

Department of Finance & Administrative Services

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Department Overview

The Department of Finance and Administrative Services (FAS), with more than 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 the six customer service centers located throughout the city, or through the new Mobile Customer Service Center launching in fall 2016. 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 finds suitable owners to adopt homeless animals.

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

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are properly paid in a timely manner. Finally, FAS helps administer the City's three retirement systems: Employees' Retirement System, Firefighters' Pension Fund and the Police Relief and Pension Fund.

Operational Services

FAS designs, builds and maintains most 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 departments need to acquire property or when the City no longer has a purpose for property, FAS is responsible for managing the acquisition or sale. 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. Many of these information technology (IT) functions transitioned to the new Seattle 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 eight functional areas:

- **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 and 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 program.
- **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 chickens and goats.
- **Office of Constituent Services**, which provides customer service interface for the City's constituents through the Customer Service Bureau and at seven customer service centers, answering more than 80,000 requests from constituents each year.

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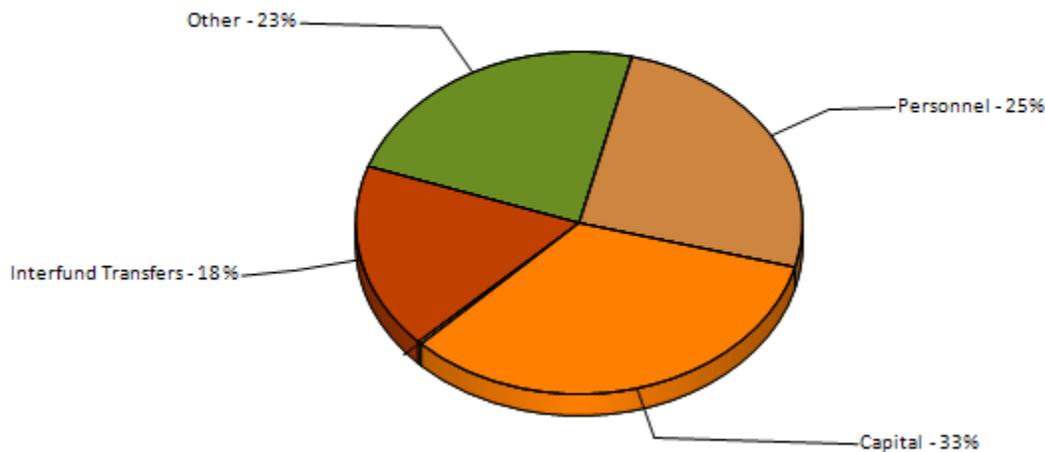
In 2016, the Business Technology division of FAS was dissolved as part of the IT consolidation with many positions and functions transferring to Seattle IT. Internal service operations in FAS are primarily supported through charges to City departments and, in some cases, such as when the City leases space, by private businesses or individuals. FAS also collects certain fees specifically to pay for its services, such as the Seattle Animal Shelter Spay and Neuter Clinic, pet 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	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
General Fund Support	\$26,488,458	\$29,051,281	\$27,944,843	\$29,120,727
Other Funding - Operating	\$150,779,539	\$174,318,073	\$174,101,638	\$168,695,409
Total Operations	\$177,267,997	\$203,369,354	\$202,046,481	\$197,816,136
Other funding - Capital	\$34,184,553	\$74,269,560	\$67,890,200	\$46,265,210
Total Appropriations	\$211,452,550	\$277,638,914	\$269,936,681	\$244,081,346
Full-time Equivalent Total*	625.00	641.50	622.50	619.50

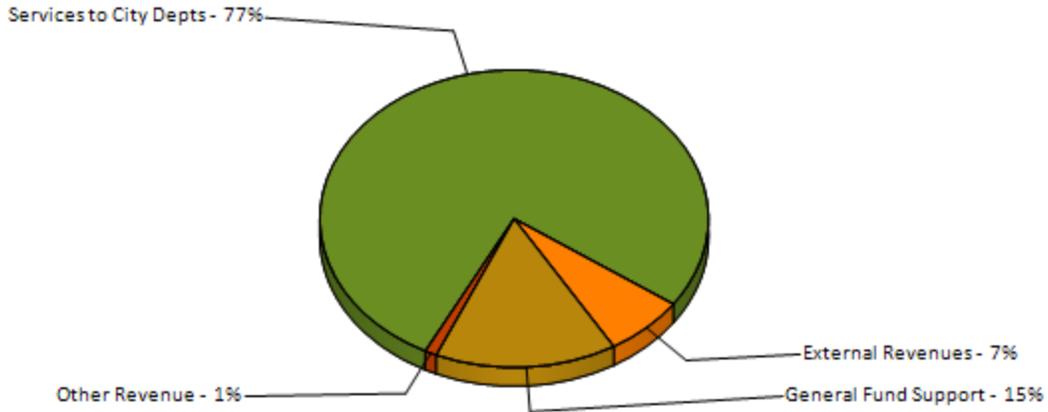
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Human Resources Director actions outside of the budget process may not be detailed here.

2017 Proposed Budget - Expenditure by Category



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2017 Proposed Budget - Revenue by Category



Budget Overview

As an internal service department, many functions of the Department of Finance and Administrative Services (FAS) are billed to other City departments through central rates and allocations in exchange for services provided. For example, FAS supports all City departments through its fleets, facilities, customer service, finance, contracting and purchasing functions. FAS also performs general government functions, like business licensing and tax collection, consumer protection, and the Seattle Animal Shelter, which are supported by General Fund transfers.

The 2017-2018 Proposed Budget includes improvements to customer service functions in recognition of increased workload and new ways to contact the City, sustains and adds resources for the coordination of City departments as part of the Homelessness State of Emergency, increases investments in asset preservation of City facilities (including vital public safety facilities construction and maintenance), funds departmental and Citywide resources for the enterprise financial system replacement (Summit Re-Implementation) project and includes staffing for flexibility of regulation of new or evolving industries. Some of the items listed above are offset by a combination of operating efficiencies and increased revenues, including increased fees for animal licenses and spay/neuter services and increased fees for marijuana regulatory business licenses, to avoid large rate increases to departments and minimal General Fund impacts. Finally, the proposed budget includes a new project for installation of 150 electric vehicle charging stations as part of the Drive Clean Seattle Initiative to reduce greenhouse gas emissions caused by transportation.

In addition, the 2017-2018 Proposed Budget includes important technical adjustments to recognize the transfer of staff and budget as part of the Seattle IT consolidation, additional lease costs paid by FAS on behalf of departments, and continuation of budget authority for items authorized as part of the quarterly supplemental budget processes or stand-alone legislation in 2016.

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Improving Customer Service

A variety of new technologies, and consolidation of phone lines and departmental responsibilities have resulted in a large increase in service requests to the FAS Customer Service Bureau. FAS is increasing staff capacity in the Customer Service Bureau to respond to service requests and to evaluate and make recommendations about business processes around ancillary systems, including those departments use to manage work orders, to better integrate them into the main customer service request system. Other business process recommendations will address how to close the loop with constituents and departments once requested work has been completed. This will ensure customer service response targets are met, and that constituents remain satisfied with City response.

In 2016, Council authorized a tiered business license fee structure with different rates depending on the size of businesses, as determined by their gross income. Additional staff, outreach materials and system modifications are required to ensure business owners have a seamless transition to the new tiered licensing structure.

Centralizing City Functions

FAS acts as the coordinator of other City departments to improve access for people with disabilities as required under Title II of the Americans with Disabilities Act (ADA). By centralizing this effort, the City can ensure there is a consistent approach and prioritization to address facility and programmatic access issues. FAS is adding a temporary position to act as a Citywide departmental contact to share best practices and assist departments in setting up transition plans to move towards greater ADA compliance and accessibility.

As part of the declaration of the homelessness state of emergency in 2015, FAS was identified as the central department to coordinate the City's efforts related to outreach and garbage removal for unauthorized encampments that pose public health or safety concerns. The process and procedures for this work are continuing to evolve, but there remains a need for centralized response and coordination between departments for various clean-up activities. The 2017-2018 Proposed Budget continues state of emergency funding for FAS to fulfill this role, and adds additional resources to further address some of the issues around coordination.

Protecting Consumers

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. 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. In 2016, FAS began planning for implementation of a system to track driver licensing and TNC compliance data for reporting requirements. Additional budget, supported by the TNC revenue, is included to fund completion of this system and is considered phase one. Phase two of this work expands upon existing functionality to track data for the regulation of other industries and allows flexibility to respond to future regulation as various industries emerge and evolve.

The Regulatory Compliance and Consumer Protection division of FAS is transitioning to a model in which staff (including inspectors, strategic advisors and administrative staff) are not constrained to regulation of one industry, but are cross-trained to work on a variety of industries as the need arises. An additional staff position is added for increased flexibility and capacity to regulate emergent and evolving industries.

Maintaining, Improving and Constructing City Facilities

Investing in the City's existing facilities ensures these assets are available for long-term use and reduces future maintenance costs. FAS collects funds for current maintenance as well as future repairs through space rent charges to City departments in FAS-managed buildings, based on the square footage occupied. The 2017-2018 Proposed Budget authorizes a transfer of FAS fund balance, collected via space rent in previous years to address the backlog. FAS will use existing facilities fund balance to continue preservation activities, including a major investment to replace the cooling units in the Seattle Municipal Tower. The proposed budget takes advantage of

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expiring debt service payments which were funded through space rent collections and diverts the same level of space rent to the Asset Preservation fund. This keeps space rent stable for departments while increasing funding for asset preservation.

Some facility maintenance work is not included in the asset preservation program 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. Major facilities projects in the 2017-2018 Proposed Budget, including construction of the remaining fire stations from the Fire Facilities Levy program and major maintenance to other public safety facilities, are detailed in the 2017-2022 FAS Capital Improvement Program.

Additionally, as the manager of most of the City-owned facilities, FAS performs 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 external leases. As the number of 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. Minor capital improvement projects and floor plan layout changes are required to accommodate the additional personnel in City-owned space.

FAS is also funding facility work to improve accessibility in the Boards and Commissions Room of the City Hall building with installation of a Smart TV and Listen Line to assist public participation in meetings held in the room without being physically present.

Improving and Maintaining Internal Services

FAS provides centralized services to most City departments for things like fleet management, treasury management and citywide purchasing. As the City grows, FAS' workload grows as well. FAS is adding resources to address the regular maintenance backlog for fleets due to vehicles adds, additional support for processing the an increasing volume of treasury transactions and centralizing the entry of vendors into the financial system.

The funding for the initiatives outlined above is not from a rate increase for customers, but instead by implementing administrative reductions in the discretionary operating budget of various divisions and by recognizing increasing revenues. The net effect of these measures offsets costs from rate-paying departments and the General Fund.

FAS is also leading the charge on installation of 150 additional electric vehicle charging stations at the Seattle Municipal Tower to electrify fleet vehicles as part of the Drive Clean Seattle Initiative. This has the dual purpose of reducing greenhouse gas emissions caused by transportation and cost savings through a lower total cost of ownership for electric vehicles over traditional, or even hybrid, vehicles.

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. The Summit Re-Implementation Program (SRI) is a 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. Work for SRI began in 2013, with an anticipated operational start date of January 2018.

In addition, the City is leveraging resources for the SRI technology project by simultaneously implementing business process standardization and improvements. FAS is coordinating this work on behalf of departments and allocating eligible costs through rates. Once Summit is re-implemented and business processes are updated, financial reporting and accountability will be more standardized across the City, with the goal of increased transparency and stronger management of financials.

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This project has central capital components as well as department-specific components. The central capital project is detailed in the FAS Capital Improvement Program, along with a funding mechanisms to reimburse operating departments for certain capital expenditures they incur during the project, and departmental components are budgeted in individual departments and Seattle IT.

Incremental Budget Changes

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	2017		2018	
	Budget	FTE	Budget	FTE
Total 2016 Adopted Budget	\$ 203,369,354	641.50	\$ 203,369,354	641.50
Baseline Changes				
Adjustment for Information Technology Changes	-\$ 8,992,596	-33.50	-\$ 10,399,122	-33.50
Additional Funding for Items Pro-Rated in 2016 Budget	\$ 151,346	0.00	\$ 151,346	0.00
Professional Services Costs with Assumed Inflationary Increases	\$ 1,542,104	0.00	\$ 1,904,953	0.00
Return to Base Level of Asset Preservation Funding	-\$ 2,459,000	0.00	-\$ 2,459,000	0.00
Debt Service Adjustments	\$ 2,063,407	0.00	\$ 4,053,014	0.00
Adjustment for One-Time Adds or Reductions	-\$ 11,720,148	-1.00	-\$ 12,117,044	-3.00
Supplemental Budget Changes	\$ 584,856	4.00	\$ 587,580	4.00
Citywide Adjustments for Standard Cost Changes	\$ 3,795,389	0.00	\$ 5,794,559	0.00
Proposed Changes				
Customer Service Improvements	\$ 507,776	1.00	\$ 407,428	1.00
Sustained State of Emergency Funding	\$ 854,354	2.00	\$ 854,494	2.00
Increasing Flexibility and Capacity for Regulatory Services	\$ 1,384,801	1.00	\$ 3,164,122	1.00
Fleets Additional Operational Capacity	\$ 215,523	2.00	\$ 217,988	2.00
Operating Reductions	-\$ 428,294	0.00	-\$ 431,471	0.00
Centralization and Increased Workload	\$ 336,254	2.00	\$ 333,488	2.00
Citywide Summit Re-Implementation Project	\$ 3,785,437	0.00	\$ 1,906,550	0.00
Proposed Technical Changes				
Implementation of Business License Fee and Tax Increase	\$ 299,371	2.50	\$ 220,597	2.50
Funding for Facilities Capital Work	\$ 6,500,000	1.00	\$ 0	0.00
Additional Authority for FileLocal	\$ 18,739	0.00	\$ 19,492	0.00

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Additional Authority for Wheelchair Accessibility Fund	\$ 237,808	0.00	\$ 237,808	0.00
Total Incremental Changes	-\$ 1,322,873	-19.00	-\$ 5,553,218	-22.00
2017 - 2018 Proposed Budget	\$ 202,046,481	622.50	\$ 197,816,136	619.50

Descriptions of Incremental Budget Changes

Baseline Changes

Adjustment for Information Technology Changes - (\$8,992,596)/(33.50) FTE

In 2016, the City consolidated information technology functions in a new central department, the Seattle Information Technology Department (Seattle IT). However, the budgets for information technology remained in the departments. The 2017 budget completes the consolidation by transferring budget authority from departments to Seattle IT. This adjustment reflects the net change from the transfer of labor and non-labor resources from the department to Seattle IT and the updated central rates for information technology costs charged by Seattle IT to the department. The transfer out of positions from the department to Seattle IT, authorized in legislation passed with the 2016 Adopted Budget, is also reflected in this adjustment. As part of the consolidation, FAS dissolved the Business Technology division and is transferring positions and budget outside the scope of IT consolidation out of this defunct division to other FAS divisions, as appropriate. This item also reduces funding for the Seattle License Information Management system replacement in the Seattle IT rates charged to FAS, as the project is being deferred.

Additional Funding for Items Pro-Rated in 2016 Budget - \$151,346

In the 2016 Adopted Budget, funding for the Mobile Service Center was pro-rated to reflect the time necessary to acquire the vehicle and to hire and train new positions. In 2017, this program is anticipated to be operational for all twelve months with additional appropriation to reflect this.

Professional Services Costs with Assumed Inflationary Increases - \$1,542,104

This item represents existing contracts and other items with assumed inflationary increases requiring additional budget authority. Included are increases in external leases that FAS pays on behalf of City departments, software contracts, a major facilities management contract, and printing and postage costs.

Return to Base Level of Asset Preservation Funding - (\$2,459,000)

Each year, FAS collects space rent for facilities maintenance. In the 2016 Adopted Budget, an additional amount beyond the \$4 million in the baseline was transferred for asset preservation. This adjustment reverses that increase back to the baseline amount in anticipation of a formal budget proposal for additional asset preservation funding as part of the Executive phase of the budget.

Debt Service Adjustments - \$2,063,407

FAS pays the debt service costs on behalf of City departments for several Citywide projects and facilities. Included in this item are increases for the Summit Re-Implementation project debt service.

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Adjustment for One-Time Adds or Reductions - (\$11,720,148)/(1.00) FTE

This item includes budget reductions for one-time additions in the 2016 Adopted Budget. This includes the removal of one-time Council-generated green-sheet items: Hearing Loop Installation, TNC software needs and City Campus Child Care Center feasibility funding. This also includes the removal of other one-time items, including ADA facility assessment funding, and various minor systems and resources for the Summit Re-Implementation project.

Supplemental Budget Changes - \$584,856/4.00 FTE

This adjustment reflects changes made through supplemental budget legislation since the last adopted budget. Supplemental budget legislation is developed by the Executive and adopted by the City Council four times a year to provide for corrections to the adopted budget, unforeseen changes in circumstance, new funding opportunities or new policy priorities. This change includes the transfer of budget authority into a new sub-fund and budget control level to more accurately track and separate fleet capital expenditures from fleet operating expenditures, as well as several other changes including a state of emergency personnel addition, other personnel additions and support for the Animal Shelter.

Citywide Adjustments for Standard Cost Changes - \$3,795,389

Citywide technical adjustments made in the initial planning phase reflect changes in the internal services costs (excluding Seattle IT), health care, retirement contribution rate, and updates to unemployment and industrial insurance charges. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. Additionally, this adjustment includes various wage adjustments for labor related costs, including the Annual Wage Increases (AWI) from 2015 through 2018 and a one-time 2015 3.5% Recruitment and Retention wage increase.

Proposed Changes

Customer Service Improvements - \$507,776/1.00 FTE

This item funds additional capacity to improve customer service experience for the public. Included is a temporary position to assist City departments in planning for ADA accessibility so that all residents and visitors can enjoy Seattle programs and facilities. Also included is an additional position in the Customer Service Bureau to ensure that customer service performance targets are met as the number of communications with the public has increased dramatically. Finally, funding is added to review and make recommendations on existing departmental systems and business processes related to customer service so that requests from the public are handled consistently by departments with feedback mechanisms for response.

Sustained State of Emergency Funding - \$854,354/2.00 FTE

As part of the Homelessness State of Emergency declared by Mayor Murray in November 2015, FAS was identified as the central department to coordinate clean-up activities amongst all City departments. This budget item funds the on-going role of FAS as department coordinator with additional staff and contract resources. While the operational mechanisms around this work may evolve, there is still a need for a centralized department role with additional capacity to coordinate this work effort.

Increasing Flexibility and Capacity for Regulatory Services - \$1,384,801/1.00 FTE

The Regulatory Compliance and Consumer Protection division of FAS is transitioning to a model in which staff (including inspectors, strategic advisors and administrative staff) are not constrained to the regulation of one industry, but are cross-trained to be able to work on a variety of industries as the need arises. This item funds an

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additional position for Regulatory Compliance to increase flexibility and capacity to regulate emergent and evolving industries. In addition, the division is also consolidating systems to be more efficient with staff time and adaptable for existing regulated industries and future proposed industry regulation.

Fleets Additional Operational Capacity - \$215,523/2.00 FTE

This item includes funding for a mechanic position to alleviate the service backlog for regular vehicle maintenance due to the addition of nearly 100 new vehicles per year for various initiatives including the Move Seattle Levy, the Metropolitan Parks District and increasing City staff. This item also includes a position to process warranty claims and ensure that the City receives the reimbursements it is owed for vehicles still under warranty. These positions are funded respectively by vehicle maintenance charges to customer departments and revenue generated by additional warranty claims.

Operating Reductions - (\$428,294)

This item includes various operating reductions taken across divisions as part of the budget reduction target. Reductions in funding for the facilities maintenance division are not anticipated to have an impact on operations due to prior or planned capital work for asset preservation, fire station improvements made during the Fire Levy Program and investments in the mutually offsetting benefit facilities. Other reductions are small in magnitude and are not anticipated to have operational impacts.

Centralization and Increased Workload - \$336,254/2.00 FTE

As an internal service providing support to departments, FAS experiences an increase in workload as a result of growth in other City departments and new initiatives. This item funds two permanent positions in Treasury and Purchasing and one temporary position in Accounting and Budget Services. These positions will assist with additional workload due to the increases in the volume of transactions and vendors that the City is processing, and a transfer of accounting responsibilities for the new Office of Planning and Community Development to FAS. Also, the Purchasing position will assist in centralizing some financial functions which have been decentralized to departments to ensure that the City has appropriate financial controls.

Citywide Summit Re-Implementation Project - \$3,785,437

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

Implementation of Business License Fee and Tax Increase - \$299,371/2.50 FTE

In 2016, Council authorized a tiered business license fee structure and increases to the City's business and occupation tax rates. To implement these changes which greatly increase the complexity of the administration of the business licensing program, FAS Business Licensing and Tax Division requires on-going funding for 2.50 FTE positions and outreach materials, printing, postage and other various expenditures.

Funding for Facilities Capital Work - \$6,500,000/1.00 FTE

This item funds facilities capital work, including a \$6.5 million transfer of Facilities Operations Fund balance to the asset preservation program for crucial maintenance work on buildings in the downtown campus.

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Additional Authority for FileLocal - \$18,739

This item increases budget authority for the FileLocal Agency Fund as a technical adjustment to reflect standard costs increases in the loaned FAS staff provided to the FileLocal Agency. These costs will be fully reimbursed by the FileLocal Agency.

Additional Authority for Wheelchair Accessibility Fund - \$237,808

This item increases appropriation in the Wheelchair Accessibility Fund (12100) as a technical adjustment to reflect the current revenue and subsequent disbursements to eligible wheelchair accessible taxi operators to reimburse them for higher costs associated with operating and equipping a wheelchair-accessible taxi. The fund was created by SMC 6.310.175 and revenue to the fund has exceeded the initial appropriation.

Expenditure Overview

Appropriations	Summit Code	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
FileLocal Agency Budget Control Level	A9POR	178,288	326,394	363,952	374,950
Wheelchair Accessible Services Program Budget Control Level	AW001	254,955	1,250,000	1,487,808	1,487,808
Bond Funds					
Pike Place Market Waterfront Entrance Project (36300-A8600) Budget Control Level	A8600	0	6,000,000	0	0
Central Waterfront Fund					
Central Waterfront Improvement Program Financial Support Budget Control Level	A8CWF	0	2,870,000	1,099,000	924,000
FAS Operating Fund					
Budget and Central Services Budget Control Level	A1000	4,946,877	6,945,378	15,211,137	12,137,519
Business Technology Budget Control Level	A4520	18,426,677	19,584,021	0	0
City Finance Division Budget Control					
Accounting		3,745,887	3,996,471	10,562,859	12,787,968
Business Licensing and Tax Administration		3,393,629	3,251,803	3,717,446	3,721,367
City Financial Management		1,641,205	1,383,631	1,778,394	1,831,308
Risk Management		1,332,588	1,311,154	1,375,185	1,411,222
Treasury		3,754,112	4,360,623	4,690,708	4,791,399
Total	A4510	13,867,422	14,303,682	22,124,592	24,543,264

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City Purchasing and Contracting Services Budget Control

Contracting Services		3,080,972	4,419,694	4,199,618	4,298,765
Purchasing Services		1,838,839	1,835,281	2,605,730	2,679,282
Total	A4540	4,919,812	6,254,975	6,805,348	6,978,047

Facility Services Budget Control Level	A3000	67,419,040	71,969,656	78,705,818	72,713,785
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Fleet Capital Program Budget Control Level	A2001	0	0	21,829,848	21,829,848
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Fleet Services Budget Control

Vehicle Fueling		6,158,253	10,578,347	10,582,509	10,586,493
Vehicle Leasing		27,440,893	23,788,163	2,070,820	2,134,942
Vehicle Maintenance		18,533,191	19,919,596	20,733,077	21,103,078
Total	A2000	52,132,337	54,286,106	33,386,406	33,824,513

Office of Constituent Services Budget Control

Office of Constituent Services		2,992,720	3,775,651	4,633,381	4,650,200
Total	A6510	2,992,720	3,775,651	4,633,381	4,650,200

Regulatory Compliance and Consumer Protection Budget Control Level	A4530	4,276,352	7,252,209	7,562,313	9,275,904
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Seattle Animal Shelter Budget Control Level	A5510	3,802,144	4,032,024	4,289,787	4,403,691
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Technical Services Budget Control

Capital Development and Construction Management		4,051,373	4,519,258	4,547,091	4,672,607
Total	A3100	4,051,373	4,519,258	4,547,091	4,672,607

Department Total		177,267,997	203,369,354	202,046,481	197,816,136
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Department Full-time Equivalent Total*		625.00	641.50	622.50	619.50
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Revenue Overview

2017 Estimated Revenues

Summit Code	Source	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
444590	2016 Bond Funds - Pike Place Market	0	6,000,000	0	0
444590	File Local Agency Fund Revenue	178,288	326,394	375,952	386,950
421607	Transportation Network Company Fees	978,821	1,250,000	1,487,808	1,487,808
	Total Other Revenue	1,157,109	7,576,394	1,863,760	1,874,758
421600	Professional and Occupational Licenses	447,746	436,000	447,746	447,746
421601	Licenses - Taxi/For Hire	533,843	1,201,300	578,843	606,343
421605	Licenses - Fore Hire Drivers	185,800	137,250	192,905	192,905
421607	Tran Net Co Fees	672,305	697,000	1,922,164	2,054,338
421700	Licenses - Tow Operators/Companies	16,645	13,000	15,000	15,000
421750	Panoram Licenses	1,530	4,300	1,500	1,500
421790	Other Amusement Licenses	64,650	80,900	65,000	65,000
421800	Penalties-Business Licenses	114,427	98,800	114,000	114,000
421990	Marijuana Program	40,000	0	0	0
422310	Cat Licenses	317,032	419,380	378,152	350,550
422320	Dog Licenses	818,043	1,082,420	1,184,673	1,144,843
422800	Penalties on Non-Business Licenses	30	0	0	0
422802	Lic Late Fees - Taxi/For Hire	4,230	0	0	0
422803	Fires - Taxi/For Hire	9,805	27,885	9,805	9,805
422820	Tow Company License Late Fees	1,140	0	0	0
441630	Photocopy Services	551	0	0	0
441710	Sales of Merchandise	81,084	90,000	90,000	90,000
441930	Cable/Private Reimbursements	95,253	120,000	20,000	20,000
441970	Scanning Systems License	123,026	146,425	146,425	146,425
441980	State Wts & Meas Dev Reg Fees	96,863	99,955	99,955	99,955
442491	Fees - Taxi/For Hire	18,425	59,295	20,000	20,000
442492	Fees - Limo Inspections	36,805	37,000	37,000	37,000
442493	Fees - Limo Payment From State	143,000	130,000	240,000	240,000
442494	Tow company Impound Fees	49,890	60,000	50,000	50,000
443210	Capital Development and Construction Management	6,946	0	0	0
443931	Animal Control Admin Fees	27,238	32,640	30,029	31,530
443932	Animal Adoption Fees	20,970	10,200	23,119	24,275
443934	Kennel Fees	15,590	8,160	17,188	18,047
443936	Spay and Neuter Fees	133,286	204,000	289,222	303,683

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443937	Surrender Fees	6,455	5,100	7,117	7,472
443939	Misc Other Animal Control Fees	72,925	81,600	80,610	84,641
443979	Sundry Recoveries (Kubra CC)	196,115	0	200,000	200,000
444500	Fuel Sales	0	0	0	0
444590	Miscellaneous - Other Revenue	495,796	847,000	930,000	930,000
447800	Training Charges	0	129,375	0	0
459896	Penalties on Delinquent Receivable	60	0	0	0
459900	Miscellaneous Fine & Penalties	8,500	0	0	0
459930	NSF Check Fees	506	0	0	0
461110	Interest Earnings - Residual Cash	536,145	223,500	223,500	223,500
461320	Unrealized Gains/Losses-Inv GASB31	-45,263	0	0	0
462300	Parking Fees	2,154,214	2,241,259	2,400,000	2,400,000
462500	Bldg/Other Space Rental Charge	2,493,469	2,211,716	1,860,116	1,860,116
462900	Other Rents & use Charges	12,455	11,000	11,000	11,000
469100	Sales of Junk or Salvage	32,910	0	0	0
469400	Other Judgments & Settlements	3,800	0	0	0
469810	Cashier's Overages & Shortages	-1,168	0	0	0
469970	Telephone Commission Revenues	0	0	0	0
469990	Other Miscellaneous Revenues	658,598	751,718	741,718	726,718
485100	Property Management Services- Sales of Land & Buildings	5,600	0	0	0
485200	Vehicle Maintenance-Insurance Recoveries-Fixed Ass	2,647	0	0	0
485400	Gan (Loss) Disposition of Fixed Asset - Vehicle Leasing	2,181,145	0	0	0
	Total External Revenues	12,891,062	11,698,178	12,426,787	12,526,392
587001	Accounting Director's Office	304,772	303,978	302,830	314,137
587001	Business Licensing	1,249,017	1,653,318	1,973,771	1,933,000
587001	Capital Development and Construction Management	1,453	115,000	0	0
587001	Central Accounting	1,065,204	1,074,069	1,178,882	1,209,448
587001	City Purchasing	646,250	683,405	585,845	604,919
587001	Citywide Summit	0	0	3,324,060	4,566,558
587001	Claims Processing	183,806	186,403	164,020	168,906
587001	Concert Hall	363,258	370,523	380,876	390,232
587001	Consumer Protection	717,193	740,051	4,243,687	4,030,575
587001	Contracting Services	166,706	471,278	399,596	403,132
587001	Customer Service Bureau	387,231	323,933	324,953	334,542
587001	Debt Management	122,582	123,454	97,813	99,810
587001	Department Director	202,247	202,247	170,818	170,818
587001	Distribution Services	388,068	411,910	429,724	440,103
587001	Economics and Forecasting	201,237	185,347	175,723	180,605
587001	Electronic Records	0	0	463,827	463,572

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587001	Encampment Clean-Up	0	0	1,051,188	1,052,615
587001	FAS Accounting	71,142	72,919	74,665	76,725
587001	FAS Applications	1,813,845	1,885,157	0	0
587001	FAS IT Services	0	0	830,800	844,321
587001	FAS Underspending Rebate	-377,612	0	0	0
587001	Fiscal Policy and Management	933,703	937,597	1,162,722	1,201,411
587001	Garden of Remembrance	174,349	177,836	182,805	187,296
587001	Health Care Reductions/Rebate	-143,183	0	0	0
587001	HRIS	1,188,745	1,352,641	0	0
587001	Human Resources	0	58,331	50,104	51,567
587001	Investments	169,177	172,359	208,914	213,600
587001	Nghd Payment & Information Svcs	199,505	217,649	342,420	354,477
587001	Office of Constituent Services	229,807	251,774	565,739	541,115
587001	Parking Meter Collections	553,620	571,768	445,513	460,227
587001	Payroll	967,303	978,674	997,727	1,020,971
587001	Property Management Services	1,815,245	1,680,685	1,473,808	1,493,328
587001	Regulatory Enforcement	1,784,114	2,296,021	0	0
587001	Remittance Processing	186,916	189,701	237,511	242,784
587001	Risk Management	253,652	254,097	217,850	222,627
587001	Seattle Animal Shelter	2,422,051	2,534,393	2,643,414	2,541,096
587001	Shared Accounting Services	112,932	117,400	74,375	76,473
587001	Spay and Neuter Clinic	89,846	94,441	65,052	58,160
587001	SRI Project	0	1,235,000	0	0
587001	SUMMIT	3,232,128	3,813,808	0	0
587001	Tax Administration	3,866,145	2,290,720	2,239,591	2,289,408
587001	Treasury Operations	939,608	1,016,853	856,620	874,475
587001	Warehousing Services	6,396	6,541	7,600	7,694
	Total General Fund Support	26,488,458	29,051,281	27,944,843	29,120,727
541490	Accounting Director's Office	269,836	270,650	248,973	258,269
541490	Central Accounting	943,099	956,307	911,335	934,963
541490	City Purchasing	1,258,709	1,331,076	1,903,054	1,965,016
541490	Citywide Summit	0	0	3,629,438	4,452,303
541490	Claims Processing	472,576	479,687	519,954	535,161
541490	Consumer Protection	-13,485	0	0	0
541490	Contracting Services	3,329,708	5,006,444	3,938,030	4,032,749
541490	Customer Service Bureau	705,396	590,091	577,528	594,570
541490	Debt Management	220,648	222,217	254,285	259,477
541490	Electronic Records	0	0	446,173	445,929
541490	FAS IT Services	0	0	1,233,865	1,574,104
541490	Fiscal Policy and Management	0	0	167,102	171,326
541490	Human Resources	0	112,627	95,042	97,815
541490	Investments	297,740	303,342	275,827	282,013
541490	Nghd Payment & Information Svcs	1,474,720	1,608,835	2,180,939	2,257,736

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541490	Office of Constituent Services	408,265	458,643	1,005,469	961,707
541490	Payroll	856,421	871,372	870,957	891,247
541490	Property Management Services	475,119	260,000	260,000	260,000
541490	Remittance Processing	780,935	792,571	756,259	773,049
541490	Risk Management	658,732	661,553	700,223	715,815
541490	Tax Administration	-75,182	0	0	0
541490	Treasury Operations	1,875,274	2,038,662	2,269,590	2,319,318
541830	FAS Applications	945,994	1,170,940	0	0
541830	HRIS	1,131,182	1,287,142	0	0
541830	SUMMIT	5,496,511	6,485,708	0	0
541921	Property Management Services	8,504	0	0	0
541930	Facilities Maintenance	44,291	75,000	75,000	75,000
542830	Distribution Services	277,042	291,760	291,760	291,760
542831	Distribution Services	250,789	266,197	252,052	258,140
543210	Capital Development and Construction Management	4,843,028	5,294,146	5,530,310	5,541,234
543932	Seattle Animal Shelter	0	0	0	0
543936	Spay and Neuter Clinic	140,914	100,000	50,000	50,000
543970	Nghd Payment & Information Svcs	63,172	0	0	0
544300	Vehicle Maintenance	8,033,571	8,328,986	8,706,388	8,901,453
544400	Vehicle Warehousing	3,030,849	2,711,357	3,003,009	3,024,261
544500	Vehicle Fuel	6,337,599	10,850,411	10,598,233	10,682,120
544590	Capital Development and Construction Management	694,266	0	0	0
544590	Human Resources	13	0	0	0
544590	Vehicle Leasing	1,066	0	0	0
548921	Warehousing Services	1,353,037	1,383,650	1,361,035	1,377,921
548922	Property Management Services	402,699	413,304	400,243	412,187
562150	Motor Pool	833,630	774,714	911,793	912,934
562250	Fleet Capital Program	0	0	16,853,578	17,290,292
562250	Vehicle Leasing	26,811,813	27,903,800	11,407,259	11,661,915
562300	Parking Services	727,160	686,020	686,020	686,020
562500	Nghd Payment & Information Svcs	11,306	10,983	11,522	11,710
562500	Property Management Services	5,654,201	9,291,602	10,126,597	10,295,345
562500	Seattle Municipal Tower	1,800	0	0	0
562510	Property Management Services	47,948,510	48,204,276	48,996,256	49,295,568
569990	Central Accounting	148,995	224,983	241,313	247,570
569990	Department Director	37,036	37,831	12,043	12,402
569990	Facility Management	2,857	0	0	0
569990	FAS Accounting	55,742	51,637	6,530	6,737
569990	FAS IT Services	0	0	28,078	29,110
569990	FAS Technology	107,472	291,270	0	0
569990	Fiscal Policy and Management	161,043	171,616	172,000	176,344
569990	Human Resources	31,064	68,606	6,894	7,099

Department of Finance & Administrative Services

569990	Office of Constituent Services	0	300,000	0	0
569990	Policy & Budget	30,144	31,550	7,621	7,856
569990	Property Management Services	178,829	154,190	0	0
569990	Seattle Animal Shelter	116,305	251,838	124,195	127,472
569990	Seattle Municipal Tower	536,084	545,000	545,000	545,000
569990	Shared Accounting Services	18,202	15,371	4,924	5,051
569990	Treasury Operations	38,740	0	0	0
569990	Vehicle Leasing	1,534,069	0	0	0
569999	FAS Applications	1,285,520	0	0	0
569999	HRIS	450,000	0	0	0
569999	Miscellaneous	520,795	0	0	0
569999	Treasury Operations	3,541	0	0	0
Total Services to City Depts		134,237,896	143,637,965	142,653,696	145,715,068
Total Revenues		174,774,525	191,963,818	184,889,086	189,236,945
379100	Use of (Contribution to) Fund Balance - Central Waterfront Fund	0	2,870,000	1,099,000	924,000
379100	Use of (Contribution to) Fund Balance - FileLocal Agency Fund	0	0	-12,000	-12,000
379100	Use of (Contribution to) Fund Balance - FAS Operating Fund	3,217,338	8,535,536	16,070,395	7,667,191
379100	Use of (Contribution to) Fund Balance - Wheelchair Accessible Fund	-723,866	0	0	0
Total Use of (Contribution to) Fund Balance		2,493,472	11,405,536	17,157,395	8,579,191
Total Resources		177,267,997	203,369,354	202,046,481	197,816,136

Department of Finance & Administrative Services

Appropriations By Budget Control Level (BCL) and Program

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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
FAS FileLocal Agency	178,288	326,394	363,952	374,950
Total	178,288	326,394	363,952	374,950
Full-time Equivalents Total*	0.00	2.50	2.50	2.50

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

Wheelchair Accessible Services Program Budget Control Level

The purpose of the Wheelchair Accessible Services Budget Control Level is to disburse monies collected on every taxi, for hire and Transportation Network Company (TNC) trip that originates in the city of Seattle. This BCL is funded by the Wheelchair Accessibility Disbursement Fund.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Wheelchair Accessible Services Program	254,955	1,250,000	1,487,808	1,487,808
Total	254,955	1,250,000	1,487,808	1,487,808

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).

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Pike Place Market Waterfront Entrance Project (36300-8600)	0	6,000,000	0	0
Total	0	6,000,000	0	0

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).

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
FAS CWF Finance	0	2,870,000	1,099,000	924,000
Total	0	2,870,000	1,099,000	924,000
Full-time Equivalents Total*	3.00	3.00	3.00	3.00

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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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Budget and Central Services	4,946,877	6,945,378	15,211,137	12,137,519
Total	4,946,877	6,945,378	15,211,137	12,137,519
Full-time Equivalents Total*	38.00	40.00	42.00	42.00

** 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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Business Technology	18,426,677	19,584,021	0	0
Total	18,426,677	19,584,021	0	0
Full-time Equivalents Total*	46.50	45.50	0.00	0.00

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

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 debt issuance and management, Citywide payroll processing, investments, risk management tax administration, and revenue and payment processing services and support to the City Budget Office economic forecasting efforts. 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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Accounting	3,745,887	3,996,471	10,562,859	12,787,968
Business Licensing and Tax Administration	3,393,629	3,251,803	3,717,446	3,721,367
City Financial Management	1,641,205	1,383,631	1,778,394	1,831,308
Risk Management	1,332,588	1,311,154	1,375,185	1,411,222
Treasury	3,754,112	4,360,623	4,690,708	4,791,399
Total	13,867,422	14,303,682	22,124,592	24,543,264
Full-time Equivalents Total*	134.00	134.50	146.00	146.00

** 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 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.

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Accounting	3,745,887	3,996,471	10,562,859	12,787,968
Full-time Equivalents Total	59.50	59.50	65.50	65.50

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.

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Business Licensing and Tax Administration	3,393,629	3,251,803	3,717,446	3,721,367
Full-time Equivalents Total	25.00	26.00	28.50	28.50

Department of Finance & Administrative Services

City 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 also administers the City's debt portfolio and provides support to City Budget Office economic forecasting efforts. Program staff members provide expert financial analysis to elected officials and the City Budget Office to help inform and shape the City's budget.

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
City Financial Management	1,641,205	1,383,631	1,778,394	1,831,308
Full-time Equivalents Total	10.50	9.00	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.

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Risk Management	1,332,588	1,311,154	1,375,185	1,411,222
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.

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Treasury	3,754,112	4,360,623	4,690,708	4,791,399
Full-time Equivalents Total	30.00	31.00	32.00	32.00

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	2015	2016	2017	2018
	Actual	Adopted	Proposed	Proposed
Contracting Services	3,080,972	4,419,694	4,199,618	4,298,765
Purchasing Services	1,838,839	1,835,281	2,605,730	2,679,282
Total	4,919,812	6,254,975	6,805,348	6,978,047
Full-time Equivalents Total*	44.00	45.00	47.00	47.00

** 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	2015	2016	2017	2018
	Actual	Adopted	Proposed	Proposed
Contracting Services	3,080,972	4,419,694	4,199,618	4,298,765
Full-time Equivalents Total	29.00	30.00	27.00	27.00

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	2015	2016	2017	2018
	Actual	Adopted	Proposed	Proposed
Purchasing Services	1,838,839	1,835,281	2,605,730	2,679,282
Full-time Equivalents Total	15.00	15.00	20.00	20.00

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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Facility Services	67,419,040	71,969,656	78,705,818	72,713,785
Total	67,419,040	71,969,656	78,705,818	72,713,785
Full-time Equivalents Total*	92.50	92.50	95.50	94.50

** 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 Capital Program Budget Control Level

The purpose of the Fleet Capital Program Budget Control Level is to manage City of Seattle Fleet Replacement, including the purchase and disposal of vehicles owned by the Department of Finance and Administrative Services (FAS) and the administration of the Fleet Replacement Capital Reserve.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Fleet Capital Program	0	0	21,829,848	21,829,848
Total	0	0	21,829,848	21,829,848

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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Vehicle Fueling	6,158,253	10,578,347	10,582,509	10,586,493
Vehicle Leasing	27,440,893	23,788,163	2,070,820	2,134,942
Vehicle Maintenance	18,533,191	19,919,596	20,733,077	21,103,078
Total	52,132,337	54,286,106	33,386,406	33,824,513
Full-time Equivalents Total*	129.00	129.00	131.00	131.00

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

Department of Finance & Administrative Services

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

Vehicle Fueling Program

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

Expenditures/FTE	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Vehicle Fueling	6,158,253	10,578,347	10,582,509	10,586,493
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	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Vehicle Leasing	27,440,893	23,788,163	2,070,820	2,134,942
Full-time Equivalents Total	12.00	15.00	15.00	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	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Vehicle Maintenance	18,533,191	19,919,596	20,733,077	21,103,078
Full-time Equivalents Total	116.00	113.00	115.00	115.00

Office of Constituent Services Budget Control Level

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

Program Expenditures	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Office of Constituent Services	2,992,720	3,775,651	4,633,381	4,650,200
Total	2,992,720	3,775,651	4,633,381	4,650,200
Full-time Equivalents Total*	28.50	34.00	38.00	38.00

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Department of Finance & Administrative Services

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

Office of Constituent Services Program

Expenditures/FTE	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Office of Constituent Services	2,992,720	3,775,651	4,633,381	4,650,200
Full-time Equivalents Total	28.50	34.00	38.00	38.00

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.

Program Expenditures	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Regulatory Compliance and Consumer Protection	4,276,352	7,252,209	7,562,313	9,275,904
Total	4,276,352	7,252,209	7,562,313	9,275,904
Full-time Equivalents Total*	42.50	47.50	49.50	48.50

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

Seattle Animal Shelter Budget Control Level

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

Program Expenditures	2015 Actual	2016 Adopted	2017 Proposed	2018 Proposed
Seattle Animal Shelter	3,802,144	4,032,024	4,289,787	4,403,691
Total	3,802,144	4,032,024	4,289,787	4,403,691
Full-time Equivalents Total*	38.00	39.00	39.00	39.00

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

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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.

	2015	2016	2017	2018
Program Expenditures	Actual	Adopted	Proposed	Proposed
Capital Development and Construction Management	4,051,373	4,519,258	4,547,091	4,672,607
Total	4,051,373	4,519,258	4,547,091	4,672,607
Full-time Equivalents Total*	29.00	29.00	29.00	28.00

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

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

Capital Development and Construction Management Program

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

	2015	2016	2017	2018
Expenditures/FTE	Actual	Adopted	Proposed	Proposed
Capital Development and Construction Management	4,051,373	4,519,258	4,547,091	4,672,607
Full-time Equivalents Total	29.00	29.00	29.00	28.00

Department of Finance & Administrative Services

Finance and Administrative Services Fund Table

Finance and Administrative Services Fund (50300)

	2015 Actuals	2016 Adopted	2016 Revised	2017 Proposed	2018 Proposed
Beginning Fund Balance	113,129,508	27,169,342	34,808,169	28,533,479	18,965,826
Accounting and Technical Adjustments-Add Back Non-cash Items	(75,346,000)		7,297,428	7,002,742	7,042,310
Plus: Actual and Estimated Revenue	173,617,417	184,387,424	184,387,424	183,025,326	187,362,187
Plus: Inter-fund Transfer	6,181,624	16,135,000	16,135,000	10,862,000	10,397,000
Less: Actual and Budgeted Expenditures	176,834,752	192,922,960	196,859,542	199,095,721	195,029,378
Less: Capital Improvements	5,939,628	17,235,000	17,235,000	11,362,000	10,397,000
Ending Fund Balance	34,808,169	17,533,806	28,533,479	18,965,826	18,340,945

Continuing Appropriations	11,011,000				
Working Capital - Fleets	7,352,206	9,618,189	12,307,108	9,919,678	12,339,325
Planning Reserve	-	3,831,572	-	-	-
Total Reserves	18,363,206	13,449,761	12,307,108	9,919,678	12,339,325

Ending Unreserved Fund Balance	16,444,963	4,084,045	16,226,371	9,046,148	6,001,620
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Wheelchair Accessible Services Fund

	2015 Actuals	2016 Adopted	2016 Revised	2017 Proposed	2018 Proposed
Beginning Fund Balance	0	0	723,866	0	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	978,821	1,250,000	1,250,000	1,487,808	1,487,808
Less: Actual and Budgeted Expenditures	254,955	1,250,000	1,973,866	1,487,808	1,487,808
Ending Fund Balance	723,866	0	0	0	0
Ending Unreserved Fund Balance	723,866	0	0	0	0

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FileLocal Agency Fund

	2015 Actuals	2016 Adopted	2016 Revised	2017 Proposed	2018 Proposed
Beginning Fund Balance	0	0	0	24,000	36,000
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	178,288	326,394	348,182	375,952	386,950
Less: Actual and Budgeted Expenditures	178,288	326,394	324,182	363,952	374,950
Ending Fund Balance	0	0	24,000	36,000	48,000
Ending Unreserved Fund Balance	0	0	24,000	36,000	48,000

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 is responsible for the re-implementation of City's financial management system (Summit).

The department's 2017-2022 Proposed Capital Improvement Program (CIP) is FAS' plan for maintaining, renovating, expanding, and replacing its extensive inventory of buildings and technology systems. The department's CIP is financed by a variety of revenue sources, including the City's General Fund, the Cumulative Reserve Sub-fund (this fund includes unrestricted funds, REET I, and FAS Asset Preservation subaccounts), general obligation bonds, FAS funds collected through rates and proceeds from property sales.

2017-2018 Project Highlights

Americans with Disabilities Act (ADA) - Citywide and FAS. In 2017, 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 \$3 million for specific ADA improvements among capital departments. In 2017, ADA improvements in two departments are proposed for funding: the Department of Parks and Recreation (Parks) and FAS. For FAS, this funds accessibility improvements to Seattle City Hall, the Seattle Justice Center, Fire Headquarters and the SeaPark parking garage. Parks projects are reflected in the Parks Department CIP budget.

In addition, FAS has engaged a consultant in 2016 to document the progress made on DOJ citations as this work is coming to a close and is beginning a larger 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.

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 primarily through facility space rent charges paid by City departments, with additional funding from Real Estate Excise Tax (REET). Large projects on the horizon, including the replacement of the chiller units in the Seattle Municipal Tower, will require additional funding. To keep space rent rates stable for City departments, the 2017-2018 Proposed Budget includes a transfer of \$6.5 million of FAS facilities fund balance to the asset preservation program, and in 2018, additional space rent transfers to asset preservation as debt service charges for the Seattle Municipal Tower are reduced. As debt service costs are reduced and space rent is freed from these costs, FAS and the City Budget Office will evaluate long-term strategies to fund asset preservation while keeping space rent rates stable in the future. Some projects started in 2016 and planned for 2017 include:

- Seattle Municipal Tower (SMT) chiller plant replacement;
- SMT weatherization program, and exterior repairs;
- SMT 14 demolition and structural repairs;
- SMT sewer repairs;

Department of Finance & Administrative Services

- SMT Intermediate Distribution Frame (IDF) room upgrades;
- roof replacements at Airport Way Center (AWC), Building E; and
- Haller Lake Vehicle Maintenance Building A plumbing and HVAC repairs.

Benaroya Hall. The City is committing resources to assist in the transformation of the Soundbridge educational space at Benaroya Hall into OCTAVE 9. OCTAVE 9 will be an acoustically superb small flexible performance venue, supported by the latest audio-visual technology that will allow music exploration, education, creation, and performance. As well as a performance hub, it will be a window into the vibrant creativity and stellar performances that happen inside Benaroya Hall, allowing young people, communities, visitors, and audiences to see deep into the creative process. In addition to supporting the Seattle Symphony's community and education ambitions, OCTAVE 9 also represents a major capital improvement to Benaroya Hall.

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 2017, 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.

Drive Clean Seattle. This project funds the installation of 150 charging stations for electric vehicles at the Seattle Municipal Tower as part of Mayor Murray's Drive Clean Seattle Initiative. The initiative sets a goal of 50% reduction in greenhouse gas emissions for the City's fleet by 2025. Part of this work includes the transition of Seattle's transportation sector from fossil fuels to clean and carbon-neutral electricity. The City is leading by example in transitioning the fleet to electric vehicles where cost-effective electric alternatives are available.

This work is in addition to the Airport Way Center electric vehicle charging station project which provides 15 permanent, code-compliant charging stations for SPD's existing fleet of electric vehicles in the Airport Way Center Building C complex.

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 (OSE) 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 was 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 the final two stations: Fire Station 32 in West Seattle and Fire Station 22 in Roanoke. In the 2017-2018 Proposed Budget FAS will be recovering \$2 million in appropriation that was transferred out of the program during the fourth quarter of 2014.

Fire Facilities Non-Levy Work. The project provides retrofits to 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.

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North Precinct. Replacement or expansion of the existing North Precinct facility has been an identified need for the Seattle Police Department (SPD) since 1998. Significant design and programming work resulted in a CIP project of approximately \$160 million in the 2016-2021 Adopted CIP Budget, including land acquisition. Construction of the project was expected to begin in 2017. However, given concerns about project cost and the need to gather additional input from the community, the project has been delayed and a further facility assessment will be conducted.

Recognizing that significant resources will be needed to replace the existing facility once that assessment is complete, a total of \$15 million is retained in a new capital project. This funding will also be available to fund interim solutions that are identified to address short-term capacity needs at the existing North Precinct.

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, reducing heat loads and isolating cooling requirements during off hours. 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. The Summit Re-Implementation project 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 one, from January 2013 to August 2015, identified the appropriate scope for SRI. Phase two, which began in September 2015, is the implementation phase with an operational start date of January 2018.

This project has central capital components as well as department-specific components. The central capital project is detailed in the FAS Capital Improvement Program, along with a funding mechanism to reimburse operating departments for certain capital expenditures they incur during the project. Departmental components are budgeted in individual departments and Seattle IT.

Capital Improvement Program Appropriation

Budget Control Level	2017 Proposed	2018 Proposed
ADA Improvements - FAS: A1ADA		
Cumulative Reserve Subfund - REET I Subaccount (00163)	687,000	0
Subtotal	687,000	0
Asset Preservation - Schedule 1 Facilities: A1APSCH1		
Cumulative Reserve Subfund - REET I Subaccount (00163)	0	2,000,000
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	8,652,000	4,124,000
Subtotal	8,652,000	6,124,000
Asset Preservation - Schedule 2 Facilities: A1APSCH2		
Cumulative Reserve Subfund, Asset Preservation Subaccount - Fleets and Facilities (00168)	1,848,000	1,848,000
Subtotal	1,848,000	1,848,000

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FAS Oversight-External Projects: A1EXT

Cumulative Reserve Subfund - REET I Subaccount (00163)	2,500,000	2,500,000
Subtotal	2,500,000	2,500,000

Garden of Remembrance: A51647

Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	27,025	27,675
Subtotal	27,025	27,675

General Government Facilities - General: A1GM1

Cumulative Reserve Subfund - REET I Subaccount (00163)	4,447,465	774,535
Finance and Administrative Services Fund (50300)	3,500,000	3,500,000
Subtotal	7,947,465	4,274,535

Information Technology: A1IT

2017 Multipurpose LTGO Bond Fund (36400)	16,345,000	0
2018 Multipurpose LTGO Bond Fund	0	4,903,000
Finance and Administrative Services Fund (50300)	7,362,000	6,897,000
Subtotal	23,707,000	11,800,000

Maintenance Shops and Yards: A1MSY

Finance and Administrative Services Fund (50300)	500,000	0
Subtotal	500,000	0

Neighborhood Fire Stations: A1FL1

2017 Multipurpose LTGO Bond Fund (36400)	8,610,710	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	3,016,000	3,590,000
Subtotal	11,626,710	3,590,000

Public Safety Facilities - Fire: A1PS2

2017 Multipurpose LTGO Bond Fund (36400)	4,300,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,916,000	1,043,000
Subtotal	6,216,000	1,043,000

Public Safety Facilities - Police: A1PS1

Cumulative Reserve Subfund - REET I Subaccount (00163)	1,850,000	13,852,000
Subtotal	1,850,000	13,852,000

Summit Re-Implementation Department Capital Needs: A1IT1

2017 Multipurpose LTGO Bond Fund (36400)	2,329,000	0
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2018 Multipurpose LTGO Bond Fund	0	1,206,000
Subtotal	2,329,000	1,206,000
Total Capital Improvement Program Appropriation	67,890,200	46,265,210