

Department of Finance & Administrative Services

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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 support the work City 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 businesses 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 are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems:

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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 through the Customer Service Bureau and at seven neighborhood service centers, answering more than

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50,000 requests from constituents each year.

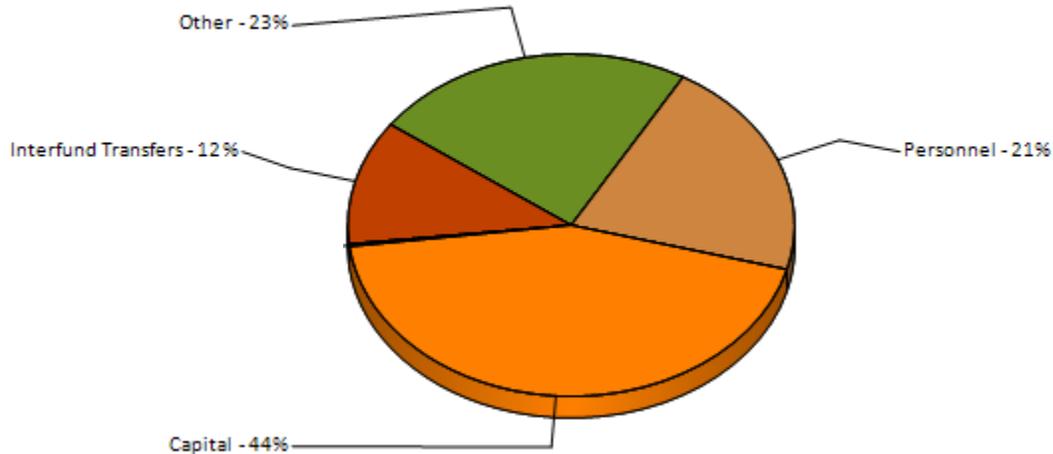
Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for some of its services, such as the Seattle Animal Shelter 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 Adopted
General Fund Support	\$24,958,942	\$26,857,800	\$26,763,953	\$29,051,281
Other Funding - Operating	\$139,769,305	\$181,813,330	\$175,290,127	\$174,318,073
Total Operations	\$164,728,247	\$208,671,130	\$202,054,080	\$203,369,354
Other funding - Capital	\$32,443,800	\$26,332,495	\$45,104,188	\$74,269,560
Total Appropriations	\$197,172,047	\$235,003,625	\$247,158,268	\$277,638,914
Full-time Equivalent Total*	584.25	625.00	624.00	641.50

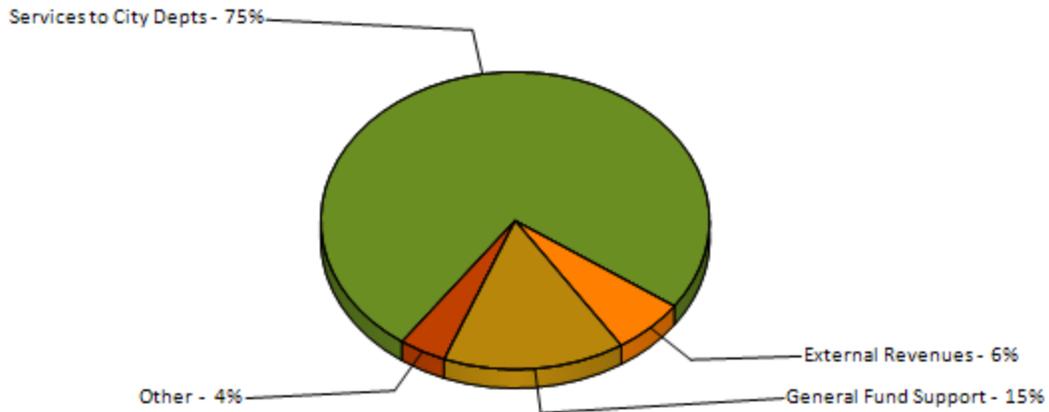
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2016 Adopted Budget - Expenditure by Category



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2016 Adopted Budget - Revenue by Category



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 general government activities, including constituent affairs, purchasing, contracting, financial services and the Seattle Animal Shelter. The 2016 Adopted 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.

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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 Adopted 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 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 Adopted 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 Adopted Budget to increase capacity for public disclosure requests.

FAS runs seven neighborhood service centers where City of Seattle services like utility bill payment, access to

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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 departments to move Summit to the most current software release (PeopleSoft Financials 9.2).

In 2015, a 'Base' scope was recommended and approved for implementation following analysis of various alternatives. Phase II began implementation of this 'Base' scope in September 2015, with an operational start date of January 2018. 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.

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).

Phase II is estimated to cost \$65.6 million for the 'Base' scope 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. 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 included 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.

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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 passed 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 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 included 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.

City Council Changes to the Proposed Budget

The City Council added General Fund resources for additional pre-apprenticeship programs in support of the Priority Hire initiative to increase employment within the construction trades for women, people of color and those living in economically distressed zip codes in Seattle and King County. This funding could be used for additional classes, expanded curriculum or other strategies to increase graduation, retention or employment rates of participants. The Council also added resources for a facility study to look at the feasibility of a childcare center on City-owned space in the downtown core. In addition, the Council passed legislation in late 2015 that requires FAS to establish and administer a collective bargaining process between taxi, for-hire and Transportation Network Company (TNC) drivers and the companies they drive for. While the exact resources needed to do this body of work are not known at this point, FAS estimates that it will need a system to track driver and trip data and positions to establish rules, processes and enforcement required by this legislation. Finally, the Council added resources to install hearing loop devices in the Bertha Knight Landes room of City Hall to assist people with impaired hearing.

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Incremental Budget Changes

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	2016 Budget	FTE
Total 2016 Endorsed Budget	\$ 202,054,080	624.00
Baseline Changes		
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
Proposed Changes		
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
Proposed Technical Changes		
Reduction in Pike Place Market Pass-Through	-\$ 6,000,000	0.00
Technical Change	-\$ 1,326,006	0.00
Council Changes		
Additional Resources for Pre-Apprenticeship Support	\$ 300,000	0.00
Childcare Center on Downtown City Campus Feasibility Analysis	\$ 115,000	0.00
Resources for Taxi, For-Hire and TNC Regulation	\$ 2,129,501	3.00
Assisted Listening Device Installation in Bertha Knight Landes Room	\$ 117,181	0.00
Total Incremental Changes	\$ 1,315,274	17.50
2016 Adopted Budget	\$ 203,369,354	641.50

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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 Adopted 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 Adopted 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.

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 Adopted 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.

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The 2016 Adopted 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 Adopted 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 Adopted 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 Adopted Budget includes a one-time reduction in the 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

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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 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 Adopted 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.

Council Changes

Additional Resources for Pre-Apprenticeship Support - \$300,000

In 2015 the City established the Priority Hire program to promote training and employment in the construction industry, and to increase employment within the construction trades of women, people of color and those living in economically distressed zip codes in Seattle and King County. One of the City's strategies is to provide support

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to pre-apprenticeship programs and program participants. This funding will be used for additional programs, classes or curriculum to increase graduation, retention or employment rates.

Childcare Center on Downtown City Campus Feasibility Analysis - \$115,000

The Council added one-time funding for a feasibility analysis of a potential daycare center located in City-owned space in the downtown core. This is in support of the City of Seattle's gender pay equity, high-quality pre-school, social justice, and affordability goals.

Resources for Taxi, For-Hire and TNC Regulation - \$2,129,501/3.00 FTE

Legislation passed in late 2015 required FAS to establish and administer a collective bargaining process between taxi, for-hire and Transportation Network Company (TNC) drivers and the companies they drive for. Overseeing a union election process is a new line of business for FAS and while exact resource needs may not be known at this point, FAS estimates it will need a system to track driver and trip data and three positions to develop rules, processes, and perform analysis related to this legislation.

Assisted Listening Device Installation in Bertha Knight Landes Room - \$117,181

FAS will use fund balance to install an audio frequency induction loop system (hearing loop) in the Bertha Knight Landes room at City Hall to assist people with impaired hearing. Similar devices have already been installed in the Council Chambers at City Hall.

City Council Provisos

There are no Council provisos.

Expenditure Overview

Appropriations	Summit Code	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
Wheelchair Accessible Services Program Budget Control Level	AW001	0	0	0	1,250,000
Bond Funds					
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
Central Waterfront Fund					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	0	554,101	2,234,378	2,870,000
FAS Operating Fund					

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Budget and Central Services	A1000	4,754,503	4,828,621	4,862,893	6,945,378
Budget Control Level					
Business Technology Budget	A4520	15,441,981	17,455,059	18,178,059	19,584,021
Control Level					
City Finance Division Budget Control					
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
Total	A4510	13,873,991	15,685,723	14,555,611	14,303,682
City Purchasing and Contracting Services Budget Control					
Contracting Services		2,809,903	4,230,718	4,207,377	4,419,694
Purchasing Services		1,749,693	1,711,944	1,721,342	1,835,281
Total	A4540	4,559,596	5,942,662	5,928,719	6,254,975
Facility Services Budget	A3000	65,230,676	69,317,124	73,303,115	71,969,656
Control Level					
Fleet Services Budget Control					
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
Total	A2000	46,955,042	50,421,199	54,759,110	54,286,106
Judgment and Claims Budget	A4000	222,685	0	0	0
Control Level					
Office of Constituent Services Budget Control					
Office of Constituent Services		2,689,790	3,296,690	3,200,313	3,775,651
Total	A6510	2,689,790	3,296,690	3,200,313	3,775,651
Regulatory Compliance and Consumer Protection Budget	A4530	3,834,233	4,684,366	4,485,878	7,252,209
Control Level					
Seattle Animal Shelter Budget	A5510	3,767,338	3,829,472	3,869,333	4,032,024
Control Level					
Technical Services Budget Control					
Capital Development and Construction Management		3,398,411	4,336,788	4,345,306	4,519,258
Total	A3100	3,398,411	4,336,788	4,345,306	4,519,258
FileLocal Fund					
FileLocal Agency Budget	A9POR	0	319,325	331,365	326,394
Control Level					
Department Total		164,728,247	208,671,130	202,054,080	203,369,354

Department of Finance & Administrative Services

Department Full-time Equivalents Total*	584.25	625.00	624.00	641.50
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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 Adopted
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	8,535,536
	Total Use of Fund Balance	-1,874,675	8,612,093	10,485,138	11,405,536
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
	Total Other	0	28,319,325	12,331,365	7,576,394
421600	Professional and Occupational Licenses	451,789	436,000	436,000	436,000
421601	Licenses - Taxi/For Hire	528,395	1,171,800	1,201,300	1,201,300
421605	Licenses - For 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	697,000
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

Department of Finance & Administrative Services

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
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 Revenues	69	0	0	0
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
	Total External Revenues	11,331,318	9,912,643	9,972,993	11,698,178
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	115,000
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	471,278

Department of Finance & Administrative Services

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
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
	Total General Fund Support	25,104,060	26,857,800	26,763,953	29,051,281
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

Department of Finance & Administrative Services

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
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

Department of Finance & Administrative Services

569990	Treasury Operations	41,817	0	0	0
569990	Vehicle Leasing	1,366,048	0	0	0
	Total Services to City Depts	130,167,544	134,969,269	142,500,631	143,637,965
	Total Revenues	166,602,922	200,059,037	191,568,942	191,963,818
	Total Resources	164,728,247	208,671,130	202,054,080	203,369,354

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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Wheelchair Accessible Services Program	0	0	0	1,250,000
Total	0	0	0	1,250,000

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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Pike Place Market Waterfront Entrance Project (36200-A8500)	0	28,000,000	0	0
Total	0	28,000,000	0	0

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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Pike Place Market Waterfront Entrance Project (36300-8600)	0	0	12,000,000	6,000,000
Total	0	0	12,000,000	6,000,000

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).

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
FAS CWF Finance	0	554,101	2,234,378	2,870,000
Total	0	554,101	2,234,378	2,870,000
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.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Budget and Central Services	4,754,503	4,828,621	4,862,893	6,945,378
Total	4,754,503	4,828,621	4,862,893	6,945,378
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.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Business Technology	15,441,981	17,455,059	18,178,059	19,584,021
Total	15,441,981	17,455,059	18,178,059	19,584,021
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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
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
Total	13,873,991	15,685,723	14,555,611	14,303,682
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
Expenditures/FTE	Actuals	Adopted	Endorsed	Adopted
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
Expenditures/FTE	Actuals	Adopted	Endorsed	Adopted
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

Department of Finance & Administrative Services

City Economics and Financial Management Program

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

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Program Expenditures	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Adopted
Contracting Services	2,809,903	4,230,718	4,207,377	4,419,694
Purchasing Services	1,749,693	1,711,944	1,721,342	1,835,281
Total	4,559,596	5,942,662	5,928,719	6,254,975
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.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Adopted
Contracting Services	2,809,903	4,230,718	4,207,377	4,419,694
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.

Expenditures/FTE	2014	2015	2016	2016
	Actuals	Adopted	Endorsed	Adopted
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	Adopted
Facility Services	65,230,676	69,317,124	73,303,115	71,969,656
Total	65,230,676	69,317,124	73,303,115	71,969,656
Full-time Equivalents Total*	88.50	92.50	92.50	92.50

** 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.*

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	Adopted
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
Total	46,955,042	50,421,199	54,759,110	54,286,106
Full-time Equivalents Total*	128.00	129.00	129.00	129.00

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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	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Expenditures/FTE	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
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.

Program Expenditures	2014 Actuals	2015 Adopted	2016 Endorsed	2016 Adopted
Judgment and Claims	222,685	0	0	0
Total	222,685	0	0	0

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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Office of Constituent Services	2,689,790	3,296,690	3,200,313	3,775,651
Total	2,689,790	3,296,690	3,200,313	3,775,651
Full-time Equivalents Total*	29.25	28.50	28.50	34.00

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

Office of Constituent Services Program

	2014	2015	2016	2016
Expenditures/FTE	Actuals	Adopted	Endorsed	Adopted
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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Regulatory Compliance and Consumer Protection	3,834,233	4,684,366	4,485,878	7,252,209
Total	3,834,233	4,684,366	4,485,878	7,252,209
Full-time Equivalents Total*	33.50	42.50	40.50	47.50

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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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Seattle Animal Shelter	3,767,338	3,829,472	3,869,333	4,032,024
Total	3,767,338	3,829,472	3,869,333	4,032,024
Full-time Equivalents Total*	38.00	38.00	38.00	39.00

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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
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
Capital Development and Construction Management	3,398,411	4,336,788	4,345,306	4,519,258
Total	3,398,411	4,336,788	4,345,306	4,519,258
Full-time Equivalents Total*	22.00	29.00	29.00	29.00

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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
Expenditures/FTE	Actuals	Adopted	Endorsed	Adopted
Capital Development and Construction Management	3,398,411	4,336,788	4,345,306	4,519,258
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.

	2014	2015	2016	2016
Program Expenditures	Actuals	Adopted	Endorsed	Adopted
FAS FileLocal Agency	0	319,325	331,365	326,394
Total	0	319,325	331,365	326,394
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

FileLocal Agency Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Adopted
Beginning Fund Balance	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
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Wheelchair Accessible Services Fund

	2014 Actuals	2015 Adopted	2015 Revised	2016 Endorsed	2016 Adopted
Beginning Fund Balance	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
Ending Fund Balance	0	0	0	0	0
Ending Unreserved Fund Balance	0	0	0	0	0

Department of Finance & Administrative Services

Finance and Administrative Services Fund (50300)

	2014	2015	2015	2016	2016
	Actuals	Adopted	Revised	Endorsed	Adopted
Beginning Fund Balance	104,465,478	31,431,324	37,326,046	23,373,332	27,169,342
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	184,387,424
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	192,922,960
Less: Capital Improvements	2,967,497	3,720,000	7,796,000	3,742,000	17,235,000
Ending Fund Balance	37,326,046	23,373,332	27,169,342	15,122,572	17,533,806
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
Total Reserves	19,978,867	15,421,097	11,630,302	15,119,480	13,449,761
Ending Unreserved Fund Balance	17,347,179	7,952,235	15,539,040	3,092	4,084,045

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 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 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 Adopted Budget has a one-time reduction in space rent contributions, but additional use of

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fund balance. Some projects started 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.

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, from 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 Adopted
Asset Preservation - Schedule 1 Facilities: A1APSCH1		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,769,000	4,411,372
Subtotal	3,769,000	4,411,372
Asset Preservation - Schedule 2 Facilities: A1APSCH2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	3,231,000	2,981,000
Subtotal	3,231,000	2,981,000
FAS Oversight-External Projects: A1EXT		
Cumulative Reserve Subfund - REET I Subaccount (00163)	2,500,000	2,500,000
General Subfund	313,000	313,000
Subtotal	2,813,000	2,813,000
Fire Station - Land Acquisitions: A1FL101		
2016 Multipurpose LTGO Bond Fund	800,000	0
Subtotal	800,000	0
Garden of Remembrance: A51647		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	26,392	26,392
Subtotal	26,392	26,392
General Government Facilities - General: A1GM1		
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
Subtotal	7,425,000	9,345,000
Information Technology: A1IT		
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
Subtotal	200,000	29,387,000

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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
Subtotal	350,000	850,000

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
Subtotal	12,847,796	13,276,796

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
Subtotal	5,142,000	2,692,000

Public Safety Facilities - Police: A1PS1

2016 Multipurpose LTGO Bond Fund	8,500,000	4,000,000
Subtotal	8,500,000	4,000,000

Summit Re-Implementation Department Capital Needs: A1IT1

2016 Multipurpose LTGO Bond Fund	0	4,487,000
Subtotal	0	4,487,000

Total Capital Improvement Program Appropriation	45,104,188	74,269,560
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