

Seattle Center

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Department Description

Seattle Center is home to cultural and education organizations, sport teams, festivals, community programs, and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center's mission is to be the nation's best gathering place, to delight and inspire the human spirit, and to bring people together as a rich and varied community.

The history of Seattle Center dates back to a time well before the organization existed as a City department in its current form. Prior to the 1850's, the land on which Seattle Center sits was a part of a Native American Trail and was later homesteaded by the David Denny family, who donated the land to the City of Seattle. In 1927, the new Civic Auditorium and Arena were constructed with funding from a levy and a contribution from a local business owner, and in 1939, a large Military Armory, now the Center House, was constructed in the same general area. Later in 1948, the Memorial Stadium was added to the site, and the Memorial Wall was added in 1952. Finally in 1962, the community pulled together these facilities, and added new structures, to create a campus to host the Seattle World's Fair/Century 21 Exposition. At the conclusion of the Fair, the City took ownership of most of the remaining facilities and campus grounds to create what is now the Seattle Center Department. Since its creation in 1963, Seattle Center has nurtured artistry and creativity by providing a home for and technical assistance to a wide variety of cultural organizations.

In 2012, Seattle will celebrate the 50th Anniversary of one of the most significant events in the history of Seattle and the Pacific Northwest region - the 1962 Seattle World's Fair/Century 21 Exposition. The Fair was a turning point in the City's history, bringing Seattle to the attention of the world as a center of innovation and culture. In 2012, Seattle Center, in partnership with the Seattle Center Foundation and a broad array of partners from the public, private and non-profit sectors, will host a six-month celebration of the 1962 World's Fair, spanning the exact dates of the Fair - April 21 to October 21.

The Department is financed by a combination of tax dollars from the City's General Fund and revenue earned from commercial operations. Major sources of commercial revenues include charges to private clients for facility rentals, parking fees, long term leases to nonprofit organizations, sponsorships, and monorail fares.

Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the department. Over the next biennium, the Department will face financial pressures in several areas including market competition with competing facilities, financial challenges of long term nonprofit tenants on campus, and balancing the mix of public and private uses on the campus.

Policy and Program Changes

In developing the 2011 Adopted Budget, the City of Seattle's General Fund was facing a \$67 million shortfall for 2011. The 2011 Adopted and 2012 Endorsed Budget includes reductions for all General Fund-dependent functions. As a result of this shortfall, Seattle Center proposed reductions based on criteria which attempt to keep community services whole and also aligned with City priorities.

The Department implements a variety of administrative staffing reductions that achieve General Fund savings and result in internal and administrative efficiencies. Redevelopment staff working on implementation of the Century 21 Master Plan, the Center's long-range strategic plan, are fully funded with Capital Improvement Program (CIP) funds instead of partial funding from the General Fund. Human Resource and Accounting staff are reduced to reflect the Department's review and subsequent realignment of these two internal functions. The Department also abrogates a Manager 2 position and shifts the management of the Center House concession agreements to remaining staff.

The Department achieves significant savings by implementing a new automated workforce management system to manage the scheduling, billing, and dispatching of staff. The new system allows the Department to reduce staff time in three operational areas including admissions, sound, and stage.

The Department continues to evaluate the KeyArena management model and implements changes that reduce overall facility expenditures and help streamline administration of the facility. First, the Director of Commercial Events position is eliminated and an Operating Board is established to oversee the sales and operation functions. Second, an Event Services Representative is reduced to part-time and the workload is absorbed by remaining staff. Finally, the Department reduces the KeyArena maintenance budget to bring expenses in-line with historical spending patterns on non-critical maintenance needs.

The Department also eliminates non event-related overhead costs at KeyArena associated with emergency services, administrative support, and intermittent stage staffing. These reductions in staff hours create operating efficiencies without significantly impacting service levels at the facility. Impacted positions include a Emergency Service Technician, an Administrative Staff Assistant, and intermittent stage maintenance staff.

The Department implements several non-labor reductions that achieve General Fund savings and result in internal and programming efficiencies. Costs in the Technical Facilities Management unit are reduced by lowering temperature settings in campus buildings, and turning off the fountains during the winter months.

Direct and front-line services have been prioritized in the 2011 Adopted and 2012 Endorsed Budget. To achieve this goal, every department was asked to critically evaluate funding needs for departmental travel and training to determine which items were essential to include and those that could be forgone. As a result of this evaluation, Seattle Center reduces its travel and training budget by \$10,000. This amount is captured within the administrative efficiencies descriptions detailed in the following pages.

The Department maximizes revenue streams to help offset General Fund support. An increase in daily parking rates generates additional parking revenues in 2011. Similarly, increased Monorail ridership levels based on both trains being fully operational starting in 2009 provides additional Monorail revenues for Seattle Center. Finally, the Adopted Budget includes several new sponsorship and advertising initiatives for the skate park and Monorail. The Department plans to sell naming rights to the skate park and advertising at the Monorail Station.

As part of the overall budget reduction strategy, the Department also reduces service levels in several areas including Public Programming, Technical Facilities Management, and McCaw Hall. First, the retirement of an Administrative Specialist in the Customer Service Unit and a Stage Technician in Public Programs creates budget savings without significant service level impacts. The Department also decreases non-labor related costs in Public

Programs by reducing funds for updates to the Winterfest Décor scheme, reducing the amount of seasonal lighting used during the event, reducing the number of professional entertainment programs provided, and eliminating the Winterfest Train in 2011, due only to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Within the Technical Facilities Management Unit, the Department abrogates a vacant Electrician position and eliminates intermittent Painter hours. Additional reductions include the abrogation of one Laborer, and one Janitor. Potential service level impacts of these reductions include increased response time for preventive maintenance, decreased preventive maintenance primarily on KeyArena risers, and a reduction in overall cleanliness of campus facilities.

Finally, the Department reduces a full-time Event Services Representative position to part-time. The position works on McCaw Hall events to better align with planned workloads in the facility.

The 2011 Adopted and 2012 Endorsed Budget includes several technical adjustments that better reflect actual expenditures across programs. Several Budget Control Levels (BCLs) are adjusted to reflect budget neutral changes that align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival deployment and other public programming expenditures across BCLs. In addition, the salaries for management level staff in Seattle Center will continue to hold their salaries at 2008 levels and the salaries for IT Professional staff will be held at 2009 levels. This Executive Order will continue in 2011 creating additional sustainable salary savings, and those reductions are also reflected in this Adopted Budget.

City Council Provisos

There are no Council provisos.

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Appropriations	Summit Code	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Access Budget Control Level	SC670	1,187,984	1,241,278	1,102,651	1,129,816
Administration-SC Budget Control Level	SC690	7,789,580	6,910,891	6,963,311	7,031,213
Campus Grounds Budget Control Level	SC600	11,802,246	11,857,974	11,542,598	11,657,280
Commercial Events Budget Control Level	SC640	912,619	712,120	922,826	945,140
Community Programs Budget Control Level	SC620	2,313,180	2,140,366	1,979,208	2,070,340
Cultural Facilities Budget Control Level	SC630	243,987	276,238	147,941	212,441
Debt Budget Control Level	SC680	134,150	136,350	139,194	135,994
Festivals Budget Control Level	SC610	721,956	758,396	822,595	843,437
Judgment and Claims Budget Control Level	SC710	607,968	607,968	931,564	931,564
KeyArena Budget Control Level	SC660	4,731,485	6,101,043	5,489,518	5,809,059
McCaw Hall Budget Control Level	SC650	3,685,288	3,835,308	3,936,463	4,071,945
Department Total		34,130,442	34,577,931	33,977,869	34,838,228
Department Full-time Equivalents Total*		257.77	257.77	245.12	245.12

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

Resources	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
General Subfund	14,699,842	13,056,898	13,229,236	13,305,083
Other	19,430,600	21,521,033	20,748,633	21,533,145
Department Total	34,130,442	34,577,931	33,977,869	34,838,228

Access Budget Control Level

Purpose Statement

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

Summary

Increase Monorail revenue by \$50,000 to reflect anticipated higher ridership levels in 2011 based on the completed renovation of both trains in late 2009. This change reduces the amount of General Fund (GF) support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase advertising revenue for the Monorail by \$50,000 to reflect anticipated new signage advertisements on the Monorail or Monorail platform. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Increase daily parking fees for Seattle Center's parking lots and garages from \$7.00 to \$9.00 to generate \$275,000 in additional parking revenues. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Reduce budget by \$66,000 and hold vacant 0.9 FTE Parking Attendant, Sr. position based on the addition of the Automated Parking Management System at the Mercer Street and 5th Avenue garages.

Reduce appropriation authority by \$123,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$13,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$63,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$139,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Access	1,187,984	1,241,278	1,102,651	1,129,816
Full-time Equivalents Total*	11.23	11.23	11.23	11.23

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Administration-SC Budget Control Level

Purpose Statement

The purpose of the Administration Budget Control Level is to provide the financial, human resource, technology, and business support necessary to provide effective delivery of the department's services. Program services include administrative oversight and support to all other department programs, financial management of the Department's operating funds, and management of the department's Capital Improvement Program.

Summary

Reduce General Fund support by \$121,000 and transfer approximately one-half of the costs of two 1.0 FTE Strategic Advisor positions to Seattle Center's 2011-2016 Capital Improvement Program (CIP). The positions are responsible for implementation of the Seattle Center Century 21 Master Plan. Ongoing funding for these positions is contingent on the amount of billable CIP hours for projects developed as part of Century 21 Master Plan.

Reduce budget authority by \$166,000 and abrogate 1.0 FTE Administrative Staff Assistant and 1.0 FTE Personnel Specialist Senior positions. This change results from the Department's reorganization of the Human Resources unit to achieve program efficiencies and budget savings.

Reduce budget by \$57,000 and abrogate 0.5 FTE Accounting Technician II-BU and 0.5 FTE Finance Analyst positions that were each budgeted at 1.0 FTE. While this change may increase the turnaround time for certain transactions, this will not compromise the integrity of Seattle Center's accounting procedures.

Reduce budget by \$141,000 and abrogate 1.0 FTE Executive 1 position overseeing KeyArena operations. To mitigate impacts of this reduction, the Department will restructure the facility's management model by establishing an Operating Board to provide the needed oversight of the sales and operations functions at KeyArena.

Reduce budget by \$45,000 and unfund 0.5 FTE Senior Event Sales Representative responsible for securing rental events for McCaw Hall to the McCaw Hall Budget Control Level (BCL). This change achieves budget savings without creating significant impacts to McCaw Hall programming.

Reduce budget by \$70,000 and abrogate 0.5 FTE Manager 2 position overseeing the Center House food merchants and providing internal administrative support to the Department. The work associated with this position transfers to remaining staff.

In 2012, the annual amount of funding provided to the Seattle Center Foundation is reduced by \$80,000. This change represents a 40% reduction in the amount of support provided to the Foundation for a number of services including volunteer management and the solicitation of private funding opportunities at Seattle Center.

Reduce budget authority by approximately \$10,000 to reflect reductions in expenditures for administrative efficiencies for travel and training.

Increase appropriation authority by \$217,000 to reflect a technical adjustment across the Department's BCLs to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

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In keeping with the Mayor's policy to achieve salary savings to help close the 2011 General Fund deficit, \$54,000 is saved in Administration BCL by assuming no market rate salary adjustments for non-represented employees in the City discretionary pay plans for 2011.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$36,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$414,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$52,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Administration-SC	7,789,580	6,910,891	6,963,311	7,031,213
Full-time Equivalents Total*	27.11	27.11	22.61	22.61

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

Campus Grounds Budget Control Level

Purpose Statement

The purpose of the Campus Grounds Budget Control Level is to provide gathering spaces and open-air venues in the City's urban core. The grounds knit together the whole of the campus and are Seattle Center's biggest asset. Program services include landscape maintenance, security patrols and lighting, litter and garbage removal, recycling operations, hard surface and site amenities maintenance, and management of revenues associated with leasing outdoor spaces.

Summary

Increase revenue by \$178,000 to reflect anticipated new rent and concession fees from the vacant site on the south side of Center House. This change reduces the amount of General Fund (GF) support provided to the department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

Beginning in 2012, reduce budget by \$35,000 to reflect utility savings achieved through the CIP projects included in the Municipal Energy Efficiency Program. The projects will generate ongoing savings to Seattle Center's operating budget by reducing utility costs across campus.

Reduce budget by \$83,000 and abrogate a 1.0 FTE Administrative Specialist II-BU position. To mitigate the impacts of this reduction, the Department redistributes the workload among staff.

Reduce budget by \$96,000 and abrogate 1.0 FTE Electrician position. This reduction may slow the response time for routine and preventative maintenance.

Reduce budget by \$25,000 and eliminate approximately 650 intermittent Painter hours. This reduction is roughly equivalent to a 0.4 FTE reduction in staffing capacity, and results in staffing adjustments within the Painter work unit as the Department re-prioritizes maintenance activities.

Reduce budget by \$44,000 to reflect the reduction of 1.0 FTE Lock Technician position to 0.6 FTE. This change will not result in significant impacts to service levels at campus facilities

Reduce budget by \$230,000 and abrogate 1.0 FTE Janitor and 1.0 FTE Laborer to achieve budget savings in facility maintenance costs. In addition, funding for intermittent janitors working off-peak shifts is reduced. Impacts may include longer cleaning cycles for restrooms, the Center House dining area, and other public places.

Reduce budget by \$123,000, abrogate 0.5 FTE Painter position, and unfund 1.0 FTE Gardner, 1.0 FTE Janitor, and 1.0 FTE Dining Room Attendant. This change in maintenance staff capacity may impact overall grounds maintenance and Center House cleanliness during the summer months, however Seattle Center will mitigate this impact by transferring work to remaining staff where possible and using intermittent staff if necessary.

Reduce budget by \$130,000 by holding vacant 1.0 FTE Administrative Specialist II-BU and 1.0 FTE Utility Laborer working at KeyArena. The Department will continue to hold the positions vacant in the event that demand for the positions' services requires that they be filled outside of the budget process.

Reduce budget by \$83,000 in the Technical Facilities Management (TFM) division to reflect reductions in expenditures for administrative efficiencies including, operating supplies, professional services and fleet management.

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Reduce budget by \$55,000 to reflect utility reductions across campus including better management of temperature settings in all facilities, and the reduction of water flow at the International Fountain from January-March.

Reduce budget by \$111,000, abrogate 0.5 FTE Administrative Specialist II-BU position, and fund 1.0 FTE Admissions Personnel Dispatcher and 1.0 FTE Sound and Video Equipment Technician positions at 0.5 FTE. The Department achieves this savings through the development and implementation of a new automated workforce management system which streamlines the dispatch function for staff at Seattle Center, thereby decreasing the number of staff required to perform scheduling work.

Increase appropriation authority by \$112,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$85,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$638,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$315,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Campus Grounds	11,802,246	11,857,974	11,542,598	11,657,280
Full-time Equivalents Total*	84.37	84.37	78.97	78.97

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

Commercial Events Budget Control Level

Purpose Statement

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

Summary

Increase appropriation authority by \$169,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$11,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$53,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$211,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Commercial Events	912,619	712,120	922,826	945,140
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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

Community Programs Budget Control Level

Purpose Statement

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

Summary

Reduce budget by \$121,000 and abrogate 1.0 FTE Stage Technician, Lead position to assist in balancing the overall General Fund. Elimination of the position will result in a reduction in the quality of support for public programming and in the number of community groups performing in Center House.

Reduce budget by \$74,000 and reduce funding for Winterfest activities. This reduction shortens the Winterfest programming from 5 weeks to 3 or 4 weeks in length, delays updates to the Winterfest Décor by 1-2 years to 2011 or 2012, and reduces the amount of seasonal lighting used during the event. In addition, the reduction achieves savings by eliminating the Winterfest Train in 2011 only due to anticipated renovations of the Center House food court. Funding for the train is restored in 2012.

Reduce budget by \$57,000 and abrogate 0.25 FTE Administrative Specialist II-BU and 0.50 FTE Management Systems Analyst. Both positions work in the Seattle Center Productions Unit (SCP). Impacts of this reduction are mitigated by redistributing some scheduling and contracting functions to existing staff in the SCP unit.

Reduce budget by \$39,000 to reflect reduced funding for contractors who support the Department's public programs. There will be less outreach work on the Teen Tix program.

Increase appropriation authority by \$46,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Increase revenue by \$100,000 to reflect a potential new title sponsorship for the skate park at Seattle Center. This change reduces the amount of GF support provided to the Department, thereby generating GF savings for the City. However, this change in revenue sources has zero net impact on Seattle Center's operating budget.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$15,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$99,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$161,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Community Programs	2,313,180	2,140,366	1,979,208	2,070,340
Full-time Equivalents Total*	13.63	13.63	11.88	11.88

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

Cultural Facilities Budget Control Level

Purpose Statement

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

Summary

Reduce appropriation authority by \$138,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

Citywide adjustments to labor and other operating costs increase the budget by \$10,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$128,000.

Expenditures/FTE	2009 Actual	2010 Adopted	2011 Adopted	2012 Endorsed
Cultural Facilities	243,987	276,238	147,941	212,441
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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

Debt Budget Control Level

Purpose Statement

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

Summary

There are no substantive changes from the 2010 Adopted Budget to the 2011 Adopted Budget.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Debt	134,150	136,350	139,194	135,994

Festivals Budget Control Level

Purpose Statement

The purpose of the Festivals Budget Control Level is to provide a place for the community to hold major festival celebrations. This program includes the revenue and expenses related to the Giant Magnet, Northwest Folklife Festival, Bite of Seattle, and Bumbershoot events.

Summary

Increase appropriation authority by \$51,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$9,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$22,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$64,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
Festivals	721,956	758,396	822,595	843,437
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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

Judgment and Claims Budget Control Level

Purpose Statement

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

Summary

Based on an increased Seattle Center share of settlements and claims over the past five years, the Judgment and Claims premium increases the 2011 Adopted Budget by approximately \$324,000.

	2009	2010	2011	2012
Expenditures	Actual	Adopted	Adopted	Endorsed
Judgment and Claims	607,968	607,968	931,564	931,564

KeyArena Budget Control Level

Purpose Statement

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

Summary

Reduce budget by \$54,000 and abrogate 0.5 FTE Event Services Representative, Sr. position that was budgeted at 1.0 FTE. Responsibilities of this position will be transferred to the remaining 2.0 FTE Event Services staff, and impacts are anticipated to be minimal.

Reduce budget by \$100,000 to reflect service and maintenance reductions at KeyArena. This change reduces the contract for preventative maintenance of the electronic signage in the bowl of KeyArena and reduces a portion of the facility's overall maintenance budget which is earmarked for addressing periodic and/or unforeseen maintenance issues. This increases the time it takes the Department to address non critical maintenance needs, however the Department is retaining sufficient funding to repair items on an as-needed basis.

Reduce budget by \$70,000 to reflect reduced intermittent hours for stage maintenance. Stage hours worked for events are reimbursed by the client, while maintenance hours are not. The Department will reduce preventative maintenance hours worked by intermittent staff to maintain stage equipment. This change will help the Department make KeyArena operations more efficient without significantly impacting service levels at the facility.

Reduce budget by \$37,000 and reduce 1.0 FTE Administrative Staff Assistant position to 0.5 FTE. This change will help make KeyArena operations more efficient by reducing administrative costs, and they will not impact service levels at the facility.

Reduce appropriation authority by \$558,000 to reflect a technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$54,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$261,000 for a net decrease from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$612,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
KeyArena	4,731,485	6,101,043	5,489,518	5,809,059
Full-time Equivalents Total*	66.99	66.99	65.99	65.99

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

McCaw Hall Budget Control Level

Purpose Statement

The McCaw Hall Budget Control Level includes funds for the operation and maintenance of the McCaw Hall as the premier performing arts venue in the Seattle region. In cooperation with Seattle Opera and Pacific Northwest Ballet, Seattle Center manages and operates McCaw Hall as the home of the Opera and Ballet. The Seattle International Film Festival also holds its annual festival and many other film screenings in this facility.

Summary

Reduce appropriation authority by \$46,000 to reflect a budget neutral technical adjustment across the Department's Budget Control Levels (BCLs) to better align expenditures with actual program functions. The basis of this adjustment includes changes in event projections across BCLs, changes in contract inflation assumptions for certain contracts, and changes in actual festival and other public programming expenditures across BCLs.

The Mayor and the Council worked with the Coalition of City Labor Unions to identify mechanisms for reducing labor costs in the face of the City's strained financial situation. As a result of ratified agreements with represented employees and commensurate savings for non-represented positions in 'step-in-grade' classifications, this program will achieve \$32,000 in savings.

Citywide adjustments to labor and other operating costs increase the budget by \$179,000 for a net increase from the 2010 Adopted Budget to the 2011 Adopted Budget of approximately \$101,000.

	2009	2010	2011	2012
Expenditures/FTE	Actual	Adopted	Adopted	Endorsed
McCaw Hall	3,685,288	3,835,308	3,936,463	4,071,945
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

Seattle Center

KeyArena Settlement Proceeds Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	6,646,000	2,610,000	3,907,000	820,000	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	394,000	1,371,000	1,492,000	0	0
Less: Capital Improvements	2,345,000	1,239,000	1,595,000	820,000	0
Ending Fund Balance	3,907,000	0	820,000	0	0

Seattle Center

McCaw Hall Capital Reserve Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	0	0	100,000	341,000	0
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	100,000	400,000	400,000	400,000	400,000
Less: Actual and Budgeted Expenditures	0	400,000	159,000	741,000	400,000
Ending Fund Balance	100,000	0	341,000	0	0

Seattle Center

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
587001	Seattle Center Fund	0	0	(168,611)	0	0
462300	Parking	3,891,127	3,622,602	3,732,598	4,392,314	4,551,943
462800	Monorail	394,171	350,000	400,000	450,000	450,000
	Total Access	4,285,298	3,972,602	4,132,598	4,842,314	5,001,943
441960	Seattle Center Fund	84,217	100,894	100,894	100,000	100,000
462900	Administration	90,310	46,839	46,839	7,500	7,000
481500	Lease Settlement	394,000	1,371,000	1,371,000	0	0
541490	CIP	1,262,662	1,413,403	1,413,403	1,521,010	1,550,085
	Total Administration	1,831,189	2,932,136	2,932,136	1,628,510	1,657,085
462500	Leases - Campus Grounds	831,072	1,049,130	1,049,130	1,242,208	1,269,326
462800	Amusement Park Concessions	335,000	0	250,000	0	0
462800	Center House Concessions	841,950	951,200	897,608	879,539	901,899
	Total Campus Grounds	2,008,022	2,000,330	2,196,738	2,121,747	2,171,225
462400	Campus Commercial Events	1,089,296	1,232,457	1,232,457	1,274,821	1,301,664
	Total Commercial Events	1,089,296	1,232,457	1,232,457	1,274,821	1,301,664
439090	Campus Sponsorships	159,175	300,000	0	350,000	350,000
441960	Seattle Center Productions	71,212	53,600	53,600	60,000	60,800
	Total Community Programs	230,387	353,600	53,600	410,000	410,800
462500	Leases - Cultural Facilities	1,345,556	1,245,365	1,245,365	1,349,173	1,360,556
	Total Cultural Facilities	1,345,556	1,245,365	1,245,365	1,349,173	1,360,556
462500	McCaw Hall Tenant Use Fees - Debt	70,096	68,175	68,175	69,597	67,997
587001	General Fund - McCaw Hall Debt	67,075	68,175	68,175	69,597	67,997
	Total Debt	137,171	136,350	136,350	139,194	135,994
441960	Festivals	402,303	543,147	648,147	518,744	528,079
	Total Festivals	402,303	543,147	648,147	518,744	528,079
587001	General Subfund Support	13,516,250	11,860,001	11,687,123	11,699,144	11,766,541
	Total General Subfund Support	13,516,250	11,860,001	11,687,123	11,699,144	11,766,541
587001	Judgment and Claims Allocation	607,968	607,968	607,968	931,564	931,564
	Total Judgment and Claims Allocation	607,968	607,968	607,968	931,564	931,564
441710	KeyArena Miscellaneous	351,759	129,478	(40,726)	94,735	115,366
441960	KeyArena Reimbursables	1,384,967	1,674,689	1,674,689	1,569,683	1,711,414

Seattle Center

2011 - 2012 Estimated Revenues for the Seattle Center Fund

Summit Code	Source	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
462400	KeyArena Premium Seating	143,871	366,000	380,000	320,000	380,000
462400	KeyArena Rent	861,538	2,332,779	1,698,909	1,322,722	1,354,418
462800	KeyArena Concessions	32,472	193,719	397,276	504,854	504,854
462800	KeyArena Sponsorship	300,000	300,000	300,000	300,000	300,000
462800	KeyArena Ticketing	591,100	770,137	1,330,936	1,153,396	1,283,363
Total KeyArena		3,665,707	5,766,802	5,741,084	5,265,390	5,649,415
441960	McCaw Hall Reimbursables	1,387,609	1,338,124	1,338,124	1,338,006	1,350,661
462400	McCaw Hall Rent	257,808	368,905	368,905	397,400	426,677
462500	McCaw Hall Tenant Use Fees	1,219,951	1,250,249	1,308,106	1,023,383	1,089,069
462800	McCaw Hall Catering & Concessions	322,782	270,033	295,101	335,000	335,000
462800	McCaw Hall Miscellaneous	170,931	179,108	179,108	174,548	182,974
587001	General Fund - McCaw Hall	508,549	520,754	520,754	528,931	538,981
Total McCaw Hall		3,867,630	3,927,173	4,010,098	3,797,268	3,923,362
Total Revenues		32,986,777	34,577,931	34,455,053	33,977,869	34,838,228

Seattle Center

Seattle Center Fund

	2009 Actuals	2010 Adopted	2010 Revised	2011 Adopted	2012 Endorsed
Beginning Fund Balance	2,351,213	963,206	1,207,548	1,207,548	1,207,548
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenue	32,986,777	34,577,931	34,455,053	33,977,869	34,838,228
Less: Actual and Budgeted Expenditures	34,130,442	34,577,931	34,455,053	33,977,869	34,838,228
Ending Fund Balance	1,207,548	963,206	1,207,548	1,207,548	1,207,548
Inventories	271,861		271,861	271,861	271,861
McCaw Hall Reserves	843,433	910,000	843,433	843,433	843,433
Total Reserves	1,115,294	910,000	1,115,294	1,115,294	1,115,294
Ending Unreserved Fund Balance	92,254	53,206	92,254	92,254	92,254

Capital Improvement Program Highlights

Seattle Center's 2011-2016 Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year.

The 2011-2016 CIP includes public and private funding for renovation of the Center House food court to support increased revenues and realize the first phase of implementation of the vision for Center House in the Seattle Center Century 21 Master Plan. Funding is also included for energy saving retrofit projects in multiple facilities on campus, as well as for replacement of the roof on the Park Place Building, concrete and structural repairs at the Mercer Garage, and asset preservation investments in Seattle Center's two largest public assembly facilities, KeyArena and McCaw Hall.

In 2011, Seattle Center continues implementation of the Seattle Center Century 21 Master Plan. Adopted by the City Council in August 2008, the Century 21 Master Plan will guide development of the Seattle Center campus over the next 20 years. Seattle Center also completes the third and final phase of campus signage renovation with the replacement of hand operated reader boards with two new digital reader boards at the perimeter of the campus.

The costs of managing Seattle Center's CIP, including project management and administration, are presented in Seattle Center's operating budget. These costs are offset by revenues to the Seattle Center Fund from the funding sources of the CIP projects. Funding for Seattle Center's 2011-2016 Adopted CIP comes primarily from the Cumulative Reserve Subfund, LTGO Bonds, property sale proceeds, federal grant funds, and private sources.

Capital Improvement Program Appropriation

Budget Control Level	2011 Adopted	2012 Endorsed
Campuswide Improvements and Repairs: S03P01		
Cumulative Reserve Subfund - REET I Subaccount (00163)	297,000	193,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	35,000	30,000
Subtotal	332,000	223,000
Center House Rehabilitation: S9113		
2011 Multipurpose LTGO Bond Fund	3,400,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	180,000	432,000
Subtotal	3,580,000	432,000
Facility Infrastructure Renovation and Repair: S03P02		
Cumulative Reserve Subfund - REET I Subaccount (00163)	980,000	784,000
Subtotal	980,000	784,000
Key Arena: S03P04		
Cumulative Reserve Subfund - REET I Subaccount (00163)	400,000	0
Subtotal	400,000	0
KeyArena: S03P04		
KeyArena Settlement Proceeds Fund	46,000	0
Subtotal	46,000	0

Seattle Center

Budget Control Level	2011 Adopted	2012 Endorsed
McCaw Hall Maintenance Fund: S0303		
McCaw Hall Capital Reserve	400,000	400,000
Subtotal	400,000	400,000
Monorail Improvements: S9403		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,318,000	1,319,000
Subtotal	1,318,000	1,319,000
Parking Repairs and Improvements: S0301		
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	0
Subtotal	200,000	0
Public Gathering Space Improvements: S9902		
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	50,000	50,000
Subtotal	50,000	50,000
Utility Infrastructure: S03P03		
2011 Multipurpose LTGO Bond Fund	510,000	0
Subtotal	510,000	0
Total Capital Improvement Program Appropriation	7,816,000	3,208,000