

# Seattle Center

Robert Nellams, Director

Department Information Line: (206) 684-7200  
On the Web at: <http://www.seattlecenter.com/>



## Department Overview

Seattle Center is home to cultural and education organizations, sports teams, festivals, community programs, including cultural and community celebrations, and entertainment facilities. Millions of people visit the 74-acre Seattle Center campus annually. Consistently rated as one of the City's top attractions, Seattle Center is a premier urban park whose mission is 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 which was later homesteaded by the David Denny family and eventually donated to the City of Seattle. In 1927, the new Civic Auditorium, now Marion Oliver McCaw Hall, and Arena were constructed with funding from a levy and a contribution from a local business owner. In 1939, a large military Armory, until recently called the Center House, was constructed. In 1948, the Memorial Stadium was built, with the Memorial Wall added in 1952. Finally, in 1962, the community pulled together these facilities and added new structures to host the Seattle World's Fair/Century 21 Exposition. At the conclusion of the Fair, the City took ownership of most of the remaining facilities and campus grounds to create Seattle Center. Since its creation in 1963, the Center has nurtured artistry and creativity by providing a home for and technical assistance to a wide variety of arts and cultural organizations. These tenants play a critical role in the arts and cultural landscape of the region.

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

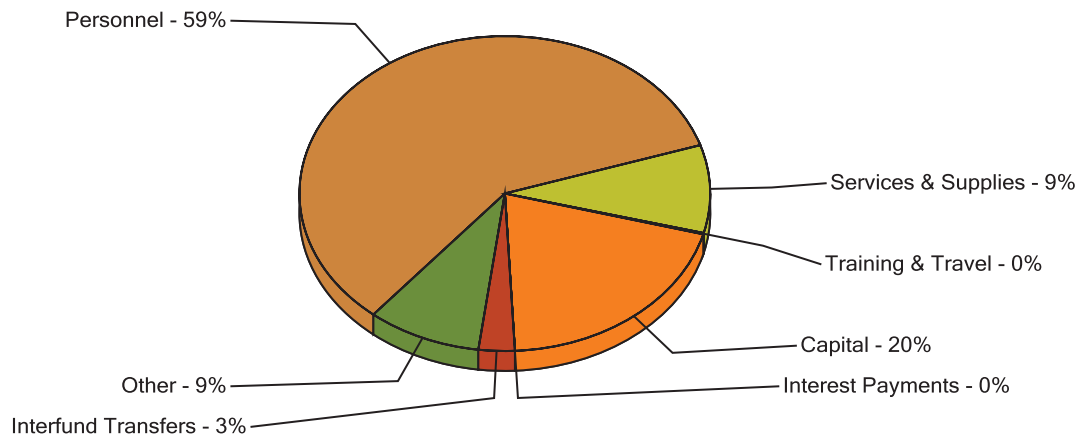
Due to its heavy reliance on commercial revenues, Seattle Center faces many of the same financial challenges confronting other businesses. Consumer preferences, fluctuating demand, and competition for customer discretionary spending all influence the financial performance of the Seattle Center. Over the next biennium, the Seattle Center will face financial pressures in several areas including market competition with competing facilities, financial challenges of long-term, non-profit tenants on campus, and balancing the mix of public and private uses on the campus. However, it is making important strides in realigning its operations to fit within the revenue it generates.

## Budget Snapshot

Department Support	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
General Fund Support	\$12,919,814	\$12,875,760	\$12,980,658	\$13,466,114
Other Funding - Operating	\$21,552,036	\$21,586,368	\$22,964,210	\$23,409,994
<b>Total Operations</b>	<b>\$34,471,850</b>	<b>\$34,462,128</b>	<b>\$35,944,868</b>	<b>\$36,876,108</b>
Other funding - Capital	\$6,815,855	\$3,878,000	\$8,980,000	\$5,151,000
<b>Total Appropriations</b>	<b>\$41,287,705</b>	<b>\$38,340,128</b>	<b>\$44,924,868</b>	<b>\$42,027,108</b>
Full-time Equivalent Total*	245.12	245.12	241.62	241.62

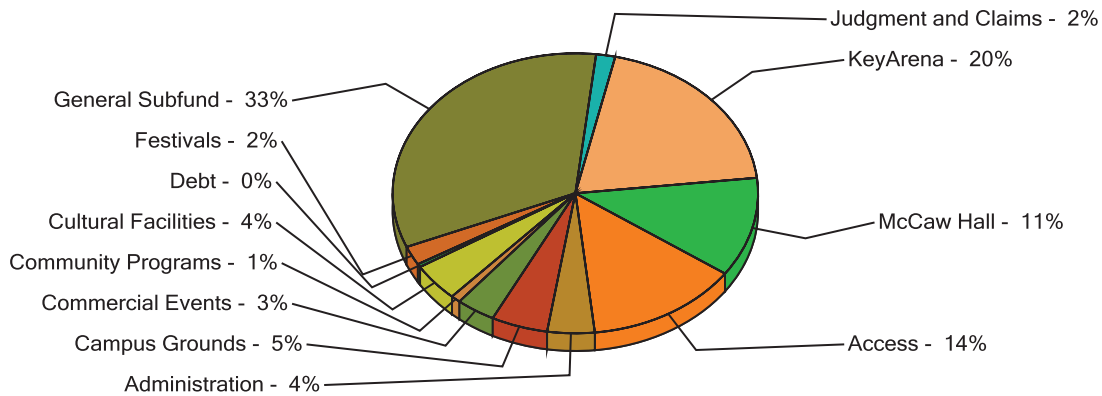
\* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

## 2013 Proposed Budget - Expenditure by Category



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## 2013 Proposed Budget - Revenue by Category



### Budget Overview

In recent years, Seattle Center has faced the dual challenge of constrained General Fund resources as well as weakness to its other operating revenues. These challenges collided in 2009 when Seattle Center operated from a negative cash position, resulting in the execution of an interfund loan for Seattle Center in mid-2011, after a pre-existing loan expired on December 31, 2010. Since that time, Seattle Center has worked diligently to better align its operations with available revenues. While the loan duration will be extended to 2017, for 2013-2014, Seattle Center is projected to have made sufficient strides to ensure that the size of the loan does not grow beyond current projections.

The economic challenges brought on by the Great Recession have led to weakness in Seattle Center's operating revenues. Seattle Center has more than 75 sources of earned revenue, with the largest being parking fees, facility rentals, programming at McCaw Hall, and sales of tickets and suites at Key Arena. Long-term facility leases are another large source of revenue and primarily consist of theaters, museums, and other arts groups, often referred to as "resident tenants." Long-term leases are Seattle Center's revenues sources that have been most constrained by the recent economic weakness. The discretionary income of arts patrons and donated income from funders contracted resulted in less income for Seattle Center's resident tenants, making it difficult for a number of them to pay the full amount of their contractual lease payments.

To ensure that its operating costs are aligned with its revenues, Seattle Center has spent the past year looking for efficiencies and cost savings. The 2013-2014 Proposed Budget reflects the results of this work and includes sufficient costs savings to ensure that Seattle Center's expenditures are aligned with its revenues. Budget reduction strategies for the 2013-2014 Proposed Budget focus on administrative and operational efficiencies that result in minimal direct service impacts. Reductions include: cuts to maintenance costs, contract fees, administrative consolidations, and the elimination of positions. Funding for programs at Seattle Center is retained, allowing visitors to Seattle Center to continue to have access to a vast array of events and performances. The 2013-2014 Proposed Budget assumes that Seattle Center's interfund loan will

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extend through 2017. While Seattle Center has made significant progress in aligning its costs with its revenues, additional time is needed to identify financial strategies for paying off the interfund loan. Seattle Center will work in the coming year to identify longer-term strategies for paying off the loan. Possible solutions could include restructuring leases, setting up payment plans, and in some cases forgiving portions of the accumulated debt, or implementing other operational changes.

Not all Seattle Center revenues have suffered as a result of the recent economic weakness. Event bookings at KeyArena have continued to grow after hitting a low point in 2009 after the departure of the Seattle SuperSonics. Along with steady growth in bookings and more diverse programming, additional changes, including a restructured KeyArena management team, a new concessionaire, and an improved ticketing arrangement, have further enhanced revenues. By 2011, Seattle Center had succeeded in bringing the KeyArena back to operating at a profit. The City is currently considering proposals to build a new indoor sports and entertainment arena in the downtown core. Whatever the outcome of the proposal, Seattle Center looks forward to adapting to its role in any new environment, and continuing to maximize the utility of the venue. Any adjustments to the budget that may be necessary as a result of a new arena are not contemplated in the Proposed Budget.

McCaw Hall continues to have consistent event bookings and attendance. In addition to attracting new concerts and events, the building's primary users, Pacific Northwest Ballet and Seattle Opera, continue to draw large audiences for their productions. In 2012, Seattle Center opened a redeveloped food service area in the Armory (formerly known as the Center House), which features a number of upgraded restaurants and concessions. With these new tenants in place, the Center has added a modest increase to its commercial revenues to reflect the popularity of this new offering. Lastly, parking revenues are projected to increase based on the implementation of a new hourly rate system.

The City has also reached an agreement with local radio station KEXP for lease of the upper Northwest Rooms. Although a final date for their arrival has not yet been determined, Seattle Center is looking forward to welcoming KEXP as early as 2013.

## Incremental Budget Changes

### Seattle Center

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 34,462,128</b>	<b>245.12</b>	<b>\$ 34,462,128</b>	<b>245.12</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 1,319,780	0.00	\$ 2,421,953	0.00
Net-Zero Transfer Between BCLs to Align Budget with Actual Costs	\$ 0	0.00	\$ 0	0.00
<b>Proposed Policy Changes</b>				
Administrative Efficiencies	-\$ 146,000	-2.00	-\$ 149,800	-2.00
Maintenance Reductions	-\$ 129,000	0.00	-\$ 130,000	0.00
Seattle Center Foundation FTE Reduction	-\$ 156,000	-1.00	-\$ 159,100	-1.00
Teen Tix Transition	\$ 0	0.00	-\$ 40,000	0.00
Food Service Management Reduction	-\$ 61,000	-0.50	-\$ 62,200	-0.50
One-Time Major Maintenance Spending	\$ 397,600	0.00	\$ 87,600	0.00

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### Proposed Technical Changes

Final Citywide Adjustments for Standard Cost Changes	-\$ 475,764	0.00	-\$ 434,240	0.00
Technical Adjustment	\$ 733,124	0.00	\$ 879,767	0.00
<b>Total Incremental Changes</b>	<b>\$ 1,482,740</b>	<b>-3.50</b>	<b>\$ 2,413,980</b>	<b>-3.50</b>
<b>2013 - 2014 Proposed Budget</b>	<b>\$ 35,944,868</b>	<b>241.62</b>	<b>\$ 36,876,108</b>	<b>241.62</b>

## Description of Incremental Budget Changes

### Baseline Changes

#### Citywide Adjustments for Standard Cost Changes - \$1,319,780

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and employment costs. These adjustments reflect initial assumptions about these costs and inflators early in the budget process.

#### Net-Zero Transfer Between BCLs to Align Budget with Actual Costs

These changes are net-zero adjustments between BCLs and accounts to align the budget with actual expenditures.

### Proposed Policy Changes

#### Administrative Efficiencies - (\$146,000)/(2.00) FTE

Consolidations in two areas will take place with this adjustment: admissions and campus catering. With the Admissions operations, the Admissions Manager 1 will be reduced from 1.0 FTE to 0.5 FTE, for a savings of \$52,000, and a vacant Accounting Technician I will be eliminated for a savings of \$64,000. The Manager 1 will now focus more on field operations, as some of the administrative duties will be reassigned to the facility managers who use admissions personnel. The vacant Accounting Technician I pocket was previously filled by a Regular Admissions Employee, and this work will be absorbed by the remaining 15 staff members whose work includes ticket-taking, showing customers to their seats, and monitoring the entrances.

Similar to the admissions reduction, the catering position, which coordinates the Campus Catering Program, also handles some administrative duties related to managing the contract process for commercial clients. This Administrative Specialist II position will be reduced from 1.0 to 0.5 FTE for a savings of \$30,000 and will retain responsibility for coordinating the Catering Program as well as some functions related to contract facilitation. Other administrative duties relating to the contract process will be absorbed by other Campus Commercial Event staff.

#### Maintenance Reductions - (\$129,000)

Seattle Center evaluated its maintenance budget and identified reductions in various areas including office supplies, maintenance supplies, and the elimination of a specialized vehicle. In most cases, these reductions will have a minimal impact to Seattle Center operations. For example, the reduction of a boom truck will be mitigated by utilizing a scissor lift Seattle Center has onsite, as well as the timely use of other vehicles that the Center rents at various times for events and special projects. However, if the Center experiences significant maintenance and repair issues, there may be delays in addressing items like graffiti removal or grounds restoration. Seattle Center will prioritize life safety functions (fire alarms, ADA access, etc.), revenue generation, and contractual responsibilities.

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## **Seattle Center Foundation FTE Reduction - (\$156,000)/(1.00) FTE**

This change eliminates City funding for the Strategic Advisor 3 position which currently acts as the Executive Director of the Seattle Center Foundation. The Executive Director will continue but will now be an employee of the Foundation. In order to provide financial support to the Foundation operation, Seattle Center will convert a storefront, previously run by Frontier Gallery and then used in 2012 to sell Seattle World's Fair memorabilia, into a permanent store run by the Foundation, with net profits used to fund Foundation administrative overhead. The Foundation will pay Seattle Center a reduced annual lease payment of \$15,000. Seattle Center had previously assumed it would receive \$100,000 in rent revenue if the space was rented out to a commercial vendor. Savings from eliminating funding for this position are partly offset by the loss of approximately \$85,000 in lease revenue from the space. The net savings from this reduction is \$71,000, or \$156,000 minus forgone revenues of \$85,000.

## **Teen Tix Transition**

This change removes Teen Tix from Seattle Center's public program offerings in 2014 with the intention of transitioning the program to a non-profit organization to ensure the program's continuity. This transfer reduces Center's 2014 budget by \$40,000. Started in 2005, Teen Tix serves teenagers by making Seattle's rich cultural life affordable to them. Approximately 7,500 day-of-show tickets were leveraged in 2011 for use at 37 participating organizations. The savings from this reduction come from the elimination of a contract position that coordinates the program. Seattle Center will work with the Seattle Center Foundation to transition the program to a viable non-profit by the end of 2013.

## **Food Service Management Reduction - (\$61,000)/(.50) FTE**

Seattle Center has 2.0 FTEs assigned to contracts and food service management: a Manager 2 and an Administrative Specialist 2. The Manager 2 previously functioned as the contracts manager for Seattle Center, with approximately 75% of their time related to food service operations. These duties have now been transferred to Levy Restaurants, the contractor that Seattle Center began working with in 2011 to manage the Armory food court. Additionally, a new Armory Operations Board is in place to provide overall facility oversight. This proposal reduces the Manager 2 from 1.0 FTE to 0.5 FTE to reflect the reduction in responsibilities that comes with having a professional food service management company operating the food court. The manager's remaining time will be fully spent on managing other Armory non-food vendor tenants, leasing of peripheral spaces, and contract management. The Administrative Specialist position currently supporting the Contracts Manager will be retained to process contracts and provide general administrative support to the new Operating Board.

## **One-Time Major Maintenance Spending - \$397,600**

In 2013 and 2014, Center will use McCaw Hall reserve funds, which are collected annually to fund the replacement of various pieces of equipment that have come to the end of their life cycle. The current reserve balance is approximately \$1.3 million. It is expected that the facility, now 10 years old, will begin to utilize the reserves more regularly for maintenance and equipment replacement.

## **Proposed Technical Changes**

### **Final Citywide Adjustments for Standard Cost Changes - (\$475,764)**

Citywide technical adjustments made in the "Proposed Phase" reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the "Baseline Phase."

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## Technical Adjustment - \$733,124

The technical adjustment is comprised of changes to the budget to accommodate the food court management contract, a change in an accounting practice, the adjustments for the most recent event forecast, and net-zero transfers of budget authority between BCLs to better align the Seattle Center's budget with actual spending.

Although the food court management contract with Levy Restaurants began in 2011 at an annual cost of \$240,000, it was not included in the 2012 budget. The contract, which has recently been renegotiated, will now cost \$120,000 annually beginning in 2013. This adjustment adds the contract with Levy Restaurants into Seattle Center's budget.

The change in accounting practices relates to third-party security charges. In the past, Center would work with the vendor and then pass the security charges to the clients who would then pay the vendor directly. To increase transparency and more accurately reflect the true cost of producing events, Seattle Center will now record the charges in the budget, and bill the clients themselves, making this add of \$300,000 entirely revenue backed.

Another fully revenue backed change is the biennial adjustment of the budget to incorporate the most recent projection of how many, and what type of events are expected to take place over the next biennium at all campus venues. As event projections change from year to year as a result of entertainment industry trends and competition, Seattle Center's associated revenues and expenses also fluctuate. Based on the latest event projections for 2013-2014, an increase of approximately \$313,000 of expense authority is needed. This expense authority is supported by revenue earned by the events themselves. The final component of this adjustment comprises net-zero adjustment between BCLs to better align the budget with actual spending.

## Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
Access Budget Control Level	SC670	1,101,651	1,135,412	1,209,050	1,249,107
Administration-SC Budget Control Level	SC690	7,465,293	6,920,926	6,893,147	7,170,263
Campus Grounds Budget Control Level	SC600	11,541,598	11,560,165	11,678,551	12,045,194
Commercial Events Budget Control Level	SC640	921,826	942,407	891,893	946,293
Community Programs Budget Control Level	SC620	1,978,208	2,037,462	2,060,255	2,078,338
Cultural Facilities Budget Control Level	SC630	146,941	212,848	220,830	229,145
Debt Budget Control Level	SC680	139,194	135,994	134,850	126,450
Festivals Budget Control Level	SC610	821,595	715,490	1,481,593	1,505,509
Judgment and Claims Budget Control Level	SC710	931,564	931,564	602,601	705,108
KeyArena Budget Control Level	SC660	5,488,518	5,800,596	6,297,392	6,613,284
McCaw Hall Budget Control Level	SC650	3,935,463	4,069,262	4,474,705	4,207,416
<b>Department Total</b>		<b>34,471,850</b>	<b>34,462,128</b>	<b>35,944,868</b>	<b>36,876,108</b>
<b>Department Full-time Equivalents Total*</b>		<b>245.12</b>	<b>245.12</b>	<b>241.62</b>	<b>241.62</b>

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## Revenue Overview

### 2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
462300	Parking	4,302,181	4,601,944	4,377,247	4,351,817
462800	Monorail	447,842	450,000	450,000	450,000
	<b>Total Access</b>	<b>4,750,023</b>	<b>5,051,944</b>	<b>4,827,247</b>	<b>4,801,817</b>
441960	Seattle Center Fund	106,540	100,000	100,000	100,000
462900	Administration	21,283	7,000	12,000	12,000
481500	Lease Settlement	0	0	0	0
541490	CIP	1,199,787	1,550,085	1,371,877	1,402,522
	<b>Total Administration</b>	<b>1,327,610</b>	<b>1,657,085</b>	<b>1,483,877</b>	<b>1,514,522</b>
462500	Leases - Campus Grounds	782,184	1,207,432	894,151	1,134,207
462800	Amusement Park Concessions	737	0	0	0
462800	Center House Concessions	1,018,831	901,899	881,697	1,044,144
	<b>Total Campus Grounds</b>	<b>1,801,752</b>	<b>2,109,331</b>	<b>1,775,848</b>	<b>2,178,351</b>
462400	Campus Commercial Events	1,092,665	1,301,664	1,234,200	1,214,723
	<b>Total Commercial Events</b>	<b>1,092,665</b>	<b>1,301,664</b>	<b>1,234,200</b>	<b>1,214,723</b>
439090	Campus Sponsorships	2,000	350,000	250,000	250,000
441960	Seattle Center Productions	78,005	60,800	58,400	58,400
	<b>Total Community Programs</b>	<b>80,005</b>	<b>410,800</b>	<b>308,400</b>	<b>308,400</b>
462500	Leases - Cultural Facilities	1,409,516	1,265,362	1,556,711	1,513,899
	<b>Total Cultural Facilities</b>	<b>1,409,516</b>	<b>1,265,362</b>	<b>1,556,711</b>	<b>1,513,899</b>
462500	McCaw Hall Tenant Use Fees - Debt	69,596	67,997	67,425	63,225
587001	General Fund - McCaw Hall Debt	69,597	67,997	67,425	63,225
	<b>Total Debt</b>	<b>139,193</b>	<b>135,994</b>	<b>134,850</b>	<b>126,450</b>
441960	Festivals	598,170	528,079	780,835	793,814
	<b>Total Festivals</b>	<b>598,170</b>	<b>528,079</b>	<b>780,835</b>	<b>793,814</b>
587001	General Subfund Support	11,389,722	11,337,218	11,752,682	12,124,022
	<b>Total General Subfund</b>	<b>11,389,722</b>	<b>11,337,218</b>	<b>11,752,682</b>	<b>12,124,022</b>
587001	Judgment and Claims Allocation	931,564	931,564	602,601	705,108
	<b>Total Judgment and Claims</b>	<b>931,564</b>	<b>931,564</b>	<b>602,601</b>	<b>705,108</b>
441710	KeyArena Miscellaneous	-22,827	115,366	513,953	630,040
441960	KeyArena Reimbursables	2,003,262	1,711,414	2,257,997	2,254,282
462400	KeyArena Premium Seating	297,288	380,000	338,849	388,130
462400	KeyArena Rent	1,277,278	1,354,418	1,498,336	1,510,393
462800	KeyArena Concessions	808,334	604,854	1,218,331	1,261,984
462800	KeyArena Sponsorship	0	0	0	0
462800	KeyArena Ticketing	1,492,099	1,640,451	1,180,970	1,337,692



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	<b>Total KeyArena</b>	<b>5,855,434</b>	<b>5,806,503</b>	<b>7,008,436</b>	<b>7,382,521</b>
441960	McCaw Hall Reimbursables	1,346,391	1,350,661	1,365,618	1,406,111
462400	McCaw Hall Rent	329,263	426,677	300,139	420,155
462500	McCaw Hall Tenant Use Fees	1,229,753	1,116,439	1,441,206	1,288,271
462800	McCaw Hall Catering & Concessions	316,275	335,000	270,000	270,000
462800	McCaw Hall Miscellaneous	160,911	182,974	146,668	166,585
587001	General Fund - McCaw Hall	528,931	538,981	557,950	573,759
	<b>Total McCaw Hall</b>	<b>3,911,524</b>	<b>3,950,732</b>	<b>4,081,581</b>	<b>4,124,881</b>
	<b>Total Revenues</b>	<b>33,287,178</b>	<b>34,486,276</b>	<b>35,547,268</b>	<b>36,788,508</b>
379100	Use of (Contribution To) Fund Balance	0	-24,147	397,600	87,600
	<b>Total Use of Fund Balance</b>	<b>0</b>	<b>-24,147</b>	<b>397,600</b>	<b>87,600</b>
	<b>Total Resources</b>	<b>33,287,178</b>	<b>34,462,129</b>	<b>35,944,868</b>	<b>36,876,108</b>

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

### Access Budget Control Level

The purpose of the Access Budget Control Level is to provide the services needed to assist visitors in coming to and traveling from the campus while reducing congestion in adjoining neighborhoods.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Access	1,101,651	1,135,412	1,209,050	1,249,107
<b>Total</b>	<b>1,101,651</b>	<b>1,135,412</b>	<b>1,209,050</b>	<b>1,249,107</b>
Full-time Equivalents Total*	11.23	11.23	11.23	11.23

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### Administration-SC Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Administration-SC	7,465,293	6,920,926	6,893,147	7,170,263
<b>Total</b>	<b>7,465,293</b>	<b>6,920,926</b>	<b>6,893,147</b>	<b>7,170,263</b>
Full-time Equivalents Total*	22.61	22.61	20.11	20.11

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### Campus Grounds Budget Control Level

The purpose of the Campus Grounds Budget Control Level is to provide and maintain the gathering spaces and open-air venues at Seattle Center.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Campus Grounds	11,541,598	11,560,165	11,678,551	12,045,194
<b>Total</b>	<b>11,541,598</b>	<b>11,560,165</b>	<b>11,678,551</b>	<b>12,045,194</b>
Full-time Equivalents Total*	78.97	78.97	77.97	77.97

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### Commercial Events Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Commercial Events	921,826	942,407	891,893	946,293
<b>Total</b>	<b>921,826</b>	<b>942,407</b>	<b>891,893</b>	<b>946,293</b>
Full-time Equivalents Total*	7.48	7.48	7.48	7.48

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### Community Programs Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Community Programs	1,978,208	2,037,462	2,060,255	2,078,338
<b>Total</b>	<b>1,978,208</b>	<b>2,037,462</b>	<b>2,060,255</b>	<b>2,078,338</b>
Full-time Equivalents Total*	11.88	11.88	11.88	11.88

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### Cultural Facilities Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Cultural Facilities	146,941	212,848	220,830	229,145
<b>Total</b>	<b>146,941</b>	<b>212,848</b>	<b>220,830</b>	<b>229,145</b>
Full-time Equivalents Total*	3.26	3.26	3.26	3.26

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

### Debt Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Debt	139,194	135,994	134,850	126,450
<b>Total</b>	<b>139,194</b>	<b>135,994</b>	<b>134,850</b>	<b>126,450</b>

### Festivals Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Festivals	821,595	715,490	1,481,593	1,505,509
<b>Total</b>	<b>821,595</b>	<b>715,490</b>	<b>1,481,593</b>	<b>1,505,509</b>
Full-time Equivalents Total*	8.72	8.72	8.72	8.72

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

### Judgment and Claims Budget Control Level

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

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Proposed</b>	<b>2014 Proposed</b>
Judgment and Claims	931,564	931,564	602,601	705,108
<b>Total</b>	<b>931,564</b>	<b>931,564</b>	<b>602,601</b>	<b>705,108</b>

## Seattle Center

### KeyArena Budget Control Level

The purpose of the KeyArena Budget Control Level is to manage and operate the KeyArena as the premier large scale entertainment venue in the Seattle region.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
KeyArena	5,488,518	5,800,596	6,297,392	6,613,284
<b>Total</b>	<b>5,488,518</b>	<b>5,800,596</b>	<b>6,297,392</b>	<b>6,613,284</b>
Full-time Equivalents Total*	65.99	65.99	65.99	65.99

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

### McCaw Hall Budget Control Level

The purpose of the McCaw Hall Budget Control Level is to manage and operate Marion Oliver McCaw Hall in partnership with Seattle Opera and Pacific Northwest Ballet.

Program Expenditures	2011 Actual	2012 Adopted	2013 Proposed	2014 Proposed
McCaw Hall	3,935,463	4,069,262	4,474,705	4,207,416
<b>Total</b>	<b>3,935,463</b>	<b>4,069,262</b>	<b>4,474,705</b>	<b>4,207,416</b>
Full-time Equivalents Total*	34.98	34.98	34.98	34.98

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

## Seattle Center Fund Table

### Seattle Center Fund (11410)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	<b>1,895,568</b>	<b>1,873,402</b>	<b>710,896</b>	<b>735,045</b>	<b>337,445</b>
Accounting and Technical Adjustments	0	0	0	0	0
Plus: Actual and Estimated Revenues	33,287,178	34,486,276	34,486,276	35,547,268	36,788,508
Less: Actual and Budgeted Expenditures	34,471,850	34,462,128	34,462,128	35,944,868	36,876,108
<b>Ending Fund Balance</b>	<b>710,896</b>	<b>1,897,550</b>	<b>735,045</b>	<b>337,445</b>	<b>249,844</b>
Inventories		259,000			
McCaw Hall Reserves		1,087,000	1,200,000	700,000	600,000
<b>Total Reserves</b>		<b>1,346,000</b>	<b>1,200,000</b>	<b>700,000</b>	<b>600,000</b>
<b>Ending Unreserved Fund Balance</b>	<b>710,896</b>	<b>551,550</b>	<b>-464,955</b>	<b>-362,555</b>	<b>-350,156</b>

## Seattle Center

### KeyArena Settlement Proceeds Fund

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	1,015,000	683,000	682,000	537,000	0
Plus: Actual and Estimated Revenue	0	0	0	0	0
Less: Actual and Budgeted Expenditures	0	0	0	0	0
Less: Capital Improvements	333,000	683,000	145,000	537,000	0
<b>Ending Fund Balance</b>	<b>682,000</b>	<b>0</b>	<b>537,000</b>	<b>0</b>	<b>0</b>

### McCaw Hall Capital Reserve Fund

	2011 Actuals	2012 Adopted	2012 Revised	2013 Proposed	2014 Proposed
<b>Beginning Fund Balance</b>	447,000	694,000	826,000	290,000	0
Plus: Actual and Estimated Revenue	400,000	400,000	400,000	500,000	500,000
Less: Capital Improvements	21,000	1,078,000	936,000	790,000	500,000
<b>Ending Fund Balance</b>	<b>826,000</b>	<b>16,000</b>	<b>290,000</b>	<b>0</b>	<b>0</b>

# Seattle Center

## Capital Improvement Program Highlights

Seattle Center's 2013-2018 Capital Improvement Program (CIP) is at the heart of Seattle Center's vision to be the premier urban park. Seattle Center's CIP repairs, renovates, and redevelops the facilities and grounds of Seattle Center's 74-acre campus to provide a safe and welcoming place for millions of visitors and 5,000 events each year. In 2013, 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.

The 2013-2018 CIP includes funding for continued renovation of the Armory (formerly Center House) including mechanical systems, restrooms, and meeting rooms. Funding is also included for asset preservation investments in Seattle Center's other two large public assembly facilities, KeyArena and McCaw Hall, as well as for campus open space and the Seattle Center Monorail.

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 2013-2018 Proposed CIP comes primarily from the Cumulative Reserve Subfund, property sale proceeds, federal grant funds, and private sources.

More information and background on Seattle Center's CIP can be found in the 2013-2018 Proposed CIP Budget Book.

### Capital Improvement Program Appropriation

Budget Control Level	2013 Proposed	2014 Proposed
<b>Campuswide Improvements and Repairs: S03P01</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,924,000	1,145,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,030,000	30,000
Seattle Center Capital Reserve Subfund	220,000	0
<b>Subtotal</b>	<b>3,174,000</b>	<b>1,175,000</b>
<b>Center House Rehabilitation: S9113</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	1,509,000	1,044,000
<b>Subtotal</b>	<b>1,509,000</b>	<b>1,044,000</b>
<b>Facility Infrastructure Renovation and Repair: S03P02</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	779,000	200,000
<b>Subtotal</b>	<b>779,000</b>	<b>200,000</b>
<b>Fisher Pavilion: S9705</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	35,000	50,000
<b>Subtotal</b>	<b>35,000</b>	<b>50,000</b>
<b>Key Arena: S03P04</b>		
Cumulative Reserve Subfund - REET I Subaccount (00163)	200,000	200,000
<b>Subtotal</b>	<b>200,000</b>	<b>200,000</b>

## Seattle Center

### McCaw Hall Maintenance Fund: S0303

McCaw Hall Capital Reserve	500,000	500,000
<b>Subtotal</b>	<b>500,000</b>	<b>500,000</b>

### Monorail Improvements: S9403

Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	1,113,000	1,317,000
<b>Subtotal</b>	<b>1,113,000</b>	<b>1,317,000</b>

### Parking Repairs and Improvements: S0301

Cumulative Reserve Subfund - REET I Subaccount (00163)	480,000	0
<b>Subtotal</b>	<b>480,000</b>	<b>0</b>

### Public Gathering Space Improvements: S9902

Cumulative Reserve Subfund - REET I Subaccount (00163)	700,000	300,000
Cumulative Reserve Subfund - Unrestricted Subaccount (00164)	90,000	90,000
<b>Subtotal</b>	<b>790,000</b>	<b>390,000</b>

### Utility Infrastructure: S03P03

2011 Multipurpose LTGO Bond Fund	125,000	0
Cumulative Reserve Subfund - REET I Subaccount (00163)	275,000	275,000
<b>Subtotal</b>	<b>400,000</b>	<b>275,000</b>

<b>Total Capital Improvement Program Appropriation</b>	<b>8,980,000</b>	<b>5,151,000</b>
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