

# Department of Finance & Administrative Services

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## Department Overview

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

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

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

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

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

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

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

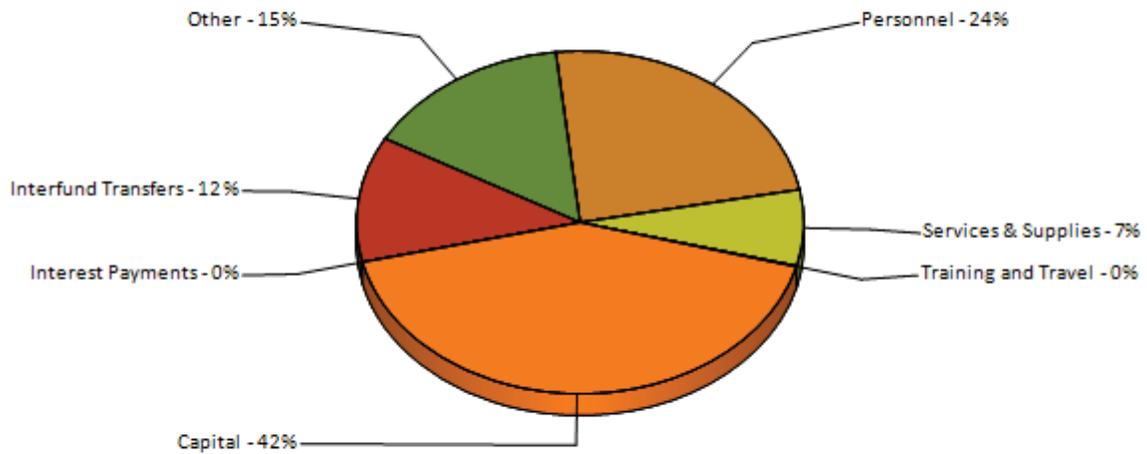
## Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Adopted
General Fund Support	\$22,484,571	\$22,003,273	\$22,803,276	\$25,123,158
Other Funding - Operating	\$117,626,919	\$135,673,828	\$138,633,280	\$142,000,767
<b>Total Operations</b>	<b>\$140,111,490</b>	<b>\$157,677,101</b>	<b>\$161,436,556</b>	<b>\$167,123,925</b>
Other funding - Capital	\$40,339,903	\$52,865,129	\$42,200,728	\$49,568,107
<b>Total Appropriations</b>	<b>\$180,451,393</b>	<b>\$210,542,230</b>	<b>\$203,637,284</b>	<b>\$216,692,032</b>
Full-time Equivalent Total*	521.75	539.75	528.75	584.25

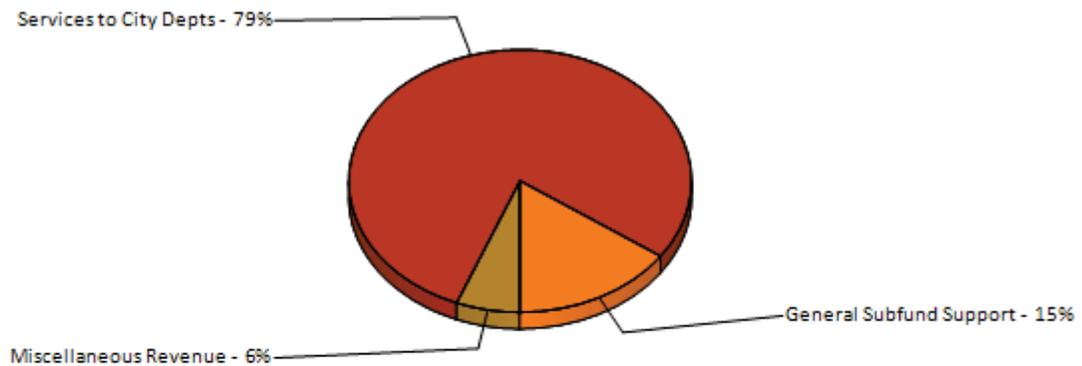
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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## 2014 Adopted Budget - Expenditure by Category



## 2014 Adopted Budget - Revenue by Category



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## Budget Overview

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

### Planning for the Next Generation Data Center

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

### Investing in Seattle's Future

The City has been a leader in green fleet development for more than 20 years and continues this work with an initiative to reduce the use of 1 million gallons of petroleum fuel by 2020. FAS will update the 2007 Clean and Green Fleet Action Plan and establish specific targets and measures to accomplish this goal. FAS will begin this program in 2014 by purchasing alternative fuel vehicles, supporting alternative fueling infrastructure, preparing for transition to biodiesel and using in-vehicle technologies to track vehicle usage data. The 2014 Adopted Budget adds staff to oversee the program and focus on integrating new vehicle technologies into the City's fleet.

### Improving Customer Service

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

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

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

### Protecting and Creating Opportunities for Workers

Through its involvement in capital project and contract management, FAS plays a key role in protecting workers' rights and facilitating training for workers. Along these lines, the City is committed to protecting workers by providing wage compliance monitoring and enforcement of labor conditions on City-funded construction projects.

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

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

## **Protecting Consumers**

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

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

## **Managing Technology**

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

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

## **City Council Changes to Proposed Budget**

Council eliminated one of the two positions added to the Green Fleet program. Council also reduced the new staffing for the Customer Service Center located in the lobby of Seattle Municipal Tower from two positions to one position.

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Council added four new positions to the Seattle Animal Shelter to increase support for shelter animal care, customer service and phone support and response to reports of stray, injured or nuisance animals.

Finally, Council provided funds for FAS to lead several multi-department efforts in 2014:

- Lead a task force to re-engineer the City's public disclosure processes;
- Lead an advisory group to recommend how to improve business compliance with labor standards;
- Explore the development of a community workforce program for commercial energy conservation;
- Coordinate the development and implementation of a new legislative tracking system; and
- Conduct a study of potential uses for certain City-owned properties in South Lake Union.

## Incremental Budget Changes

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

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Efficiency Reductions in Financial Services	-\$ 290,000	0.00
Adjust Debt Service	-\$ 560,000	0.00
<b>Proposed Technical Changes</b>		
Eliminate Funding for Postini Spam Software	-\$ 5,000	0.00
Citywide Adjustments for Standard Cost Changes	-\$ 253,710	0.00
Technical Adjustments	\$ 75,000	0.00
<b>Council Changes</b>		
Develop Community Work Force Program	\$ 40,000	0.00
Reduce Staff for Green Fleet Program	-\$ 131,372	-1.00
Reduce Staff for Customer Service Center	-\$ 106,529	-1.00
Add Staff to Seattle Animal Shelter	\$ 340,165	4.00
Legislative Tracking System Development	\$ 68,192	0.50
Improve Public Disclosure Process	\$ 192,387	1.00
Feasibility Study for Use of City-Owned Properties	\$ 121,500	0.00
Improve Labor Standards Enforcement	\$ 250,000	1.00
Technical Adjustments	\$ 574,925	0.00
<b>Total Incremental Changes</b>	<b>\$ 5,687,369</b>	<b>55.50</b>
<b>2014 Adopted Budget</b>	<b>\$ 167,123,925</b>	<b>584.25</b>

## Descriptions of Incremental Budget Changes

### Baseline Changes

#### **Budget Neutral Transfers**

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

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

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

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

FAS started a new program in 2013 to regulate towing companies. The regulations require a license to operate a tow company in the City of Seattle and limit the amount of fees that can be collected for involuntary vehicle tows

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from private property. The City Council reduced a position for this program during the 2013 Adopted Budget process. The associated appropriation was not reduced at that time and this technical reduction removes the position's funding.

## Proposed Changes

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

Council modified this proposal in the Adopted Budget. Refer to Council Phase Changes section below. The Proposed Budget description follows:

The City is committed to reducing use of 1 million gallons of petroleum fuel by 2020. To reach this goal, FAS will begin by updating the Green Fleet Action Plan to establish actions, targets and milestones for key areas that will reduce petroleum fuel use by the City. FAS will use a \$497,000 of this funding to:

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

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

### **Increase Wage Compliance Enforcement - \$286,115**

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

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

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

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

Council modified this proposal in the Adopted Budget. Refer to Council Phase Changes section below. The Proposed Budget description follows:

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

In addition, FAS is adding staff to the Customer Service Bureau, located in City Hall, to manage the increase in the volume of phone calls and in-person visits to the Bureau. The additional staff will ensure that acceptable service

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levels continue, such as answering 80 percent of the phone calls within 60 seconds.

## **Continue Taxi and For-Hire Vehicle Enforcement Staffing**

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

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

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

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

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

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

- Update security to protect data in the City's human resources information, financial and retirement systems and add a new position to support this work as recommended by the City Auditor and the Chief Information Security Officer at the Department of Information Technology, at a cost of \$263,000 funded by internal rates; and
- Transfer two positions from the Office of Constituent Services to Business Technology to better utilize resources for network systems support.

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

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

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

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

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

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

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

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

## **Increase Initiative 502 and Nightlife Code Compliance/1.00 FTE**

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

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

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

## **Offset Revenues to the General Fund**

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

- Increased rebates for certain City contracts;
- Credit card rebates;
- Increased space rentals;
- Sale of surplus items; and
- Energy saving programs.

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

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

## **Increased Staffing for Financial Management System Upgrade/24.00 FTE**

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

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## **Negotiated COLA Reduction - (\$72,000)**

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

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

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

## **Adjust Debt Service - (\$560,000)**

The 2014 Adopted Budget includes lower amounts for debt service costs in the Facility Services and Business Technology divisions due to bond refinancing and revised financing assumptions.

## **Proposed Technical Changes**

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

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

### **Citywide Adjustments for Standard Cost Changes - (\$253,710)**

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

### **Technical Adjustments - \$75,000**

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

## **Council Changes**

### **Develop Community Work Force Program - \$40,000**

This item provides funding to FAS to explore developing a community workforce program (CWP) for certain commercial energy conservation projects funded by incentives from Seattle City Light. The purpose of the CWP is to ensure that contractors build a diverse, quality workforce to keep pace with the increasing demand for workers in the construction and conservation fields.

### **Reduce Staff for Green Fleet Program - (\$131,372)/(1.00) FTE**

This item reduces the staffing increase of the Green Fleet program from two new positions to one new position. This reduction should not impact the expansion of the City's Green Fleet program.

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## **Reduce Staff for Customer Service Center - (\$106,529)/(1.00) FTE**

This item reduces a cashier from the Customer Service Center located in the lobby of the Seattle Municipal Tower. One cashier remains to staff this location.

## **Add Staff to Seattle Animal Shelter - \$340,165/4.00 FTE**

This item adds four positions to the Seattle Animal Shelter. Two animal control officer I positions will provide care for the shelter animals, one animal control officer II will respond to reports of stray, injured or nuisance animals and one administrative specialist I will provide customer service and phone support.

## **Legislative Tracking System Development - \$68,192/.50 FTE**

This item adds a strategic advisor 2 to coordinate the development and implementation of a new legislative tracking system and assist with project management of information technology related projects. This change also eliminates a vacant half-time information technology professional B position to fund part of the new position.

## **Improve Public Disclosure Process - \$192,387/1.00 FTE**

FAS will lead a citywide Task Force to re-engineer the City's public disclosure process. The budget includes funding for consultant services and a new position that will sunset June 30, 2015.

## **Feasibility Study for Use of City-Owned Properties - \$121,500**

FAS will conduct a usage feasibility study targeting three City-owned South Lake Union properties. The intent is to deliver comprehensive support for vulnerable populations so that they can better take advantage of the robust employment and growth in that area. Potential programmatic options include arts and culture organizations, housing and human services and community facilities, and nonprofit space.

## **Improve Labor Standards Enforcement - \$250,000/1.00 FTE**

FAS will lead an advisory group to assist the City in gaining greater labor standard compliance by businesses. This item funds consultant services and a new strategic advisor 2 position that will sunset at the end of 2014.

## **Technical Adjustments - \$574,925**

Council made technical adjustments during its budget deliberations. These include corrections to central costs, appropriations, position counts, and other nonpolicy changes to the Adopted Budget.

## **City Council Provisos**

There are no Council provisos.

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## Expenditure Overview

<b>Appropriations</b>	<b>Summit Code</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
<b>Budget and Central Services Budget Control Level</b>	<b>A1000</b>	<b>3,897,754</b>	<b>4,417,881</b>	<b>4,516,938</b>	<b>4,618,615</b>
<b>Business Technology Budget Control Level</b>	<b>A4520</b>	<b>9,408,715</b>	<b>11,205,464</b>	<b>12,865,644</b>	<b>13,818,841</b>
<b>City Purchasing and Contracting Services Budget Control</b>					
Contracting Services		1,436,725	2,115,169	2,184,207	2,979,574
Purchasing Services		1,510,275	1,637,045	1,692,929	1,689,009
<b>Total</b>	<b>A4540</b>	<b>2,947,000</b>	<b>3,752,214</b>	<b>3,877,135</b>	<b>4,668,582</b>
<b>Facility Services Budget Control Level</b>	<b>A3000</b>	<b>63,625,183</b>	<b>64,704,035</b>	<b>65,267,359</b>	<b>66,849,050</b>
<b>Financial Services Budget Control</b>					
Accounting		3,790,502	3,662,757	3,781,566	3,850,232
Business Licensing and Tax Administration		2,578,557	3,031,857	3,130,937	2,994,785
City Economics and Financial Management		2,115,907	1,780,115	1,838,600	1,837,950
Risk Management		1,299,804	1,300,057	1,342,561	1,338,722
Treasury		3,197,530	3,996,213	4,111,547	4,005,699
<b>Total</b>	<b>A4510</b>	<b>12,982,301</b>	<b>13,770,999</b>	<b>14,205,210</b>	<b>14,027,387</b>
<b>Fleet Services Budget Control</b>					
Vehicle Fueling		8,867,654	9,936,939	10,137,310	10,197,433
Vehicle Leasing		9,662,094	18,206,685	18,165,705	18,747,653
Vehicle Maintenance		17,507,619	19,106,415	19,364,120	19,600,753
<b>Total</b>	<b>A2000</b>	<b>36,037,367</b>	<b>47,250,039</b>	<b>47,667,135</b>	<b>48,545,839</b>
<b>Judgment and Claims Budget Control Level</b>	<b>A4000</b>	<b>361,975</b>	<b>186,388</b>	<b>222,685</b>	<b>222,685</b>
<b>Office of Constituent Services Budget Control</b>					
Office of Constituent Services		2,661,264	2,743,909	2,853,184	3,225,565
<b>Total</b>	<b>A6510</b>	<b>2,661,264</b>	<b>2,743,909</b>	<b>2,853,184</b>	<b>3,225,565</b>
<b>Revenue and Consumer Protection Budget Control Level</b>	<b>A4530</b>	<b>2,467,039</b>	<b>3,340,850</b>	<b>3,457,272</b>	<b>3,935,948</b>
<b>Seattle Animal Shelter Budget Control Level</b>	<b>A5510</b>	<b>2,991,660</b>	<b>3,239,796</b>	<b>3,343,961</b>	<b>3,775,409</b>
<b>Technical Services Budget Control</b>					
Capital Development and Construction Management		2,731,231	3,065,526	3,160,032	3,436,003
<b>Total</b>	<b>A3100</b>	<b>2,731,231</b>	<b>3,065,526</b>	<b>3,160,032</b>	<b>3,436,003</b>

# Department of Finance & Administrative Services

<b>Department Total</b>	<b>140,111,490</b>	<b>157,677,101</b>	<b>161,436,556</b>	<b>167,123,925</b>
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<b>Department Full-time Equivalents Total*</b>	<b>521.75</b>	<b>539.75</b>	<b>528.75</b>	<b>584.25</b>
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\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## Revenue Overview

### 2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Adopted
587001	IF ALLOC Mail Messenger - GF	344,710	371,271	384,816	386,991
587001	IF ALLOC Real Estate Svc Chrgs - GF	423,980	264,863	273,503	285,503
587001	IF ALLOC Rent - Bldg/Other Space - GF for Small Departments	1,368,136	1,553,072	1,565,589	1,567,781
587001	IF ALLOC Warehousing Charges - GF	23,465	16,902	17,107	16,332
587001	IF Other Misc Revenue - ADA Coordinator	148,750	0	0	0
587001	IF Other Misc Revenue - CHH Lease	0	0	75,000	75,000
587001	IF Other Misc Revenue - City Hall Shelter	34,687	35,380	36,195	36,195
587001	IF Other Misc Revenue - DMPAC Fees	142,000	0	0	0
587001	IF Other Misc Revenue - Events Management	162,055	171,280	177,700	177,700
587001	IF Other Misc Revenue - MOB	350,000	350,000	350,000	350,000
587001	OPER TR IN-FR GENERAL FUND - Benaroya Concert Hall Passthrough	344,930	350,669	361,189	361,189
587001	OPER TR IN-FR GENERAL FUND - Business Licensing	1,382,743	1,100,440	1,139,639	1,157,968
587001	OPER TR IN-FR GENERAL FUND - Citywide Accounting	2,413,685	2,139,663	2,209,525	2,196,185
587001	OPER TR IN-FR GENERAL FUND - Claims Processing	172,449	186,560	192,973	181,100
587001	OPER TR IN-FR GENERAL FUND - Constituent Services	425,337	388,918	402,793	745,095
587001	OPER TR IN-FR GENERAL FUND - Consumer Protection	624,151	465,000	0	441,000
587001	OPER TR IN-FR GENERAL FUND - Contracting Services	459,970	72,300	72,300	126,300
587001	OPER TR IN-FR GENERAL FUND -	112,776	118,089	121,641	121,794

# Department of Finance & Administrative Services

Debt Management					
587001	OPER TR IN-FR GENERAL FUND - Economics & Forecasting	461,219	469,481	485,878	491,245
587001	OPER TR IN-FR GENERAL FUND - Facility Operations	0	102,448	0	757,939
587001	OPER TR IN-FR GENERAL FUND - FAS Applications	1,139,858	1,072,602	1,107,195	1,317,781
587001	OPER TR IN-FR GENERAL FUND - Fiscal Policy & Mgmt	778,412	901,343	930,606	945,886
587001	OPER TR IN-FR GENERAL FUND - Garden of Remembrance Passthrough	165,566	168,321	173,371	173,371
587001	OPER TR IN-FR GENERAL FUND - HRIS	931,900	1,013,838	1,045,457	1,044,187
587001	OPER TR IN-FR GENERAL FUND - Investments	218,179	169,129	174,386	119,556
587001	OPER TR IN-FR GENERAL FUND - Judgment/Claims Fund	0	35,308	71,605	71,605
587001	OPER TR IN-FR GENERAL FUND - Neighborhood Service Centers	91,277	9,646	50,893	206,932
587001	OPER TR IN-FR GENERAL FUND - Parking Meter Collections	525,395	544,691	563,496	570,146
587001	OPER TR IN-FR GENERAL FUND - Purchasing Services	503,623	575,984	597,158	567,500
587001	OPER TR IN-FR GENERAL FUND - Regulatory Enforcement	669,971	1,582,929	1,637,789	1,978,534
587001	OPER TR IN-FR GENERAL FUND - Remittance Processing	132,506	202,300	208,700	190,964
587001	OPER TR IN-FR GENERAL FUND - Risk Management	256,458	228,771	235,803	249,766
587001	OPER TR IN-FR GENERAL FUND - Seattle Animal Shelter	2,033,788	1,895,975	2,010,075	2,383,247
587001	OPER TR IN-FR GENERAL FUND - Spay & Neuter Clinic	230,965	149,320	169,976	173,765
587001	OPER TR IN-FR GENERAL FUND - SUMMIT	1,801,699	2,026,153	2,585,367	2,538,949
587001	OPER TR IN-FR GENERAL FUND - Tax Administration	2,199,487	2,335,410	2,412,347	2,280,197
587001	OPER TR IN-FR GENERAL FUND - Treasury Operations	896,665	935,217	963,204	835,455
	<b>Total General Subfund Support</b>	<b>21,970,791</b>	<b>22,003,273</b>	<b>22,803,276</b>	<b>25,123,158</b>
421600	Professional and Occupational Licenses	1,460,080	622,400	645,400	645,400
433010	Federal Grants	150,101	0	0	0
434010	State Grants	117,136	0	0	0
441930	Cable Reimbursement	88,076	88,076	88,076	88,076
441930	Private reimbursements	22,218	0	0	20,000
441960	Weights and Measures Fees	238,654	838,754	897,486	897,486
442300	Animal Licenses	1,155,077	1,377,500	1,367,500	1,367,500
442490	Other Protective Inspection Fees	0	36,000	36,000	36,000

## Department of Finance & Administrative Services

443930	Animal Control Fees and Forfeits	140,463	139,500	139,500	139,500
443936	Spay and Neuter Fees	169,640	207,500	207,500	207,500
444300	Vehicle and Equipment Repair Charges	51,606	0	0	0
444500	Fuel Sales	56,500	0	0	0
444590	Other Protective Inspection Fees	225,097	233,800	233,800	348,800
447800	Training	33,425	25,000	25,000	25,000
461110	Interest Earnings - Residual Cash	260,273	183,500	183,500	183,500
461320	Unrealized Gains/Losses-Inv GASB31	87,942	0	0	0
462190	Motor Pool	255	0	0	0
462250	Vehicle and Equipment Leases	299,062	0	0	0
462300	Parking Fees - Private at SeaPark Garage	1,856,922	860,000	905,000	860,000
462300	Parking Fees - Private at SMT Garage	0	858,000	898,000	858,000
462500	Bldg/Other Space Rent Charge - Private at AWC	1,291,534	852,734	852,734	892,734
462500	Bldg/Other Space Rent Charge - Private at City Hall	0	73,982	73,982	73,982
462500	Bldg/Other Space Rent Charge - Private at SMT	1,255,021	1,175,000	1,175,000	1,175,000
462500	Bldg/Other Space Rent Charge - Private Misc	0	220,000	220,000	220,000
462900	Other Rents & Use Charges	11,257	0	0	11,000
469990	Co-locator Revenues	345,741	3,418	3,418	3,418
469990	Other Miscellaneous Revenues	998,000	373,312	373,312	689,312
469990	Passport Revenues	0	350,000	325,000	325,000
485400	Gain(Loss)-Disposition Fixed Assets - Vehicle Leasing	-184,064	0	0	0
562300	IF Parking Fees - SeaPark Garage	376,556	415,800	402,150	447,150
562300	IF Parking Fees - SMT Garage	241,545	310,200	298,850	338,850
	<b>Total Miscellaneous Revenue</b>	<b>10,748,118</b>	<b>9,244,476</b>	<b>9,351,208</b>	<b>9,853,208</b>
444560	IF Other Misc Revenue - Purchasing Rebates	0	140,000	140,000	140,000
541490	IF Administrative Fees and Charges - Arena	500,000	0	0	0
541490	IF Administrative Fees and Charges - Bus B	0	0	0	1,227,261
541490	IF Administrative Fees and Charges - Citywide Accounting	2,011,846	1,975,865	2,040,379	2,149,107
541490	IF Administrative Fees and Charges - Contracting	1,040,273	2,221,199	2,297,904	3,047,912
541490	IF Administrative Fees and Charges - CUPS	1,484,555	1,640,394	1,698,573	1,698,573
541490	IF Administrative Fees and	203,035	212,600	218,996	219,271

## Department of Finance & Administrative Services

Charges - Debt Management					
541490	IF Administrative Fees and Charges - Facilities (Data Center)	0	195,552	0	0
541490	IF Administrative Fees and Charges - Investments	216,874	270,397	278,798	191,136
541490	IF Administrative Fees and Charges - Misc. Facility	393,750	260,000	260,000	260,000
541490	IF Administrative Fees and Charges - Office of Constituent Services	780,266	698,659	723,586	992,897
541490	IF Administrative Fees and Charges - Purchasing Services	1,310,581	1,192,463	1,236,303	1,174,904
541490	IF Administrative Fees and Charges - Remittance Processing	800,632	799,178	824,459	754,403
541490	IF Administrative Fees and Charges - Risk Management	967,844	1,073,397	1,108,571	1,113,262
541490	IF Administrative Fees and Charges - Treasury	1,303,200	1,619,040	1,669,373	1,590,306
541830	IF DP - Applications Development - Applications	469,731	631,938	652,314	736,212
541830	IF DP - Applications Development - HRIS	889,285	885,973	913,452	912,259
541830	IF DP - Applications Development - SUMMIT	3,180,875	3,566,319	4,550,617	4,468,911
541921	IF Property Management Service Charges	411,266	0	0	0
541930	IF Custodial/Janitorial/Security	142,100	75,000	75,000	75,000
542830	IF Mail Messenger Charges	193,102	176,490	176,490	176,490
542831	IF ALLOC Mail Messenger - Departments	255,005	269,050	278,865	280,442
543210	IF Architect/Engineering Services - Capital Programs	5,521,754	3,858,100	3,988,590	4,311,704
544300	IF Vehicle and Equipment Repair	9,760,914	10,925,542	10,432,350	10,590,860
544500	IF Fuel Sales	8,841,541	10,007,879	10,208,037	10,284,838
548921	IF ALLOC Warehousing Charges - Departments	1,295,498	1,281,238	1,296,756	1,238,108
548922	IF ALLOC Real Estate Svc Chrgs - Departments	441,285	362,317	374,137	390,551
562150	IF Motor Pool Rental Charges	533,538	805,962	813,466	839,161
562250	IF Vehicle and Equipment Leases	24,303,190	24,414,470	24,873,248	25,930,322
562500	IF Building/Other Space Rental	4,476,322	5,652,932	5,798,820	5,798,820
562510	IF ALLOC Rent - Bldg/Other Space	46,121,115	46,727,544	47,268,312	47,332,053
569990	IF Other Misc Revenue - Animal Shelter Donation Fund	144,910	0	0	99,000
569990	IF Other Misc Revenue - AWV LID	0	111,000	102,500	242,500

## Department of Finance & Administrative Services

569990	IF Other Misc Revenue - Facilities	525,515	380,000	380,000	380,000
569990	IF Other Misc Revenue - FAS Accounting	25,182	52,855	54,712	54,380
569990	IF Other Misc Revenue - HCF	142,000	149,140	154,400	152,763
569990	IF Other Misc Revenue - REET (ADA Coordinator)	0	136,361	141,180	141,180
569990	IF Other Misc Revenue - Subfund 46010 (DT Parking Garage Coordinator)	0	135,000	139,000	139,000
569990	IF Other Misc Revenue - Transportation Benefits District	54,583	56,980	59,035	59,035
569990	IF Other Misc Revenue - Treasury Operations	44,032	0	0	0
587118	Emergency Subfund Transfer - Bus B	1,863,700	0	0	0
<b>Total Services to City Depts</b>		<b>120,649,299</b>	<b>122,960,834</b>	<b>125,228,223</b>	<b>129,192,621</b>
<b>Total Revenues</b>		<b>153,368,208</b>	<b>154,208,583</b>	<b>157,382,707</b>	<b>164,168,987</b>
379100	Use of (Contribution To) Fund Balance	-13,256,718	3,468,518	4,033,847	2,954,938
<b>Total Use of (Contribution To) Fund Balance</b>		<b>-13,256,718</b>	<b>3,468,518</b>	<b>4,033,847</b>	<b>2,954,938</b>
<b>Total Resources</b>		<b>140,111,490</b>	<b>157,677,101</b>	<b>161,416,554</b>	<b>167,123,925</b>

# Department of Finance & Administrative Services

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

### Budget and Central Services Budget Control Level

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

	2012	2013	2014	2014
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Budget and Central Services	3,897,754	4,417,881	4,516,938	4,618,615
<b>Total</b>	<b>3,897,754</b>	<b>4,417,881</b>	<b>4,516,938</b>	<b>4,618,615</b>
Full-time Equivalents Total*	34.50	37.00	37.00	38.00

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

### Business Technology Budget Control Level

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

	2012	2013	2014	2014
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Business Technology	9,408,715	11,205,464	12,865,644	13,818,841
<b>Total</b>	<b>9,408,715</b>	<b>11,205,464</b>	<b>12,865,644</b>	<b>13,818,841</b>
Full-time Equivalents Total*	44.50	43.00	43.00	46.50

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

# Department of Finance & Administrative Services

## City Purchasing and Contracting Services Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Contracting Services	1,436,725	2,115,169	2,184,207	2,979,574
Purchasing Services	1,510,275	1,637,045	1,692,929	1,689,009
<b>Total</b>	<b>2,947,000</b>	<b>3,752,214</b>	<b>3,877,135</b>	<b>4,668,582</b>
Full-time Equivalents Total*	27.00	31.00	31.00	33.00

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

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

### **Contracting Services Program**

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

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Contracting Services	1,436,725	2,115,169	2,184,207	2,979,574
Full-time Equivalents Total	13.00	17.00	17.00	19.00

### **Purchasing Services Program**

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

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Purchasing Services	1,510,275	1,637,045	1,692,929	1,689,009
Full-time Equivalents Total	14.00	14.00	14.00	14.00

# Department of Finance & Administrative Services

## Facility Services Budget Control Level

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

<b>Program Expenditures</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Facility Services	63,625,183	64,704,035	65,267,359	66,849,050
<b>Total</b>	<b>63,625,183</b>	<b>64,704,035</b>	<b>65,267,359</b>	<b>66,849,050</b>
Full-time Equivalents Total*	87.50	88.50	88.50	88.50

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

## Financial Services Budget Control Level

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

<b>Program Expenditures</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2014</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Accounting	3,790,502	3,662,757	3,781,566	3,850,232
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,994,785
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,837,950
Risk Management	1,299,804	1,300,057	1,342,561	1,338,722
Treasury	3,197,530	3,996,213	4,111,547	4,005,699
<b>Total</b>	<b>12,982,301</b>	<b>13,770,999</b>	<b>14,205,210</b>	<b>14,027,387</b>
Full-time Equivalents Total*	97.50	102.50	102.50	127.50

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

# Department of Finance & Administrative Services

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

## Accounting Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Accounting	3,790,502	3,662,757	3,781,566	3,850,232
Full-time Equivalents Total	25.50	27.50	27.50	51.50

## Business Licensing and Tax Administration Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Business Licensing and Tax Administration	2,578,557	3,031,857	3,130,937	2,994,785
Full-time Equivalents Total	25.00	25.00	25.00	25.00

## City Economics and Financial Management Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
City Economics and Financial Management	2,115,907	1,780,115	1,838,600	1,837,950
Full-time Equivalents Total	11.00	11.00	11.00	11.00

## Risk Management Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Risk Management	1,299,804	1,300,057	1,342,561	1,338,722
Full-time Equivalents Total	9.00	9.00	9.00	9.00

# Department of Finance & Administrative Services

## Treasury Program

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

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Treasury	3,197,530	3,996,213	4,111,547	4,005,699
Full-time Equivalents Total	27.00	30.00	30.00	31.00

## Fleet Services Budget Control Level

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

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,197,433
Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,747,653
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,600,753
<b>Total</b>	<b>36,037,367</b>	<b>47,250,039</b>	<b>47,667,135</b>	<b>48,545,839</b>
Full-time Equivalents Total*	127.00	127.00	116.00	128.00

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

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

### Vehicle Fueling Program

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

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted
Vehicle Fueling	8,867,654	9,936,939	10,137,310	10,197,433
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.

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Adopted

# Department of Finance & Administrative Services

Vehicle Leasing	9,662,094	18,206,685	18,165,705	18,747,653
Full-time Equivalents Total	10.00	11.00	11.00	12.00

## 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>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Vehicle Maintenance	17,507,619	19,106,415	19,364,120	19,600,753
Full-time Equivalents Total	116.00	115.00	104.00	115.00

## Judgment and Claims Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Judgment and Claims	361,975	186,388	222,685	222,685
<b>Total</b>	<b>361,975</b>	<b>186,388</b>	<b>222,685</b>	<b>222,685</b>

## Office of Constituent Services Budget Control Level

The purpose of the Office of Constituent Services Budget Control Level (BCL) is to lead City departments to 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.

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,225,565
<b>Total</b>	<b>2,661,264</b>	<b>2,743,909</b>	<b>2,853,184</b>	<b>3,225,565</b>
Full-time Equivalents Total*	27.75	26.75	26.75	29.25

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

# Department of Finance & Administrative Services

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

## Office of Constituent Services Program

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

<b>Expenditures/FTE</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Office of Constituent Services	2,661,264	2,743,909	2,853,184	3,225,565
Full-time Equivalents Total	27.75	26.75	26.75	29.25

## Revenue and Consumer Protection Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Revenue and Consumer Protection	2,467,039	3,340,850	3,457,272	3,935,948
<b>Total</b>	<b>2,467,039</b>	<b>3,340,850</b>	<b>3,457,272</b>	<b>3,935,948</b>
Full-time Equivalents Total*	23.00	30.00	30.00	33.50

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

## Seattle Animal Shelter Budget Control Level

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

<b>Program Expenditures</b>	<b>2012 Actuals</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>	<b>2014 Adopted</b>
Seattle Animal Shelter	2,991,660	3,239,796	3,343,961	3,775,409
<b>Total</b>	<b>2,991,660</b>	<b>3,239,796</b>	<b>3,343,961</b>	<b>3,775,409</b>
Full-time Equivalents Total*	32.00	33.00	33.00	38.00

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

# Department of Finance & Administrative Services

## Technical Services Budget Control Level

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

	2012	2013	2014	2014
<b>Program Expenditures</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,436,003
<b>Total</b>	<b>2,731,231</b>	<b>3,065,526</b>	<b>3,160,032</b>	<b>3,436,003</b>
Full-time Equivalents Total*	21.00	21.00	21.00	22.00

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

**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.

	2012	2013	2014	2014
<b>Expenditures/FTE</b>	<b>Actuals</b>	<b>Adopted</b>	<b>Endorsed</b>	<b>Adopted</b>
Capital Development and Construction Management	2,731,231	3,065,526	3,160,032	3,436,003
Full-time Equivalents Total	21.00	21.00	21.00	22.00

# Department of Finance & Administrative Services

## Finance and Administrative Services Fund Table

### Finance and Administrative Services Fund (50300)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Adopted
<b>Beginning Fund Balance</b>	<b>19,417,487</b>	<b>13,153,682</b>	<b>37,272,695</b>	<b>9,685,163</b>	<b>26,542,684</b>
Accounting and Technical Adjustments-Add Back Non- cash Items	7,453,000	-	-	-	-
Plus: Actual and Estimated Revenue	153,368,208	154,208,582	154,609,311	157,382,709	164,168,987
Plus: Inter-fund Transfer		3,500,000	3,500,000	3,500,000	5,859,000
Less: Actual and Budgeted Expenditures	140,095,000	157,677,101	165,339,322	161,436,556	167,123,925
Less: Capital Improvements	2,871,000	3,500,000	3,500,000	3,500,000	11,968,000
<b>Ending Fund Balance</b>	<b>37,272,695</b>	<b>9,685,163</b>	<b>26,542,684</b>	<b>5,631,316</b>	<b>17,478,746</b>
Continuing Appropriations	3,156,822				
Working Capital - Fleets	21,512,043		17,403,802		17,403,802
<b>Total Reserves</b>	<b>24,668,865</b>	<b>-</b>	<b>17,403,802</b>	<b>-</b>	<b>17,403,802</b>
<b>Ending Unreserved Fund Balance</b>	<b>12,603,830</b>	<b>9,685,163</b>	<b>9,138,882</b>	<b>5,631,316</b>	<b>74,944</b>

# Department of Finance & Administrative Services

## Capital Improvement Program Highlights

### FAS Capital Improvement Program Highlights

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

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

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

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

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

### 2014 Project Highlights

#### Americans with Disabilities Act (ADA) - Citywide & FAS

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

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

#### Asset Preservation Program

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

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

# Department of Finance & Administrative Services

## Critical Infrastructure Upgrades

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

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

## Customer Requested Tenant Improvements

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

## Energy Efficiency for Municipal Buildings

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

## Fire Facilities and Emergency Response Levy Program

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

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

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

## Facility Projects Planning

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

## Fire Station 5 Relocation and Renovation

Two multiyear projects are planned for Fire Station 5 in 2014. The Fire Station 5 Relocation project relocates the Engine 4 marine crew and the Engine 5 land crew to temporary facilities during the City's pier restructuring and Seawall construction. The Fire Station 5 Renovation project will seismically upgrade and renovate Fire Station 5.

# Department of Finance & Administrative Services

## Maintenance Shops and Yards

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

## North Precinct

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

## Public Safety Facilities - Police Harbor Patrol Bulkhead and HVAC

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

## Summit Upgrade

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

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

## Capital Improvement Program Appropriation

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

# Department of Finance & Administrative Services

## Asset Preservation - Seattle Municipal Tower: A1AP2

Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,800,000	1,770,000
<b>Subtotal</b>	<b>1,800,000</b>	<b>1,770,000</b>

## Asset Preservation - Shops and Yards: A1AP4

Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	800,000	600,000
<b>Subtotal</b>	<b>800,000</b>	<b>600,000</b>

## FAS Oversight-External Projects: A1EXT

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	250,000
<b>Subtotal</b>	<b>0</b>	<b>250,000</b>

## Garden of Remembrance: A51647

Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	24,781	24,781
<b>Subtotal</b>	<b>24,781</b>	<b>24,781</b>

## General Government Facilities - General: A1GM1

2014 Multipurpose LTGO Bond Fund	0	2,300,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	141,000	241,000
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
<b>Subtotal</b>	<b>3,641,000</b>	<b>6,041,000</b>

## Information Technology: A1IT

2013 Multipurpose LTGO Bond Fund	1,000,000	0
2014 Multipurpose LTGO Bond Fund	7,038,000	7,038,000
Finance and Administrative Services Fund (50300)	0	6,109,000
<b>Subtotal</b>	<b>8,038,000</b>	<b>13,147,000</b>

## Maintenance Shops and Yards: A1MSY

Cumulative Reserve Subfund - REET I Subaccount (00163)	2,552,000	2,552,000
<b>Subtotal</b>	<b>2,552,000</b>	<b>2,552,000</b>

## Neighborhood Fire Stations: A1FL1

2003 Fire Facilities Subfund (34440)	0	1,780,326
2014 Multipurpose LTGO Bond Fund	8,649,947	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,880,000	1,407,000
<b>Subtotal</b>	<b>10,529,947</b>	<b>3,187,326</b>

# Department of Finance & Administrative Services

## Preliminary Engineering: A1GM4

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	750,000
<b>Subtotal</b>	<b>0</b>	<b>750,000</b>

## Public Safety Facilities - Fire: A1PS2

Cumulative Reserve Subfund - REET I Subaccount (00163)	0	700,000
Finance and Administrative Services Fund (50300)	0	2,359,000
<b>Subtotal</b>	<b>0</b>	<b>3,059,000</b>

## Public Safety Facilities - Police: A1PS1

2013 Multipurpose LTGO Bond Fund	0	2,300,000
2014 Multipurpose LTGO Bond Fund	11,400,000	11,400,000
Cumulative Reserve Subfund - REET I Subaccount (00163)	365,000	615,000
Federal Vice Enforcement Forfeiture	1,850,000	1,850,000
<b>Subtotal</b>	<b>13,615,000</b>	<b>16,165,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>42,200,728</b>	<b>49,568,107</b>
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