>23,941,994</b>	<b>30,842,645</b>	<b>30,462,199</b>

## Debt Service

<b>Department Total</b>	<b>0</b>	<b>32,033,589</b>	<b>37,318,039</b>	<b>37,456,347</b>
<b>Department Full-time Equivalents Total*</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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



## Debt Service

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

#### Bond Interest and Redemption Budget Control Level

The purpose of the Bond Interest and Redemption Budget Control Level is to make certain debt service payments through the Bond Interest and Redemption Fund (BIRF).

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Bond Interest and Redemption	0	2,223,747	1,831,160	1,835,380
<b>Total</b>	<b>0</b>	<b>2,223,747</b>	<b>1,831,160</b>	<b>1,835,380</b>

#### Debt Issuance Costs - LTGO Budget Control Level

The purpose of the Debt Issuance Costs - LTGO Budget Control Level is to pay debt issuance costs related to Multipurpose Limited Tax General Obligation (LTGO) Debt Issuance.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Issuance Costs - LTGO	0	1,826,848	2,241,234	3,908,696
<b>Total</b>	<b>0</b>	<b>1,826,848</b>	<b>2,241,234</b>	<b>3,908,696</b>

#### Debt Issuance Costs - UTGO Budget Control Level

The purpose of the Debt Issuance Costs - UTGO Budget Control Level is to pay debt issuance costs related to the Unlimited Tax General Obligation (UTGO) Debt Issuance.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Debt Issuance Costs -UTGO	0	4,041,000	2,403,000	1,250,072
<b>Total</b>	<b>0</b>	<b>4,041,000</b>	<b>2,403,000</b>	<b>1,250,072</b>

#### UTGO Debt Service Budget Control Level

The purpose of the UTGO Debt Service Budget Control Level is to create the legal appropriations to pay debt service on outstanding Unlimited Tax General Obligation (UTGO) Bonds.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
UTGO - Bond Interest and Redemption	0	23,941,994	30,842,645	30,462,199
<b>Total</b>	<b>0</b>	<b>23,941,994</b>	<b>30,842,645</b>	<b>30,462,199</b>



# Fiber Leasing Fund

Michael Mattmiller, Director & Chief Technology Officer

(206)684-0600

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

## Department Overview

In 1995, the City passed Ordinance [117981](#), authorizing fiber installation project cost sharing agreements between City departments and other governmental and public educational agencies and institutions. Since then, approximately 20 government and public education agencies, known collectively as the "Fiber Partnership," have implemented over 300 fiber optic projects to install over 550 miles of fiber optic cable in the greater Seattle area. The Department of Information Technology (DoIT) acts as the lead agency in the partnership and manages the program.

In 2012, the City passed Ordinance [123931](#), authorizing DoIT to lease excess capacity on the fiber optic network to private parties. The Fiber Leasing Fund was created to manage the operating, maintenance and capital costs of those agreements.

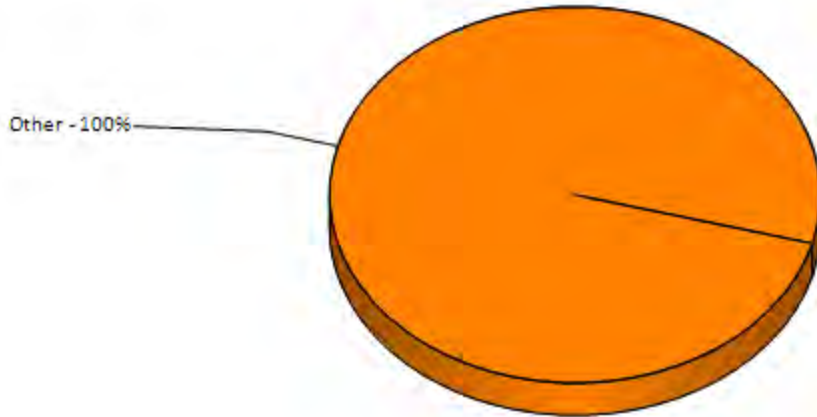
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$19,777	\$170,750	\$155,000	\$155,000
<b>Total Operations</b>	<b>\$19,777</b>	<b>\$170,750</b>	<b>\$155,000</b>	<b>\$155,000</b>
<b>Total Appropriations</b>	<b>\$19,777</b>	<b>\$170,750</b>	<b>\$155,000</b>	<b>\$155,000</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Fiber Leasing Fund

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



## Fiber Leasing Fund

### Budget Overview

The 2016 Proposed Budget does not include any changes to the Fiber Leasing Fund.

### Incremental Budget Changes

#### Fiber Leasing Fund

	2016 Budget	FTE
Total 2016 Endorsed Budget	\$ 155,000	0.00
2016 Proposed Budget	\$ 155,000	0.00

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Fiber Leasing Fund Budget Control Level	FBRL100	19,777	170,750	155,000	155,000
Department Total		19,777	170,750	155,000	155,000
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 Human Resources Director actions outside of the budget process may not be detailed here.*

## Fiber Leasing Fund

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
442810	Fund Management Fees	870	15,000	15,000	882
	<b>Total Fund Management Fees</b>	<b>870</b>	<b>15,000</b>	<b>15,000</b>	<b>882</b>
462900	Lease Fees	0	150,000	150,000	7,024
	<b>Total Lease Fees</b>	<b>0</b>	<b>150,000</b>	<b>150,000</b>	<b>7,024</b>
461110	Miscellaneous Revenues	148	0	0	0
	<b>Total Miscellaneous Revenues</b>	<b>148</b>	<b>0</b>	<b>0</b>	<b>0</b>
442950	Move, Add, and Change Fees	8,592	0	0	146,476
	<b>Total Move, Add &amp; Change Fees</b>	<b>8,592</b>	<b>0</b>	<b>0</b>	<b>146,476</b>
	<b>Total Revenues</b>	<b>9,610</b>	<b>165,000</b>	<b>165,000</b>	<b>154,382</b>
379100	Use of (Contributions to) Fund Balance	10,167	5,750	-10,000	618
	<b>Total Use of (Contributions to) Fund Balance</b>	<b>10,167</b>	<b>5,750</b>	<b>-10,000</b>	<b>618</b>
	<b>Total Resources</b>	<b>19,777</b>	<b>170,750</b>	<b>155,000</b>	<b>155,000</b>

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

#### Fiber Leasing Fund Budget Control Level

The purpose of the Fiber Leasing Budget Control Level is to account for revenues, expenditures, assets, and liabilities associated with agreements with private parties for the use of the City's Excess Fiber and Fiber Infrastructure.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Fiber Leasing Fund	19,777	170,750	155,000	155,000
<b>Total</b>	<b>19,777</b>	<b>170,750</b>	<b>155,000</b>	<b>155,000</b>

## Fiber Leasing Fund

### Fiber Leasing Fund Table

#### Fiber Leasing Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>21,771</b>	<b>8,578</b>	<b>11,604</b>	<b>2,828</b>	<b>10,980</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	9,610	165,000	157,836	165,000	154,382
Less: Actual and Budgeted Expenditures	19,777	170,750	158,460	155,000	155,000
<b>Ending Fund Balance</b>	<b>11,604</b>	<b>2,828</b>	<b>10,980</b>	<b>12,828</b>	<b>10,362</b>
<b>Ending Unreserved Fund Balance</b>	<b>11,604</b>	<b>2,828</b>	<b>10,980</b>	<b>12,828</b>	<b>10,362</b>





# Fiscal Reserves

Ben Noble, Director

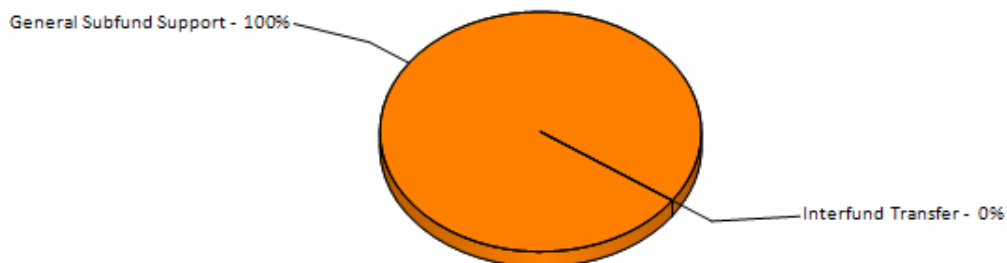
(206) 615-1962

## Department Overview

The State of Washington permits the City to maintain two financial reserves to draw upon in the event of certain unanticipated expenditure or revenue pressures. Under the authority of RCW 35.32A.060, the City maintains the Emergency Subfund (ESF) of the General Fund. The ESF is the principal reserve for the City to draw upon when certain unanticipated expenses occur during the fiscal year. Eligible expenses include costs related to storms or other natural disasters. State law limits the amount of money the City can set aside in this reserve to 37.5 cents per \$1,000 of assessed value of property within the city.

Under the authority of RCW 35.21.070, the City maintains a second financial reserve called the Revenue Stabilization Account (RSA) of the Cumulative Reserve Subfund, also known as the Rainy Day Fund. The RSA provides resources for the City to draw upon to maintain City services in the event of a sudden, unanticipated shortfall in revenue due to economic downturns or other factors. City code limits the amount set aside in this reserve to five percent of General Subfund tax receipts. Ordinance 123743 requires the City to deposit an amount equivalent to 0.5% of General Subfund tax revenues into the RSA, with some limited exceptions. In addition, City policy requires the deposit of 50% of any unplanned year-end fund balance in the General Subfund into the RSA. The RSA has a fund balance cap equal to five percent of total annual General Fund tax revenue.

## 2016 Proposed Budget - Revenue by Category



# Fiscal Reserves

## Budget Overview

The 2016 Proposed Budget continues to protect the City's fiscal reserves and embraces strong and prudent financial management practices. Maintaining healthy reserves is critical in ensuring the City is financially well prepared to address unexpected revenue or expenditure pressures, especially as economic conditions have become more volatile.

### Fully Funding the Emergency Subfund

The 2016 Proposed Budget fully funds the Emergency Subfund (ESF) at the maximum statutory-authorized level of 37.5 cents per \$1,000 of assessed value of property in the city. For 2016, the fund will total \$59 million, an increase of \$6.3 million from the 2015 Adopted Budget level and \$2.7 million above the 2016 Endorsed budget. This increase in 2016 brings the fund total to an historical high of \$59.3 million.

Declines in assessed values between 2009 and 2012 reduced the amount the City could hold in the ESF. Assessed values grew only slightly in 2013, however with the strengthening local real estate market; assessed values are have undergone significant growth through 2015. The rebounding property values allow the City to make contributions to the ESF in order to maintain the maximum amount allowable in the fund under state law.

### Success of Rainy Day Funding Enhancements

The City adopted significant RSA funding enhancements in 2011, via Ordinance 123743. These changes enabled the City to rebuild the Rainy Day Fund reserves that had been spent down in 2009 and 2010 in the midst of the Great Recession. The new policies facilitated the rebuilding of this reserve fund from a low of \$10.5 million in 2010 to the proposed 2016 level of \$47.5 million. The \$47.5 million also represents an historical high for this fund and assuming no draws on the RSA and continued contributions, the total value of the RSA will reach the five percent cap in 2015. Continued contributions to the fund will be driven largely by General Fund revenue growth.

## Revenue Overview

### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	Oper Tr In-Fr General Fund	11,016,058	3,337,000	0	2,223,941
587001	Oper Tr In-Fr General Fund	4,623,121	4,458,540	3,604,344	5,148,309
	<b>Total General Subfund Support</b>	<b>15,639,179</b>	<b>7,795,540</b>	<b>3,604,344</b>	<b>7,372,250</b>
587001	Oper Tr In-Fr FAS Operating Fund	1,863,700	0	0	0
	<b>Total Interfund Transfer</b>	<b>1,863,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Revenues</b>	<b>17,502,879</b>	<b>7,795,540</b>	<b>3,604,344</b>	<b>7,372,250</b>
379100	Use of (Contribution to) Fund Balance	-11,016,058	-3,337,000	0	-2,223,941
379100	Use of (Contribution to) Fund Balance	-6,486,821	-4,458,540	-3,604,344	-5,148,309
	<b>Total Use of Fund Balance</b>	<b>-17,502,879</b>	<b>-7,795,540</b>	<b>-3,604,344</b>	<b>-7,372,250</b>
	<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Fiscal Reserves

## Fiscal Reserves Fund Table

### Cumulative Reserve Subfund, Revenue Stabilization Account (00166)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	30,396,725	41,412,783	41,412,783	44,749,783	45,223,304
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	11,016,058	3,337,000	3,810,521	0	2,223,941
<b>Ending Fund Balance</b>	<b>41,412,783</b>	<b>44,749,783</b>	<b>45,223,304</b>	<b>44,749,783</b>	<b>47,447,245</b>
<b>Ending Unreserved Fund Balance</b>	<b>41,412,783</b>	<b>44,749,783</b>	<b>45,223,304</b>	<b>44,749,783</b>	<b>47,447,245</b>

### Emergency Subfund (00185)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	42,059,705	48,546,526	48,546,526	53,005,066	54,192,724
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	6,486,821	4,458,540	5,646,198	3,604,344	5,148,309
<b>Ending Fund Balance</b>	<b>48,546,526</b>	<b>53,005,066</b>	<b>54,192,724</b>	<b>56,609,410</b>	<b>59,341,033</b>
<b>Ending Unreserved Fund Balance</b>	<b>48,546,526</b>	<b>53,005,066</b>	<b>54,192,724</b>	<b>56,609,410</b>	<b>59,341,033</b>



# Judgment/Claims

## Department Overview

The Judgment/Claims Subfund provides for the payment of legal claims and suits brought against the City government. The subfund receives revenues from the General Subfund and the utilities (City Light and Seattle Public Utilities) to pay the judgments, settlements, claims, and other eligible expenses. Unused balances, if any, remain in the fund and may reduce the contribution required in succeeding years.

The General Subfund-supported departments with 2% or more of historical Judgment/Claims costs make premium payments to the subfund directly from their budgets. Finance General covers premiums for departments with less than 2% of historical Judgment/Claims costs. Revenues from the utilities are budgeted based on expected expenses, but they only pay actual expenses as they are incurred.

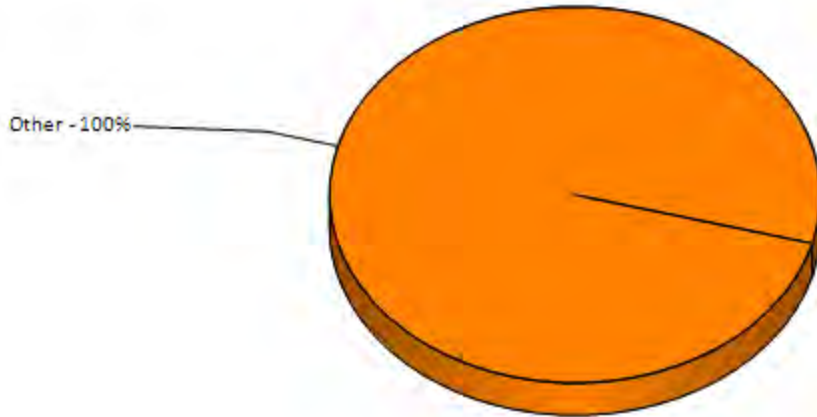
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$12,953,067	\$17,749,451	\$17,749,451	\$17,749,451
<b>Total Operations</b>	<b>\$12,953,067</b>	<b>\$17,749,451</b>	<b>\$17,749,451</b>	<b>\$17,749,451</b>
<b>Total Appropriations</b>	<b>\$12,953,067</b>	<b>\$17,749,451</b>	<b>\$17,749,451</b>	<b>\$17,749,451</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Judgment/Claims

## 2016 Proposed Budget - Expenditure by Category



## 2016 Proposed Budget - Revenue by Category



## Judgment/Claims

### Budget Overview

The 2016 Proposed Budget does not recommend significant changes to the Judgment and Claims budget.

### Incremental Budget Changes

#### Judgment/Claims

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 17,749,451</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 17,749,451</b>	<b>0.00</b>

### Expenditure Overview

	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Appropriations</b>					
Claim Expenses Budget Control Level	00126- CJ000	2,597,198	4,109,877	4,109,877	4,109,877
General Legal Expenses Budget Control Level	00126- JR010	54,475	103,000	103,000	103,000
Litigation Expenses Budget Control Level	00126- JR000	9,265,315	12,229,366	12,229,366	12,229,366
Police Action Expenses Budget Control Level	00126- JR020	1,036,079	1,307,208	1,307,208	1,307,208
<b>Department Total</b>		<b>12,953,067</b>	<b>17,749,451</b>	<b>17,749,451</b>	<b>17,749,451</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## Judgment/Claims

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
587001	General Subfund Support	755,901	337,906	620,824	620,824
	<b>Total General Subfund Support</b>	<b>755,901</b>	<b>337,906</b>	<b>620,824</b>	<b>620,824</b>
499999	Miscellaneous Revenue	16,869	0	0	0
	<b>Total Miscellaneous Revenue</b>	<b>16,869</b>	<b>0</b>	<b>0</b>	<b>0</b>
544730	Payments from City-operated utilities	2,928,145	7,781,747	7,781,747	7,781,747
	<b>Total Payments from City-operated utilities</b>	<b>2,928,145</b>	<b>7,781,747</b>	<b>7,781,747</b>	<b>7,781,747</b>
544730	Payments from General Government departments	8,021,531	4,439,525	8,156,607	8,156,607
	<b>Total Payments from General Government departments</b>	<b>8,021,531</b>	<b>4,439,525</b>	<b>8,156,607</b>	<b>8,156,607</b>
	<b>Total Revenues</b>	<b>11,722,446</b>	<b>12,559,178</b>	<b>16,559,178</b>	<b>16,559,178</b>
379100	Use of Fund Balance	1,230,621	5,190,273	1,190,273	1,190,273
	<b>Total Use of (Contribution to) Fund Balance</b>	<b>1,230,621</b>	<b>5,190,273</b>	<b>1,190,273</b>	<b>1,190,273</b>
	<b>Total Resources</b>	<b>12,953,067</b>	<b>17,749,451</b>	<b>17,749,451</b>	<b>17,749,451</b>

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

#### Claim Expenses Budget Control Level

The purpose of the Claim Expenses Budget Control Level is to provide the Director of the Department of Finance and Administrative Services with the resources to pay pending or actual claims and related costs against City government, as authorized by Chapter 5.24 of the Seattle Municipal Code. The Claims Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Claim Expenses	2,597,198	4,109,877	4,109,877	4,109,877
<b>Total</b>	<b>2,597,198</b>	<b>4,109,877</b>	<b>4,109,877</b>	<b>4,109,877</b>



## Judgment/Claims

### General Legal Expenses Budget Control Level

The purpose of the General Legal Expenses Budget Control Level is to provide the City Attorney with resources to pay legal costs associated with potential litigation against the City, where the City is a plaintiff or potential plaintiff in legal action, or other special projects. The General Legal Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
General Litigation	54,475	103,000	103,000	103,000
<b>Total</b>	<b>54,475</b>	<b>103,000</b>	<b>103,000</b>	<b>103,000</b>

### Litigation Expenses Budget Control Level

The purpose of the Litigation Expenses Budget Control Level is to provide the City Attorney with the resources to pay anticipated, pending or actual judgments, claims payments, advance claims payments, and litigation expenses incurred while defending the City from judgments and claims. The Litigation Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Settlement and Judgment Expenses	9,265,315	12,229,366	12,229,366	12,229,366
<b>Total</b>	<b>9,265,315</b>	<b>12,229,366</b>	<b>12,229,366</b>	<b>12,229,366</b>

### Police Action Expenses Budget Control Level

The purpose of the Police Action Expenses Budget Control Level is to provide the City Attorney with the resources to pay pending or actual settlements and judgments against the City related to police action cases, or pay related costs to investigate and defend the City against claims and judgments related to police action cases. The Police Action Expenses Budget Control Level is supported by the Judgment/Claims Subfund of the General Fund.

	2014	2015	2016	2016
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Police Action Expenses	1,036,079	1,307,208	1,307,208	1,307,208
<b>Total</b>	<b>1,036,079</b>	<b>1,307,208</b>	<b>1,307,208</b>	<b>1,307,208</b>



# Parking Garage Operations Fund

Fred Podesta, Director

(206) 684-0415

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

## Department Overview

The Parking Garage Operations Fund pays the operating and debt service costs for the Pacific Place Garage with garage revenue receipts. The garage is located between Sixth and Seventh Avenues and Pike and Olive Streets in downtown Seattle. The City took over responsibility for the Garage in November 1998.

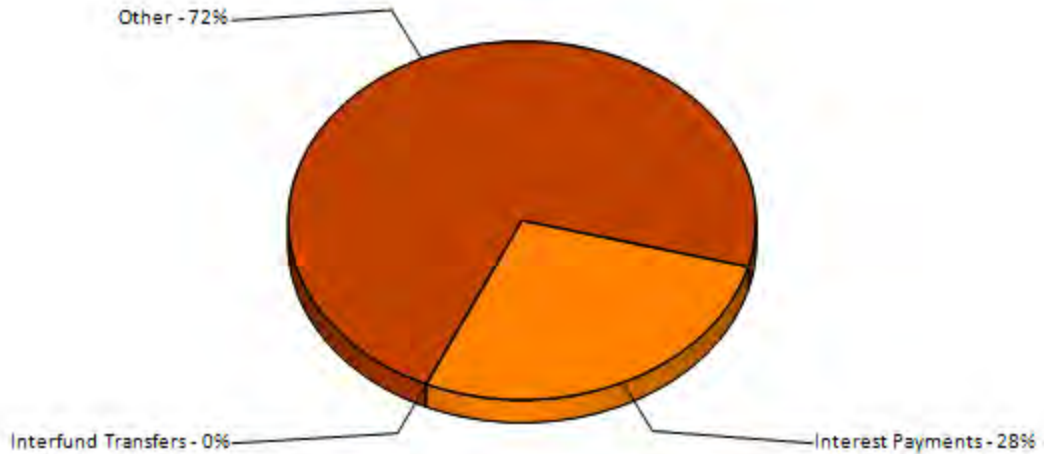
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$8,408,157	\$9,208,167	\$9,474,574	\$9,715,574
<b>Total Operations</b>	<b>\$8,408,157</b>	<b>\$9,208,167</b>	<b>\$9,474,574</b>	<b>\$9,715,574</b>
<b>Total Appropriations</b>	<b>\$8,408,157</b>	<b>\$9,208,167</b>	<b>\$9,474,574</b>	<b>\$9,715,574</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# Parking Garage Operations Fund

## 2016 Proposed Budget - Expenditure by Category



### **Budget Overview**

Until 2009, the Pacific Place Garage generated revenue sufficient to pay all of its expenses, including operating costs, equipment purchases, taxes, and debt service. However, due to escalating debt service payments, the Pacific Place Garage is currently running a cash deficit. Although parking garage revenue projections have been revised upwards due to strong downtown retail sales activity, covenants restricting pricing for the garage and increasing debt service payments have created an ongoing operating deficit.

The Pacific Place Garage fund faces further financial pressures, including necessary repairs to the facility and attached equipment and continuing operating shortfalls. The fund currently relies upon a loan from the consolidated cash pool to maintain operations while alternatives, such as current efforts to sell the garage at a profit, are explored.

## Parking Garage Operations Fund

### Incremental Budget Changes

#### Parking Garage Operations Fund

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 9,474,574</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
Recognize Interest on Interfund Loan	\$ 241,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 241,000</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 9,715,574</b>	<b>0.00</b>

### Descriptions of Incremental Budget Changes

#### Proposed Technical Changes

#### Recognize Interest on Interfund Loan - \$241,000

In compliance with updated financial policies, appropriations are made to pay interest on outstanding interfund loans. This appropriation amount is based on the interest rate forecast for 2016.

### Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Pacific Place Garage Budget Control Level	46011	8,408,157	9,208,167	9,474,574	9,715,574
<b>Department Total</b>		<b>8,408,157</b>	<b>9,208,167</b>	<b>9,474,574</b>	<b>9,715,574</b>
<b>Department Full-time Equivalents Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## Parking Garage Operations Fund

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
462300	Parking Garage Revenue	7,434,408	7,281,000	7,281,000	8,075,000
469990	Miscellaneous Revenue	139,899	0	0	0
<b>Total Parking Garage Revenues</b>		<b>7,574,307</b>	<b>7,281,000</b>	<b>7,281,000</b>	<b>8,075,000</b>
<b>Total Revenues</b>		<b>7,574,307</b>	<b>7,281,000</b>	<b>7,281,000</b>	<b>8,075,000</b>
379100	Use of (Contribution to) Fund Balance	833,850	1,927,167	2,193,574	1,640,574
<b>Total Use of (Contribution to) Fund Balance</b>		<b>833,850</b>	<b>1,927,167</b>	<b>2,193,574</b>	<b>1,640,574</b>
<b>Total Resources</b>		<b>8,408,157</b>	<b>9,208,167</b>	<b>9,474,574</b>	<b>9,715,574</b>

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

#### Pacific Place Garage Budget Control Level

The purpose of the Pacific Place Garage Budget Control Level is to pay for the City's expenses to operate the Pacific Place Garage, which is located between Sixth and Seventh Avenues and Pine and Olive Streets in downtown Seattle.

	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
<b>Program Expenditures</b>				
Pacific Place Garage	8,408,157	9,208,167	9,474,574	9,715,574
<b>Total</b>	<b>8,408,157</b>	<b>9,208,167</b>	<b>9,474,574</b>	<b>9,715,574</b>

## Parking Garage Operations Fund

### Parking Garage Operations Fund Fund Table

#### Parking Garage Operations Fund (46010)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	-5,623,000	-8,774,117	-6,456,850	-10,701,284	-8,174,614
Accounting and Technical Adjustments	0	0	-510,328	0	13,400
Plus: Actual and Estimated Revenues	7,574,307	7,281,000	8,075,000	7,281,000	8,075,000
Less: Actual and Budgeted Expenditures	8,408,157	9,208,167	9,283,696	9,474,574	9,715,574
<b>Ending Fund Balance</b>	<b>-6,456,850</b>	<b>-10,701,284</b>	<b>-8,174,614</b>	<b>-12,894,858</b>	<b>-9,801,788</b>
<b>Ending Unreserved Fund Balance</b>	<b>-6,456,850</b>	<b>-10,701,284</b>	<b>-8,174,614</b>	<b>-12,894,858</b>	<b>-9,801,788</b>





# School Zone Fixed Automated Cameras Fund

Scott Kubly, Director

(206) 684-5000

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

## Department Overview

Beginning in 2014, the School Zone Fixed Automated Cameras Fund (SZFAC), created by Ordinance 124230, separately accounts for revenues generated by the school zone fixed automated cameras. The City uses fixed automated cameras to encourage reduced vehicle speeds and improved safety for school children and other pedestrians in school zones. Specific financial policies govern the use of revenues generated from either camera fines or civil penalties, as follows:

- school traffic and pedestrian safety and directly related infrastructure projects,
- pedestrian, bicyclist, and driver education campaigns, and
- installation, administrative, enforcement, operations and maintenance costs associated with the fixed automated cameras in and around school zones.

The Director of the Seattle Department of Transportation (SDOT) administers the fund. In 2012, SDOT worked with the Seattle Police Department to install eight fixed automated cameras on flashing beacons in four elementary school zones in Seattle. The City will operate a total of 28 cameras in 15 school zones by the end of 2015. SDOT does not currently plan to install additional cameras in 2016.

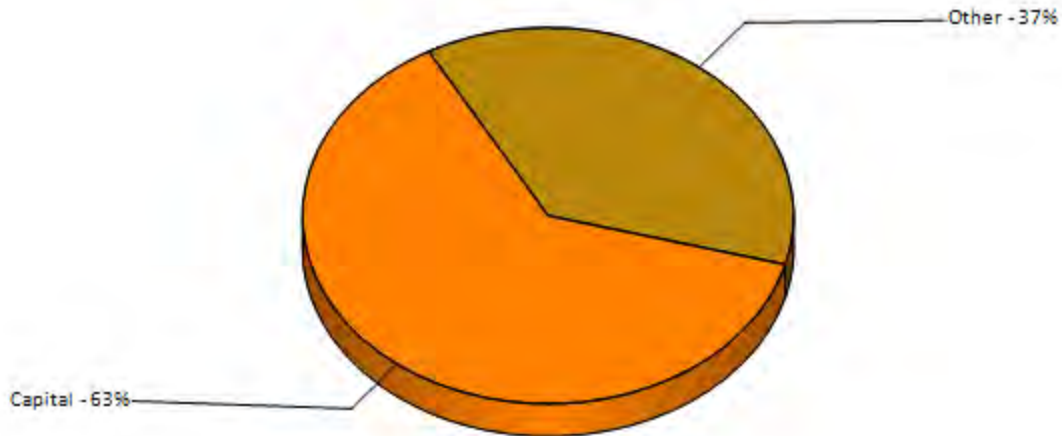
## Budget Snapshot

Department Support	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Other Funding - Operating	\$3,551,091	\$10,761,968	\$8,454,769	\$9,227,221
<b>Total Operations</b>	<b>\$3,551,091</b>	<b>\$10,761,968</b>	<b>\$8,454,769</b>	<b>\$9,227,221</b>
<b>Total Appropriations</b>	<b>\$3,551,091</b>	<b>\$10,761,968</b>	<b>\$8,454,769</b>	<b>\$9,227,221</b>
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

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

# School Zone Fixed Automated Cameras Fund

## 2016 Proposed Budget - Expenditure by Category



### Budget Overview

The 2016 Proposed Budget appropriates funding to the General Fund and Transportation Operating Fund for expenses related to:

- School traffic and pedestrian safety and directly related infrastructure projects;
- Pedestrian, bicyclist, and driver education campaigns; and
- Installation, administrative, enforcement, operations and maintenance costs associated with the fixed automated cameras in and around school zones.

Descriptions of funding uses are located in the Seattle Department of Transportation's (SDOT) Proposed Budget and 2016-2021 Adopted Capital Improvement Program (CIP) pages, as well as in the Seattle Police Department and the Seattle Municipal Court budget pages. The SDOT CIP pages are Pedestrian Master Plan - School Safety (TC367170) and Pedestrian Master Plan - New Sidewalks (TC367600).

# School Zone Fixed Automated Cameras Fund

## Incremental Budget Changes

### School Zone Fixed Automated Cameras Fund

	2016 Budget	FTE
<b>Total 2016 Endorsed Budget</b>	<b>\$ 8,454,769</b>	<b>0.00</b>
<b>Proposed Technical Changes</b>		
Technical Adjustment for Capital	\$ 772,452	0.00
<b>Total Incremental Changes</b>	<b>\$ 772,452</b>	<b>0.00</b>
<b>2016 Proposed Budget</b>	<b>\$ 9,227,221</b>	<b>0.00</b>

## Descriptions of Incremental Budget Changes

### Proposed Technical Changes

#### Technical Adjustment for Capital - \$772,452

Revenue projections were revised downward in 2015 due to a delay in school zone camera installation, therefore appropriation was abandoned in 2015 to align to the revised revenue forecast. However, revenue projections for 2016 were revised upward, therefore the 2016 Proposed Budget increases appropriation to the School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements BCL.

## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2014 Actuals</b>	<b>2015 Adopted</b>	<b>2016 Endorsed</b>	<b>2016 Proposed</b>
<b>Camera Operations, Administration, and Enforcement Budget Control Level</b>	<b>SZF100</b>	<b>1,075,836</b>	<b>2,237,557</b>	<b>2,237,557</b>	<b>2,237,557</b>
<b>School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control</b>					
Capital Improvements		2,000,000	7,292,031	5,016,332	5,788,784
Non-Capital Operations and Maintenance		475,255	1,232,380	1,200,880	1,200,880
<b>Total</b>	<b>SZF200</b>	<b>2,475,255</b>	<b>8,524,411</b>	<b>6,217,212</b>	<b>6,989,664</b>
<b>Department Total</b>		<b>3,551,091</b>	<b>10,761,968</b>	<b>8,454,769</b>	<b>9,227,221</b>
<b>Department Full-time Equivalent Total*</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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

## School Zone Fixed Automated Cameras Fund

### Revenue Overview

#### 2016 Estimated Revenues

Summit Code	Source	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
461110	Interest Earnings	17,164	0	0	0
	<b>Total Interest Earnings</b>	<b>17,164</b>	<b>0</b>	<b>0</b>	<b>0</b>
454100	School Camera Infraction Revenue	5,078,456	8,342,000	8,486,000	8,958,296
	<b>Total Speeding Infractions</b>	<b>5,078,456</b>	<b>8,342,000</b>	<b>8,486,000</b>	<b>8,958,296</b>
	<b>Total Revenues</b>	<b>5,095,620</b>	<b>8,342,000</b>	<b>8,486,000</b>	<b>8,958,296</b>
379100	Use of/(Contribution to) Fund Balance	-1,544,529	2,419,968	-31,231	268,925
	<b>Total Use of/(Contribution to) Fund Balance</b>	<b>-1,544,529</b>	<b>2,419,968</b>	<b>-31,231</b>	<b>268,925</b>
	<b>Total Resources</b>	<b>3,551,091</b>	<b>10,761,968</b>	<b>8,454,769</b>	<b>9,227,221</b>

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

#### Camera Operations, Administration, and Enforcement Budget Control Level

The purpose of the Camera Operations, Administration, and Enforcement BCL is to appropriate funds from the School Zone Fixed Automated Cameras Fund to the General Fund to support operational expenditures made in the Seattle Police Department and the Seattle Municipal Court related to fixed automated cameras.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Proposed
Camera Operations, Administration, and Enforcement	1,075,836	2,237,557	2,237,557	2,237,557
<b>Total</b>	<b>1,075,836</b>	<b>2,237,557</b>	<b>2,237,557</b>	<b>2,237,557</b>

## School Zone Fixed Automated Cameras Fund

### **School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control Level**

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

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Capital Improvements	2,000,000	7,292,031	5,016,332	5,788,784
Non-Capital Operations and Maintenance	475,255	1,232,380	1,200,880	1,200,880
<b>Total</b>	<b>2,475,255</b>	<b>8,524,411</b>	<b>6,217,212</b>	<b>6,989,664</b>

*The following information summarizes the programs in School Safety Education and Outreach, Infrastructure Maintenance, and Capital Improvements Budget Control Level:*

#### **Capital Improvements Program**

The purpose of the Capital Improvements Program is to appropriate funding to the Transportation Operating Fund for the purpose of use in its Capital Improvement Program for projects related to pedestrian and bicycle safety near schools. Projects primarily fall within Seattle Department of Transportation's Pedestrian Master Plan - School Safety project, but may also be located in other capital projects.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Capital Improvements	2,000,000	7,292,031	5,016,332	5,788,784

#### **Non-Capital Operations and Maintenance Program**

The purpose of the Non-Capital Operations and Maintenance Program is to appropriate funding to the Transportation Operating Fund for use on non-capital spending associated with school safety such as education and outreach, flashing warning beacon preventative maintenance and repair, and staff support to meet evaluation and reporting requirements of the school camera program as required by the State of Washington.

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
<b>Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Proposed</b>
Non-Capital Operations and Maintenance	475,255	1,232,380	1,200,880	1,200,880

## School Zone Fixed Automated Cameras Fund

### School Zone Cameras Fund Table

#### School Zone Fixed Automated Cameras Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Proposed
<b>Beginning Fund Balance</b>	<b>0</b>	<b>2,440,671</b>	<b>1,544,529</b>	<b>20,703</b>	<b>460,639</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	5,095,620	8,342,000	7,461,109	8,486,000	8,958,296
Less: Actual and Budgeted Expenditures	3,551,091	10,761,968	8,544,999	8,454,769	9,227,221
<b>Ending Fund Balance</b>	<b>1,544,529</b>	<b>20,703</b>	<b>460,639</b>	<b>51,934</b>	<b>191,714</b>
Planning Reserve		20,703		51,934	191,714
<b>Total Reserves</b>		<b>20,703</b>		<b>51,934</b>	<b>191,714</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,544,529</b>	<b>0</b>	<b>460,639</b>	<b>0</b>	<b>0</b>

## **Summary of Position and Full-Time Equivalent (FTE) Changes by Department**

The following tables provide a summary of total position and FTE changes by department for 2016. Position counts for a department may exceed FTE counts as position counts tally part-time positions as discrete items.





## Summary of Position Changes by Department

	(A)	(B)	(C)	(D) = (A) + (B) + (C)
Department	2016 Endorsed Total	2016 Baseline Changes*	2016 Proposed Changes	2016 Proposed Total
City Budget Office	33	2	-	35
Civil Service Commissions	3	-	-	3
Community Police Commission	4	-	-	4
Department of Education and Early Learning	55	4	(5)	54
Department of Information Technology	201	-	6	207
Department of Neighborhoods	41	1	2	44
Department of Construction and Inspections	399	6	(35)	
Department of Parks and Recreation	1,012	(2)	-	1,010
Employees' Retirement System	20	-	-	20
Ethics and Elections Commission	6	-	-	6
Finance and Administrative Services	632	-	16	648
Human Services Department	339	(1)	4	342
Law Department	177	-	3	180
Legislative Department	88	-	1	89
Neighborhood Matching Subfund	8	-	-	8
Office for Civil Rights	33	-	2	35
Office of Arts and Cultural Affairs	33	-	(3)	30
Office of Economic Development	28	-	3	31
Office of Hearing Examiner	5	-	-	5
Office of Housing	45	(3)	3	45
Office of Immigrant and Refugee Affairs	8	-	2	10
Office of Intergovernmental Relations	12	-	(1)	11
Office of Planning and Community Development	418	-	44	462
Office of Sustainability and Environment	21	-	2	23
Office of the City Auditor	10	-	-	10
Office of the Mayor	36	-	9	45
Seattle Center	260	-	-	260
Seattle City Light	1,868	-	7	1,875
Seattle Department of Human Resources	146	4	1	151
Seattle Department of Transportation	797	-	37	834
Seattle Fire Department	1,184	1	4	1,189
Seattle Municipal Court	226	-	(1)	225
Seattle Police Department	2,032	3	12	2,047
Seattle Public Utilities	1,445	-	22	1,467
<b>Total Budgeted Positions</b>	<b>11,226</b>	<b>15</b>	<b>135</b>	<b>11,405</b>
Seattle Firefighters' Pension Fund**	4	-	-	4
Seattle Police Relief and Pension Fund**	3	-	-	3
Seattle Public Library**	667	-	(3)	664
<b>Total Citywide Positions</b>	<b>11,900</b>	<b>15</b>	<b>132</b>	<b>12,076</b>

\* Baseline Changes include past position modifications passed in City Council ordinances (effective January 2015 through August 2015). This may also include department provided baseline changes to abrogate unfunded, vacant positions and sunseting positions. This may also include corrections to the 2016 Endorsed Budget.

\*\* Personnel figures are for informational purposes only. The Library's position list is established by the Library Board of Trustees, and positions for the Police and Firefighter Pension funds are set by their respective board members.

## Summary of Full-Time Equivalent (FTE) Changes by Department

	(A)	(B)	(C)	(D) = (A) + (B) + (C)
Department	2016 Endorsed Total	2016 Baseline Changes*	2016 Proposed Changes	2016 Proposed Total
City Budget Office	33.00	2.00	-	35.00
Civil Service Commissions	2.60	-	-	2.60
Community Police Commission	4.00	-	-	4.00
Department of Education and Early Learning	54.50	4.00	(4.50)	54.00
Department of Information Technology	198.25	-	6.25	204.50
Department of Neighborhoods	40.00	1.00	3.00	44.00
Department of Construction and Inspections	419.50	6.30	(23.50)	402.30
Department of Parks and Recreation	919.35	(1.50)	0.83	918.68
Employees' Retirement System	20.00	-	-	20.00
Ethics and Elections Commission	5.20	-	(0.30)	4.90
Finance and Administrative Services	624.00	-	14.50	638.50
Human Services Department	327.60	(1.00)	4.00	330.60
Law Department	173.60	-	3.50	177.10
Legislative Department	88.50	-	1.50	90.00
Neighborhood Matching Subfund	8.00	-	-	8.00
Office for Civil Rights	31.25	-	2.00	33.25
Office of Arts and Cultural Affairs	31.59	-	(2.50)	29.09
Office of Economic Development	27.50	-	3.50	31.00
Office of Hearing Examiner	4.63	-	-	4.63
Office of Housing	43.50	(3.00)	3.00	43.50
Office of Immigrant and Refugee Affairs	8.00	-	1.50	9.50
Office of Intergovernmental Relations	11.50	-	(1.00)	10.50
Office of Planning and Community Development	-	-	43.00	43.00
Office of Sustainability and Environment	15.25	-	2.00	17.25
Office of the City Auditor	9.50	-	-	9.50
Office of the Mayor	35.50	-	8.50	44.00
Seattle Center	241.13	-	-	241.13
Seattle City Light	1,861.30	-	7.00	1,868.30
Seattle Department of Human Resources	143.55	3.70	1.00	148.25
Seattle Department of Transportation	797.00	-	37.00	834.00
Seattle Fire Department	1,162.55	1.00	4.00	1,167.55
Seattle Municipal Court	213.60	-	0.50	214.10
Seattle Police Department	2,018.35	3.00	12.00	2,033.35
Seattle Public Utilities	1,438.05	-	22.00	1,460.05
<b>Total Budgeted FTEs</b>	<b>11,011.85</b>	<b>15.50</b>	<b>148.78</b>	<b>11,176.13</b>
Seattle Firefighters' Pension Fund	4.00	-	-	4.00
Seattle Police Relief and Pension Fund	3.00	-	-	3.00
Seattle Public Library	558.40	-	(2.30)	556.10
<b>Total Citywide FTEs</b>	<b>11,577.25</b>	<b>15.50</b>	<b>146.48</b>	<b>11,739.23</b>

\* Baseline Changes include past position modifications passed in City Council ordinances (effective January 2015 through August 2015). This may also include department provided baseline changes to abrogate unfunded, vacant positions and sunseting positions. This may also include corrections to the 2016 Endorsed Budget.

\*\* Personnel figures are for informational purposes only. The Library's position list is established by the Library Board of Trustees, and positions for the Police and Firefighter Pension funds are set by their respective board members.

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General Subfund (00100)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	57,843	36,573	53,587	55,314	70,902	129,507	210,118
Accounting Adjustments	-	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>57,843</b>	<b>36,573</b>	<b>53,587</b>	<b>55,314</b>	<b>70,902</b>	<b>129,507</b>	<b>210,118</b>
<b>Revenues</b>							
Property Tax	268,745	271,288	271,677	281,692	291,509	302,906	308,964
Sales Tax	198,022	204,901	216,614	226,330	234,216	241,323	249,769
Business and Occupation Tax	206,313	216,680	221,048	231,199	240,855	250,536	259,305
Utility Tax	185,477	191,094	186,847	195,895	202,367	205,386	212,575
Other Taxes	15,437	16,266	16,106	23,192	23,652	24,074	24,917
Parking Meters	39,881	39,806	40,954	43,205	44,294	43,287	44,802
Court Fines and Forfeitures	29,531	30,188	25,838	29,153	30,086	30,086	31,139
Revenue from Other Public Entities	27,624	10,437	11,017	10,681	10,504	10,922	11,305
Service Charges & Reimbursements	50,037	42,861	44,514	47,252	46,408	47,508	49,171
Fund Balance Transfers (ERF, RSA, J&C, CRS-U)	3,374	3,061	3,061	2,772	1,218	1,237	1,280
Licenses, Permits, Interest Income and Other	20,030	16,405	18,282	19,621	22,132	23,078	23,885
less 2014 grants not in budget book	(16,715)	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,027,758</b>	<b>1,042,987</b>	<b>1,055,958</b>	<b>1,110,991</b>	<b>1,147,239</b>	<b>1,180,343</b>	<b>1,217,112</b>
Resources from Bond Proceeds	-	-	-	4,487	4,487	-	-
<b>Total Resources</b>	<b>1,027,758</b>	<b>1,042,987</b>	<b>1,055,958</b>	<b>1,115,478</b>	<b>1,151,726</b>	<b>1,180,343</b>	<b>1,217,112</b>
<b>Expenditures</b>							
Arts, Culture & Recreation	(155,848)	(161,361)	(161,779)	(170,007)	(172,472)	(174,973)	(177,510)
Health and Human Services	(66,525)	(66,698)	(79,123)	(83,664)	(84,877)	(86,108)	(87,356)
Neighborhoods & Development	(33,310)	(25,839)	(26,314)	(32,183)	(32,650)	(33,123)	(33,603)
Public Safety	(605,827)	(594,465)	(594,755)	(610,040)	(618,885)	(627,859)	(636,963)
Utilities and Transportation	(45,669)	(42,489)	(42,489)	(52,124)	(53,570)	(53,647)	(54,425)
Administration	(108,420)	(134,512)	(121,242)	(128,041)	(129,580)	(131,459)	(133,365)
Debt service	(16,334)	(14,625)	(14,625)	(16,460)	(17,798)	(18,256)	(17,962)
GF Subfunds	(16,795)	(8,125)	(7,787)	(7,372)	(4,972)	(4,392)	(4,466)
less 2014 grants not in budget book	16,715	-	-	-	-	-	-
First Quarter Supplemental	-	-	(2,962)	-	-	-	-
Second Quarter Supplemental	-	-	(632)	-	-	-	-
Third Quarter Supplemental	-	-	(8,390)	-	-	-	-
Fourth Quarter Supplemental	-	-	(1,850)	-	-	-	-
Other Adjustments	-	-	7,717	-	21,683	30,084	29,268
	(1,032,014)	(1,048,114)	(1,054,230)	(1,099,891)	(1,093,121)	(1,099,732)	(1,116,382)
<b>Ending Fund Balance</b>	<b>53,587</b>	<b>31,446</b>	<b>55,314</b>	<b>70,902</b>	<b>129,507</b>	<b>210,118</b>	<b>310,847</b>
<b>Reserves</b>							
End of year carry forward reserves	-	-	(12,988)	(12,988)	(12,988)	(12,988)	(12,988)
Planning reserve	-	-	(21,076)	(57,898)	(116,464)	(192,213)	(281,119)
Reserves against fund balance	-	(29,489)	-	-	-	-	-
<b>Total Reserves</b>	<b>-</b>	<b>(29,489)</b>	<b>(34,064)</b>	<b>(70,888)</b>	<b>(129,452)</b>	<b>(205,201)</b>	<b>(294,107)</b>
<b>Ending Unreserved Fund Balance</b>	<b>53,587</b>	<b>1,957</b>	<b>21,250</b>	<b>14</b>	<b>55</b>	<b>4,917</b>	<b>16,740</b>

**Judgment and Claims Fund (00126)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	14,818	12,585	13,409	8,219	7,029	7,030	7,031
Accounting Adjustments	(178)	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>14,640</b>	<b>12,585</b>	<b>13,409</b>	<b>8,219</b>	<b>7,029</b>	<b>7,030</b>	<b>7,031</b>
<b>Revenues</b>							
Miscellaneous Revenue	17	-	-	-	-	-	-
Payments from Utilities	2,928	7,782	7,782	7,782	7,782	7,782	7,782
Payments from GF Depts	8,022	4,439	4,439	8,156	9,180	9,180	9,180
General Fund Support	756	338	338	621	788	788	788
<b>Total Revenues</b>	<b>11,722</b>	<b>12,559</b>	<b>12,559</b>	<b>16,559</b>	<b>17,750</b>	<b>17,750</b>	<b>17,750</b>
<b>Expenditures</b>							
<i>Utilities</i>							
FAS Claims	(1,509)	(1,732)	(1,732)	(1,732)	(1,732)	(1,732)	(1,732)
LAW Judgments	(530)	(3,581)	(3,581)	(3,581)	(3,581)	(3,581)	(3,581)
LAW Litigation	(1,186)	(2,469)	(2,469)	(2,469)	(2,469)	(2,469)	(2,469)
<b>Utilities Sub-total</b>	<b>(3,225)</b>	<b>(7,782)</b>	<b>(7,782)</b>	<b>(7,782)</b>	<b>(7,782)</b>	<b>(7,782)</b>	<b>(7,782)</b>
<i>General Fund</i>							
FAS Claims	(1,089)	(2,378)	(2,378)	(2,378)	(2,378)	(2,378)	(2,378)
LAW Judgments	(6,288)	(2,909)	(2,909)	(2,909)	(2,909)	(2,909)	(2,909)
LAW Litigation	(1,261)	(3,270)	(3,270)	(3,270)	(3,270)	(3,270)	(3,270)
LAW Police Action	(1,036)	(1,307)	(1,307)	(1,307)	(1,307)	(1,307)	(1,307)
LAW General	(54)	(103)	(103)	(103)	(103)	(103)	(103)
<b>General Fund Sub-total</b>	<b>(9,728)</b>	<b>(9,967)</b>	<b>(9,967)</b>	<b>(9,967)</b>	<b>(9,967)</b>	<b>(9,967)</b>	<b>(9,967)</b>
<b>Total Expenditures</b>	<b>(12,953)</b>	<b>(17,749)</b>	<b>(17,749)</b>	<b>(17,749)</b>	<b>(17,749)</b>	<b>(17,749)</b>	<b>(17,749)</b>
<b>Ending Fund Balance</b>	<b>13,409</b>	<b>7,395</b>	<b>8,219</b>	<b>7,029</b>	<b>7,030</b>	<b>7,031</b>	<b>7,032</b>

**Arts Account Subfund (00140)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	578	435	1,149	530	679	934	1,327
Accounting Adjustments	-	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>578</b>	<b>435</b>	<b>1,149</b>	<b>530</b>	<b>679</b>	<b>934</b>	<b>1,327</b>
<b>Revenues</b>							
Admissions Tax Allocation to OACA	5,301	5,953	5,953	6,493	6,682	6,875	7,076
General Fund	551	-	-	-	-	-	-
Interest Earnings	16	20	20	20	20	20	20
Interest Increase/Decrease	5	-	-	-	-	-	-
Langston Hughes Operating	72	31	31	32	32	32	32
Misc Income	5	-	-	-	-	-	-
Rental Income from LHPAI Non-Profit	-	-	-	-	40	40	40
<b>Total Revenues</b>	<b>5,950</b>	<b>6,004</b>	<b>6,004</b>	<b>6,545</b>	<b>6,774</b>	<b>6,967</b>	<b>7,168</b>
<b>Expenditures</b>							
Administrative Services	(536)	(653)	(653)	(598)	(634)	(602)	(611)
Community Development and Outreach	(537)	(616)	(616)	(611)	(621)	(630)	(639)
Cultural Partnerships	(3,480)	(3,811)	(3,811)	(4,358)	(4,423)	(4,490)	(4,557)
Cultural Partnerships: Langston Hughes Non-Profit Contract	-	-	-	(400)	(406)	(412)	(418)
Langston Hughes Operating	(825)	(875)	(875)	(428)	(434)	(441)	(448)
Carry Forwards (inc. Encumbrances)	-	-	(668)	-	-	-	-
<b>Total Expenditures</b>	<b>(5,378)</b>	<b>(5,955)</b>	<b>(6,623)</b>	<b>(6,396)</b>	<b>(6,519)</b>	<b>(6,574)</b>	<b>(6,673)</b>
<b>Ending Fund Balance</b>	<b>1,149</b>	<b>484</b>	<b>530</b>	<b>679</b>	<b>934</b>	<b>1,327</b>	<b>1,822</b>
<b>Reserves</b>							
Encumbrances	(668)	-	-	-	-	-	-
Operating Reserve	(400)	(400)	(400)	(409)	(419)	(429)	(439)
Planning Reserve	-	(54)	(42)	(139)	(285)	(482)	(720)
<b>Total Reserves</b>	<b>(1,068)</b>	<b>(454)</b>	<b>(442)</b>	<b>(548)</b>	<b>(704)</b>	<b>(911)</b>	<b>(1,160)</b>
<b>Ending Unreserved Fund Balance</b>	<b>81</b>	<b>30</b>	<b>88</b>	<b>131</b>	<b>230</b>	<b>416</b>	<b>662</b>

**Cable Television Franchise Subfund (00160)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	4,821	4,182	4,118	3,886	4,588	5,480	6,532
Accounting Adjustments	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>4,821</b>	<b>4,182</b>	<b>4,118</b>	<b>3,886</b>	<b>4,588</b>	<b>5,480</b>	<b>6,532</b>
<b>Revenues</b>							
Franchise Fees <sup>1</sup>	8,186	8,406	8,480	9,185	9,414	9,650	9,746
PEG Support Fees <sup>2</sup>	-	-	12	765	783	834	843
Misc. Revenues/Rebates <sup>3</sup>	29	-	-	50	-	-	-
Interest Earnings	36	28	46	49	58	69	83
<b>Total Revenues</b>	<b>8,251</b>	<b>8,434</b>	<b>8,539</b>	<b>10,048</b>	<b>10,256</b>	<b>10,553</b>	<b>10,672</b>
<b>Expenditures <sup>4</sup></b>							
Leadership, Planning, and Security	(426)	(408)	(408)	(734)	(735)	(746)	(757)
Engineering and Operations	(1,632)	(969)	(969)	(1,155)	(1,157)	(1,175)	(1,192)
Digital Engagement	(6,725)	(6,917)	(7,204)	(7,029)	(7,040)	(7,145)	(7,253)
Business Office	-	-	-	(238)	(242)	(246)	-
Other <sup>5</sup>	20	-	-	-	-	-	-
Support to Library	(190)	(190)	(190)	(190)	(190)	(190)	(190)
<b>Total Expenditures</b>	<b>(8,953)</b>	<b>(8,484)</b>	<b>(8,771)</b>	<b>(9,346)</b>	<b>(9,364)</b>	<b>(9,502)</b>	<b>(9,392)</b>
<b>Ending Fund Balance</b>	<b>4,118</b>	<b>4,132</b>	<b>3,886</b>	<b>4,588</b>	<b>5,480</b>	<b>6,532</b>	<b>7,811</b>
<b>Reserves</b>							
Designation for Cable Programs	(226)	-	-	-	-	-	-
Operating Expense & Revenue Projection Reserves	(1,343)	(1,273)	(1,316)	(1,402)	(1,405)	(1,425)	(1,409)
Digital Equity Reserves	-	-	-	(500)	(1,000)	(1,000)	(1,000)
Rainy Day Fund <sup>6</sup>	-	-	-	(301)	(609)	(926)	(1,246)
Equipment Replacement for Capital Acquisitions	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Interest earnings on regular Cable Fees	-	-	-	-	-	-	-
<b>Total Reserves</b>	<b>(2,169)</b>	<b>(1,873)</b>	<b>(1,916)</b>	<b>(2,803)</b>	<b>(3,614)</b>	<b>(3,951)</b>	<b>(4,255)</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,950</b>	<b>2,259</b>	<b>1,971</b>	<b>1,785</b>	<b>1,866</b>	<b>2,581</b>	<b>3,556</b>

**Assumptions:**

<sup>1</sup> Annual revenue growth projections are as follows: 3.75% for 2015 Revised based on year to date franchise fee growth through April; 3% for 2016

<sup>2</sup> Beginning with the 2015 revised projections, PEG fees are separated into its own revenue category.

<sup>3</sup> \$50K Comcast grant in 2016

<sup>4</sup> Estimated Expenditures based on revised and proposed budgets for 2015 and 2016 respectively, and assume 1.5% inflation thereafter.

<sup>5</sup> DoIT underspend rebate.

<sup>6</sup> Rainy Day Fund accumulating at the rate of 3% per year starting in 2017



Cumulative Reserve Subfund - REET II Subaccount (00161)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	25,782	26,656	21,203	19,817	18,826	22,536	33,624
Accounting Adjustments		-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>25,782</b>	<b>26,656</b>	<b>21,203</b>	<b>19,817</b>	<b>18,826</b>	<b>22,536</b>	<b>33,624</b>
<b>Revenues</b>							
Real Estate Excise Taxes	26,669	25,731	29,937	28,181	29,881	31,137	30,044
<b>Total Revenues</b>	<b>26,669</b>	<b>25,731</b>	<b>29,937</b>	<b>28,181</b>	<b>29,881</b>	<b>31,137</b>	<b>30,044</b>
<b>Expenditures</b>							
Direct CRS Spending	(945)	(1,000)	(1,000)	(1,000)	-	-	-
CIP Supported Projects	(30,304)	(29,433)	(30,323)	(28,171)	(26,171)	(20,049)	(20,335)
<b>Total Expenditures</b>	<b>(31,248)</b>	<b>(30,433)</b>	<b>(31,323)</b>	<b>(29,171)</b>	<b>(26,171)</b>	<b>(20,049)</b>	<b>(20,335)</b>
<b>Ending Fund Balance</b>	<b>21,203</b>	<b>21,954</b>	<b>19,817</b>	<b>18,826</b>	<b>22,536</b>	<b>33,624</b>	<b>43,333</b>
<b>Reserves</b>							
Continuing Appropriation	(9,325)	(16,697)	(9,325)	(9,325)	(9,325)	(9,325)	(9,325)
Reserve for American Disabilities Act Projects					(1,000)	(2,000)	(3,000)
Reserve for Neighborhood (NSF) Projects					(2,000)	(4,000)	(6,000)
Reserve for Seattle Asian Art Museum		(100)	(100)	(4,450)	(4,450)	(4,450)	(4,450)
Reserve for Asset Preservation Projects					(700)	(8,750)	(15,500)
Fund Balance Target Reserve	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Reserves</b>	<b>(14,325)</b>	<b>(21,797)</b>	<b>(14,425)</b>	<b>(18,775)</b>	<b>(22,475)</b>	<b>(33,525)</b>	<b>(43,275)</b>
<b>Ending Unreserved Fund Balance</b>	<b>6,878</b>	<b>157</b>	<b>5,392</b>	<b>51</b>	<b>62</b>	<b>99</b>	<b>58</b>

**Cumulative Reserve Subfund - REET I Subaccount (00163)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	36,013	26,656	35,375	39,448	37,609	52,607	72,287
Accounting Adjustments	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>36,013</b>	<b>28,189</b>	<b>35,375</b>	<b>39,448</b>	<b>37,609</b>	<b>52,607</b>	<b>72,287</b>
<b>Revenues</b>							
Real Estate Excise Taxes	26,669	25,731	29,937	28,181	29,881	31,137	30,044
<b>Total Revenues</b>	<b>26,669</b>	<b>25,731</b>	<b>29,937</b>	<b>28,181</b>	<b>29,881</b>	<b>31,137</b>	<b>30,044</b>
<b>Expenditures</b>							
Direct CRS Spending	(1,979)	(2,166)	(2,166)	(2,236)	(1,273)	(1,311)	(1,350)
CIP Supported Projects	(25,328)	(23,281)	(23,697)	(27,784)	(13,610)	(10,145)	(9,946)
<b>Total Expenditures</b>	<b>(27,307)</b>	<b>(25,447)</b>	<b>(25,864)</b>	<b>(30,020)</b>	<b>(14,883)</b>	<b>(11,456)</b>	<b>(11,296)</b>
<b>Ending Fund Balance</b>	<b>35,375</b>	<b>28,473</b>	<b>39,448</b>	<b>37,609</b>	<b>52,607</b>	<b>72,287</b>	<b>91,035</b>
<b>Reserves</b>							
Continuing Appropriation	(26,312)	(20,927)	(26,312)	(26,312)	(26,312)	(26,312)	(26,312)
Reserve for American Disabilities Act Projects	-	-	-	-	(2,000)	(4,000)	(6,000)
Reserve for Seattle Asian Art Museum	(2,000)	(2,425)	(2,625)	(6,100)	(10,000)	(10,000)	(10,000)
Reserve for Asset Preservation Projects	-	-	(100)	(100)	(9,200)	(26,800)	(43,650)
Fund Balance Target Reserve	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Total Reserves</b>	<b>(33,312)</b>	<b>(28,352)</b>	<b>(34,037)</b>	<b>(37,512)</b>	<b>(52,512)</b>	<b>(72,112)</b>	<b>(90,962)</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,063</b>	<b>121</b>	<b>5,411</b>	<b>97</b>	<b>95</b>	<b>175</b>	<b>73</b>

**Cumulative Reserve Subfund - Unrestricted (00164)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	6,260	5,531	2,903	6,711	4,262	4,053	4,040
Accounting Adjustments		-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	<b>6,260</b>	<b>5,531</b>	<b>2,903</b>	<b>6,711</b>	<b>4,262</b>	<b>4,053</b>	<b>4,040</b>
<b>Revenues</b>							
Grants/Levy/Donations/Other	3,864	3,341	6,247	1,587	1,534	1,595	1,499
Misc Revenues <sup>1</sup>	937	400	9,422	1,100	500	450	450
Property Sales	-	2,750	-	-	-	-	-
General Fund Support	400	-	-	-	-	-	-
<b>Total Revenues</b>	<b>5,201</b>	<b>6,491</b>	<b>15,669</b>	<b>2,687</b>	<b>2,034</b>	<b>2,045</b>	<b>1,949</b>
<b>Expenditures</b>							
Direct CRS Spending	(76)	(264)	(264)	(266)	(268)	(270)	(272)
CIP Supported Projects	(8,483)	(4,372)	(11,597)	(4,869)	(1,975)	(1,788)	(1,693)
<b>Total Expenditures</b>	<b>(8,558)</b>	<b>(4,636)</b>	<b>(11,861)</b>	<b>(5,135)</b>	<b>(2,243)</b>	<b>(2,058)</b>	<b>(1,965)</b>
<b>Ending Fund Balance</b>	<b>2,903</b>	<b>7,387</b>	<b>6,711</b>	<b>4,262</b>	<b>4,053</b>	<b>4,040</b>	<b>4,024</b>
<b>Reserves</b>							
Continuing Appropriation	(8,712)	(7,861)	(7,972)	(7,972)	(7,972)	(7,972)	(7,972)
District Energy Investment Reserve	-	-	-	-	-	-	-
<b>Total Reserves</b>	<b>(8,712)</b>	<b>(7,861)</b>	<b>(7,972)</b>	<b>(7,972)</b>	<b>(7,972)</b>	<b>(7,972)</b>	<b>(7,972)</b>
<b>Ending Unreserved Fund Balance<sup>2</sup></b>	<b>(5,809)</b>	<b>(474)</b>	<b>(1,261)</b>	<b>(3,710)</b>	<b>(3,918)</b>	<b>(3,931)</b>	<b>(3,947)</b>

1) Includes Interest Earnings, Street Vacations, Parking Fees

2) The negative ending fund balance position is supported by an interfund loan of \$4 million. The expectation is that residual property at the Meyers Way location which was purchased to build Joint Training Facility will be sold to repay the interfund loan. If the City is unable to sell the property then the General Fund will begin making annual installment payments of \$650,000 beginning in 2017.

**Neighborhood Matching Fund (00165)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	4,511	4,150	5,161	2,964	2,008	1,725	1,507
Accounting Adjustments	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	4,511	4,150	5,161	2,964	2,008	1,725	1,507
<b>Revenues</b>							
Revenues (Support from General Fund)	3,505	1,577	1,562	3,164	3,441	3,562	3,686
<b>Total Revenues</b>	3,505	1,577	1,562	3,164	3,441	3,562	3,686
<b>Expenditures</b>							
Large Projects Fund	(725)	(1,506)	(1,506)	(2,045)	(1,568)	(1,591)	(1,615)
Management and Project Development	(821)	(960)	(960)	(955)	(970)	(984)	(999)
Small and Simple Projects	(1,243)	(1,477)	(1,477)	(1,510)	(1,533)	(1,556)	(1,579)
Small Sparks Projects	(66)	(67)	(67)	(68)	(69)	(70)	(71)
Projected Underspend		401	401	458	415	421	427
Supplemental			(150)				
<b>Total Expenditures</b>	(2,855)	(3,609)	(3,759)	(4,120)	(3,724)	(3,780)	(3,836)
<b>Ending Fund Balance</b>	5,161	2,118	2,964	2,008	1,725	1,507	1,357
<b>Reserves</b>							
Reserved for Continuing Appropriations	(2,216)	(1,356)	(2,046)	(1,356)	(1,356)	(1,356)	(1,356)
<b>Total Reserves</b>	(2,216)	(1,356)	(2,046)	(1,356)	(1,356)	(1,356)	(1,356)
<b>Ending Unreserved Fund Balance</b>	2,945	762	918	652	369	151	1

**Revenue Stabilization Account (00166)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	30,397	41,413	41,413	45,223	47,447	49,156	50,731
Accounting Adjustments		-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	30,397	41,413	41,413	45,223	47,447	49,156	50,731
<b>Revenues</b>							
CY/Actual Budget Contribution	4,293	3,337	3,811	2,224	1,709	1,575	1,522
Additional Year-End Contribution	6,723		-				
<b>Total Revenues</b>	11,016	3,337	3,811	2,224	1,709	1,575	1,522
<b>Expenditures</b>							
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	41,413	44,750	45,223	47,447	49,156	50,731	52,253
<b>Reserves</b>							
<b>Total Reserves</b>	-	-	-	-	-	-	-
<b>Ending Unreserved Fund Balance</b>	41,413	44,750	45,223	47,447	49,156	50,731	52,253

**Cumulative Reserve Subfund - South Lake Union Property Fund (00167)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	316	319	321	325	328	332	335
Accounting Adjustments							
<b><i>Beginning Unreserved Fund Balance</i></b>	316	319	321	325	328	332	335
<b>Revenues</b>							
Misc Revenue	5	2	4	4	4	4	4
<b><i>Total Revenues</i></b>	5	2	4	4	4	4	4
<b>Expenditures</b>							
CY/Actual Budget Appropriations	-	-	-	-	-	-	-
<b><i>Total Expenditures</i></b>	-	-	-	-	-	-	-
<b><i>Ending Fund Balance</i></b>	321	321	325	328	332	335	339
<b>Reserves</b>							
Designated for Special Purposes	(321)	(321)	(325)	(328)	(332)	(335)	(339)
<b><i>Total Reserves</i></b>	(321)	(321)	(325)	(328)	(332)	(335)	(339)
<b><i>Ending Unreserved Fund Balance</i></b>	-	-	-	-	-	-	-

**Cumulative Reserve Subfund - Asset Preservation Fund (00168)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	8,840	9,249	6,108	3,044	2,111	-	-
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	8,840	9,249	6,108	3,044	2,111	-	-
<b>Revenues</b>							
Transfer from FAS Facilities subfund	-	2,000	1,750	2,750	500	-	-
Misc Revenue	4,142	4,050	4,250	3,709	7,000	7,687	7,879
<b>Total Revenues</b>	4,142	6,050	6,000	6,459	7,500	7,687	7,879
<b>Expenditures</b>							
CY/Actual Budget Appropriations	(6,874)	(6,000)	(9,064)	(7,392)	(9,611)	(7,687)	(7,879)
<b>Total Expenditures</b>	(6,874)	(6,000)	(9,064)	(7,392)	(9,611)	(7,687)	(7,879)
<b>Ending Fund Balance</b>	6,108	9,299	3,044	2,111	-	-	-
<b>Reserves</b>							
Continuing Appropriations	(5,174)	(8,328)	(2,110)	(2,111)	-	-	-
Large Expense Project Reserve	(934)	(971)	(934)	-	-	-	-
<b>Total Reserves</b>	(6,108)	(9,299)	(3,044)	(2,111)	-	-	-
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	-

Cumulative Reserve Subfund - Street Vacation Fund (00169)

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	493	1,648	490	6,233	324	117	112
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	493	1,648	490	6,233	324	117	112
<b>Revenues</b>							
Misc Revenue	-	2,750	8,722	500	-	-	-
<b>Total Revenues</b>	-	2,750	8,722	500	-	-	-
<b>Expenditures</b>							
CY/Actual Budget Appropriations	(3)	(2,056)	(2,980)	(6,409)	(207)	(5)	(5)
<b>Total Expenditures</b>	(3)	(2,056)	(2,980)	(6,409)	(207)	(5)	(5)
<b>Ending Fund Balance</b>	490	2,342	6,233	324	117	112	107
<b>Reserves</b>							
Continuing Appropriations	(924)	(827)	-	-	-	-	-
Designated for Transportation Purposes	-	(1,515)	(6,232)	(323)	(116)	(111)	(106)
<b>Total Reserves</b>	(924)	(2,342)	(6,232)	(323)	(116)	(111)	(106)
<b>Ending Unreserved Fund Balance</b>	(434)	-	-	-	-	-	-



Cumulative Reserve Subfund - BlueField Habitat Preservation Fund (00178)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	205	205	208	210	212	214	216
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	205	205	208	210	212	214	216
<b>Revenues</b>							
Misc Revenue	3	-	2	2	2	2	2
<b>Total Revenues</b>	3	-	2	2	2	2	2
<b>Expenditures</b>							
CY/Actual Budget Appropriations	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	208	205	210	212	214	216	218
<b>Reserves</b>							
Continuing Appropriations	-	-	-	-	-	-	-
Designated for Special Purposes	(208)	(205)	(210)	(212)	(214)	(216)	(218)
<b>Total Reserves</b>	(208)	(205)	(210)	(212)	(214)	(216)	(218)
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	-

**Emergency Fund (00185)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Project	2018 Projected	2019 Projected
Beginning Fund Balance	42,060	48,547	48,547	54,193	59,341	62,605	65,422
<b>Beginning Unreserved Fund Balance</b>	42,060	48,547	48,547	54,193	59,341	62,605	65,422
<b>Revenues</b>							
CY/Actual Budget Contribution	4,623	4,459	5,646	5,148	3,264	2,817	2,944
Reimbursement from Departments	1,864	-	-	-	-	-	-
<b>Total Revenues</b>	6,487	4,459	5,646	5,148	3,264	2,817	2,944
<b>Expenditures</b>							
CY/Actual Budget Appropriations	-	-	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	48,547	53,005	54,193	59,341	62,605	65,422	68,366
<b>Reserves</b>							
Continuing Appropriations	-	-	-	-	-	-	-
<b>Total Reserves</b>	-	-	-	-	-	-	-
<b>Ending Unreserved Fund Balance</b>	48,547	53,005	54,193	59,341	62,605	65,422	68,366

**Parks and Recreation Fund (10200)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	4,242	2,331	2,832	2,588	2,279	3,990	3,855
<b><i>Beginning Unreserved Fund Balance</i></b>	<b>4,242</b>	<b>2,331</b>	<b>2,832</b>	<b>2,588</b>	<b>2,279</b>	<b>3,990</b>	<b>3,855</b>
<b>Revenues</b>							
Environmental Learning and Programs	169	136	136	136	136	136	136
Facility and Structure Maintenance	947	1,313	1,313	2,453	2,201	2,267	2,335
Finance and Administration	90,005	95,623	95,623	100,848	102,243	105,311	108,470
Golf (Subfund 10240)	9,377	12,169	12,169	11,905	12,907	13,294	13,693
Natural Resources Management	1,866	2,306	2,306	3,056	2,904	2,991	3,080
Park Cleaning, Landscaping, Restoration	1,385	1,947	1,947	1,924	2,135	2,199	2,265
Planning, Development, and Acquisition	4,861	5,462	5,462	5,731	6,602	5,800	4,974
Policy Direction and Leadership	3,188	292	292	417	477	477	477
Recreation Facilities and Programs	8,794	11,180	11,180	12,263	12,227	12,594	12,972
Regional Parks and Strategic Outreach	-	3,292	3,292	5,040	4,200	3,753	3,753
Seattle Aquarium	2,450	300	300	1,080	1,107	1,135	1,163
Seattle Conservation Corps	2,866	3,898	3,898	3,855	3,946	3,946	3,946
Swimming, Boating, and Aquatics	5,471	5,771	5,771	5,537	5,769	5,769	5,769
Woodland Park Zoo	149	98	98	98	102	105	108
<b>Total Revenues</b>	<b>131,528</b>	<b>143,787</b>	<b>143,787</b>	<b>154,343</b>	<b>156,957</b>	<b>159,777</b>	<b>163,142</b>
<b>Expenditures</b>							
Environmental Learning and Programs	(1,454)	(1,110)	(1,110)	(1,107)	(1,166)	(1,201)	(1,237)
Facility and Structure Maintenance	(15,467)	(16,889)	(16,889)	(17,709)	(18,537)	(19,093)	(19,666)
Finance and Administration	(8,100)	(10,358)	(10,358)	(14,295)	(10,703)	(11,024)	(11,355)
Golf	(9,584)	(11,561)	(11,561)	(11,904)	(12,261)	(12,629)	(13,008)
Judgment and Claims	(652)	(385)	(385)	(711)	(732)	(754)	(777)
Natural Resources Management	(7,540)	(8,536)	(8,536)	(9,125)	(9,486)	(9,771)	(10,064)
Park Cleaning, Landscaping, and Restoration	(30,550)	(31,791)	(31,791)	(32,703)	(33,645)	(34,654)	(35,694)
Planning, Development, Acquisition	(5,701)	(6,918)	(6,918)	(7,215)	(7,179)	(7,394)	(7,616)
Policy Direction and Leadership	(7,781)	(3,870)	(3,870)	(4,460)	(4,238)	(4,366)	(4,497)
Recreation Facilities and Programs	(24,408)	(27,410)	(27,410)	(28,000)	(29,430)	(30,313)	(31,222)
Regional Parks and Strategic Outreach	-	(4,393)	(4,393)	(6,147)	(5,509)	(5,675)	(5,845)
Seattle Aquarium	(2,451)	(300)	(300)	(1,080)	(1,107)	(1,135)	(1,163)
Seattle Conservation Corps	(3,362)	(4,123)	(4,123)	(4,080)	(4,296)	(4,425)	(4,558)
Swimming, Boating, and Aquatics	(9,213)	(9,663)	(9,663)	(9,538)	(10,117)	(10,420)	(10,733)
Woodland Park Zoo	(6,677)	(6,924)	(6,924)	(7,078)	(7,338)	(7,558)	(7,785)
Projected Underspend			200	500	500	500	500
<b>Total Expenditures</b>	<b>(132,938)</b>	<b>(144,231)</b>	<b>(144,031)</b>	<b>(154,652)</b>	<b>(155,245)</b>	<b>(159,912)</b>	<b>(164,719)</b>
<b>Ending Fund Balance</b>	<b>2,832</b>	<b>1,887</b>	<b>2,588</b>	<b>2,279</b>	<b>3,990</b>	<b>3,855</b>	<b>2,278</b>
<b>Reserves</b>							
Aquarium Accrued Leave Reserve	(77)	(77)		-	-	-	-
Donations Reserve (Alki)	(79)	(69)	(69)	(59)	(49)	(39)	(39)
Conservatory Subaccount Reserve	(42)	-	-	-	-	-	-
Planning Reserve		(579)	(465)	(1,612)	(3,422)	(5,910)	(8,956)
SPU Reservoir Use Fees		(600)	(600)	(600)	(1,600)	(1,600)	(1,600)
Use of Fund Balance	(444)			-	-	-	-
<b>Total Reserves</b>	<b>(642)</b>	<b>(1,325)</b>	<b>(1,134)</b>	<b>(2,271)</b>	<b>(5,071)</b>	<b>(7,549)</b>	<b>(10,595)</b>
<b>Ending Unreserved Fund Balance</b>	<b>2,190</b>	<b>562</b>	<b>1,454</b>	<b>8</b>	<b>(1,081)</b>	<b>(3,694)</b>	<b>(8,317)</b>

Transportation Master Fund (10300)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	72,318	75,410	86,348	82,271	96,226	127,988	139,253
Accounting Adjustments	1,345	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>73,663</b>	<b>75,410</b>	<b>86,348</b>	<b>82,271</b>	<b>96,226</b>	<b>127,988</b>	<b>139,253</b>
<b>Revenues</b>							
Interest Earnings	327	-	-	-	-	-	-
BTG EHT	34	-	-	-	-	-	-
BTG CPT	28,723	31,218	29,584	30,664	31,783	32,124	33,088
BTG Levy	42,718	43,700	43,700	-	-	-	-
CPT 2.5%	7,013	7,805	7,395	7,666	7,946	8,031	8,272
Vehicle License Fee - \$20	5,026	8,002	8,002	7,668	7,699	7,731	7,763
Vehicle License Fee - \$60	-	-	17,228	22,030	25,041	26,135	27,541
Sales Tax - 0.1% - Prop 1	-	-	15,259	21,864	24,853	25,938	27,334
GF	44,295	40,577	40,577	44,288	43,885	43,076	43,468
School Zone Fixed Automated Cameras	2,475	8,524	6,701	6,990	5,110	4,692	4,691
Gas Tax	12,936	12,965	12,965	12,965	12,965	12,965	12,965
State Funding Package	-	-	-	822	822	1,668	1,668
CRS - REET II	21,777	25,172	25,172	24,756	14,076	4,277	4,378
CRS - REET I	1,349	3,500	3,500	-	-	-	-
CRS - Street Vacation	3	2,056	2,056	5,909	207	5	5
CRS - Unrestricted - Proposition 2/Street Vacation	1,588	-	4,000	2,800	-	-	-
Other Street Use & Curb Permit	27,102	8,496	8,496	751	769	789	808
Permit Issuance SDOT Only	-	-	-	1,600	1,640	1,681	1,723
Permit Renewal SDOT Only	-	-	-	800	820	841	862
Street Use ST SDOT Only	-	-	-	14,750	15,119	15,497	15,884
Plan Review & Inspection SDOT	-	-	-	14,000	12,638	12,778	12,923
Other Non-Business Licenses/PE	1,168	865	865	-	-	-	-
Other Protective Inspection	-	1,751	1,751	-	-	-	-
Street Maintenance & Repair	361	1,291	1,291	899	921	944	968
Other Charges - Transportation - CIP	61,472	651	651	17,091	36,133	87,678	55,152
Other Charges - Transportation - O&M	-	11,922	11,922	23,291	23,874	24,471	25,082
Various Charges for Service	2,619	-	-	2,613	2,679	2,746	2,814
Federal Grants	25,010	1,453	1,453	6,537	6,500	-	-
State Grants	7,269	16,669	16,669	1,900	1,200	1,200	-
LTGO Bond Proceeds	24,851	15,633	15,633	70,120	36,063	7,841	10,360
Local Improvement District Bonds	-	-	-	-	16,086	31,828	53,669
IF Architect/Engineering Services	-	709	709	204	-	-	-
IF Other Charges - Transportation	12,731	3,580	3,580	9,184	4,525	4,615	4,615
IF Capital Contributions & Grants	9,913	2,450	2,450	11,397	22,108	-	-
Seattle City Light Fund	-	1,450	1,450	3,388	3,500	3,500	3,500
Seawall and Central Waterfront Levy	76,932	134,700	134,700	37,946	720	-	-
Property Proceeds Sale & Lease Revenue	2,095	24,217	24,217	3,909	50	40	-
Other - Voter Approved Levies, etc.	1,342	-	-	-	-	-	-
Private Reimbursements	1,023	-	-	-	2,600	28,308	33,051
TBD	-	-	-	-	36,196	96,558	32,133
<b>Total Revenues</b>	<b>422,158</b>	<b>409,358</b>	<b>441,978</b>	<b>408,800</b>	<b>398,526</b>	<b>487,956</b>	<b>424,717</b>
<b>Expenditures</b>							
Bridges & Structures	(8,048)	(8,809)	(8,809)	(8,557)	(8,685)	(8,816)	(8,948)
Department Management	(362)	(1,861)	(1,861)	(2,867)	(2,910)	(2,954)	(2,998)
Engineering Services	(4,521)	(1,461)	(1,461)	(3,969)	(4,028)	(4,089)	(4,150)
General Expense - Debt Service	(28,751)	(24,628)	(24,628)	(27,113)	(33,209)	(36,012)	(36,359)
General Expense - Other	(3,265)	(2,666)	(2,666)	(3,251)	(3,348)	(3,449)	(3,552)
Major Maintenance/Replacement (CIP)	(54,875)	(42,679)	(42,679)	(31,800)	(28,723)	(17,104)	(14,185)
Major Projects (CIP)	(178,945)	(186,480)	(186,480)	(131,592)	(92,312)	(155,004)	(162,384)
Mobility-Capital (CIP)	(45,197)	(64,889)	(64,889)	(50,280)	(55,441)	(108,408)	(31,081)
Mobility-Operations	(40,068)	(41,783)	(58,471)	(32,691)	(33,181)	(33,679)	(34,184)
Mobility-Operations-Transit	-	-	-	(43,893)	(45,210)	(46,566)	(47,963)
ROW Management	(18,598)	(24,174)	(24,174)	(30,355)	(30,810)	(31,272)	(31,741)
Street Maintenance	(22,025)	(25,119)	(25,119)	(25,146)	(25,524)	(25,906)	(26,295)
Urban Forestry	(4,818)	(4,817)	(4,817)	(3,331)	(3,381)	(3,432)	(3,483)
<b>Total Expenditures</b>	<b>(409,473)</b>	<b>(429,366)</b>	<b>(446,055)</b>	<b>(394,846)</b>	<b>(366,764)</b>	<b>(476,692)</b>	<b>(407,325)</b>
<b>Ending Fund Balance</b>	<b>86,348</b>	<b>55,401</b>	<b>82,271</b>	<b>96,226</b>	<b>127,988</b>	<b>139,253</b>	<b>156,644</b>
<b>Reserves</b>							
Continuing Appropriations	-	-	(46,306)	(46,306)	(46,306)	(46,306)	(46,306)
Planning Reserve	-	(1,715)	(1,283)	(4,859)	(10,121)	(17,111)	(25,517)
<b>Total Reserves</b>	<b>-</b>	<b>(1,715)</b>	<b>(47,590)</b>	<b>(51,166)</b>	<b>(56,427)</b>	<b>(63,417)</b>	<b>(71,824)</b>
<b>Ending Unreserved Fund Balance</b>	<b>86,348</b>	<b>53,687</b>	<b>34,681</b>	<b>45,060</b>	<b>71,561</b>	<b>75,836</b>	<b>84,821</b>

Note: The financial plan includes "To Be Determined" (TBD) revenues in 2017, 2018 and 2019 primarily related to the Broadway Streetcar Extension and the Center City Connector projects. The Center City Connector project is entering the federal grant application process and the City is evaluating funding mechanisms for the Broadway Streetcar Extension project including the creation of a local improvement district. Further project development will be contingent on available resources including new and existing revenues.

The Seattle Public Library Fund (10410)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	1,099	1,170	1,749	1,892	1,342	1,478	1,570
Accounting Adjustments							
<b>Beginning Fund Balance</b>	1,099	1,170	1,749	1,892	1,342	1,478	1,570
<b>Revenues</b>							
Copy and Print Services	213	219	219	205	205	205	205
Fines/Fees	1,500	1,564	1,564	1,512	1,512	1,512	1,512
Parking - Central Library	348	353	353	353	353	353	353
Space Rental	166	150	150	153	153	153	153
Salvage Sales/Materials	52	35	35	43	43	43	43
Misc Revenue	13	6	6	6	6	6	6
Cable Franchise Fees	190	190	190	190	190	190	190
Library Levy - Operating Support	12,560	13,140	14,274	13,666	15,169	14,861	15,314
General Subfund Support	47,860	49,750	49,252	50,346	51,101	51,867	52,645
<b>Total Revenues</b>	62,902	65,407	66,044	66,473	68,732	69,190	70,422
<b>Expenditures</b>							
City Librarian's Office	(758)	(767)	(767)	(755)	(766)	(777)	(789)
Human Resources	(1,134)	(1,114)	(1,114)	(1,116)	(1,133)	(1,150)	(1,167)
Information Technology	(4,281)	(4,447)	(5,035)	(5,217)	(5,167)	(4,718)	(4,779)
Marketing and Online Services	(834)	(881)	(1,131)	(880)	(893)	(907)	(920)
Administrative Services	(9,705)	(10,661)	(10,661)	(11,417)	(11,588)	(11,762)	(12,189)
Library Programs and Services	(45,541)	(47,394)	(47,690)	(47,260)	(47,969)	(48,688)	(49,419)
Ongoing Support for Levy Operations (1)	-	-	-	(378)	(1,080)	(1,096)	(1,112)
Expected Underexpenditure Savings	-	-	497	-	-	-	-
<b>Total Expenditures</b>	(62,252)	(65,264)	(65,901)	(67,023)	(68,596)	(69,099)	(70,376)
<b>Ending Fund Balance</b>	1,749	1,313	1,892	1,342	1,478	1,570	1,615
<b>Reserves</b>							
Encumbrances	(37)	-	-	-	-	-	-
Known Liability	(46)	-	-	-	-	-	-
Planning Reserve	-	-	(146)	(440)	(923)	(1,601)	(2,438)
<b>Total Reserves</b>	(83)	(190)	(146)	(440)	(923)	(1,601)	(2,438)
<b>Ending Unreserved Fund Balance</b>	1,666	1,123	1,746	902	554	(31)	(823)

(1) These costs will be allocated by the Library Board of Trustees in the 2016 Library Operating Plan. For appropriation purposes elsewhere in the 2016 Proposed Budget, these costs are reflected in the Library Programs and Services program.

**Seattle Streetcar Fund (10810)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	(3,820)	(2,266)	(3,582)	(2,764)	(2,395)	(1,950)	(622)
Accounting Adjustments	-	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>(3,820)</b>	<b>(2,266)</b>	<b>(3,582)</b>	<b>(2,764)</b>	<b>(2,395)</b>	<b>(1,950)</b>	<b>(622)</b>
<b>Revenues</b>							
Sponsorships - First Hill	-	200	120	210	370	380	390
Sponsorships - South Lake Union	124	229	229	235	243	250	257
Farebox Revenue - First Hill	-	1,114	29	118	133	136	137
Farebox Revenue - South Lake Union	-	813	100	103	106	109	112
Leases and Service Contributions - SLU	67	244	244	160	166	173	180
FTA Funds - South Lake Union	348	315	315	345	375	550	600
KC Metro funds - South Lake Union	-	1,350	-	-	-	-	-
Sound Transit Funds - First Hill	1,286	5,000	5,000	5,000	5,000	5,000	5,000
Other Private Contributions	489	-	-	-	-	-	-
Misc. Revenue	3	-	-	68	-	-	-
<b>Total Revenues</b>	<b>2,317</b>	<b>9,265</b>	<b>6,037</b>	<b>6,239</b>	<b>6,393</b>	<b>6,598</b>	<b>6,677</b>
<b>Expenditures</b>							
South Lake Union Operating Expense - City	(763)	(2,925)	(150)	(156)	(162)	(169)	(175)
First Hill Operating Expense - City	(1,286)	(6,100)	(304)	(880)	(910)	(940)	(970)
SLU Net Operating Expense (King County Payment Less Fare Box Revenue & King County Contribution)	-	-	(554)	(514)	(470)	(347)	(318)
First Hill Operating Expense (King County less ORCA Fare Revenue)	-	-	(4,100)	(4,210)	(4,330)	(3,740)	(3,850)
South Lake Union Major Maintenance/Capital Expense	-	-	(75)	(75)	(75)	(75)	(75)
Interest Expense	(30)	(35)	(35)	(35)			
<b>Total Expenditures</b>	<b>(2,079)</b>	<b>(9,060)</b>	<b>(5,218)</b>	<b>(5,870)</b>	<b>(5,947)</b>	<b>(5,271)</b>	<b>(5,388)</b>
<b>Ending Fund Balance</b>	<b>(3,582)</b>	<b>(2,061)</b>	<b>(2,764)</b>	<b>(2,395)</b>	<b>(1,950)</b>	<b>(622)</b>	<b>666</b>
<b>Reserves</b>							
<b>Total Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>(3,582)</b>	<b>(2,061)</b>	<b>(2,764)</b>	<b>(2,395)</b>	<b>(1,950)</b>	<b>(622)</b>	<b>666</b>

Seattle Center Operating Fund (11410)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	2,000	2,201	2,948	3,699	4,907	6,527	8,517
Accounting Adjustments	-	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>2,000</b>	<b>2,201</b>	<b>2,948</b>	<b>3,699</b>	<b>4,907</b>	<b>6,527</b>	<b>8,517</b>
<b>Revenues</b>							
Access	6,558	5,850	5,850	6,129	6,313	6,503	6,698
Administration	1,146	1,474	1,474	1,508	1,553	1,600	1,647
Campus Grounds	2,308	2,370	2,370	2,523	2,599	2,677	2,757
Campus Commercial Events	1,812	1,109	1,109	1,210	1,247	1,284	1,323
Community Programs	477	370	370	370	381	393	404
Cultural Facilities	1,435	1,469	1,469	1,255	1,293	1,332	1,372
Debt	126	118	118	125	126	128	130
Festivals	516	517	517	531	547	563	580
General Subfund Support (Exc. Debt and McCaw Hall)	11,877	12,174	12,046	12,315	12,469	12,429	12,562
Judgment and Claims	703	-	-	-	-	-	-
KeyArena	7,445	8,261	8,261	9,064	9,336	9,616	9,905
McCaw Hall	4,580	4,322	4,322	4,470	4,537	4,605	4,674
<b>Total Revenues</b>	<b>38,983</b>	<b>38,034</b>	<b>37,906</b>	<b>39,500</b>	<b>40,401</b>	<b>41,129</b>	<b>42,053</b>
<b>Expenditures</b>							
Access	(1,109)	(1,138)	(1,138)	(1,137)	(1,154)	(1,172)	(1,189)
Administration	(7,144)	(7,435)	(7,435)	(8,021)	(8,056)	(7,952)	(7,913)
Campus Grounds	(11,994)	(12,173)	(12,173)	(12,305)	(12,489)	(12,677)	(12,867)
Campus Commercial Events	(1,020)	(989)	(989)	(1,016)	(1,031)	(1,047)	(1,062)
Community Programs	(2,099)	(2,140)	(2,140)	(2,155)	(2,187)	(2,220)	(2,254)
Cultural Facilities	(225)	(233)	(233)	(233)	(236)	(240)	(243)
Debt	(126)	(126)	(126)	(124)	(126)	(128)	(130)
Festivals	(1,467)	(1,343)	(1,343)	(1,300)	(1,319)	(1,339)	(1,359)
Judgment and Claims	(703)	-	-	-	-	-	-
KeyArena	(7,805)	(7,440)	(7,440)	(7,656)	(7,771)	(7,888)	(8,006)
McCaw Hall	(4,344)	(4,267)	(4,267)	(4,345)	(4,410)	(4,476)	(4,543)
Expected Underexpenditure Savings			128				
<b>Total Expenditures</b>	<b>(38,035)</b>	<b>(37,283)</b>	<b>(37,155)</b>	<b>(38,292)</b>	<b>(38,782)</b>	<b>(39,139)</b>	<b>(39,567)</b>
<b>Ending Fund Balance</b>	<b>2,948</b>	<b>2,952</b>	<b>3,699</b>	<b>4,907</b>	<b>6,527</b>	<b>8,517</b>	<b>11,003</b>
<b>Reserves</b>							
McCaw Hall Reserves	(1,429)	(1,189)	(1,429)	(1,429)	(1,429)	(1,429)	(1,429)
Planning Reserves	-	(428)	(329)	(1,085)	(2,280)	(3,924)	(5,937)
<b>Total Reserves</b>	<b>(1,429)</b>	<b>(1,617)</b>	<b>(1,758)</b>	<b>(2,514)</b>	<b>(3,709)</b>	<b>(5,353)</b>	<b>(7,366)</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,519</b>	<b>1,336</b>	<b>1,941</b>	<b>2,393</b>	<b>2,818</b>	<b>3,164</b>	<b>3,637</b>

Department of Education and Early Learning (Fund 14100)

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	-	-	-	-	-	-	-
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	-	-	-	-	-	-	-
<b>Revenues</b>							
Levy - 2011 Families and Education	-	31,926	31,926	35,069	38,262	40,887	37,132
Levy - Seattle Preschool Program	-	4,762	4,762	8,355	12,516	18,047	14,355
Parent Tuition - Seattle Preschool Program	-	141	141	683	1,541	2,555	2,158
General Fund	-	12,637	12,637	6,985	7,090	7,196	7,304
State of Washington - ECEAP	-	4,051	4,051	3,919	3,919	3,919	3,919
<b>Total Revenues</b>	-	53,517	53,517	55,011	63,328	72,604	64,869
<b>Expenditures</b>							
Director's Office	-	(23,709)	(23,709)	(25,819)	(28,734)	(31,277)	(32,215)
Finance and Administration	-	(1,488)	(1,488)	(2,167)	(2,232)	(2,299)	(2,368)
Early Learning	-	(22,601)	(22,601)	(27,025)	(32,362)	(39,028)	(40,199)
Seattle Youth Violence Prevention	-	(5,719)	(5,719)	-	-	-	-
<b>Total Expenditures</b>	-	(53,517)	(53,517)	(55,012)	(63,328)	(72,604)	(74,782)
<b>Ending Fund Balance</b>	-	-	-	-	-	-	(9,913)
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	(9,913)

\*Both the Families and Education Levy and the Seattle Preschool Program Levy end collections in 2018 and fully fund the 2018-2019 school year. As a result, revenues from those sources are only for half a year in 2019 while expenses are for a full year. To maintain the same level of service alternative revenue sources will be required.



Planning and Development Fund (15700)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	12,619	16,872	23,705	20,607	23,733	20,659	15,930
Accounting Adjustments	962		-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>13,582</b>	<b>16,872</b>	<b>23,705</b>	<b>20,607</b>	<b>23,733</b>	<b>20,659</b>	<b>15,930</b>
<b>Revenues</b>							
Boiler	1,140	1,247	1,247	1,247	1,247	1,247	1,247
Building Development	33,221	30,668	30,668	30,668	30,668	30,668	30,668
Contingent Revenues - Unaccessed	-	6,620	7,909	8,064	8,226	8,390	8,558
Cum. Reserve Subfund-REET I - TRAO	289	310	310	350	361	371	382
Cum. Reserve Subfund-REET I - Design Commission	594	590	590	-	-	-	-
Cum. Reserve Subfund-Unrestricted - TRAO	76	77	77	79	81	84	86
Electrical	7,075	7,210	7,210	7,210	7,210	7,210	7,210
Elevator	3,131	3,231	3,231	3,231	3,231	3,231	3,231
General Fund	10,571	10,479	10,374	6,024	6,114	6,206	6,299
OPCD General Fund Overhead Payment 2016	-	-	-	1,729	-	-	-
Grants/MOAs - All Else	260	159	159	-	-	-	-
Grants/MOAs - SPU MOA for Side Sewer & Drainage	1,147	1,200	1,200	1,200	1,200	1,200	1,200
Interest	478	100	100	100	100	100	100
Land Use	6,919	6,078	6,078	6,678	6,678	6,678	6,678
Other	2,299	2,296	2,296	2,296	2,365	2,436	2,509
Rental Housing Registration	633	2,859	2,859	4,645	931	44	44
Site Review	2,525	2,342	2,342	2,342	2,342	2,342	2,342
<b>Total Revenues</b>	<b>70,358</b>	<b>75,465</b>	<b>76,650</b>	<b>75,863</b>	<b>70,753</b>	<b>70,207</b>	<b>70,554</b>
<b>Expenditures</b>							
Annual Certification and Inspection	(4,009)	(4,160)	(4,160)	(4,096)	(4,158)	(4,220)	(4,283)
Code Compliance	(6,523)	(6,800)	(6,930)	(8,663)	(8,793)	(8,925)	(9,059)
Construction Inspections	(13,856)	(16,583)	(16,591)	(18,462)	(18,738)	(19,020)	(19,305)
Construction Permit Services	(13,495)	(21,098)	(21,113)	(21,127)	(21,444)	(21,765)	(22,092)
Land Use Services	(12,951)	(16,016)	(16,016)	(16,647)	(16,896)	(17,150)	(17,407)
Planning	(7,643)	(6,967)	(8,129)	-	-	-	-
Process Improvements and Technology	(1,757)	(6,379)	(6,809)	(3,742)	(3,799)	(3,856)	(3,913)
<b>Total Expenditures</b>	<b>(60,234)</b>	<b>(78,001)</b>	<b>(79,748)</b>	<b>(72,737)</b>	<b>(73,828)</b>	<b>(74,936)</b>	<b>(76,060)</b>
<b>Ending Fund Balance</b>	<b>23,705</b>	<b>14,336</b>	<b>20,607</b>	<b>23,733</b>	<b>20,659</b>	<b>15,930</b>	<b>10,424</b>
<b>Reserves</b>							
Core Staffing	(1,850)	(1,764)	(6,925)	(4,385)	(6,885)	(3,485)	(1,750)
Process Improvements and Technology	(2,897)	503	(1,214)	(2,116)	(1,473)	(830)	(200)
Planning Reserve	-	(1,003)	(772)	(2,928)	(6,090)	(10,286)	(15,328)
<b>Total Reserves</b>	<b>(4,747)</b>	<b>(2,264)</b>	<b>(8,911)</b>	<b>(9,429)</b>	<b>(14,448)</b>	<b>(14,601)</b>	<b>(17,278)</b>
<b>Ending Unreserved Fund Balance</b>	<b>18,958</b>	<b>12,072</b>	<b>11,696</b>	<b>14,305</b>	<b>6,210</b>	<b>1,329</b>	<b>(6,854)</b>

**Human Services Operating Fund (16200)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	5,843	6,270	9,643	7,440	5,493	3,915	2,720
Accounting Adjustments	-	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	<b>5,843</b>	<b>6,270</b>	<b>9,643</b>	<b>7,440</b>	<b>5,493</b>	<b>3,915</b>	<b>2,720</b>
<b>Revenues</b>							
Contributions / Private Sources	2,856	670	670	626	639	651	664
Program Income/Misc	93	508	508	490	500	510	520
Federal Grants	35,517	38,875	38,875	37,089	37,831	38,587	39,359
General Fund	67,275	64,383	64,383	76,328	77,855	79,412	81,000
Housing Levy	845	940	940	940	959	978	998
Interlocal Grants	1,594	835	835	1,620	1,652	1,685	1,719
Investment Earnings	93	100	100	100	102	104	106
State Grants	17,124	15,062	15,062	15,203	15,507	15,817	16,134
Utility Funds	1,313	1,481	1,481	1,690	1,724	1,758	1,793
<b>Total Revenues</b>	<b>126,710</b>	<b>122,854</b>	<b>122,854</b>	<b>134,086</b>	<b>136,768</b>	<b>139,503</b>	<b>142,293</b>
<b>Expenditures</b>							
Aging and Disability Services - AAA	(34,477)	(37,162)	(37,162)	(37,115)	(37,746)	(38,388)	(39,041)
Leadership and Administration	(8,960)	(8,142)	(8,142)	(15,396)	(15,658)	(15,924)	(16,195)
Public Health Services	(13,706)	(11,570)	(11,570)	(12,052)	(12,257)	(12,465)	(12,677)
Community Support & Assistance	(40,906)	(49,055)	(49,055)	(44,400)	(45,155)	(45,923)	(46,704)
Youth and Family Empowerment	(24,861)	(19,128)	(19,128)	(27,070)	(27,530)	(27,998)	(28,474)
<b>Total Expenditures</b>	<b>(122,910)</b>	<b>(125,057)</b>	<b>(125,057)</b>	<b>(136,033)</b>	<b>(138,346)</b>	<b>(140,698)</b>	<b>(143,091)</b>
<b>Ending Fund Balance</b>	<b>9,643</b>	<b>4,067</b>	<b>7,440</b>	<b>5,493</b>	<b>3,915</b>	<b>2,720</b>	<b>1,922</b>
<b>Reserves</b>							
Mandatory Reserve for Child Care Bonus Funds	(3,495)	(1,595)	(4,514)	(2,764)	(1,009)	(509)	(9)
Other Mandatory Restrictions	(1,707)	(1,014)	(1,929)	(1,487)	(1,605)	(1,497)	(1,428)
Reserve for Cash Flow and Benefits/Paid Leave	(200)	(200)	(300)	(300)	(300)	(300)	(300)
<b>Total Reserves</b>	<b>(5,402)</b>	<b>(2,809)</b>	<b>(6,743)</b>	<b>(4,551)</b>	<b>(2,914)</b>	<b>(2,306)</b>	<b>(1,737)</b>
<b>Ending Unreserved Fund Balance</b>	<b>4,241</b>	<b>1,258</b>	<b>697</b>	<b>942</b>	<b>1,001</b>	<b>414</b>	<b>185</b>

**Office of Housing Low-Income Housing Fund (16400)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	81,157	81,018	105,418	110,325	110,534	108,997	104,950
Accounting Adjustments	3	0	0	0	0	0	0
<b>Total Beginning Fund Balance</b>	<b>81,160</b>	<b>81,018</b>	<b>105,418</b>	<b>110,325</b>	<b>110,534</b>	<b>108,997</b>	<b>104,950</b>
<b>Revenues</b>							
Property Tax Levy	17,943	17,969	17,969	17,969	32,078	32,078	32,078
State/Federal Weatherization Grants	1,062	1,607	1,579	1,607	1,639	1,672	1,705
Bonus Program/TDR Contributions	20,338	9,000	20,000	15,000	10,000	7,500	5,000
Investment Interest Earnings	1,289	2,000	2,000	2,000	2,000	2,000	2,000
Program Income - Miscellaneous	9,822	4,000	4,000	4,000	4,000	4,000	4,000
Federal Grants - HOME Program	1,778	1,575	2,262	2,262	2,000	2,000	2,000
Local Grants - Weatherization	1,207	1,630	1,630	1,630	1,663	1,696	1,730
<b>Total Revenues</b>	<b>53,439</b>	<b>37,781</b>	<b>49,440</b>	<b>44,469</b>	<b>53,380</b>	<b>50,946</b>	<b>48,513</b>
<b>Expenditures</b>							
Homeownership and Sustainability	(3,756)	(10,095)	(10,095)	(7,329)	(8,170)	(8,170)	(8,170)
Multi-Family Production/Preservation	(25,425)	(34,438)	(34,438)	(36,931)	(46,747)	(46,823)	(46,902)
<b>Total Expenditures</b>	<b>(29,181)</b>	<b>(44,532)</b>	<b>(44,532)</b>	<b>(44,260)</b>	<b>(54,917)</b>	<b>(54,993)</b>	<b>(55,072)</b>
<b>Ending Fund Balance</b>	<b>105,418</b>	<b>74,267</b>	<b>110,325</b>	<b>110,534</b>	<b>108,997</b>	<b>104,950</b>	<b>98,391</b>
<b>Reserved Fund Balances</b>							
Levy O&M Trust Funds	(30,022)	(26,395)	(26,395)	(30,038)	(31,520)	(32,940)	(34,293)
Housing Levy	(38,408)	(44,985)	(44,985)	(32,000)	(24,000)	(11,500)	(3,500)
South Lake Union Fund	(1,706)	(2,960)	0	0	0	0	0
REACH Trust Fund	(892)	(927)	(493)	(493)	(493)	(493)	(493)
Bonus Program Fundings	(32,795)	0	(37,000)	(47,000)	(52,000)	(59,000)	(59,000)
<b>Total Reserves</b>	<b>(103,822)</b>	<b>(75,267)</b>	<b>(108,873)</b>	<b>(109,531)</b>	<b>(108,013)</b>	<b>(103,933)</b>	<b>(97,286)</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,595</b>	<b>(1,000)</b>	<b>1,452</b>	<b>1,003</b>	<b>984</b>	<b>1,017</b>	<b>1,105</b>

Notes:

2017 assumes renewal of Housing Levy at a total level of \$290M over 8 years, with \$1M going to HSD each year, and 9% of the remainder reserved for admin.

Levy expenditures for 2017-2019 assume same percentage breakdown among programs as current Levy.

This does not include any potential new revenue sources given their unpredictability at this time.

Office of Housing Operating Fund (16600)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	1,577	1,388	1,614	1,628	1,144	1,446	1,575
Accounting Adjustments	-	-		-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>1,577</b>	<b>1,388</b>	<b>1,614</b>	<b>1,628</b>	<b>1,144</b>	<b>1,446</b>	<b>1,575</b>
<b>Revenues</b>							
State & Federal Weatherization Grants	954	985	928	985	1,005	1,025	1,045
HOME Administration	267	175	226	226	200	200	200
Miscellaneous	40	54	40	13	13	13	13
Multi-Family Tax Exemption Fees	120	80	120	120	100	80	80
Bonus Program Administration	879	1,050	1,250	1,252	1,100	1,000	750
City Light Administration	660	715	715	715	729	744	759
Property Tax Levy	1,810	1,810	1,810	1,810	3,173	3,173	3,173
Challenge Grant	658	-	233	-	-	-	-
General Subfund Support	195	314	314	452	130	134	138
<b>Total Revenues</b>	<b>5,583</b>	<b>5,183</b>	<b>5,636</b>	<b>5,573</b>	<b>6,450</b>	<b>6,369</b>	<b>6,158</b>
<b>Expenditures</b>							
Administration and Management	(2,173)	(2,030)	(2,030)	(2,589)	(2,628)	(2,667)	(3,067)
Community Development	(412)	(591)	(591)	(759)	(770)	(782)	(899)
Homeownership and Sustainability	(1,343)	(1,460)	(1,460)	(1,322)	(1,342)	(1,362)	(1,566)
Multi-Family Production & Preservation	(974)	(1,541)	(1,541)	(1,387)	(1,408)	(1,429)	(1,643)
Challenge Grant	(644)	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>(5,546)</b>	<b>(5,622)</b>	<b>(5,622)</b>	<b>(6,057)</b>	<b>(6,148)</b>	<b>(6,240)</b>	<b>(7,176)</b>
<b>Ending Fund Balance</b>	<b>1,614</b>	<b>949</b>	<b>1,628</b>	<b>1,144</b>	<b>1,446</b>	<b>1,575</b>	<b>557</b>
<b>Reserves</b>							
Planning Reserve		(95)	(76)	(240)	(511)	(890)	(1,358)
<b>Total Reserves</b>	<b>-</b>	<b>(95)</b>	<b>(76)</b>	<b>(240)</b>	<b>(511)</b>	<b>(890)</b>	<b>(1,358)</b>
<b>Ending Unreserved Fund Balance</b>	<b>1,614</b>	<b>854</b>	<b>1,552</b>	<b>904</b>	<b>935</b>	<b>685</b>	<b>(801)</b>

**Families & Education Levy Financial Plan (Fund 17857)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	39,214	43,367	45,451	47,350	46,433	42,580	36,291
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	<b>39,214</b>	<b>43,367</b>	<b>45,451</b>	<b>47,350</b>	<b>46,433</b>	<b>42,580</b>	<b>36,291</b>
<b>Revenues</b>							
Property Tax	32,646	32,917	32,917	33,257	33,598	33,934	509
Investment Earnings	427	908	908	895	811	664	77
<b>Total Revenues</b>	<b>33,073</b>	<b>33,825</b>	<b>33,825</b>	<b>34,152</b>	<b>34,409</b>	<b>34,598</b>	<b>586</b>
<b>Expenditures</b>							
Early Learning	(6,336)	(8,178)	(8,178)	(9,154)	(10,173)	(11,084)	(10,154)
Elementary	(5,467)	(6,965)	(6,965)	(8,234)	(9,484)	(10,383)	(9,415)
Middle Schools	(5,441)	(6,214)	(6,214)	(6,694)	(7,185)	(7,564)	(6,775)
High Schools	(2,368)	(2,719)	(2,719)	(2,946)	(3,183)	(3,426)	(3,243)
Health	(6,113)	(6,336)	(6,336)	(6,494)	(6,657)	(6,816)	(6,104)
Administration	(1,110)	(1,514)	(1,514)	(1,546)	(1,580)	(1,613)	(1,186)
<b>Total Expenditures</b>	<b>(26,836)</b>	<b>(31,926)</b>	<b>(31,926)</b>	<b>(35,069)</b>	<b>(38,262)</b>	<b>(40,887)</b>	<b>(36,877)</b>
<b>Ending Fund Balance</b>	<b>45,451</b>	<b>45,265</b>	<b>47,350</b>	<b>46,433</b>	<b>42,580</b>	<b>36,291</b>	<b>0</b>
<b>Reserves</b>							
Encumbrance	(2,090)	-	-	-	-	-	-
Reserve for out-year project spending	(43,361)	(45,265)	(47,350)	(46,433)	(42,580)	(36,291)	-
<b>Total Reserves</b>	<b>(45,451)</b>	<b>(45,265)</b>	<b>(47,350)</b>	<b>(46,433)</b>	<b>(42,580)</b>	<b>(36,291)</b>	<b>-</b>
<b>Ending Unreserved Fund Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

Seattle PreSchool Levy (Fund 17861)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	-	-	-	9,525	15,611	17,572	14,030
Accounting Adjustments							
<b>Beginning Unreserved Fund Balance</b>	-	-	-	9,525	15,611	17,572	14,030
<b>Revenues</b>							
Property Taxes-Seattle PreSchool Levy	-	14,286	14,286	14,441	14,476	14,506	326
Parent Tuition - Seattle Preschool Program		141	141	683	1,541	2,555	2,158
<b>Total Revenues</b>	-	14,427	14,427	15,124	16,017	17,060	2,484
<b>Expenditures</b>							
School Readiness	-	(544)	(544)	(2,651)	(6,404)	(11,606)	(10,106)
Program Support	-	(248)	(248)	(743)	(1,392)	(2,161)	(1,655)
Capacity Building	-	(1,342)	(1,342)	(2,598)	(2,807)	(2,913)	(1,942)
Research and Evaluation	-	(919)	(919)	(687)	(760)	(820)	(599)
Administration	-	(1,712)	(1,712)	(2,116)	(2,329)	(2,577)	(1,793)
Contingency	-	(139)	(139)	(243)	(365)	(526)	(418)
<b>Total Expenditures</b>	-	(4,903)	(4,903)	(9,038)	(14,057)	(20,602)	(16,513)
<b>Ending Fund Balance</b>	-	9,525	9,525	15,611	17,572	14,030	-
<b>Reserves</b>							
Encumbrances	-	-	-	-	-	-	-
Reserve for out-year project spending	-	(9,525)	(9,525)	(15,611)	(17,572)	(19,856)	-
<b>Total Reserves</b>	-	(9,525)	(9,525)	(15,611)	(17,572)	(19,856)	-
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	-

The 2012 Seattle Public Library Levy (18100)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised <sup>1</sup>	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	4,912	2,549	8,034	4,405	5,887	4,609	3,713
Accounting Adjustments	50	-	-	-	-	-	-
<b>Beginning Fund Balance</b>	<b>4,963</b>	<b>2,549</b>	<b>8,034</b>	<b>4,405</b>	<b>5,887</b>	<b>4,608</b>	<b>3,713</b>
<b>Revenues</b>							
Estimated property taxes to be collected	17,082	17,168	17,168	17,340	17,513	17,688	17,865
Investment Earnings	66	-	50	50	50	50	50
<b>Total Revenues</b>	<b>17,147</b>	<b>17,168</b>	<b>17,218</b>	<b>17,390</b>	<b>17,563</b>	<b>17,738</b>	<b>17,915</b>
<b>Expenditures</b>							
Maintain 2012 Levels	(4,285)	(4,436)	(4,436)	(4,591)	(4,660)	(4,730)	(4,801)
Open Hours and Related Services	(3,083)	(3,410)	(3,547)	(3,380)	(3,431)	(3,483)	(3,535)
Collections	(2,574)	(2,264)	(2,369)	(2,594)	(2,633)	(2,673)	(2,713)
Technology and Online Services	(1,404)	(1,360)	(2,198)	(1,183)	(1,802)	(1,294)	(1,294)
Facilities - Regular Maintenance	(1,098)	(1,381)	(1,536)	(1,260)	(1,279)	(1,298)	(1,568)
Facilities - Major Maintenance	(1,516)	(3,148)	(6,573)	(2,242)	(3,673)	(3,772)	(3,876)
Administration	(116)	(178)	(178)	(280)	(284)	(288)	(292)
Ongoing Support for Library Operations <sup>2</sup>	-	(111)	(11)	(378)	(1,080)	(1,096)	(1,112)
<b>Total Expenditures</b>	<b>(14,076)</b>	<b>(16,288)</b>	<b>(20,846)</b>	<b>(15,908)</b>	<b>(18,842)</b>	<b>(18,633)</b>	<b>(19,190)</b>
<b>Ending Fund Balance</b>	<b>8,034</b>	<b>3,429</b>	<b>4,405</b>	<b>5,887</b>	<b>4,609</b>	<b>3,713</b>	<b>2,438</b>
<b>Reserves</b>							
Levy Reserve for Future Use <sup>3</sup>	(2,553)	(2,775)	(4,000)	(2,677)	(1,470)	-	-
Planning Reserve	-	(190)	(146)	(440)	(923)	(1,601)	(2,438)
<b>Total Reserves</b>	<b>(2,553)</b>	<b>(2,965)</b>	<b>(4,146)</b>	<b>(3,117)</b>	<b>(2,393)</b>	<b>(1,601)</b>	<b>(2,438)</b>
<b>Ending Unreserved Fund Balance</b>	<b>5,481</b>	<b>464</b>	<b>259</b>	<b>2,770</b>	<b>2,215</b>	<b>2,112</b>	<b>0</b>

<sup>1</sup> 2015 Revised includes prior year carryforward

<sup>2</sup> Costs will be assigned to levy categories through the annual Library Operations Plan.

<sup>3</sup> The 2012 Library Levy funding plan assumed excess revenue earned in the early years would cover cost increases above the 1% annual increase in revenue in the later years of the levy, as well as variable expenditure requirements related to the technology and CIP components of the levy plan

**School Zone Camera Fund (18500)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	0	2,441	1,545	461	192	677	1,248
Accounting Adjustments	0	0	0	0	0	0	0
<b>Revised Beginning Fund Balance</b>	0	2,441	1,545	461	192	677	1,248
<b>Revenues</b>							
School Camera Infraction Revenue	5,078	8,342	7,461	8,958	7,833	7,500	7,500
Interest Earnings	17	0	0	0	0	0	0
<b>Total Revenues</b>	5,096	8,342	7,461	8,958	7,833	7,500	7,500
<b>Expenditures</b>							
Operations and Maintenance	(475)	(1,232)	(1,232)	(1,201)	(701)	(701)	(701)
Capital Improvement Program	(2,000)	(7,292)	(5,469)	(5,789)	(4,409)	(3,991)	(3,990)
Camera Operations, Administration, and Enforcement	(1,076)	(2,238)	(1,844)	(2,238)	(2,238)	(2,238)	(2,238)
<b>Total Expenditures</b>	(3,551)	(10,762)	(8,545)	(9,227)	(7,347)	(6,929)	(6,928)
<b>Ending Fund Balance</b>	1,545	21	461	192	677	1,248	1,819
<b>Reserves</b>							
Planning Reserve	0	21	0	192	164	249	337
<b>Total Reserves</b>	0	21	0	192	164	249	337
<b>Ending Unreserved Fund Balance</b>	1,545	0	461	0	513	999	1,482



**Parks Capital Fund (33140)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed
Beginning Fund Balance	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	-	-	-	-	-	-	-
Taxes and Interest	-	-	-	-	-	-	-
Unrealized Gains and Losses	-	-	-	-	-	-	-
Community Center Rehabilitation & Development	-	358	358	4,329	4,437	4,548	4,662
Major Maintenance Backlog and Asset Management	-	844	844	16,862	18,360	18,819	19,289
Saving our City Forests	-	354	354	2,197	2,251	2,308	2,365
Zoo Major Maintenance	-	500	500	1,800	1,845	1,891	1,938
Rejuvenate Our P-Patches	-	100	100	200	205	210	215
Activating and Connecting to Greenways	-	-	-	200	205	210	215
Develop 14 New Parks at Land-Banked Sites	-	-	-	4,998	4,288	4,180	-
Major Projects Challenge Fund	-	-	-	1,600	1,640	1,681	1,723
Park Land Acquisition and Leverage Fund	-	-	-	2,000	2,050	2,101	2,154
Smith Cove Park Development	-	-	-	550	2,900	2,550	-
<b>Total Revenues</b>		2,156	2,156	34,736	38,181	38,498	32,561
Community Center Rehabilitation & Development	-	(358)	(358)	(4,329)	(4,437)	(4,548)	(4,662)
Major Maintenance Backlog and Asset Management	-	(844)	(844)	(16,862)	(18,360)	(18,819)	(19,289)
Saving our City Forests	-	(354)	(354)	(2,197)	(2,251)	(2,308)	(2,365)
Zoo Major Maintenance	-	(500)	(500)	(1,800)	(1,845)	(1,891)	(1,938)
Rejuvenate Our P-Patches	-	(100)	(100)	(200)	(205)	(210)	(215)
Activating and Connecting to Greenways	-	-	-	(200)	(205)	(210)	(215)
Develop 14 New Parks at Land-Banked Sites	-	-	-	(4,998)	(4,288)	(4,180)	-
Major Projects Challenge Fund	-	-	-	(1,600)	(1,640)	(1,681)	(1,723)
Park Land Acquisition and Leverage Fund	-	-	-	(2,000)	(2,050)	(2,101)	(2,154)
Smith Cove Park Development	-	-	-	(550)	(2,900)	(2,550)	-
<b>Total Expenditures</b>	-	(2,156)	(2,156)	(34,736)	(38,181)	(38,498)	(32,561)
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	-

**2008 Parks Levy Fund (33860)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	37,797	46,511	46,511	28,390	28,520	23,958	23,979
Accounting Adjustment							
<b><i>Beginning Unreserved Fund Balance</i></b>	<b>37,797</b>	<b>46,511</b>	<b>46,511</b>	<b>28,390</b>	<b>28,520</b>	<b>23,958</b>	<b>23,979</b>
<b>Revenues</b>							
Taxes and Interest	24,844	1,027	1,288	130	40	21	11
Grants and Other Revenue <sup>1</sup>	2,784	700	8,857	-	-	-	-
<b><i>Total Revenues</i></b>	<b>27,628</b>	<b>1,727</b>	<b>10,144</b>	<b>130</b>	<b>40</b>	<b>21</b>	<b>11</b>
<b>Expenditures <sup>2</sup></b>							
2008 Levy-Neighborhood Pk Acq	(4,717)	-	(4,502)	-	(2,000)	-	-
2008 Levy-Green Space Acquisition	(2,072)	(600)	(1,925)	-	(447)	-	-
2008 Levy Neighborhood Pks & PG	(4,749)	-	(7,597)	-	(2,100)	-	-
2008 Levy-Cultural Facilities	(22)	-	(75)	-	-	-	-
2008 Levy- Major Parks	(209)	-	(22)	-	-	-	-
Forest & Stream Restoration	(405)	(427)	(663)	-	-	-	-
Comm Gardens & P-Patch	(199)	-	(54)	-	-	-	-
2008 Levy Shoreline Access	(113)	-	49	-	-	-	-
2008 Levy Opportunity Fund Dev	(5,162)	(700)	(12,741)	-	(55)	-	-
Trails-SDOT	(1,265)	-	(736)	-	-	-	(3,000)
<b><i>Total Expenditures</i></b>	<b>(18,913)</b>	<b>(1,727)</b>	<b>(28,265)</b>	<b>-</b>	<b>(4,602)</b>	<b>-</b>	<b>(3,000)</b>
<b><i>Ending Fund Balance</i></b>	<b>46,511</b>	<b>46,511</b>	<b>28,390</b>	<b>28,520</b>	<b>23,958</b>	<b>23,979</b>	<b>20,990</b>
<b>Reserves</b>							
Planned 2016 Spending							
2008 Levy-Neighborhood Pk Acq	-	-	-	(4,555)	(4,555)	(4,555)	(4,555)
2008 Levy-Green Space Acq	-	-	-	(655)	(655)	(655)	(655)
2008 Levy Neighborhood Pks & Pg	-	-	-	(9,976)	(9,976)	(9,976)	(9,976)
2008 Levy-Cultural Facilities	-	-	-	(100)	(100)	(100)	(100)
2008 Levy- Major Parks	-	-	-	(186)	(186)	(186)	(186)
Forest & Stream Restoration	-	-	-	(40)	(40)	(40)	(40)
2008 Levy Opportunity Fund Dev	-	-	-	(5,434)	(5,434)	(5,434)	(5,434)
Parks Continuing Appropriations	(43,410)	(41,683)	(22,052)	(4,481)	-	-	-
SDOT Continuing Appropriations	(3,736)	(3,736)	(3,000)	(3,000)	(3,000)	(3,000)	-
<b><i>Total Reserves</i></b>	<b>(47,146)</b>	<b>(45,419)</b>	<b>(25,052)</b>	<b>(28,427)</b>	<b>(23,946)</b>	<b>(23,946)</b>	<b>(20,946)</b>
<b><i>Ending Unreserved Fund Balance</i></b>	<b>(634)</b>	<b>1,093</b>	<b>3,338</b>	<b>93</b>	<b>12</b>	<b>33</b>	<b>44</b>

**Notes**

<sup>1</sup> Grants and Other Revenue is primarily KC County Conservation Futures funds.

<sup>2</sup> 2008 Parks Levy projects are appropriated as needed. 2016 expenditures are estimated and are either appropriated from a previous year or yet to be appropriated

**McCaw Hall Capital Reserve Fund (34070)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	533	-	545	654	-	-	-
Accounting Adjustments	-						
<b>Revised Beginning Fund Balance</b>	533	-	545	654	-	-	-
<b>Revenues</b>							
REET I	250	258	258	265	273	281	290
McCaw Hall Tenant Contributions	250	258	258	265	273	281	290
Interest Earnings	11	15	15	15	15	15	15
<b>Total Revenues</b>	511	531	531	545	561	577	595
<b>Expenditures</b>							
McCaw Hall Asset Preservation	(499)	(531)	(422)	(1,199)	(561)	(577)	(595)
<b>Total Expenditures</b>	(499)	(531)	(422)	(1,199)	(561)	(577)	(595)
<b>Ending Fund Balance</b>	545	-	654	-	-	-	-
<b>Reserves</b>							
<b>Ending Unreserved Fund Balance</b>	545	-	654	-	-	-	-

**Fire Facilities Levy Fund (34440)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	16,771	8,217	10,888	2,292	166	96	96
Accounting Adjustments	-			-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>16,771</b>	<b>8,217</b>	<b>10,888</b>	<b>2,292</b>	<b>166</b>	<b>96</b>	<b>96</b>
<b>Revenues</b>							
Real & Personal Property Tax	36	-	5	-	-	-	-
Investment Earnings-Residual Cash	135	-	30	-	-	-	-
Unrealized Gains/Losses-Inv GASB31	111	-	-	-	-	-	-
Property Sales (anticipated)	-	676	912	-	-	-	-
<b>Total Revenues</b>	<b>282</b>	<b>676</b>	<b>947</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>							
Neighborhood Stations	(6,165)	(8,472)	(9,543)	(2,126)	(70)	-	-
<b>Total Expenditures</b>	<b>(6,165)</b>	<b>(8,472)</b>	<b>(9,543)</b>	<b>(2,126)</b>	<b>(70)</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>10,888</b>	<b>422</b>	<b>2,292</b>	<b>166</b>	<b>96</b>	<b>96</b>	<b>96</b>
<b>Reserves</b>							
Continuing appropriations	(10,888)	(422)	(2,292)	(166)	(96)	(96)	(96)
<b>Total Reserves</b>	<b>(10,888)</b>	<b>(422)</b>	<b>(2,292)</b>	<b>(166)</b>	<b>(96)</b>	<b>(96)</b>	<b>(96)</b>
<b>Ending Unreserved Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Seattle City Light (41000)

	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Cash Balance	420,807	358,831	426,732	386,637	367,887	320,024	337,314
<b>Revised Beginning Cash Balance</b>	<b>420,807</b>	<b>358,831</b>	<b>426,732</b>	<b>386,637</b>	<b>367,887</b>	<b>320,024</b>	<b>337,314</b>
<b>Revenues</b>	<b>1,072,819</b>	<b>1,231,540</b>	<b>1,209,325</b>	<b>1,242,128</b>	<b>1,204,123</b>	<b>1,226,872</b>	<b>1,270,637</b>
Retail Power Sales	716,818	774,095	752,308	813,715	852,680	893,603	927,958
Revenue from RSA Surcharge	-	-	-	-	-	-	-
Wholesale Power, Net	88,588	65,000	40,143	60,000	60,000	60,000	55,000
Power Contracts	16,391	16,553	14,693	14,753	14,636	14,352	12,741
Power Marketing, Net	15,706	11,101	10,601	10,042	9,639	8,779	8,784
Other Outside Sources	32,788	49,236	49,954	28,795	28,704	29,106	29,521
Interest on Cash Accounts	5,430	7,409	6,844	7,426	7,703	8,895	9,322
Cash from (to) Rate Stabilization Account	(4,369)	-	21,845	-	-	-	-
Cash from Contributions	31,467	32,347	35,321	45,356	29,928	26,737	27,299
Cash from Bond Proceeds	170,000	275,801	277,617	262,040	200,833	185,401	200,013
<b>Expenditures</b>	<b>(1,066,894)</b>	<b>(1,155,721)</b>	<b>(1,249,421)</b>	<b>(1,260,878)</b>	<b>(1,251,986)</b>	<b>(1,209,582)</b>	<b>(1,233,314)</b>
Power Contracts	(264,025)	(278,533)	(267,970)	(276,688)	(287,850)	(294,690)	(298,234)
Production	(34,970)	(41,524)	(36,214)	(39,207)	(42,093)	(43,573)	(48,435)
Transmission	(10,622)	(12,141)	(11,329)	(11,876)	(11,366)	(11,846)	(11,237)
Distribution	(59,753)	(64,701)	(61,357)	(64,308)	(67,770)	(68,180)	(72,287)
Conservation	(8,153)	(5,131)	(6,852)	(6,883)	(5,411)	(5,644)	(5,893)
Customer Accounting	(35,535)	(35,302)	(34,897)	(37,506)	(40,725)	(42,481)	(44,338)
Administration	(72,812)	(70,363)	(74,845)	(75,319)	(78,466)	(81,850)	(85,452)
Uncollectable Accounts	(2,086)	(7,002)	(4,297)	(7,355)	(7,706)	(8,075)	(8,754)
Taxes and Franchise Payments	(80,007)	(90,849)	(84,367)	(91,260)	(94,488)	(97,946)	(101,667)
Debt Service	(184,756)	(194,004)	(189,682)	(198,857)	(210,550)	(223,605)	(228,249)
Capital Expenditures	(337,223)	(417,512)	(398,717)	(450,187)	(404,997)	(317,894)	(315,906)
Technical and Accounting Adjustments	23,047	61,340	(78,893)	(1,432)	(564)	(13,796)	(12,863)
<b>Ending Cash Balance</b>	<b>426,732</b>	<b>434,650</b>	<b>386,637</b>	<b>367,887</b>	<b>320,024</b>	<b>337,314</b>	<b>374,637</b>
<i>Revenues minus expenditures</i>	<i>5,925</i>	<i>75,819</i>	<i>(40,095)</i>	<i>(18,750)</i>	<i>(47,863)</i>	<i>17,290</i>	<i>37,323</i>
<b>Reserves</b>	<b>(298,389)</b>	<b>(339,450)</b>	<b>(230,752)</b>	<b>(279,834)</b>	<b>(235,427)</b>	<b>(257,489)</b>	<b>(280,442)</b>
Construction Account	(123,830)	(112,423)	(52,967)	(70,069)	-	-	-
Other Restricted Accounts	(60,204)	(112,818)	(85,275)	(115,867)	(140,121)	(160,753)	(182,256)
Rate Stabilization Account	(114,355)	(114,209)	(92,510)	(93,898)	(95,306)	(96,736)	(98,187)
<b>Unreserved Ending Cash Balance</b>	<b>128,343</b>	<b>95,199</b>	<b>155,885</b>	<b>88,053</b>	<b>84,596</b>	<b>79,825</b>	<b>94,195</b>

**Notes:** The amounts in this Financial Plan represent forecasted cash flows in the utility's Financial Planning Model used to evaluate City Light rate impacts, potential bond offerings, and the financial performance of the utility. They differ from the revenue and expenses shown in the Budget in several ways, including:

- 1) The Financial Plan shows Wholesale Revenue and Power Marketing Revenue as net of expenses, while the budget reflects the gross revenues and expenses of these functions.
- 2) The Financial Plan explicitly shows bond proceeds as a source of funds, while bond proceeds are embedded within the transfer line of the budget's Revenue Table.
- 3) The Financial Plan shows revenue from the Rate Stabilization Account (RSA) surcharge and transfer from/to the RSA, while the budget's Revenue Table shows revenues from the RSA surcharge only.
- 4) The Adopted 2015 Financial Plan projected net wholesale revenue to be \$65.0 million in 2015, based on the RSA Baseline amount used in the 2013/2014 rate proposal as of 7/5/2012. The Revised 2014 forecast of net wholesale revenue, which is based on the current financial forecast, forecast version Final\_2014\_07\_18, is \$86 million. This is \$1 million higher than the RSA target amount of net wholesale revenue used in the 2014 Adopted Budget. Therefore, no RSA surcharge is anticipated in 2014 and \$1 million of excess cash related to the higher wholesale revenue will be transferred from unrestricted operating cash to the RSA.
- 5) The Revised 2015 net wholesale revenues is the currently forecast amount, which is less than the RSA Baseline. Therefore, this Financial Plan assumes that there will be a transfer from the RSA to Operating Cash.
- 6) The Proposed 2016 and Projected 2017-2019 net wholesale revenues are the RSA Baseline amounts. Therefore, this Financial Plan assumes that there will be no RSA surcharges or transfers from/to the RSA in those years.
- 7) The growth in the balance of the RSA in 2016-2019 reflects interest earned on the balance, based on a projected annual interest rate of 1.5%.

Seattle City Light (41000) (con't)

Financial Performance	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Average System Rate (\$/MWh)	\$75.81	\$81.32	\$79.35	\$85.43	\$89.77	\$93.93	\$97.12
Rate Change from Prior Year (Systemwide)	3.6%	7.3%	4.7%	7.7%	5.1%	4.6%	3.4%
Retail Market Information							
Average Residential Monthly Bill	\$59.91	\$62.67	\$62.67	\$65.82	\$69.16	\$72.37	\$74.82
Percentage Change	7.3%	4.6%	4.6%	5.0%	5.1%	4.6%	3.4%
Cash Financing of CIP							
In-Year Percentage	50%	40%	22%	31%	32%	42%	43%
2015-2020 Average Percentage	n/a	n/a	35%	35%	35%	35%	35%
Debt Service Coverage	1.85	1.80	1.74	1.83	1.80	1.80	1.80

**Notes:** 1) The data source for 2014 Actuals for all Financial Performance indicators except the Average Residential Monthly Bill is the Revised version of the financial forecast, forecast version Final\_2015\_07\_10, which reports historical actual data for 2014. 2014 Debt Service Coverage reported in this version of the financial forecast agrees with the 2014 Annual Report.

2) The Average Residential Monthly bill is calculated in the same manner as that used in the Rate Design Study for the 2015-2016 rate proposal, which uses the standard residential rate for customers within the Seattle city limits and assumes that average residential consumption is 700 kWh/month.

Water Fund (43000)

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actual	Adopted	Revised	Proposed	Projected	Projected	Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	29,046	33,342	42,116	25,293	15,000	14,695	15,179
<b>Sources</b>							
<b>Income Statement Items (in order of IS)</b>							
Retail Water Sales	179,935	175,276	185,191	181,875	186,256	193,348	202,422
Wholesale Water Sales	54,808	46,235	50,260	48,934	48,429	60,654	50,130
Facilities Charges	839	450	911	911	911	450	450
Water Service for Fire Protection	8,292	8,106	8,285	8,890	9,104	9,450	9,894
Tap Fees	6,945	4,439	7,500	6,581	6,664	6,747	6,831
Other Operating Revenues	2,298	2,294	1,417	2,478	440	445	451
Build America Bond Interest Income	1,981	2,135	1,800	2,135	2,135	2,135	2,135
Rentals--Non-City	558	600	572	606	601	616	631
Other Non-Operating Revenue	783	429	2,572	2,478	2,540	2,603	2,668
Capital Grants and Contributions	4,262	2,989	10,498	8,295	4,466	4,577	4,692
Operating Grants	182	0	75	0	0	0	0
Transfers from Construction Fund	18,000	34,617	22,340	39,217	51,655	46,323	46,704
Public Works Loan Proceeds	0	0	12,000	0	0	0	0
Inventory Purchased by SDOT	771	802	791	0	0	0	0
Op Transfer In - Rev Stab Subfund	(8,172)	1,800	0	4,500	3,800	(3,700)	1,800
Op Transfer In - Rev Stab Subfund - BPA Acct	0	0	100	200	200	0	0
Call Center Reimbursement from SCL	1,705	1,788	1,795	2,160	2,203	2,247	0
Reimbursement for NS activities	647	270	270	0	0	0	0
<b>Total Sources</b>	<b>273,835</b>	<b>282,230</b>	<b>306,377</b>	<b>309,260</b>	<b>319,401</b>	<b>325,896</b>	<b>328,808</b>
<b>Uses</b>							
<b>CIP</b>							
Distribution	(17,165)	(20,713)	(20,713)	(21,514)	(24,543)	(26,117)	(24,263)
Transmission	(897)	(2,498)	(2,498)	(3,788)	(11,765)	(21,399)	(20,702)
Watershed Stewardship	(100)	(301)	(301)	(841)	(551)	(250)	(250)
Water Quality & Treatment	(5,056)	(11,417)	(11,417)	(1,846)	(6,754)	(225)	(1,405)
Water Resources	(6,129)	(13,965)	(13,965)	(7,713)	(6,478)	(2,902)	(3,047)
Habitat Conservation Program	(1,671)	(2,604)	(2,604)	(2,116)	(1,882)	(1,954)	(1,600)
Shared Cost Projects	(16,076)	(25,164)	(25,164)	(21,702)	(26,476)	(17,431)	(12,957)
Technology	(5,567)	(11,044)	(11,044)	(13,314)	(7,751)	(5,856)	(4,041)
<b>CIP Subtotal</b>	<b>(52,660)</b>	<b>(87,706)</b>	<b>(87,706)</b>	<b>(72,835)</b>	<b>(86,200)</b>	<b>(76,133)</b>	<b>(68,266)</b>
<b>Accomplishment Rate Adjustment</b>	<b>0</b>	<b>13,156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>O&amp;M</b>							
General Expense	(139,737)	(142,800)	(142,800)	(153,680)	(155,662)	(158,583)	(164,127)
Administration	(17,456)	(10,849)	(10,849)	(11,527)	(13,959)	(16,264)	(19,070)
Customer Service	(7,954)	(10,954)	(10,954)	(11,550)	(11,499)	(11,759)	(12,036)
Other Operating	(47,180)	(56,541)	(56,541)	(58,222)	(59,562)	(61,337)	(62,781)
<b>O&amp;M subtotal</b>	<b>(212,327)</b>	<b>(221,144)</b>	<b>(221,144)</b>	<b>(234,979)</b>	<b>(240,681)</b>	<b>(247,943)</b>	<b>(258,013)</b>
<b>Total Uses</b>	<b>(264,987)</b>	<b>(295,694)</b>	<b>(308,850)</b>	<b>(307,814)</b>	<b>(326,881)</b>	<b>(324,076)</b>	<b>(326,279)</b>
<b>Adjustments</b>	<b>4,222</b>	<b>(11,082)</b>	<b>(14,350)</b>	<b>(11,739)</b>	<b>7,175</b>	<b>(1,336)</b>	<b>(1,801)</b>
<b>Ending Operating Cash Balance</b>	<b>42,116</b>	<b>8,795</b>	<b>25,293</b>	<b>15,000</b>	<b>14,695</b>	<b>15,179</b>	<b>15,907</b>

Water Fund (43000) (cont'd.)

Amounts in \$1,000s	2014 Actual	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
<b>CONSTRUCTION FUND</b>							
<b>Beginning Construction Fund Balance</b>	29,381	16,958	11,629	40,967	40,316	36,502	36,774
Bond Proceeds	0	48,024	51,382	42,502	51,825	50,596	33,263
Transfer to Bond Reserve Account	0	(4,200)	0	(4,200)	(4,200)	(4,200)	(4,200)
Transfers to Operating Fund	(18,000)	(34,617)	(22,340)	(39,217)	(51,655)	(46,323)	(46,704)
Interest	248	321	296	263	216	199	172
<b>Ending Construction Fund Balance</b>	11,629	26,486	40,967	40,316	36,502	36,774	19,305
<b>RESERVES</b>							
Bond Reserve Account	(16,684)	(20,823)	(16,851)	(21,237)	(25,641)	(30,066)	(34,512)
Revenue Stabilization Fund	(26,259)	(17,944)	(28,138)	(28,419)	(20,403)	(24,307)	(22,750)
BPA Account	(450)	(443)	(450)	(450)	(450)	(450)	(450)
Planning Reserve	0	(1,377)	(1,059)	(3,979)	(8,354)	(14,220)	(21,309)
<b>Total Reserves</b>	(43,393)	(40,587)	(46,498)	(54,086)	(54,849)	(69,044)	(79,021)

**FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2017)**

**Percent Increase (SYSTEM)**

Wholesale	0.0%	-7.2%	0.0%	0.0%
Retail	8.5%	0.0%	1.7%	2.7%

**Typical Retail Single Family Residential**

Average Monthly Bill (5 ccf / mo) *	\$38.93	\$38.93	\$39.68	\$41.13
Percent Increase	7.0%	0.0%	1.9%	3.7%
	<u>Target</u>			

<b>Net Income</b>	Generally positive	\$31,505	\$29,226	\$20,100	\$23,496
<b>Year End Cash Balance</b>	1/12 Oper Exp	\$42,116	\$25,293	\$15,000	\$14,695
	Target	\$7,737	\$8,493	\$9,508	\$9,797
<b>Cash Financing of CIP</b>					
-Single Year	Min 15%	65.8%	64.7%	47.7%	36.9%
-Avg of Rate Period	Min 20%	62.3%		42.1%	42.1%
<b>Debt Service Coverage</b>	1.70	1.93	1.95	1.70	1.79

\* The typical customer's water use as measured per 100 cubic feet (ccf) has fallen due to conservation from 5.5 ccf in the 2009-2011 rate proposal to 5.0 ccf in the 2012-2014 rate proposal. The typical bills displayed above have been calculated using the 5.0 ccf figure.



**Drainage and Wastewater Fund (44010)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actual	Adopted	Revised	Proposed	Projected	Projected	Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	74,944	83,621	101,299	82,658	52,500	49,000	37,500
<b>Sources</b>							
Wastewater Utility Services	244,534	242,803	243,364	252,901	264,043	268,728	288,360
Drainage Utility Services	92,784	99,683	101,712	107,150	117,660	126,346	140,039
Side Sewer Permit Fees	1,483	1,030	1,030	1,030	1,030	1,030	1,030
Drainage Permit Fees	440	248	286	286	286	286	286
Other Operating Revenues	33	94	95	99	103	107	111
GIS CGDB Corporate Support (N2408 and N2418)	1,598	1,138	1,138	1,659	1,692	1,726	1,761
GIS Maps & Publications (N2409 and 2419)	408	158	158	158	158	158	158
Parks & Other City Depts. (N4405)	106	511	1,126	1,126	1,126	1,126	1,126
SCL Fund (N4403)	761	339	339	235	235	235	235
SCL for ReLeaf	0	0	0	83	85	87	88
SDOT Fund (N4404)	2,086	2,072	3,693	3,693	3,693	3,693	3,693
GF - Various GIS & Eng Svcs (N4303 & N2418)	1,382	1,473	1,473	1,501	1,692	1,726	1,761
Capital Grants & Contributions (excl. donated assets)	3,489	1,500	1,361	1,506	1,929	1,991	1,736
Operating Grants	978	850	1,598	1,598	1,598	1,598	1,598
Call Center Reimbursement from SCL	1,754	1,735	1,844	2,096	2,138	2,181	2,225
Transfer from Construction Fund	65,706	78,163	76,444	89,718	91,554	82,747	98,944
Build America Bond Interest Income	4,009	1,750	3,115	2,146	1,771	1,350	868
<b>Total Sources</b>	<b>421,549</b>	<b>433,547</b>	<b>438,775</b>	<b>466,986</b>	<b>490,792</b>	<b>495,115</b>	<b>544,019</b>
<b>Uses</b>							
<b>CIP</b>							
Protection of Beneficial Uses	(4,283)	(5,182)	(5,182)	(4,820)	(8,769)	(13,952)	(7,952)
Sediments	(3,467)	(4,797)	(4,797)	(4,762)	(3,687)	(6,958)	(8,273)
Combined Sewer Overflows	(41,830)	(60,067)	(60,067)	(56,597)	(30,591)	(35,376)	(63,446)
Rehabilitation	(14,792)	(10,629)	(10,629)	(19,758)	(21,758)	(24,020)	(24,520)
Flooding, Sewer Backup & Lndsl	(13,362)	(16,970)	(16,970)	(13,390)	(20,552)	(19,232)	(20,150)
Shared Cost Projects	(10,293)	(16,623)	(16,623)	(17,845)	(25,508)	(14,008)	(15,474)
Technology	(5,839)	(10,498)	(10,498)	(12,797)	(7,349)	(4,588)	(3,872)
<b>CIP Subtotal</b>	<b>(93,865)</b>	<b>(124,766)</b>	<b>(124,766)</b>	<b>(129,969)</b>	<b>(118,213)</b>	<b>(118,134)</b>	<b>(143,686)</b>
<b>Accomplishment Rate Adjustment</b>	<b>0</b>	<b>12,477</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>O&amp;M</b>							
General Expense	(245,980)	(264,299)	(264,299)	(272,224)	(288,668)	(300,124)	(313,337)
Administration	(9,682)	(6,536)	(6,536)	(7,048)	(11,192)	(12,328)	(13,134)
Customer Service	(6,003)	(8,880)	(8,880)	(9,650)	(9,330)	(9,531)	(9,743)
Other Operating	(47,113)	(64,283)	(64,283)	(64,987)	(70,025)	(73,178)	(76,643)
<b>O&amp;M Subtotal</b>	<b>(308,778)</b>	<b>(343,997)</b>	<b>(343,997)</b>	<b>(353,908)</b>	<b>(379,215)</b>	<b>(395,160)</b>	<b>(412,856)</b>
<b>Total Uses</b>	<b>(402,644)</b>	<b>(456,286)</b>	<b>(468,763)</b>	<b>(483,877)</b>	<b>(497,429)</b>	<b>(513,294)</b>	<b>(556,542)</b>
<b>Adjustments</b>	<b>7,449</b>	<b>(2,591)</b>	<b>11,347</b>	<b>(13,266)</b>	<b>3,137</b>	<b>6,679</b>	<b>10,023</b>
<b>Ending Operating Cash Balance</b>	<b>101,299</b>	<b>58,291</b>	<b>82,658</b>	<b>52,500</b>	<b>49,000</b>	<b>37,500</b>	<b>35,000</b>

Drainage and Wastewater Fund (44010) (cont'd.)

Amounts in \$1,000s	2014 Actual	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
<b>CONSTRUCTION FUND</b>							
<b>Beginning Construction Fund Balance</b>	30,818	78,531	78,676	4,036	483	17,650	59,116
Bond Proceeds	113,000			89,718	108,683	124,149	
Transfers to Operating Fund	(65,706)	(78,163)	(75,156)	(89,718)	(91,554)	(82,747)	(98,944)
Interest	564	63	515		38	65	111
<b>Ending Construction Fund Balance</b>	78,676	431	4,036	4,036	17,650	59,116	(39,716)
<b>RESERVES</b>							
Bond Reserve Account	(18,643)	(18,643)	(26,012)	(34,984)	(36,881)	(49,296)	(49,296)
Bond Parity Fund	0	(1,521)	0	0	0	0	0
Vendor Deposits	(1,018)		(1,018)	(1,018)	(1,018)	(1,018)	(1,018)
Planning Reserve		(1,388)	(1,068)	(4,103)	(8,642)	(14,722)	(22,066)
<b>Total Reserves</b>	(19,661)	(21,552)	(28,098)	(40,105)	(46,541)	(65,036)	(72,380)

FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2018)

<b>Percent Increase</b>							
Wastewater		0.9%	0.8%	0.8%	3.6%	0.1%	1.2%
Drainage		10.3%	9.9%	9.9%	9.9%	8.4%	5.9%
<b>Typical Retail Single Family Residential</b>							
<b>Wastewater</b>							
Average Monthly Bill (4.3 ccf) <sup>1</sup>		\$50.53	\$50.91	\$50.91	\$52.76	\$52.80	\$53.45
Percent Increase		0.9%	0.8%	0.8%	3.6%	0.1%	1.2%
<b>Drainage</b>							
Average Monthly Bill		\$26.58	\$29.20	\$29.20	\$32.50	\$35.42	\$38.26
Percent Increase		10.3%	9.9%	9.9%	11.3%	9.0%	8.0%
	<u>Target</u>						
Net Income	Generally positive	\$48,526	\$7,148	\$23,472	\$16,476	\$13,870	\$13,404
Year End Cash Balance	1/12 Treatment Cost	\$101,299	\$58,291	\$82,658	\$52,500	\$49,000	\$37,500
	Target	\$11,600	\$12,162	\$12,162	\$30,943	\$31,885	\$32,906
Cash Financing of CIP	25% (4 year rolling avg)	30%	28%	35%	33%	29%	27%
Debt Service Coverage	1.80	2.97	2.70	2.41	2.31	2.12	2.02
Debt to Asset Ratio	Less than 70%	60%	59%	57%	60%	64%	67%

**NOTES:**

1. The typical customer's sewer usage as measured per 100 cubic feet (ccf) has fallen commensurate with reductions in water usage, and has been adjusted downward in this presentation from 5.2 ccf to 4.3 ccf. The typical bills displayed above have been calculated using the 4.3 ccf figure.

Solid Waste Fund (45010)

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actual	Adopted	Revised	Proposed	Projected	Projected	Projected
<b>OPERATING CASH</b>							
<b>Beginning Operating Cash Balance</b>	21,000	30,518	30,518	34,371	31,051	23,937	26,526
<b>Sources</b>							
Other Nonoperating Revenue	2,500	525	(117)	410	327	349	377
Operating Fees, Contributions and Grants	1,029	350	750	750	750	750	750
Residential Services	106,794	111,250	113,422	119,256	123,184	127,529	134,113
Commercial Services	50,843	50,584	51,584	52,711	53,486	54,329	56,016
Recycling and Disposal Station Charges	8,239	7,452	8,856	8,981	10,012	10,205	10,022
Comm'l Disposal (Longhaul) Charges	843	541	476	488	508	537	520
Other Operating Revenue	228	144	144	144	144	144	144
Tonnage Tax Transfer and GF Support	6,378	5,991	6,008	6,335	6,147	6,148	6,133
Transfers from Construction Fund	32,325	46,575	52,556	25,970	5,924	0	0
KC Reimb for Local Hzrd Waste Mgt Prgm	3,176	2,839	2,526	2,617	3,071	3,194	3,321
Call Center Reimbursement from SCL	1,742	1,808	1,808	2,096	2,138	2,181	2,225
Recycling Processing Revenues	1,051	809	0	0	0	0	0
RSF Withdrawals (Deposits)	(10,500)	3,400	1,500	4,000	0	0	0
<b>Total Sources</b>	204,648	232,269	239,515	223,757	205,691	205,365	213,620
<b>Uses</b>							
<b>CIP</b>							
New Facilities	(26,077)	(49,393)	(49,393)	(30,552)	(15,560)	(4,807)	0
Rehabilitation and Heavy Equipment	(9)	(30)	(30)	(430)	(30)	(30)	(15)
Shared Cost Projects	(433)	(2,193)	(2,193)	(1,147)	(2,084)	(1,263)	(1,259)
Technology	(4,001)	(6,781)	(6,781)	(7,235)	(2,908)	(2,037)	(1,137)
<b>CIP Subtotal</b>	(30,520)	(58,396)	(58,396)	(39,364)	(20,582)	(8,137)	(2,411)
<b>Accomplishment Adjustment</b>	0	5,840	0	0	0	0	0
<b>O&amp;M</b>							
General Expense	(137,679)	(144,574)	(144,574)	(156,023)	(151,383)	(154,391)	(156,829)
Administration	(6,838)	(5,546)	(5,546)	(5,317)	(5,892)	(7,272)	(8,270)
Customer Service	(10,582)	(13,704)	(13,704)	(12,695)	(14,576)	(14,708)	(14,967)
Other Operating	(13,011)	(16,692)	(16,692)	(18,447)	(18,436)	(19,463)	(20,284)
<b>O&amp;M Subtotal</b>	(168,110)	(180,515)	(180,515)	(192,483)	(190,288)	(195,834)	(200,350)
<b>Total Uses</b>	(198,630)	(233,072)	(238,911)	(231,846)	(210,870)	(203,971)	(202,762)
<b>Adjustments</b>	3,500	1,886	3,250	4,769	(1,935)	1,195	(3,578)
<b>Ending Operating Cash Balance</b>	30,518	31,601	34,371	31,051	23,937	26,526	33,807

**Solid Waste Fund (Fund 45010) (cont'd.)**

Amounts in \$1,000s	2014 Actual	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
<b>CONSTRUCTION FUND</b>							
<b>Beginning Construction Fund Balance</b>	0	28,116	26,607	10,625	5,923	0	0
Bond Proceeds	58,922	32,071	36,574	21,269	0	0	0
Transfers to Operating Fund	(32,325)	(46,575)	(52,556)	(25,970)	(5,924)	0	0
Interest	10	168	0	0	0	0	0
<b>Ending Construction Fund Balance</b>	26,607	13,780	10,625	5,923	0	0	0

**RESERVES**

Bond Reserve Account	(6,774)	(10,319)	(6,774)	(6,774)	(6,774)	(6,774)	(6,774)
Revenue Stabilization Fund	(15,791)	(2,947)	(14,291)	(10,291)	(10,291)	(10,291)	(10,291)
Planning Reserve	0	(535)	(411)	(1,475)	(3,063)	(5,190)	(7,758)
<b>Total Reserves</b>	<b>(22,565)</b>	<b>(13,800)</b>	<b>(21,476)</b>	<b>(18,540)</b>	<b>(20,128)</b>	<b>(22,255)</b>	<b>(24,823)</b>

**FINANCIAL PERFORMANCE THROUGH END OF RATE PERIOD (2016)**

<b>Percent Increase (SYSTEM)</b>		4.1%	4.5%	5.9%	3.4%
<b>Typical Retail Single Family Residential</b>					
<b>Average Monthly Bill (Apr 1)</b>		\$40.95	\$43.00	\$43.00	\$44.45
<b>Percent Increase</b>		4.2%	5.0%	5.9%	3.4%
	<u>Target</u>				
<b>Net Income</b>	Generally positive	\$1,900	\$3,977	\$5,701	\$9,657
<b>Year End Cash Balance</b>	20 days contract costs	\$30,518	\$31,601	\$34,371	\$31,051
	Target	\$5,165	\$5,283	\$5,283	\$5,368
<b>Cash Financing of CIP</b>	\$2.5M (in 2003 \$) or 10%	\$3,251	\$5,175	\$5,840	\$13,393
	Target	\$3,251	\$5,175	\$5,840	\$3,997
<b>Debt Service Coverage</b>	1.70	3.20	2.78	2.92	2.65

**Parking Garage Operations Fund (46010)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actuals	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	(26,544)	(8,774)	(6,457)	(8,175)	(9,802)	(11,902)	(14,405)
Accounting Adjustments	20,921		(510)	13	17	18	18
<b>Revised Beginning Fund Balance</b>	<b>(5,623)</b>	<b>(8,774)</b>	<b>(6,967)</b>	<b>(8,161)</b>	<b>(9,784)</b>	<b>(11,884)</b>	<b>(14,387)</b>
<b>Revenues</b>							
Parking Revenue	9,070	8,883	9,852	9,852	9,852	9,852	9,852
City Parking Tax	(930)	(910)	(1,009)	(1,009)	(1,009)	(1,009)	(1,009)
Sales Tax	(706)	(692)	(767)	(767)	(767)	(767)	(767)
Interest Earning & Other	140	-	-	-	-	-	-
<b>Total Revenues</b>	<b>7,574</b>	<b>7,281</b>	<b>8,075</b>	<b>8,075</b>	<b>8,075</b>	<b>8,075</b>	<b>8,075</b>
<b>Expenditures</b>							
Operations	(1,727)	(2,227)	(2,217)	(2,264)	(2,332)	(2,402)	(2,474)
B&O Tax	(35)	(56)	(36)	(37)	(38)	(39)	(41)
Condominium Fees	(457)	(557)	(557)	(573)	(591)	(608)	(627)
Other	(607)	(594)	(625)	(644)	(663)	(683)	(704)
Interfund Loan Interest		-	(75)	(241)	(427)	(522)	(635)
Debt Service	(5,582)	(5,774)	(5,774)	(5,956)	(6,142)	(6,341)	(6,545)
<b>Total Expenditures</b>	<b>(8,408)</b>	<b>(9,208)</b>	<b>(9,284)</b>	<b>(9,716)</b>	<b>(10,193)</b>	<b>(10,596)</b>	<b>(11,026)</b>
<b>Ending Fund Balance</b>	<b>(6,457)</b>	<b>(10,701)</b>	<b>(8,175)</b>	<b>(9,802)</b>	<b>(11,902)</b>	<b>(14,405)</b>	<b>(17,337)</b>
<b>Reserves</b>							
<b>Total Reserves</b>	-	-	-	-	-	-	-
<b>Ending Unreserved Fund Balance</b>	<b>(6,457)</b>	<b>(10,701)</b>	<b>(8,175)</b>	<b>(9,802)</b>	<b>(11,902)</b>	<b>(14,405)</b>	<b>(17,337)</b>

**Fiber Leasing Fund (47010)**

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	22	9	12	11	10	10	10
Accounting Adjustments	-	-	-	-	-	-	-
<b>Beginning Unreserved Fund Balance</b>	22	9	12	11	10	10	10
<b>Revenues</b>							
Lease Revenues	-	150	7	7	7	7	7
Management Fees	1	15	1	1	1	1	1
Project Revenues	9	-	150	146	150	150	150
Miscellaneous Revenues	-	-	-	-	-	-	-
<b>Total Revenues</b>	10	165	158	154	158	158	158
<b>Expenditures</b>							
Lease Expenditures	-	(150)	(7)	(7)	(7)	(7)	(7)
Project Expenditures <sup>1</sup>	(19)	-	(145)	(142)	(145)	(145)	(145)
Debt Service	(1)	(21)	(7)	(6)	(6)	(6)	(6)
<b>Total Expenditures</b>	(20)	(171)	(158)	(155)	(158)	(158)	(158)
<b>Ending Fund Balance</b>	12	3	11	10	10	10	10
<b>Reserves</b>							
<b>Total Reserves</b>	-	-	-	-	-	-	-
<b>Ending Unreserved Fund Balance</b>	12	3	11	10	10	10	10

<sup>1</sup> Initial seed loan from DoIT's operating fund (50410) authorized in 2012 by Ordinance 123931.

Finance and Administrative Services Fund (Fund 50300\*)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	104,465	31,431	37,326	27,169	19,180	28,488	32,267
Accounting Adjustments	(69,010)	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>35,455</b>	<b>31,431</b>	<b>37,326</b>	<b>27,169</b>	<b>19,180</b>	<b>28,488</b>	<b>32,267</b>
<b>Revenues</b>							
Interfund - Capital Improvements**	2,964	3,720	5,696	16,135	14,275	6,735	3,500
General Fund Support***	25,104	26,858	26,858	28,636	27,831	28,248	28,672
Services to City Depts	130,168	134,970	134,970	143,638	160,923	163,336	165,786
External Revenues	11,331	9,913	9,913	11,098	11,265	11,434	11,605
<b>Total Revenues</b>	<b>169,567</b>	<b>175,460</b>	<b>177,437</b>	<b>199,507</b>	<b>214,293</b>	<b>209,753</b>	<b>209,564</b>
<b>Expenditures</b>							
Budget and Central Services	(4,755)	(4,829)	(4,829)	(6,945)	(5,246)	(5,325)	(5,404)
Fleet Services	(46,955)	(50,421)	(50,421)	(54,286)	(51,250)	(55,058)	(55,438)
Facility Services	(65,231)	(69,317)	(69,317)	(71,970)	(73,644)	(74,971)	(76,095)
Judgment and Claims	(223)	-	-	-	-	-	-
Capital Development and Construction Mgmt	(3,398)	(4,337)	(4,337)	(4,287)	(4,351)	(4,417)	(4,483)
City Finance Division	(13,874)	(15,686)	(15,686)	(14,304)	(14,511)	(15,656)	(15,891)
Business Technology	(15,442)	(17,455)	(17,455)	(19,584)	(22,179)	(24,357)	(24,723)
Regulatory Compliance and Consumer Protection	(3,834)	(4,684)	(4,684)	(5,123)	(5,200)	(5,278)	(5,357)
City Purchasing and Contracting Services	(4,560)	(5,943)	(5,943)	(5,955)	(6,044)	(6,135)	(6,227)
Seattle Animal Shelter	(3,767)	(3,829)	(3,829)	(4,032)	(4,093)	(4,154)	(4,216)
Office of Constituent Services	(2,690)	(3,297)	(3,297)	(3,776)	(3,832)	(3,890)	(3,948)
Capital Improvements**	(2,967)	(3,720)	(7,796)	(17,235)	(14,635)	(6,735)	(3,500)
<b>Total Expenditures</b>	<b>(167,696)</b>	<b>(183,518)</b>	<b>(187,594)</b>	<b>(207,496)</b>	<b>(204,985)</b>	<b>(205,974)</b>	<b>(205,283)</b>
<b>Ending Fund Balance</b>	<b>37,326</b>	<b>23,373</b>	<b>27,169</b>	<b>19,180</b>	<b>28,488</b>	<b>32,267</b>	<b>36,548</b>
<b>Reserves</b>							
Continuing Appropriations	9,609						
Fleets Acquisition Capital Reserve	10,369	13,988	10,517	9,618	12,682	13,554	15,607
Planning Reserve		1,433	1,113	3,832	8,050	13,806	20,822
<b>Total Reserves</b>	<b>19,979</b>	<b>15,421</b>	<b>11,630</b>	<b>13,450</b>	<b>20,732</b>	<b>27,360</b>	<b>36,430</b>
<b>Ending Unreserved Fund Balance</b>	<b>17,347</b>	<b>7,952</b>	<b>15,539</b>	<b>5,730</b>	<b>7,756</b>	<b>4,907</b>	<b>118</b>

Notes:

\*Includes Subfunds 50310, 50320, 50330, 50345, 50355, 50365.

\*\*Budget authority is appropriated in the CIP (A1GM1, A1IT and A1PS2). 2015 Revised expenditures include \$3.5 million for Customer Requested Tenant Improvements (Subfund 50390); use of \$2.2M million in proceeds from the 2012 Seawall Bond Levy (including \$1.975 in remaining portion of 2014 appropriation plus \$220k in 2015 appropriation, all to be billed by FAS to the Seattle Department of Transportation); and use of \$2.1M for the Multi-City Portal CIP Project ("FileLocal") out of \$6.1M of FAS fund balance originally appropriated for the Summit Re-Implementation CIP project.

\*\*\*General Fund Revenue includes \$1.235 million for FAS department cost related to the Summit Re-Implementation project (SRI) in 2016 only. 2017 and 2018 revenues and expenditures do not include FAS department costs for SRI, pending development of the 2017-2018 Proposed Budget.

Information Technology Fund (50410)

Amounts in \$1,000s	2014 Actuals	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected <sup>1</sup>	2018 Projected <sup>1</sup>	2019 Projected <sup>1</sup>
Beginning Budgetary Fund Balance	45,394	25,391	52,455	13,011	16,282	24,458	29,740
Accounting Adjustments <sup>2</sup>	9,259	0	0	0	0	0	0
<b>Beginning Unreserved Fund Balance</b>	<b>54,653</b>	<b>25,391</b>	<b>52,455</b>	<b>13,011</b>	<b>16,282</b>	<b>24,458</b>	<b>29,740</b>
<b>Revenues</b>							
Grant Revenues	686	0	94	0	0	0	0
Cable Fund Revenues	8,763	8,294	8,581	9,156	9,174	9,312	9,202
Non-City Agency Revenues	1,201	383	383	398	404	410	416
City Agency Revenues (non GF)	18,330	22,094	22,094	27,789	29,272	28,965	28,631
City Agency Revenues (GF)	20,307	22,736	31,227	28,685	27,625	28,785	28,469
Sources to be Specified/Projects/Rate Billings	473	5,820	5,891	6,323	6,583	6,686	6,791
Seattle IT Budget for IT Initiatives	0	0	0	50,754	51,515	52,288	53,072
Interest Earnings	616	0	0	0	0	0	0
Other <sup>5</sup>	0	0	2,100	-2,100	0	0	0
Bond Proceeds	0	10,962	8,862	2,100	563	0	3,743
Anticipated Revenue	0	0	0	1,783	4,395	6,159	7,606
<b>Total Revenues</b>	<b>50,377</b>	<b>70,290</b>	<b>79,232</b>	<b>124,888</b>	<b>129,531</b>	<b>132,606</b>	<b>137,931</b>
<b>Expenditures</b>							
Business Office BCL	(10,759)	(32,474)	(61,513)	(10,560)	(10,718)	(10,878)	(9,326)
Leadership, Planning, and Security BCL	(2,230)	(3,832)	(4,287)	(6,914)	(4,899)	(4,984)	(5,136)
Engineering and Operations BCL	(32,208)	(38,379)	(44,443)	(47,112)	(47,922)	(52,771)	(52,644)
Digital Engagement BCL	(7,379)	(7,970)	(8,844)	(7,932)	(7,980)	(8,105)	(8,231)
Citywide IT Initiatives BCL	0	0	0	(49,100)	(49,836)	(50,584)	(51,343)
Targeted Underspending <sup>3</sup>	0	0	412	0	0	0	0
<b>Total Expenditures</b>	<b>(52,575)</b>	<b>(82,655)</b>	<b>(118,676)</b>	<b>(121,618)</b>	<b>(121,355)</b>	<b>(127,323)</b>	<b>(126,679)</b>
<b>Ending Fund Balance</b>	<b>52,455</b>	<b>13,026</b>	<b>13,011</b>	<b>16,282</b>	<b>24,458</b>	<b>29,740</b>	<b>40,992</b>
<b>Reserves</b>							
Continuing Appropriation and Encumbrances	(26,754)	0	0	0	0	0	0
Radio and Video Reserves	(10,321)	(8,551)	(8,838)	(9,108)	(9,481)	(5,804)	(6,111)
Operating Expense Reserve <sup>4</sup>	(1,918)	(3,416)	(2,985)	(1,854)	(1,648)	(1,904)	(901)
Bond Fund (NGDC) for 1st Q2015	(6,900)	0	0	0	0	0	0
NGDC Rebate	(3,533)	0	0	0	0	0	0
Other Rebates <sup>3</sup>	0	0	(412)	0	0	0	0
Planning Reserve	0	(628)	(483)	(3,757)	(12,039)	(21,790)	(33,731)
<b>Total Reserves</b>	<b>(49,427)</b>	<b>(12,596)</b>	<b>(12,718)</b>	<b>(14,719)</b>	<b>(23,168)</b>	<b>(29,498)</b>	<b>(40,743)</b>
<b>Ending Unreserved Fund Balance</b>	<b>3,028</b>	<b>430</b>	<b>293</b>	<b>1,563</b>	<b>1,289</b>	<b>243</b>	<b>249</b>

Assumptions:

<sup>1</sup> 2017-2019 assumes 1.5% inflation and revenue growth adjusted for one-time items.

<sup>2</sup> The net 2014 adjustments include \$28.2 million of bond liabilities, \$1.9 million of miscellaneous other technical adjustments less \$20.8 million of capital assets.

<sup>3</sup> 2015 targeted underspending to be applied to 2016 revenue collections.

<sup>4</sup> Internal DoIT policy establishes a cash float of approximately 90 days of reimbursable expenses.

<sup>5</sup> Short term loan from the City's cash pool until Bonds are sold in 2016.



**Fire Pension Fund (60200)**

	2014	2015	2015	2016	2017	2018	2019
Amounts in \$1,000s	Actual	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	12,731	13,985	14,742	15,605	16,239	16,886	17,590
Accounting Adjustments							
<b>Revised Beginning Fund Balance</b>	12,731	13,985	14,742	15,605	16,239	16,886	17,590
<b>Revenues</b>							
General Subfund	17,156	17,312	17,312	17,164	17,577	18,011	18,455
Fire Insurance Premium Tax	1,007	925	925	944	962	982	1,001
Medicare Rx Subsidy Refund	432	350	350	350	350	350	350
Actuarial Account Interest	11	-	-	-	-	-	-
Return on Actuarial Account Investments	1,101	581	581	634	647	704	743
<b>Total Revenues</b>	19,707	19,168	19,168	19,091	19,537	20,047	20,549
<b>Expenditures</b>							
Death Benefits	(16)	(15)	(15)	(17)	(17)	(17)	(17)
Medical Benefits Paid	(9,567)	(10,650)	(10,650)	(11,000)	(11,620)	(12,160)	(12,610)
Pension Benefits Paid	(7,563)	(7,282)	(7,000)	(6,800)	(6,600)	(6,500)	(6,500)
Administration	(550)	(640)	(640)	(640)	(653)	(666)	(679)
<b>Total Expenditures</b>	(17,696)	(18,587)	(18,305)	(18,457)	(18,890)	(19,343)	(19,806)
<b>Ending Fund Balance</b>	14,742	14,567	15,605	16,239	16,886	17,590	18,333
<b>Reserves</b>							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Actuarial Account	(10,943)	(11,150)	(11,524)	(12,158)	(12,805)	(13,509)	(14,252)
Rate Stabilization Reserve	(3,299)	(2,917)	(3,581)	(3,581)	(3,581)	(3,581)	(3,581)
<b>Total Reserves</b>	(14,742)	(14,567)	(15,605)	(16,239)	(16,886)	(17,590)	(18,333)
<b>Ending Unreserved Fund Balance</b>	-	-	-	-	-	-	-

**Police Pension Fund (60400)**

Amounts in \$1,000s	2014	2015	2015	2016	2017	2018	2019
	Actual	Adopted	Revised	Proposed	Projected	Projected	Projected
Beginning Fund Balance	3,202	2,912	5,101	3,280	3,280	3,280	3,280
<b>Beginning Unreserved Fund Balance</b>	3,202	2,912	5,101	3,280	3,280	3,280	3,280
<b>Revenues</b>							
General Subfund	20,720	20,279	20,279	21,313	21,945	22,768	23,020
Police Auction Proceeds	167	117	117	117	117	117	117
Miscellaneous	521	0	400	400	400	400	400
<b>Total Revenues</b>	21,409	20,396	20,796	21,830	22,462	23,285	23,537
<b>Expenditures</b>							
Death Benefits	(18)	(18)	(18)	(18)	(18)	(18)	(18)
Medical Benefits Paid	(11,533)	(12,690)	(13,400)	(14,000)	(14,820)	(15,830)	(16,270)
Pension Benefits Paid	(7,393)	(7,153)	(8,600)	(7,200)	(7,000)	(6,800)	(6,600)
Administration	(565)	(536)	(600)	(612)	(624)	(637)	(649)
<b>Total Expenditures</b>	(19,509)	(20,396)	(22,618)	(21,830)	(22,462)	(23,285)	(23,537)
<b>Ending Fund Balance</b>	5,101	2,912	3,280	3,280	3,280	3,280	3,280
<b>Reserves</b>							
Contingency Reserve	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Rate Stabilization Reserve	(4,601)	(2,412)	(2,780)	(2,780)	(2,780)	(2,780)	(2,780)
<b>Total Reserves</b>	(5,101)	(2,912)	(3,280)	(3,280)	(3,280)	(3,280)	(3,280)
<b>Ending Unreserved Fund Balance</b>	0	0	0	0	0	0	0

**Municipal Arts Fund (62600)**

Amounts in \$1,000s	2014 Actual	2015 Adopted	2015 Revised	2016 Proposed	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	5,788	4,960	6,734	6,910	7,249	7,619	7,952
Accounting Adjustments	-	-	-	-	-	-	-
<b>Revised Beginning Fund Balance</b>	<b>5,788</b>	<b>4,960</b>	<b>6,734</b>	<b>6,910</b>	<b>7,249</b>	<b>7,619</b>	<b>7,952</b>
<b>Revenues</b>							
1% for Art Revenues	2,875	3,564	3,941	3,120	3,000	3,000	3,000
Interest Earnings	57	72	72	75	77	80	82
Interest Increase/Decrease	33	-	-	-	-	-	-
Miscellaneous Revenues	10	9	9	197	197	197	198
Public Art Management Fees	221	193	193	235	242	249	256
<b>Total Revenues</b>	<b>3,197</b>	<b>3,838</b>	<b>4,215</b>	<b>3,626</b>	<b>3,516</b>	<b>3,526</b>	<b>3,536</b>
<b>Expenditures</b>							
Public Art Program	(2,250)	(3,065)	(3,065)	(3,099)	(3,146)	(3,193)	(3,241)
Artwork Conservation	-	-	-	(187)	-	-	-
Carry Forwards (inc. Encumbrances)	-	-	(974)	-	-	-	-
<b>Total Expenditures</b>	<b>(2,250)</b>	<b>(3,065)</b>	<b>(4,040)</b>	<b>(3,286)</b>	<b>(3,146)</b>	<b>(3,193)</b>	<b>(3,241)</b>
<b>Ending Fund Balance</b>	<b>6,734</b>	<b>5,733</b>	<b>6,910</b>	<b>7,249</b>	<b>7,619</b>	<b>7,952</b>	<b>8,246</b>
<b>Reserves</b>							
Encumbrances	(974)	-	-	-	-	-	-
Planning Reserve	-	(23)	(18)	(56)	(119)	(208)	(317)
<b>Total Reserves</b>	<b>(974)</b>	<b>(23)</b>	<b>(18)</b>	<b>(56)</b>	<b>(119)</b>	<b>(208)</b>	<b>(317)</b>
<b>Ending Unreserved Fund Balance</b>	<b>5,760</b>	<b>5,710</b>	<b>6,892</b>	<b>7,193</b>	<b>7,500</b>	<b>7,744</b>	<b>7,929</b>



### **Cost Allocation Tables:**

These tables provide information about how the City allocates internal service costs (i.e. overhead provided by City agencies to other City agencies) to customer agencies.

# Cost Allocation

## Central Service Departments and Commissions - 2016 Cost Allocation Factors

Central Service Department	Cost Allocation Factor
Office of Arts and Culture	Negotiated MOA*
City Auditor	audit hours attributed to departments
City Budget Office	Staff time and assignments by departments
Civil Service Commission	number of cases attributed to departments
Office of Civil Rights	cases filed by departments
Office of Intergovernmental Relations	Staff time and assignments by departments
Office of Sustainability and Environment (OSE)	OSE work program and assignments attributed to departments
Department of Finance and Administrative Services and City Budget Office	Various factors and allocations. See Appendix B(1) and Appendix B(2) for details on services, rates, and methodologies.
Department of Information Technology	Various factors and allocations. See Appendix B(2) for details on services, rates, and methodologies.
Law Department	Hours by department for Civil Division; Public and Community Safety Division is charged 100% to the General Fund. Administration BCL is split between Civil and Criminal and allocated accordingly.
Legislative Department	City Clerk's Office based on number of Legislative items; Central Staff and Legislative Assistants on assignments; City Council 100% General Fund or by MOA.*
Department of Neighborhoods	Customer Service Bureau estimate by staff time.
Seattle Department of Human Resources	Various factors and allocations. See Appendix B(3) for details on services, factors, and methodologies.
State Examiner (State Auditor)	75% by Summit rows of data; 25% by 2014 authorized FTEs
Emergency Management	Actual expenditure dollar spread

\*Memorandum of Agreement (MOA) on charges

# Cost Allocation

## Department of Finance and Administrative Services Billing Methodologies – B(1)

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
<b>Fleet Management Division</b>				
Vehicle Leasing	A2212	<ul style="list-style-type: none"> <li>Vehicles owned by, and leased from, Fleet Services</li> <li>Vehicles owned directly by Utility Departments</li> </ul>	<ul style="list-style-type: none"> <li>Calculated rate per month per vehicle based on three lease-rate components: 1) vehicle replacement; 2) routine maintenance; and 3) overhead.</li> <li>Charge for overhead only as outlined in MOUs with Utilities.</li> </ul>	Fleets rates.
Motor Pool	A2213	Daily or hourly rental of City Motor Pool vehicles.	Actual vehicle usage by department per published rates. Rates vary by vehicle type and are based on time usage, with a set minimum and maximum daily charge.	Direct bill.
Vehicle Maintenance	A2221	<ul style="list-style-type: none"> <li>Vehicle Maintenance labor.</li> <li>Vehicle parts and supplies.</li> </ul>	<ul style="list-style-type: none"> <li>Actual maintenance service hours, not included in the routine maintenance component of the Lease Rate (above). Billed at an hourly rate.</li> <li>Actual vehicle parts and supplies, used in vehicle maintenance services, and not included in the routine maintenance component of the Lease Rate (above). Billed at cost plus a percentage mark-up.</li> </ul>	Direct bill.
Vehicle Fuel	A2232	Vehicle fuel from City-operated fuel sites or private vendor sites through the Voyager Fuel Card program.	Actual gallons of fuel pumped, billed at cost plus per-gallon mark-up.	Direct bill.
<b>Facility Services</b>				
Property Management Services	A3322	Office & other building space.	Property Management Services for City-owned buildings based on space use	Space rent rates.
Property Management Services	A3322	Leased spaces.	Service agreements with commercial tenants, building owners and/or affected departments.	Direct bill with an additional 3% of administrative fees
Real Estate Services	A3322	Real estate transactions including acquisitions, dispositions, appraisals, etc.	Applicable operating costs based on staff time per customer department.	Cost Allocation to Relevant Funds.
Facilities Maintenance	A3323	Crafts Services: Plumbing, carpentry, HVAC, electrical, painting.	<ul style="list-style-type: none"> <li>Regular maintenance costs included in office space rent and provided as part of space rent.</li> <li>Non-routine services charged directly to service user(s) at an hourly rate.</li> </ul>	Space rent rates; direct bill.
Janitorial Services	A3324	Janitorial services.	Janitorial services included in rate charges for the downtown core campus buildings.	Space rent rates.
Parking Services	A3340	Parking services.	Monthly parking costs for City vehicles are charged to department based on actual use. Vouchers for private tenants and personal vehicles of City staff are sold on monthly and hourly bases, as requested.	Direct bill; direct purchase (excess revenues from parking services help offset space rent costs for Downtown Core Schedule 1 buildings)

# Cost Allocation

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Warehousing Services	A3342	<ul style="list-style-type: none"> <li>Surplus service</li> <li>Records storage</li> <li>Material storage</li> <li>Paper procurement</li> </ul>	<ul style="list-style-type: none"> <li>Commodity type, weighting by effort and time</li> <li>Cubic feet and retrieval requests</li> <li>Number of pallets used/stored</li> <li>Paper usage by weight</li> </ul>	Cost Allocation to customer Departments
Distribution Services	A3343	<ul style="list-style-type: none"> <li>U.S. Mail delivery</li> <li>Interoffice mail, special deliveries</li> </ul>	Calculated allocation based on time and schedules for mail deliveries and pickup	Cost Allocation to customer Departments and the General Fund
<b>Technical Services</b>				
Capital Development and Construction Management	A3311	<ul style="list-style-type: none"> <li>Project management</li> <li>Space planning and design</li> <li>Move coordination</li> </ul>	2 hourly rates are determined by dividing revenue requirement by annual estimated billable hours for Program Management and Project Management	Direct bill
<b>Financial Services</b>				
Economics and Forecasting	A4501	City economic forecasting	Allocation to General Fund	Interfund transfer
Fiscal and Policy Management	A4502	City financial policy and planning	Allocation to General Fund and other applicable funds	Interfund transfer
Debt Management	A4503	Debt financing for the City	Allocation based on historical number of bond sales (5 years)	Cost Allocation to General Fund, SCL, SPU
Citywide Accounting/Payroll	A4511 A4512 A4513	Citywide accounting services. <ul style="list-style-type: none"> <li>Citywide payroll</li> </ul>	<ul style="list-style-type: none"> <li>Percent of staff time by department</li> <li>Citywide Payroll staff time are allocated to customer departments based on FTE's and retirement checks.</li> </ul>	Cost Allocation to Six Funds *
Applications	A4522	Maintain and develop City business applications	Project and staff assignments.	Cost Allocation to Six Funds, DoIT and FAS.
Summit	A4523	Maintain and develop the City-wide financial management system	System data rows used by customer department. (sum of life-to-date)	Cost Allocation to Six Funds.
Human Resource Information System (HRIS)	A4524	Maintain and develop the City's personnel management system	Department share of total number of regular paychecks and retirement checks.	Cost Allocation to Six Funds
Consumer Protection	A4531	<ul style="list-style-type: none"> <li>Verify accuracy of commercial weighing and measuring devices</li> <li>Enforcement of taxicab, for-hire vehicle and limousine industries.</li> </ul>	External fee revenue; General Fund support	External fees; interfund transfer
Regulatory Enforcement	A4536	Collection and regulatory enforcement including City taxes and license fees.	External fee revenue; General Fund support.	External fees; interfund transfer
Business Licensing and Tax Administration	A4537 A4538	Administration, audit, and customer service for City tax codes and regulatory licenses	100% General Fund.	Interfund transfer
Contracting Services	A4541	<ul style="list-style-type: none"> <li>Provide contracting support and administration.</li> <li>Women and minority business development.</li> <li>Social equity monitoring and contract compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Percent share based on total number of awarded public works contracts Contract Awards (50%) and dollar amount of Contract Awards (50%).</li> <li>General Fund support.</li> </ul>	Cost Allocation to CIP Departments and General Fund



# Cost Allocation

Service Provider	Org	Service Provided	Billing Methodology	Billing Method
Purchasing Services	A4542	Provide centralized procurement services and coordination	Percent share by department based on total number of Purchase Orders issued (50%) and Blanket Contract and Purchase Order spending (50%).	Cost Allocation to Six Funds
Treasury Operations	A4581	Bank reconciliation, Warrant issuance	Percent share by department based on staff time.	Cost Allocation to Six Funds
Investments	A4582	Investment of City funds	Percent share by department of annual investment earnings through the Citywide Investment Pool.	Cost Allocation to Six Funds
Remittance Processing	A4583	Processing of mail and electronic payments to Cash Receipt System	Percent share by department based on total number of transactions.	Cost Allocation to General Fund, SCL, SPU
Risk Management and Claims Processing	A4591 A4592	Claims processing; liability claims and property/casualty program management; loss prevention/ control and contract review	Percent share by department based on number of claims filed (50%) and amount of claims/settlements paid (50%) (five-year period).	Cost Allocation to Six Funds
<b>Seattle Animal Shelter</b>				
Seattle Animal Shelter	A5511 A5512	Animal care and animal control enforcement; spay and neuter services to the public.	External fees; General Fund; Metropolitan Parks District	External fees; interfund transfer.
<b>Office of Constituent Services</b>				
Constituent Services	A6511	Service delivery and policy analysis, public disclosure response	Number of constituent contacts (inquiries, complaints, requests for service)	Cost Allocation to Six Funds
Customer Service Bureau	A6512	Provide information to constituents in response to inquiry or complaint	Number of constituent contacts (inquiries, complaints, requests for service)	Cost Allocation to Six Funds
Neighborhood Payment and Information Services	A6513	Payment and information services to residents (utility bills, pet licenses, traffic tickets, passports, City employment)	Percentage share by department of transaction type.	Cost Allocation to General Fund, SCL, SPU
<b>Payment Card Industry</b>				
Payment Card Industry Compliance	A1103 A4581	City's compliance with the Payment Card Industry (PCI) Data Security Standard (DSS)	Number of transactions and number of devices (same methodology as DoIt)	General Fund, SCL, SDOT, SPU and DPD

# Cost Allocation

## Department of Information Technology (DoIT) Cost Allocation Methodologies – B(2)

Program	Org	Allocation Formula	Departments Affected
Data Backbone	D3308	Percent of actual expenditures	Six funds
Internet Services	D3308	Percent of actual expenditures	Seven funds
Data Network Services	D3308	Allocated based on use of port and WiFi services: port connection charge for all central campus offices except SPL; WiFi charges for all departments	All departments except SPL
Data Center Services	D3301, D3302, & D3308	Allocated to customer departments based on pages printed, number of batch jobs, number of gigabytes, number of physical servers, number of virtual servers, number of databases, number of web applications, number of CPUs, number of rack units, number of vCPU and vRAM, and number of ports  Citrix services billed based on number of Citrix accounts	All departments
Messaging, Collaboration, and Directory Services	D3302	Allocated to customer departments based on number of email addresses and number of SharePoint site collections  Mobile device (smart phones, etc.) support billed based on number of devices.	All departments except SPL
Technical Support Services (Desktops)	D3304	Allocated to customer departments based on number of desktops and printers	Participants
Service Desk	D3310	Allocated to customer departments based on number of email addresses	Participants
Telephone System Services	D3305	Core landline services allocated to customer departments based on number of extensions; misc. services and IVR/Call Center services funded based on usage/rates  Alert Seattle: Percent of actual expenditures	Telephone Rates: All departments IVR: Participants  Six funds
Cellular and Wireless Charges	D3305	Airtime and equipment charges for cell phones and wireless modems based on actual usage and billing from carriers.	Participants
Radio Network	D3306	Radio network access fee and reserves; monthly charge for pagers	Access fee: Participants Monthly lease charge: Participants
Communications Shop	D3307	Historical usage	Participants
Telecommunications Engineering & Project Management	D3311	Labor and material rates	Optional
Citywide Web Team	D4401	Percent of actual expenditures	Six funds (including Cable Fund)
Community Technology	D4403	Cable Subfund	Constituents

# Cost Allocation

## Department of Information Technology (DoIT) Cost Allocation Methodologies – B(2) *continued*

Program	Org	Allocation Formula	Departments Affected
Office of Cable Communications	D4402	Cable Subfund	Constituents
Seattle Channel	D4404	Cable Subfund	Constituents
Planning Office, including CTO's Office, Privacy Program, Service Management Office	D2201	Percent of actual expenditures;  Number of Innotas licenses	Seven funds, Six funds (including Cable Fund) and Six Funds;  Participants
Information Security Office	D2202	Percent of actual expenditures;  Number of Websense licenses;  Number of Information Security Licenses  Transactions and Devices (PCI)	Seven funds;  Participants;  Participants;  Participants
Department Management, including Vendor and Contract Management	D1101 & D1102	Allocated to DoIT services based on each service's budget	All users of DoIT services
Office 365	D1102	Number of licenses	All departments except SPL
DOIT/Seattle IT Summit Reimplementation Support	D1102	Percent of actual expenditures	Seven funds but General Fund fronting for the other five funds for 2016
Citywide IT Initiatives	D1102	Percent of actual expenditures	Six funds
Municipal Court Information System Replacement - Phase I	D1102	General Fund	General Fund

# Cost Allocation

## Seattle Department of Human Resources Cost Allocation Methodologies – B(3)

Service Provider	Org	Service Provided	Billing Methodology
Commercial Driver's Licenses	N1230	<ul style="list-style-type: none"> <li>CDL administration</li> </ul>	# of CDLs by Department
Alternative Dispute Resolution	N1145	<ul style="list-style-type: none"> <li>Mediation and facilitation</li> <li>Conflict resolution training</li> </ul>	2014 Adopted Budget FTEs
Police and Fire Examinations	N1150	Administer Police and Fire entry and promotional exams	General Fund allocation
Training and Development	N1160	<ul style="list-style-type: none"> <li>Administer Citywide employee training and development opportunities, Consulting and employee recognition programs</li> <li></li> </ul>	2014 Adopted Budget FTEs
Management and Leadership Development	N1160	Citywide management leadership development and City Leadership Academy	Number of Supervisors and Managers
Employment	N1190	Provide recruitment and staffing services, policy guidance on personnel issues, technical assistance and other hiring needs	2014 Adopted Budget FTEs
Employment	N1190	Talent Management System	Number of Users
Benefit Administration	N1240	Administer Citywide health care benefits program	2014 Adopted Budget FTEs
Director's Office	N1315	Provide Citywide Human Resources organizational support and policy guidance	2014 Adopted Budget FTEs
Information Management	N1360	Maintain Citywide Human Resource information	2014 Adopted Budget FTEs
Financial Services	N1350	Provide finance, budget, and accounting and other internal services	2014 Adopted Budget FTEs
Classification and Compensation	N1430	<ul style="list-style-type: none"> <li>Administer the City Classification and Compensation programs</li> <li></li> </ul>	Number of Job Classifications
Labor Relations	N1440	<ul style="list-style-type: none"> <li>Negotiate collective bargaining agreements and administer the personnel system for represented and non-represented employees</li> <li></li> </ul>	Number of Represented Positions
Deferred Compensation	N1220	Administer deferred compensation (457 Retirement Plan) for City employees.	Service fee charged to program participants.
Industrial Insurance (Safety and Workers' Compensation)	N1230, N1250, and N1350	Administer the City Workers Compensation and workplace safety programs.	Supported by the Industrial Insurance Subfund, billing is based on actual usage and pooled costs are based on three years of historical usage/data.

# Cost Allocation

## Central Service Cost Allocations by paying funds – Informational Only

These transfers reflect reimbursements for general government work performed on behalf of certain revenue generating departments.

	2015 Adopted	2016 Proposed
City Budget Office	1,851,109	1,909,083
Personnel	5,273,977	5,456,940
MISC	16,583,009	17,081,772
<b>Total Interfund Transfers</b>	<b>23,708,094</b>	<b>24,447,795</b>
<b>Interfund Transfers to City Budget Office (CBO)</b>		
Seattle City Light	435,748	449,395
Seattle Public Utilities	435,748	449,395
Seattle Department of Transportation	602,839	621,719
Department of Planning Development	196,578	202,734
Retirement	180,196	185,840
<b>Total Interfund Transfers to CBO</b>	<b>1,851,109</b>	<b>1,909,083</b>
<b>Intefund Transfers to Seattle Dept. of Human Resources (SDHR)</b>		
Seattle City Light	2,191,088	2,266,941
Seattle Public Utilities	1,732,010	1,791,839
Seattle Department of Transportation	944,575	977,635
Department of Planning Development	372,845	385,895
Retirement	33,459	34,630
<b>Total Interfund Transfers to SDHR</b>	<b>5,273,977</b>	<b>5,456,940</b>
<b>Miscellaneous Interfund Transfers</b>		
Seattle City Light	4,312,985	4,426,578
Seattle Public Utilities	4,616,279	4,758,677
Seattle Department of Transportation	4,329,242	4,466,903
Department of Planning Development	3,153,750	3,252,356
Retirement	170,752	177,258
<b>Total Miscellaneous Interfund Transfers</b>	<b>16,583,009</b>	<b>17,081,772</b>



## Glossary

**Appropriation:** A legal authorization granted by the City Council, the City's legislative authority, to make expenditures and incur obligations for specific purposes.

**Biennial Budget:** A budget covering a two-year period. Under state law, a biennium begins with an odd-numbered year.

**Budget - Adopted and Proposed:** The Mayor submits to the City Council a recommended expenditure and revenue level for all City operations for the coming fiscal year as the Proposed Budget. When the City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated, and legal expenditure limits are established.

**Budget - Endorsed:** The City of Seattle implements biennial budgeting through the sequential adoption of two one-year budgets. When adopting the budget for the first year of the biennium, the Council endorses a budget for the second year. The Endorsed Budget is the basis for a Proposed Budget for the second year of the biennium, and is reviewed and adopted in the fall of the first year of the biennium.

**Budget Control Level:** The level at which expenditures are controlled to meet State and City budget law provisions.

**Capital Improvement Program (CIP):** Annual appropriations from specific funding sources are shown in the City's budget for certain capital purposes such as street improvements, building construction, and some kinds of facility maintenance. These appropriations are supported by a six-year allocation plan detailing all projects, fund sources, and expenditure amounts, including many multi-year projects that require funding beyond the one-year period of the annual budget. The allocation plan covers a six-year period and is produced as a separate document from the budget document.

**Chart of Accounts:** A list of expenditure, revenue, and other accounts describing and categorizing financial transactions.

**Community Development Block Grant (CDBG):** A U.S. Department of Housing and Urban Development (HUD) annual grant to Seattle and other local governments to support economic development projects, human services, low-income housing, and services in low-income neighborhoods.

**Comprehensive Annual Financial Report of the City (CAFR):** The City's annual financial statement prepared by the Department of Executive Administration.

**Cost Allocation:** Distribution of costs based on some proxy for costs incurred or benefits received.

**Cumulative Reserve Subfund (CRS):** A significant source of ongoing local funding to support capital projects in general government departments. The CRS consists of two accounts: the Capital Projects Account and the Revenue Stabilization Account. The Capital Projects Account has six subaccounts: REET I, REET II, Unrestricted, South Lake Union Property Proceeds, Asset Preservation Subaccount - Fleets and Facilities, and the Street Vacation Subaccount. The Real Estate Excise Tax (REET) is levied on all sales of real estate, with the first .25% of the locally imposed tax going to REET I and the second .25% to REET II. State law specifies how each REET can be spent.

**Debt Service:** Annual principal and interest payments the City owes on money it has borrowed.

**Errata:** Adjustments, corrections, and new information sent by departments through the Department of Finance to the City Council during the Council's budget review as an adjunct to the Mayor's Proposed Budget. The purpose is to adjust the Proposed Budget to reflect information not available upon submittal and to correct inadvertent errors.

# Glossary

**Full-Time Equivalent (FTE):** A term expressing the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year. Most full-time employees (1.00 FTE) are paid for 2,088 hours in a year (or 2,096 in a leap year). A position budgeted to work half-time for a full year, or full-time for only six months, is 0.50 FTE.

**Fund:** An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

**Fund Balance:** The difference between the assets and liabilities of a particular fund. This incorporates the accumulated difference between the revenues and expenditures each year.

**General Fund:** A central fund into which most of the City's general tax revenues and discretionary resources are pooled, and which is allocated to support many of the operations of City government. Beginning with the 1997 Adopted Budget, the General Fund was restructured to encompass a number of subfunds, including the General Fund Subfund (comparable to the "General Fund" in prior years) and other subfunds designated for a variety of specific purposes. These subfunds are listed and explained in more detail in department chapters, as well as in the Funds, Subfunds, and Other section of the budget document.

**Grant-Funded Position:** A position funded 50% or more by a categorical grant to carry out a specific project or goal. Seattle Municipal Code 4.04.030 specifies that "categorical grant" does not include Community Development Block Grant funds, nor any funds provided under a statutory entitlement or distribution on the basis of a fixed formula including, but not limited to, relative population.

**Neighborhood Matching Subfund (NMF):** A fund supporting partnerships between the City and neighborhood groups to produce neighborhood-initiated planning, organizing, and improvement projects. The City provides a cash match to the community's contribution of volunteer labor, materials, professional services, or cash. The NMF is administered by the Department of Neighborhoods.

**Operating Budget:** That portion of a budget dealing with recurring expenditures such as salaries, electric bills, postage, printing, paper supplies, and gasoline.

**Position/Pocket Number:** A term referring to the title and unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the Records Information Management Unit of the Personnel Department at the time position authority is approved by the City Council. Only one person at a time can fill a regularly budgeted position. An exception is in the case of job-sharing, where two people work part-time in one full-time position.

**Program:** A group of services within a department, aligned by common purpose.

**Reclassification Request:** A request to change the job title or classification for an existing position. Reclassifications are subject to review and approval by the Classification/Compensation Unit of the Personnel Department and are implemented upon the signature of the Personnel Director, as long as position authority has been established by ordinance.

**Reorganization:** Reorganization refers to changes in the budget and reporting structure within departments.

**SUMMIT:** The City's central accounting system managed by the Department of Executive Administration.

**Sunsetting Position:** A position funded for only a specified length of time by the budget or enabling ordinance.

**TES (Temporary Employment Service):** A program managed by the Personnel Department. TES places temporary workers in departments for purposes of filling unanticipated, short-term staffing needs, such as vacation coverage, positions vacant until a regularly-appointed hire is made, and special projects.

**Type of Position:** There are two types of budgeted positions. They are identified by one of the following characters: **F** for Full-Time or **P** for Part-Time.



# Glossary

- **Regular Full-Time** is defined as a position budgeted for 2,088 compensated hours per year, 40 hours per week, 80 hours per pay period, and is also known as one full-time equivalent (FTE).
- **Regular Part-Time** is defined as a position designated as part time, and requiring an average of 20 hours or more, but less than 40 hours of work per week during the year. This equates to an FTE value of at least 0.50 and no more than 0.99.