

**CITY OF EVERETT  
SERVICE CENTER SITE EVALUATION**

**PHASE I**

**3200 CEDAR STREET**

*Prepared for:*

City of Everett  
Department of Public Works

*Prepared by:*

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**&**

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EPWX0000-0025

*Prepared:*

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# TABLE OF CONTENTS

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## TABLE OF CONTENTS

INTRODUCTION .....	1
EXECUTIVE SUMMARY .....	1
PROJECT APPROACH .....	4
SERVICE CENTER DESCRIPTION AND USES .....	4
WORK GROUP INTERVIEWS .....	6
Explanation of Terminology .....	7
Summary of the Interview Data .....	8
CONCLUSIONS REGARDING CONTINUED USE OF CURRENT SITE .....	14
CONCLUSIONS REGARDING RELOCATION.....	14
SITE REDEVELOPMENT FINANCIAL ANALYSIS .....	16
Site Redevelopment Alternatives.....	16
Current C-2ES Zone – Large Store Oriented Retail Center.....	16
C-2ES Planned Development Overlay – Commercial and Multi-Family Mixed Use .....	19
APPENDIX A – WORK GROUP INTERVIEW TABLES .....	25
APPENDIX B – FIGURES .....	35

## TABLES

Table A – Site Redevelopment Alternatives Estimated City Tax Revenue Comparison.....	20
Table B – Service Center Relocation Opportunity Cost Estimate For A Fully Developed 23 Acre Business Park Site .....	21
Table C – Cost Estimate for Current Site Upgrades .....	22
Table D – Cost Estimate for Replacement Facility .....	22

## WORK GROUP INTERVIEW TABLES

Table 1 - Public Works Maintenance Interview Data – Location.....	24
Table 2 - Public Works Office Interview Data – Location .....	25
Table 3 - All Other Departments Interview Data – Location.....	26
Table 4 - Public Works Maintenance Interview Data – Relationships & Current Site.....	27
Table 5 – Public Works Office Interview Data – Relationships & Current Site .....	28
Table 6 - All Other Departments Interview Data – Relationships & Current Site.....	29
Table 7 - Public Works Maintenance Interview Data – New Site & Multi-site .....	30
Table 8 - Public Works Office Interview Data – New Site & Multi-site.....	31
Table 9 - All Other Departments Interview Data – New Site & Multi-site .....	32



# TABLE OF CONTENTS

---

## FIGURES

Figure ES-1 – Alternative Site Focus Area.....	3
Figure 1 – Vicinity Map.....	5
Figure 2 – Alternative 1 – Large Store Retail Center .....	15
Figure 3 – Alternative 2 - Mixed Use .....	17
Figure 4 – Existing Zoning and Ownership .....	34
Figure 5 – Existing Street Network.....	35
Figure 6 – Existing Drainage Improvements .....	36
Figure 7 – Existing Sanitary Sewer Improvements .....	37
Figure 8 – Existing Water System Improvements .....	38
Figure 9 – Existing Fiber Network .....	39



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## **INTRODUCTION**

David Evans and Associates, Inc. with Clair Olivers & Associates were engaged by the City of Everett Public Works Department, to conduct an evaluation of the City's Service Center site at 3200 Cedar Street. This evaluation included both existing features and uses. The purpose of this effort was to assist the City in addressing the long-standing question of whether to relocate the uses to another site, or to improve the current site to meet the long-term needs of the departments located there. Concurrent with the needs assessment, the consultant team conducted an economic analysis of the continued use of the site, its potential value to the City if used for commercial or mixed-use development, and the cost to develop an alternative Service Center site or sites. If authorized, Phase II will provide alternative site selection criteria and provide suggested sites for further study.

## **EXECUTIVE SUMMARY**

The approximately 12.2 acres of property comprising the existing Service Center has the potential to provide a significant contribution to revenue if redeveloped as a mixed use development. The use of the site for such a purpose has the potential for increased utilization of Everett Station.

The cost for seismic upgrades, improved functionality, and ability to accommodate future growth at the existing Service Center will be substantially less expensive than to construct a new facility on vacant industry zoned land, especially if the alternative site is not currently owned by the City. However, if the replacement of the office uses in a new multi-story building on the existing Service Center site is included, the difference in costs will be less.

Depending upon the location chosen as a replacement site, some loss of convenience for employee and customer, use of transit may result. Financial impacts to local businesses resulting from the relocation of existing Service Center employees was not analyzed as a part of this report.

## **CONCLUSIONS REGARDING CONTINUED USE OF THE CURRENT SITE**

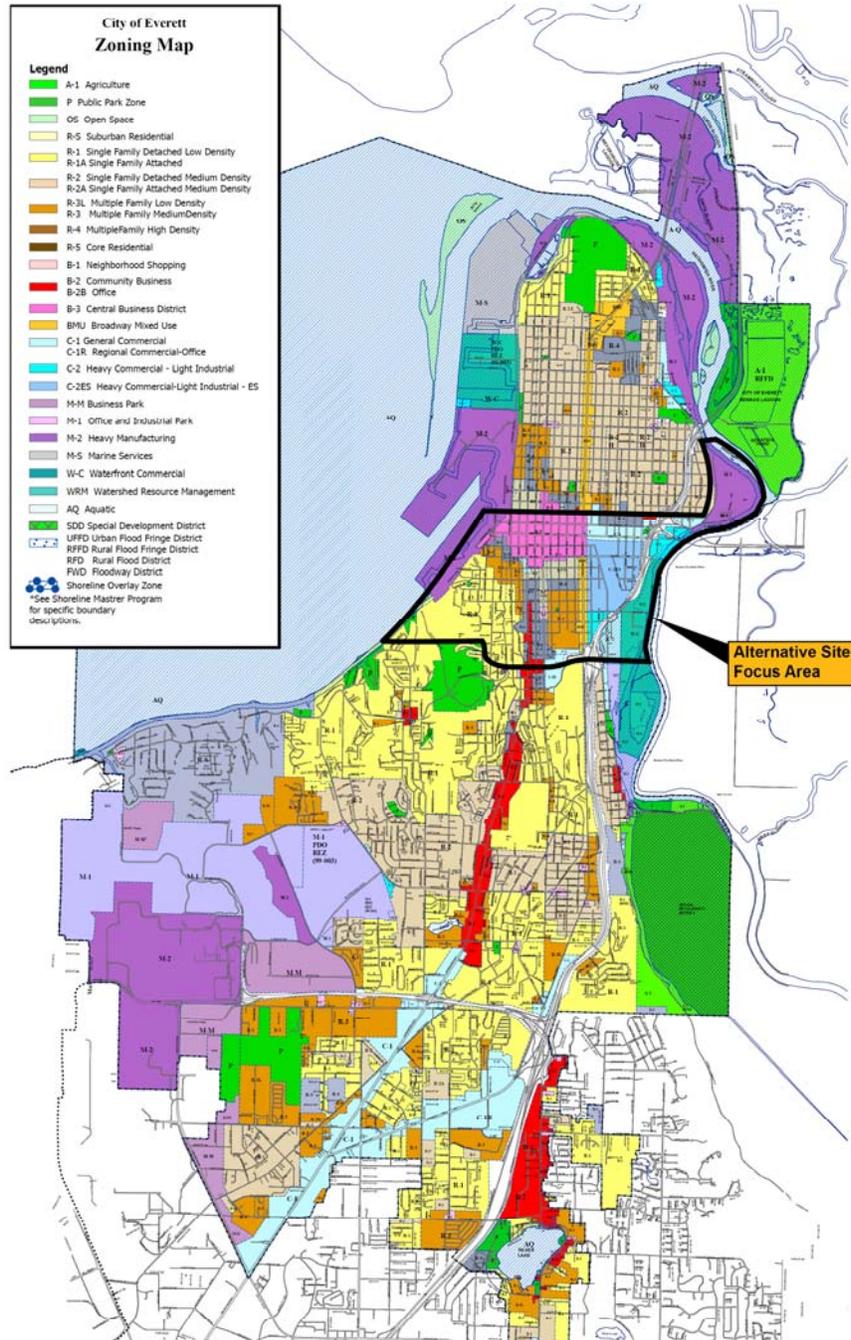
- Additional land is available to provide desired increased parking capacity.
- A seismic retrofit of the existing Service Center building is required, with an estimated cost of \$500,000.
- Providing additional parking may allow for an expansion of the Panama warehouse to include heated storage and parking.
- Combining warehouse functions and moving Purchasing staff to City Hall would free up office space for near-term needs.
- A new vehicle wash is needed now or in the very near future.
- Given a longer-term perspective, construction of a new multi-story office building where the Creamery and Insurance buildings are presently located will free up space for warehouse space and parking. This would include reconverting the existing Service Center building into its original use as warehouse. This would also then allow the removal of the Panama building which would free up additional space for surface parking and vehicle storage.
- Development of a small south-end satellite site with room for some material storage and a small break room with restroom facilities would improve the efficiency of field operations.



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## CONCLUSIONS REGARDING RELOCATION

- For most workgroups a location between about Everett Avenue on the north and 41<sup>st</sup> Street on the south seems most acceptable and efficient. For some, US 2 access is very important, just as I-5 access is to others. If the Riverside yard is not also relocated to a new site, then sites reasonably near the Riverside yard would be most efficient for the maintenance crews. A site located on Smith Island or at Paine Field, for example, could reduce productive time for field crews by about 10% and increase their fuel use by a similar amount. Proximity to public transportation is an advantage for customers and employees; and, locations near the County and City Hall campuses are preferred by many of the staff and customers.
- The Reservoir #3 site requires the acquisition of properties fronting EvergreenWay, provides no room for expansion, and is incompatible with existing residential uses.
- A single combined customer service counter/lobby/cashiering function for all groups would be an improvement in staff efficiency, space use, and customer service. This could be associated with restrooms and meeting rooms separate from secured office areas for after-hours public meetings or other community uses, in addition to use for meetings during business hours.
- Operations will not be improved by having two separate sites, one each at the north and south ends of the city.
- Development of a small south-end satellite site with room for some material storage and a small break room with restroom facilities would improve the efficiency of field operations.
- A new site will provide the opportunity to create a facility that operates more efficiently.
- If freed from warehousing responsibilities, Purchasing could move to City Hall to save office space requirements at a new facility.
- Communications infrastructure may be a significant cost for any alternative site.
- Emergency access and operations should be a major consideration for any alternative site.
- Access to major arterial streets is important.
- The 1999 study by the DLR Group indicated that 28.7 acres would be needed for an alternative site which included five acres for storage and an allowance for Parks Administration. Without these the alternative site would require about 23 acres. If Transit was not included, the required area would be about 16 acres. This would provide ample room for growth, considering that the existing site is comprised of about 12 acres.



 NOT TO SCALE	Source: Basemap from City of Everett Planning and Community Development.		<i>Alternative Site Focus Area</i>	
			City of Everett Service Center Redevelopment	
			EPWX0000-0025	
			September 2010	
			 DAVID EVANS AND ASSOCIATES	



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## PROJECT APPROACH

This report was compiled by means of a review of previously prepared materials, GIS data, pre-arranged interviews with staff, and a review of Assessor tax data for representative uses within the city limits. Questions for staff were submitted in advance of the interviews. Costs to develop an alternative site are generic. No specific site was analyzed for this purpose. Improvements to the existing site were limited to seismic retrofits for the existing office building at 3200 Cedar Street, and the addition of a surface parking lot at 32<sup>nd</sup> and Pine.

## SERVICE CENTER DESCRIPTION AND USES

Currently, the Public Works, Transportation Services, Facilities, and Purchasing (a Division of Finance) Departments are headquartered at the Service Center, as well as much of the Police Department fleet. The general location of the study area is shown on Figure 1. The site is comprised of the following properties:

- Between Pacific Avenue and 33<sup>rd</sup> Street from north to south, and between Hill Street and Pine Street from west to east
- A parking lot on the east side of Fulton Street north of the frontage on Pacific Avenue
- A parcel at the southeast corner of Hill and 33<sup>rd</sup> Streets.

The total area of these parcels, exclusive of rights-of-way, is about 12 acres. The location of these properties is depicted on Figure 1.

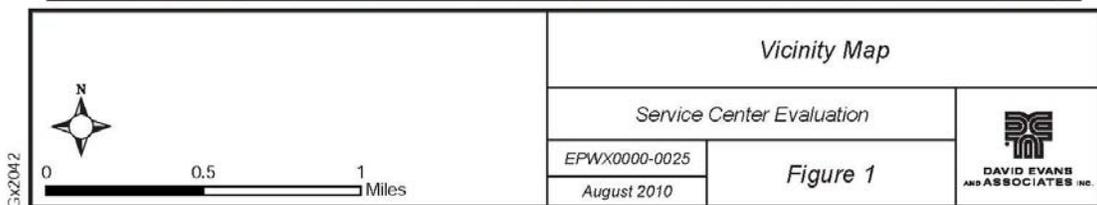
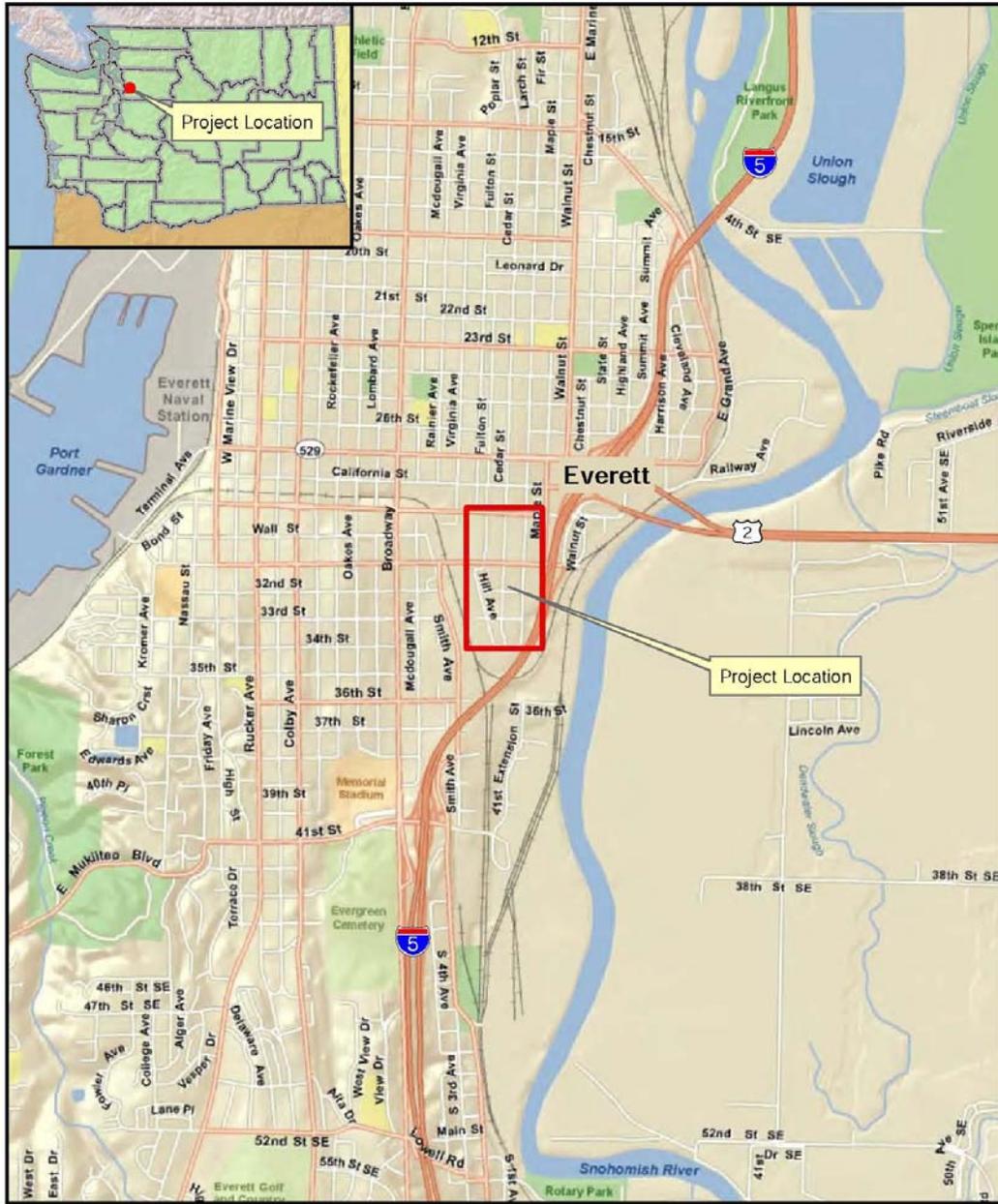
In addition to these properties, additional land is being used for purposes related to the services provided in the study area.

Property leased from the Everett School District (about 5 blocks away on Everett Avenue between Maple and Pine Streets) is used for half of the Transit bus parking. A yard for storage of large Public Works materials and equipment, as well as processing and storage of bulk materials, is located at the Riverside Yard on Railway Avenue, about one-half mile away. The location of the Service Center Site is shown on Figure 1.

The City has owned portions of the Service Center property for many decades and has added to its ownership through acquisitions of adjacent properties over time.

Nine significant buildings are located within the Service Center area. Of the nine significant buildings on the site, only four were built by the City:

- The Public Works and Purchasing building on the west side of Cedar Street south of Pacific Avenue.
- The two Motor Vehicle shop buildings on the west side of Cedar Street south of 32<sup>nd</sup> Street. Also associated with the Motor Vehicle shops are the vehicle wash, fueling island, and a covered, but not enclosed, parking structure with several stalls. The fuel island includes 4-15,000 gallon tanks (2 each for diesel and gasoline), 4 pumps, and 6 other vital fluid dispensing nozzles.
- The Public Works shops building west of the main building and north of the Panama Warehouse.





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The other buildings have been remodeled and adapted from their former uses. The main building was also significantly adapted and remodeled from its original design as shop and warehouse uses, to predominately office use with some warehousing.

The other principal buildings on the site are:

- The Creamery Building (Facilities and Public Works at the southeast corner of Pacific and Cedar)
- The Farmers' Insurance Building (Public Works at Pacific and Pine)
- The Morgan Brothers Building (Transit on the east side of Cedar south of 32<sup>nd</sup>)
- The Morgan Brothers warehouse (Facilities shop on the east side of Cedar north of 32<sup>nd</sup>),
- The Panama Building (Public Works warehouse on Hill south of Pacific).

The site includes parking for 435 vehicles:

- Public Works – 225
- Transit – 94
- Police – 89
- Facilities – 16
- MVD – 9
- Purchasing – 2

An additional 875 pieces of equipment operated by other off-site City departments, 650 of them automotive, are serviced and repaired at the MVD shops.

## **WORK GROUP INTERVIEWS**

An important consideration for the departments using the Service Center site, is the travel time to work locations from, and the ease of public access to, this or an alternate Service Center site. Accordingly, a key part of the needs assessment was determined to be the estimation of the current and future “centroid of service” to help identify the most preferable future locations in the event of a decision to relocate the facility.

In late April and early May of 2010, a series of interviews were conducted with the leaders and other key representatives of the departments, and their major work groups located on the Service Center site. A questionnaire was developed with Public Works leadership, as an outline for the interviews which is included as Appendix A. Excerpts of the prior study of office, storage, and parking space needs (DLR, 1999) were provided to each group interviewed for their review and editing of the 2008 projections in that analysis. Schematics from a 2004 study of the potential use of the Reservoir #3 site as an alternate Service Center location (also by DLR), were briefly reviewed near the end of each interview.

The interviews covered work-related location data (in some cases mapped Work Order data for 2009 was available from the Public Works mapping section), other work-related travel destinations, how the destinations may change over time, working relationships of importance to each group, the suitability of the current site and facilities to each group's needs, a discussion of what is important in a new site, the feasibility of multi-site operations, and other related issues of importance to each group. The interview data has been presented in three parts, following the outline of the questionnaire, for three groupings of interviewees, in the tables, and discussion below. The three sets of interview questions generally cover:



- Work location information
- Work group relationships and Current site suitability
- New site and multi-site information
- The interview results are presented for three sets of workgroups:
- Public Works maintenance workgroups
- All other Public Works workgroups
- All other departments on the site

The results are briefly summarized in the nine tables below, with detail on the more complex issues presented in the discussion.

### ***Explanation of Terminology***

The workgroups interviewed, their functions, and the way they are listed in the tables is shown below:

- **Purchasing** is a Division of the City's Finance Department and performs the buying and warehousing function for most City departments (Motor Vehicles has additional buyers and Public Works operates a separate warehouse).
- The **Facilities** Department performs the building maintenance for all City departments, designs and constructs tenant improvements, manages construction of new buildings, and provides Real Property services to all departments.
- The Transportation Services Department includes the Transit operation and provides Motor Vehicle (MVD) maintenance and fleet management for all City departments. These functions are shown separately as **Transit** and **MVD**.
- The **Public Works Maintenance** functions (all within the responsibilities of the Maintenance Superintendent, except the Panama Warehouse which is part of the Finance function in Public Works) include:
  - **Street**, responsible for all surface and structure maintenance and handling of bulk materials at the Riverside Yard
  - **Water**, responsible for water transmission, distribution, service lines, and metering
  - **Sewer & Drainage**, responsible for sewer and drainage collection lines, and related facilities
  - Technical Services Group (**TSG**), responsible for water and sewer pumping, reservoirs, instrumentation and control systems, distribution flushing, and cross-connection control
  - **Panama Warehouse**, provides materials procurement and inventory for Public Works maintenance and operations
- The **Public Works Office** functions (all of the Public Works functions not included in the Maintenance grouping) include:
  - **Engineering & Public Services**, responsible for traffic engineering, traffic paint and signs, signals, road and bridge projects, building and public R/W permits, and inspections
  - Resource and Project Management (**RPM**), responsible for utilities projects, construction management, utilities planning, surface water management, mapping, and records
  - **Customer Service**, includes groups responsible for utility billing, front office and public counters, finance, office support, public information and education (PIE), and recycling programs
  - **Environmental Monitoring**, responsible for water source and distribution quality compliance monitoring, stream quality monitoring, and customer quality inquiries
- The tables follow the order of the questionnaire:



- The first table for each set of work groups has 14 rows, corresponding to the 12 questions in Part A on the first page of the questionnaire, since questions #9 (use of I-5) and #12 (types of vehicles and number of occupants) have two parts.
- The second table in each set covers Parts B and C with questions B.1, B.2, and B.4 included in the first entry, and question B.3 in the second row, and the following 5 rows corresponding to the 5 questions in Part C.
- The third table in each set of three for each collection of work groups covers Parts D, E, and the “Other Thoughts” unique or note-worthy. The last two questions in Part D, regarding work and commute travel time in the two site scenario were combined, resulting in 6 rows for this Part despite having two questions numbered “4” in this Part.

## ***Summary of the Interview Data***

### **Where the Work Happens**

#### **Tables 1-3 Appendix A**

- **Public Works Maintenance** (Table 1)

Work locations are fairly evenly distributed over the city, with a few exceptions. Street crews find themselves more focused on older areas (gravel alleys, sidewalk replacements, and more utility patches) and at the Riverside Yard. Water crews are currently spending more time in the older areas where meter setters are being installed on flat-rate service connections when shut off occurs for various reasons. This skew of their work locations should diminish over the next few years. They also spend a significant amount of time on the water transmission pipeline corridors east of the city. The sewer crew spends more time repairing lines in the older north end, while the drainage crew spends more time in the south end, where the majority of separate drainage facilities are located.

The TSG work is focused on the pump stations, reservoirs, and key transmission pipeline corridor sites, with some driven by specific customer inquiries. The Panama warehouse staff make daily trips to north Everett with occasional trips to suppliers outside the city, from Woodinville to Marysville, and often deliver parts to the crews’ work sites. Most crew leads expect a very slow southward migration of work locations, as annexation progresses and the infrastructure ages.

- **Public Works Office** (Table 2)

Field work is also mostly uniformly spread around the city. The Paint & Sign crew finds their work to be focused on arterial streets; for the engineers the locations are project-driven; and for Environmental Monitoring there is a bit more work in the south end with stream monitoring. These groups anticipate a slow southward progression of work locations as new areas are annexed.

The PIE group accesses storage at the Purchasing warehouse daily only during spring and summer for community events and campaigns. The RPM group often makes visits to the PUD and County offices.



- **Other Departments** (Table 3)

The locations of these are more varied than the rest. Transit field work follows bus routes; MVD responds to vehicle break-downs where they occur, picks up vehicles for service where they are parked, and services the equipment at Riverside. Facilities spends a lot of time at the City Hall campus and visits all other City buildings. Purchasing does the mail run and small deliveries to most City sites. These departments do not anticipate a change in their work locations, unless the location of City facilities changes. Facilities crew trips frequently include a visit to their shop. Proximity to Everett Station is very important to Transit. Proximity to the bus fleet and the Public Works fleet makes the most sense to MVD, though these could be separate shops.

### **Use of Panama Warehouse and Riverside Yard**

- The Street, Water, and Sewer & Drainage crews are the only heavy users of the Panama warehouse and the Riverside Yard, with the heavy maintenance crews (the ones using dump trucks) making several daily truck trips to Riverside. The Signal crew stores poles at Riverside, Facilities has some storage there in shipping containers, and Environmental Monitoring visits monthly to monitor bulk materials.
- The Water crews are the only ones who typically visit the Panama warehouse more than once daily. Sewer & Drainage crews visit daily, and the Street crew a bit less than daily. Environmental Monitoring and Construction Management are occasional visitors.

### **Travel Time, Use of I-5, and Use of South End Facilities**

- The most common estimate of travel time to work sites was 10 to 20 minutes, with a 5 to 30 minute range capturing all of the estimates for in-city trips. Those who do work at water facilities east of the city or frequently attend meetings outside the city, had typical travel times ranging up to an hour. Many groups indicated that they try to schedule work in the south end in the morning, then move to sites northward to avoid the afternoon traffic in the south end.
- I-5 access was not important to Maintenance crews because they drive some slow-moving vehicles and are concerned about materials and supplies possibly blowing off their open service trucks. They did not think this significantly impacted travel times, and felt the trucks were the right vehicle for their uses. The exception is TSG which uses I-5 to reach their sites in the far south end. For water-related work groups, US 2 access is seen as very important. The high traffic volumes on I-5 acted as an impediment for some groups. Access to I-5 was seen as important to the RPM group and Environmental Monitoring; critical to Transit, somewhat important to Facilities, and by Customer Service and Purchasing, as important to customers and suppliers. The Evergreen Way/Rucker Avenue. corridor was mentioned as most central to the needs of the Public Services inspectors.
- Use of the duplex near the south library and Fire Station 6 is rare or not at all by all groups; some use the restroom occasionally. It is viewed as dirty and in need of major repairs. Transit has their own facilities for drivers at a couple key locations. Meter readers stop at Park restrooms. TSG uses restrooms inside two water pump stations, and plans an outside-accessible restroom in the upgrade at sewer pump station 24 in the far south end.

### **Visits to City Hall, Fleet Mix, and Employees per Vehicle**

- Maintenance crews rarely visit City Hall, except for TSG which has about twice-weekly interaction with Computer Services. The Public Services permit staff, Facilities, and Purchasing



visit City Hall daily or almost so. MVD visits a few times a week; and, for others it is project-driven.

- The fleet mix for Maintenance and Engineering field crews includes a wide variety of heavy equipment, dump trucks, service trucks, pickups, and vans (some with lift buckets). Most will have only one person, sometimes two. Transit has buses, vans, and light-duty vehicles; and the other groups have mostly light-duty vehicles, though some are specialized (tailgate lifts, equipment vans, etc.). Except for Transit riders, all typically carry one, sometimes two, employees.

## Work Relationships

### Tables 4 - 6 Appendix A

- The Maintenance work groups generally need at least daily coordination with each other, and with MVD for the heavy maintenance crews. In addition, Sewer & Drainage mentioned daily coordination with Safety. TSG mentioned daily coordination with Billing, Mapping, and RPM. These groups had a need to coordinate several times per week with Traffic, Construction Management (RPM), and Purchasing. Street coordinates with Real Property and Transit weekly; Water with Purchasing, Mapping, and Engineers (RPM), and Permits weekly; TSG with Real Property, Purchasing, and Permits at least weekly; and Panama with Traffic and Purchasing twice weekly. Parks, Police, and Facilities were also mentioned but less frequently, contacted by some of these groups. Street, Sewer & Drainage, and TSG have little coordination with Facilities. Transit is rarely contacted by Panama or Sewer and Drainage. Sewer and Drainage rarely interacts with Purchasing.

Among the Public Works Office groups, Engineering & Public Services requires daily coordination with Utilities, Planning, Code Enforcement, Legal, Fire Marshal, Street, and Billing. RPM requires daily coordination with the Maintenance groups, Engineering & Public Services, and PIE. The Customer Service groups require daily coordination with Maintenance, Operations, Engineering & Public Services, and RPM. Environmental Monitoring requires daily coordination with the lab at the Water Pollution Control Facility, Filtration Plant, and RPM. Customer Service also coordinates more than weekly with Purchasing and Facilities. Environmental Monitoring coordinates weekly with Public Services and Water. RPM coordinates weekly with Legal, Planning and Industrial Pretreatment; Environmental Monitoring monthly with Construction Management; and RPM occasionally with Police and Fire. Environmental Monitoring rarely interacts with Transit; Customer Service rarely interacts with Transit or MVD; and RPM rarely interacts with Transit, Purchasing, or Facilities.

- For the Other Departments, Transit needs daily coordination with MVD; MVD serves all departments and contacts them several times per month but has daily interaction with Transit, Public Works, and Police, Facilities needs daily coordination with the City Hall departments; and Purchasing has daily interaction with the Panama warehouse. Transit needs more than weekly coordination with Traffic, Human Resources, and Facilities; and, Purchasing needs weekly coordination with Facilities and Transit. Most Service Center groups do not require frequent contact by Facilities.

## Current Facilities Use and Adequacy

- Generally, the occupants of the Service Center feel that they have sufficient office space for now. However, the Water crews would like to have additional room to provide small desk spaces for crew leads to do paperwork, and a small shop for hydrant repairs (currently done outside). Panama is overcrowded and needs about twice the current office space. TSG would like to create



a secured office area for the computers running critical control systems. Traffic needs a signal control center. Billing needs a bigger public counter and conference room.

- All groups serving customers feel that the current public areas are confusing to the public, not well laid out, and hinder public access to restrooms. The HVAC systems in the main building and the Creamery building, were a frequently-mentioned problem; Facilities has obtained some funding to make efficiency improvements to the main building's HVAC system.
- All groups felt that yard and parking areas are currently inadequate. Those with large vehicles find the parking stalls to be too narrow, and the access lanes to be too tight; Purchasing and Panama have similar concerns with regard to deliveries to their warehouses. The customer service groups mentioned the need for some dedicated customer parking. Transit is currently parking half of its buses (not including Paratransit) off-site at the School District property, though they do not expect to exceed a fleet of 60 fixed-route buses in the next 20 years (currently they have 48). Facilities uses the alley for parking; and much of the heavy equipment is parked off-site at the Riverside Yard. Those groups with specialized equipment want covered parking to protect it; and there is a need for a few more enclosed partially-heated parking spots for equipment that needs protection from freezing. One more vactor stall is currently being set up in the Purchasing warehouse. MVD is in need of a few more shop stalls and a heavier lift for fire trucks; a significant amount of MVD shop space is located in the Transit building.
- Most of the Public Works groups feel a need for more storage or warehouse space. Transit is meeting current needs with storage at the north base (School District site). Specific needs include a bit more room for barricades for special events, and an expanded small power tools cage. Panama is currently over capacity, the Traffic and Paint & Sign shops are not well arranged to serve storage needs, Surface Water needs room for its equipment, PIE and Billing have lots of printed materials and items for distribution to the public that take up a lot of room, and there is a need for climate-controlled storage for records. Purchasing has been giving up storage space to help others; but there is still an unmet need for space.
- The only concerns raised regarding the Riverside Yard were from the Maintenance groups, who are the significant users of that facility. There is more space available; and, most of these groups felt that some of it needs to be developed to expand the yard and allow easier access to stored materials, and bring all storage inside the fence. The need to improve the access road was mentioned; and all users commented that the grade-crossing of BNSF is sometimes blocked for up to 45 minutes.
- Keeping Engineering & Public Services together with O&M and Utilities functions was considered necessary to most Public Works Office groups and to Water, but only convenient to other Maintenance functions, and not an issue for the Other Departments on the site.

## **New Site and Multi-Site Operations**

### **Tables 7 - 9, Appendix A**

- Splitting uses among multiple sites was not seen as feasible by the work groups, with a few exceptions. Transit pointed out that they are already split up in that buses are parked at the School District site. Runs start at ECC, Everett Station, and the Mall Station, though this is not viewed as efficient. The MVD operation could be split between bus maintenance at a Transit site and all of the rest co-located with Public Works, since the heavy equipment is the next largest workload; however, this could require two fueling and vehicle wash facilities (an added \$2-3 million). Purchasing indicated that if they were not performing the warehouse function, the rest of their operation could be anywhere. Streets indicated that the sweepers could operate independent



of the other functions; and Water suggested one option for the transmission pipeline crew would be a location east of the city near the pipeline corridors.

- When asked if a new site should be located in the north end or south end, the responses varied. Heavy maintenance functions benefit from proximity to the Riverside Yard, Water needs access to US 2, TSG has more work sites in the south, and Panama can be in either location. Office groups generally preferred I-5 and US 2 access for their needs and for customers, as well as Everett Station proximity for customers and employees. Transit needs to be near Everett Station. Facilities and Purchasing prefer to be near City Hall.
- If multiple sites are developed, most groups want to co-locate with the other groups they coordinate with on a daily basis. The customer service groups pointed out that if Maintenance and Office functions were at separate sites, there would be a need for accounting support at the Maintenance site. Facilities pointed out that the Real Property function needs to locate with Engineering & Public Services, their most significant customer. Transit indicated that the Paratransit function could be operated separate from the buses. Office groups and Facilities felt it would be difficult to split their small groups between multiple sites. Sewer & Drainage saw it as possible, though not desirable to split sewer and drainage maintenance between north and south sites, respectively. Water felt the transmission and meter crews could be located separately from the rest if necessary, and if the meter crew was kept close to Billing. Multiple sites were not seen as offering any significant potential to reduce travel times for work or commute trips. Any increased distance for Transit that buses need to travel to Everett Station or the North Base (School District site) adds cost to their operation.
- If a new site (or sites) is developed, the desired improvements most frequently mentioned were additional parking, and covered or enclosed parking for specialized vehicles, and more storage. More parking is desired by Streets (general and covered), Water (and a secure lot), Sewer & Drainage (enclosed for vactor with small shop), Engineering (covered), Environmental Monitoring (enclosed for tall van), and Purchasing (for deliveries). Additional storage is sought by Streets (warehouse), Sewer & Drainage (supplies), Panama (more room to consolidate large items at Riverside), and Customer Service (supplies and items for distribution to customers). For Transit, the key is location (near Everett Station), and I-5 access; and they would like an improved reception area for the public. For MVD it is the need for 2.5 service bays per technician (they have 15 bays now for 8 technicians). Purchasing and Panama see a need to provide better delivery access and ease of finding the warehouses for suppliers. Water, as mentioned needs some additional office space. The Paint & Sign shop need to be better arranged. Construction Management would like a mud room in their area to help keep the office and common areas clean. TSG and RPM groups pointed out that it is important to pay attention to power and telecommunications cabling, given the site is a hub for City communications and the need to address growth in these uses on-site. Customer Service and Facilities pointed out that combining administrative, lobby, and storage areas could save space and cost. Customer Service wants to have better customer access and facilities (lobby, restrooms, more accessible, more light, and dedicated parking). Facilities also points out that some office spaces are bigger than necessary. Facilities saw value in getting a technician for HVAC systems, and energy monitoring and conservation.
- When asked if there are other departments not currently located at the Service Center that might make sense to include in a new facility, the most common suggestion was to include a satellite IT group. Engineering & Public Services mentioned including some Planning (permit) staff and the Fire Marshal. Facilities mentioned Planning and Parks as optional additions. Customer Service and Environmental Monitoring mentioned Industrial Pretreatment and the Lab, respectively.



- Other issues suggested for consideration included the following wide array of important concerns and thoughtful ideas:
  - Consider the location of the vehicle wash (a \$1 million facility) and fueling needs, especially in consideration of changes in fuel (shop ventilation upgrade to handle natural gas vehicles) or dual fuel vehicles; currently the City has 4 15,000-gallon fuel tanks and uses about 400,000 gallons/year, each, of diesel and gasoline
  - Consider emergency access and egress (response) in selecting a site to have access after an earthquake that does not involve bridges
  - Access to public transportation is a benefit to customers and employees
  - Consider demonstration areas for public information efforts (gardens, etc.)
  - Consider combining all cashiering functions
  - Some employees in cubicles need access to enclosed offices for sensitive work tasks
  - Be clear about how long it will take to relocate to a new site
  - Purchasing can be anywhere, if not tied to the warehouse
  - Sites offered for consideration: the School District bus yard and Acrowood (Black-Clausen) sites make the most sense to Transit; Riverside; and the CEMEX Glenwood property.

### **Office, Storage, and Parking Needs Compared to Current**

The projections of 2008 office, yard, and storage needs from the 1999 DLR study were provided and interviewees were asked to respond with edits based on actual use today, and to offer their thoughts on how the needs may change over the next 20 years. The 1999 study was based on the way the departments were organized at that time, making direct comparisons difficult in some cases. Some workgroups provided additional data following their review of the DLR 1999 study.

- Facilities noted that Telecommunications is now located at City Hall. This, together with other efficiencies, has reduced their office space needs by 420 square feet. However, their central custodial supplies storage need has increased from 100 to about 2500 square feet.
- Current Purchasing staffing is 5 with a 2020 projected increase to 6, both of which are below the 2008 projection in the DLR report of 9 total staff. This should allow a reduction in office space needs of about 400 square feet, though it appears that Purchasing is already in the process of giving up some area to allow enlarging of a conference room.
- Panama staff point out that the Dispatch office is now in that area (272 square feet) and that the combined Purchasing and Panama warehouse area (26,205 square feet in 1999 and projected to be needing expansion to 30,000 square feet by 2008) should be increased to about 39,000 square feet total. They feel that half of this space should be heated to prevent freezing.
- The Environmental Monitoring and Special Projects groups located in the former insurance office were not included in the analysis in 1999, and represent about 1200 square feet (plus a 450 square-foot garage) and 750 square feet, respectively. There is an additional estimated 1600 square feet of common use areas and hallways in this building, for a total estimated area of about 4000 square feet.
- Transit offered the most thorough update of their office space needs, which totals about 8300 square feet for today's uses, to which should be added about 10% for hallways, etc. for a total of just over 9000 square feet. This compares to an estimate in the 1999 DLR report of a need for about 10,500 gross square feet in 2008.
- The Communications and Environmental Programs (also called PIE herein) provided updated storage needs totaling just over 3000 cubic feet of warehouse storage, and an additional 2800 cubic feet of indoor heated storage for their materials and supplies.



- MVD currently occupies about 3000 square feet of office space and about 24,000 square feet of shop and parts room space.
- The DLR report (1999) estimated the total Service Center site needs for 2008 to include about 149,000 square feet of office, shop, and warehouse space, a City fleet on-site of assorted vehicles, including 93 buses and a 5-acre “boneyard” on a site totaling 28.67 acres.
- The above estimates, where changes are indicated, reduce the office, shop, and warehouse space needs by about 4200 square feet compared to the DLR projection. If the Riverside Yard continues as an off-site operation, the site need is reduced by about 5 acres; and, if half of the bus fleet continues to be parked off-site (despite the 8% growth in other fleet vehicles) the site need is reduced by another 1.5 acres. This suggests a site need of about 21 acres with the generous circulation allowance used by DLR.

## **CONCLUSIONS REGARDING CONTINUED USE OF CURRENT SITE**

The City has additional property ownership at the Service Center site that has not yet been developed for municipal operations and service uses. It also has inefficiently developed portions of the existing site due to piecemeal expansion and development over the years.

- There is land available to develop additional parking at the corner of Pine and 32<sup>nd</sup> Streets. This project is currently undergoing environmental review. The Fulton Street lot could be better utilized (though inconvenient), but the key to continued use of the current site is parking much of the Transit bus fleet and some heavy equipment off-site, as is currently being done.
- A minimal seismic retrofit of the main building could allow safe egress for occupants, but may not result in a useable building after a design-level earthquake. A study of the building and the cost of varying levels of seismic retrofit would help inform site planning and the decision about its continued use.
- Developing more parking would probably allow expansion of the Panama warehouse to address the other major space need that was frequently mentioned for heated storage and parking.
- The warehouse functions could also be combined and Purchasing staff moved to City Hall, freeing up enough office space for near-term needs.
- A new vehicle wash is assumed to be needed now or very soon.
- Taking a longer-term perspective, a new office structure could be built with several floors to include all office uses in a much smaller footprint which would free up space for parking and warehouse uses, perhaps returning the main building (if not demolished) to its original use as mostly warehouse and shop space. A comparison of the cost to construct a new office building on Pacific between Cedar and Pine Streets (currently occupied by the Creamery and Insurance buildings) to the cost of developing the River Point site and another alternative site selected by the City is a suggested next step.
- Development of a small south-end satellite site with room for some material storage and a small break room with restroom facilities would improve the efficiency of field operations.

## **CONCLUSIONS REGARDING RELOCATION**

A new site or sites would be most easily developed and permitted if the Riverside Yard is not included on a new site, though this may be an option on a small number of potential sites. Any site that is considered, that is at a significantly greater distance from the Everett Station, would probably require separately relocating Transit on a site near Everett Station; and, any site significantly farther from downtown might favor co-locating Facilities with Transit, so they are near their largest workload.



- For most workgroups a location between about Everett Avenue on the north and 41<sup>st</sup> Street on the south seems most acceptable and efficient. For some, US 2 access is very important, just as I-5 access is to others. If the Riverside yard is not also relocated to a new site, then sites reasonably near the Riverside yard would be most efficient for the maintenance crews. A site located on Smith Island or at Paine Field, for example, could reduce productive time for field crews by about 10% and increase their fuel use by a similar amount. Proximity to public transportation is an advantage for customers and employees; and, locations near the County and City Hall campuses are preferred by many of the staff and customers.
- The schematics done in 2004 by DLR for development of the Reservoir #3 site seemed to accommodate all then-current needs (there are now more vehicles); but, the site plan required acquisition of properties fronting Evergreen Way, provided no room for growth, and had incompatible adjoining residential uses, so was not pursued at that time. Few interviewees had seen the DLR study before.
- A single combined customer service counter/lobby/cashiering function for all groups would be an improvement in staff efficiency, space use, and customer service. This could be associated with restrooms and meeting rooms separate from secured office areas for after-hours public meetings or other community uses, in addition to use for meetings during business hours.
- There does not appear to be any real operational advantage to using more than one site, except if it is just not possible to find a new site of adequate size; and, for most workgroups a location between about Everett Avenue on the north and SR 526 on the south seems most acceptable. A site located on Smith Island or at Paine Field, for example, could reduce productive time for field crews by about 10% and increase their fuel use by a similar amount. This could be partly offset if the uses at the Riverside Yard are also moved to the new location. For some, US 2 access is very important, just as I-5 access is to others. Proximity to public transportation is an advantage for customers and employees.
- A new site could be developed to operate more efficiently and make better use of the space by combining all office functions as mentioned above, and by a more efficient layout of warehouse and shop spaces.
- Purchasing, if freed from warehousing responsibilities, could occupy office space anywhere, City Hall being a reasonable option.
- Locating the Maintenance groups together seems to offer the most benefits, if there is also a vehicle shop on the site; though, there are many and varied close working relationships between all of the Public Works groups.
- There are efficiencies that could be obtained by keeping all of the customer service functions together and having one public entrance for all such functions.
- Communications infrastructure may be a significant part of any facility relocation, given that so many systems connect the current site to the rest of the City's infrastructure (Utilities and Traffic Instrumentation and Control, Utilities' connection to PUD microwave system, City-owned telecommunications and data cabling, and leased telecommunications lines between City sites).
- Emergency access and emergency operations should be a major consideration in site selection.
- Access to major arterial streets is important, though would likely be available at any acceptable (non-residential) site.
- The 1999 DLR study estimated that a full-service site would require 28.67 acres. This generous look at future needs included 5 acres for the storage at the Riverside Yard and an allowance for Parks administration. Without these the site would probably be about 23 acres; and, if Transit had to be located on a separate (about 6.6 acres) site, the rest of the uses would occupy about 16 acres.



This would seem to provide room for growth, given that the existing site is about 12.2 acres, though there is some off-site parking.

- Development of a small south-end satellite site with room for some material storage and a small break room with restroom facilities would improve the efficiency of field operations.

## **SITE REDEVELOPMENT FINANCIAL ANALYSIS**

### ***Site Redevelopment Alternatives***

This section evaluates redevelopment of the current service center site under two different alternatives. Each alternative includes uses that are consistent with key comprehensive plan objectives for this portion of the City. The primary purpose of this analysis is to determine which combination of uses on the fully redeveloped site would provide the greatest financial return to the City. The first alternative is based on uses permitted by the site's current C-2ES zoning. The second alternative is based on a Planned Development Overlay (PDO) zone site plan approval process which would allow multi-family housing to be included in the C-2ES zone as part of a master planned mixed use project.

### ***Current C-2ES Zone – Large Store Oriented Retail Center***

The primary focus of this redevelopment alternative is maximize the amount of retail commercial space on the site in a manner that takes advantage of its close proximity and excellent access to the Pacific Avenue I-5 and SR-2 freeway interchange. A substantial retail center consisting of one very large or several mid-size retail uses complimented by some compatible smaller retail uses would be the dominant component of site redevelopment under this alternative. Some of the retail uses would be similar in nature to those that currently exist on properties within the general area around the site. However, all the new site buildings and uses would be required to meet the higher design standards contained in the C-2ES zone. In order to offset the added site development costs resulting from these higher standards this alternative would need to include either one very large or several mid-size well known retail anchor tenants totaling approximately 130,000 square feet (s.f.) in size. Examples of very large anchor stores include Target, Walmart, Kmart, Best Buy, Home Depot and Fred Meyer. Potential mid-size retail tenants include super-drugstores, grocery stores, appliance and furniture dealers, crafts stores, pet and office supply stores, and various types of discount outlets. This redevelopment alternative should also include a supporting cluster of eight to ten small commercial uses consisting of fast food outlets, coffee shops, delicatessens, dry cleaners, florists, and other personal services providers. The total square footage of these small commercial uses would be approximately 20,000 s.f. All of the site's new commercial uses would need to be visible and easily accessible from Pacific Avenue and all the new commercial buildings would likely be single story.

The separate .90 acre service center parcel located north of Pacific Avenue on the east side of Fulton Street would be redeveloped to accommodate smaller service industry, distribution and light manufacturing uses. The building accommodating these uses would likely be a flex-space style two story structure with the ability to provide some high bay space. Specific types of



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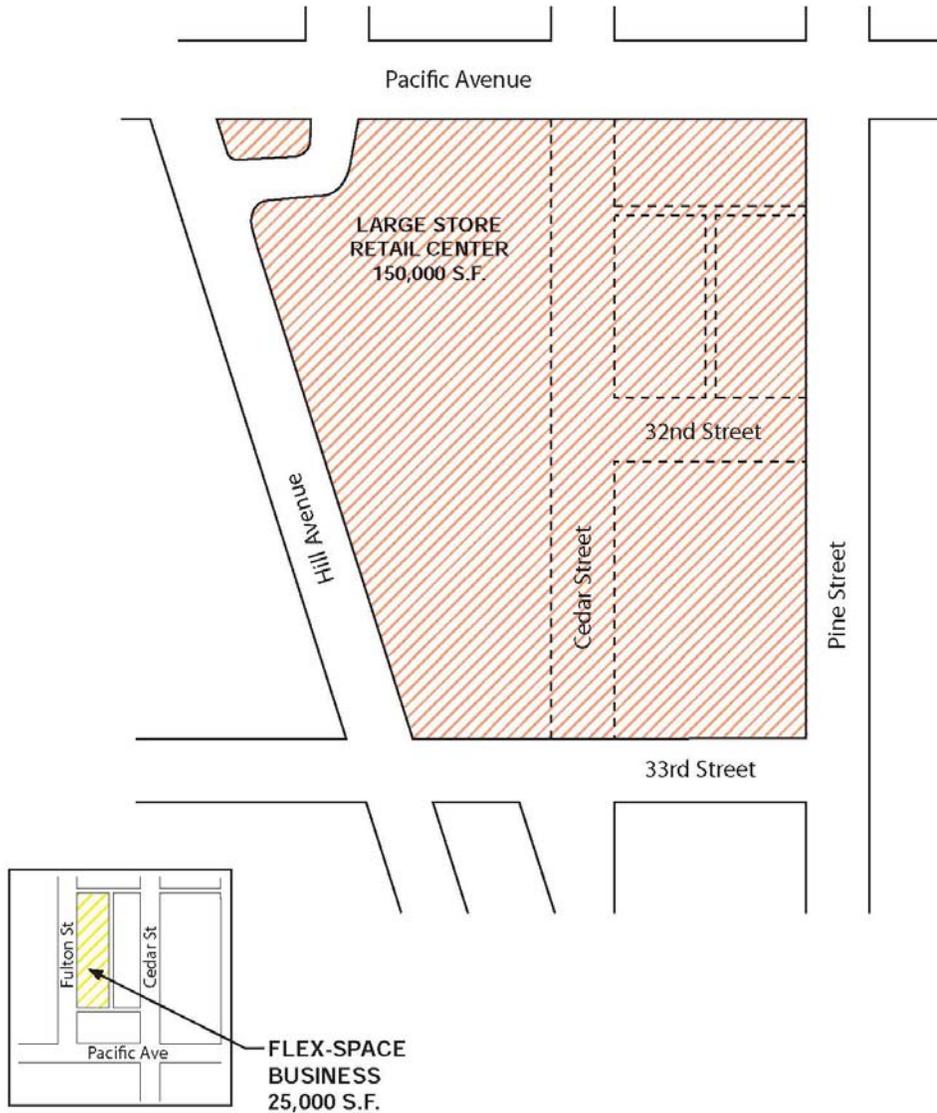
potential uses could include printing/duplication businesses, research and testing labs, wholesale distribution, auto repair, plumbing and electrical contractors, and various types of light manufacturing. The total square footage of developed space for these uses would be approximately 25,000 s.f.

Total developed commercial and light industrial space under this alternative would be approximately 175,000 s.f. All required parking for the uses in this alternative would be provided in surface lots consistent with C-2ES design requirements. Vacation of Cedar Street and 32<sup>nd</sup> Street with city retention of easements for major utilities is likely to be required in order to accommodate the siting requirements for desirable large footprint retail uses.

#### Redevelopment Summary

- One very large retail anchor tenant or several mid-size retail tenants – 130,000 s.f.
- Eight to ten complimentary small commercial uses – 20,000 s.f.
- One flex-space, multi-tenant building for business park type uses – 25,000 s.f.

Total Site Redevelopment Building Square Footage – **175,000 s.f.**



<b>LEGEND</b> Retail Flex-Space Business	 NOT TO SCALE	<i>Alternative 1 – Large Store Retail Center</i>	
		City of Everett Service Center Redevelopment	
		EPWX0000-0025	 DAVID EVANS AND ASSOCIATES INC.
		August 2010	

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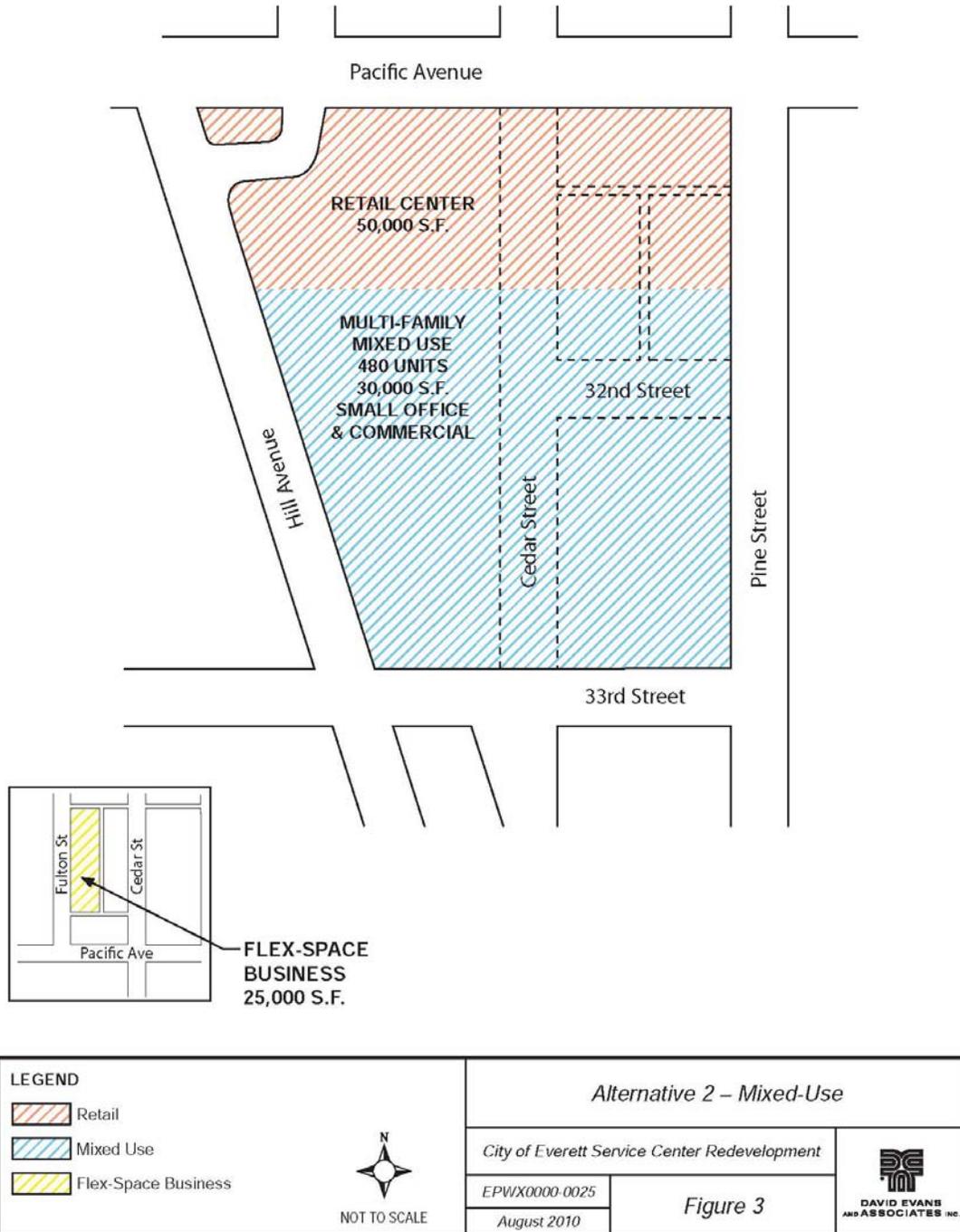
## ***C-2ES Planned Development Overlay – Commercial and Multi-Family Mixed Use***

The primary focus of this redevelopment alternative is to maximize the amount of transit oriented mixed-use redevelopment and compatible mid-size retail uses on the site in a manner that takes full advantage of its excellent pedestrian access to the nearby Everett Station passenger rail and bus transit center. A substantial amount of multi-family and live-work housing co-located with compatible commercial and professional office uses in a transit oriented community (TOC), mixed use configuration would be included as the primary component of site redevelopment under this alternative. Up to 500 units of multi-family housing, 160 units of senior housing, and 40 units of live-work housing would be accommodated in five and six story buildings on the southern two thirds of the main site. 30,000 s.f. of space for small scale commercial and office uses would be located on the ground floor of these residential structures, and would be concentrated around a central pedestrian plaza. The remaining ground floor area of these buildings would be used for resident common areas and tenant parking. The required ground floor business space component of the 40 live-work housing units would comprise a significant percentage of this mixed use commercial floor area.

This redevelopment alternative would also include a companion retail center. This center would likely consist of a super drugstore and/or mid-size grocery store and several smaller compatible retail tenants. The retail center would be located on the northern third of the main site. The total square footage of these uses would be 50,000 s.f. This center will have a strong front entrance orientation toward Pacific Avenue. However, pedestrian oriented design principles would be employed to ensure that these retail uses will also have attractive, direct pedestrian linkages with the large concentration of multi-family housing and associated ground floor office and commercial uses that will be located on the adjacent portion of the redeveloped site.

Similar types of mixed use projects in the region include Juanita Village in Kirkland (585 multi-family residential units and 56,000 s.f. of retail on 11.5 acres and Thornton Place at Northgate in Seattle (387 multi-family units, 143 senior housing units, 50,000 s.f. of retail and a 14 screen theater complex on 6 acres). The amount, density, and types of residential and commercial development included in this alternative are based on two major premises. First, they are consistent with the comprehensive plan's provisions for the site and its ability to take excellent advantage of the large amount of passenger rail and bus transit service provided at the nearby Everett Station. Second, they are consistent with the amount, density, and types of residential and commercial development provided by several recently constructed TOC projects in the region including the two previously referenced examples.

A two-story 25,000 s.f. flex-space type building designed to accommodate smaller service industry, distribution and light manufacturing businesses would be developed on the separate .90 acre service center parcel located north of Pacific Avenue on the east side of Fulton Street.





The total redeveloped commercial and light industrial space under this alternative would be 105,000 s.f. Most of the required parking for the retail uses oriented toward Pacific Avenue in this alternative would be provided in surface lots consistent with C-2ES and PDO design requirements. All of the required parking for the multi-family and live-work housing units and their associated businesses would be provided in and under their buildings. Vacation of Cedar Street and/or 32<sup>nd</sup> Street with city retention of easements for major utilities is likely to be necessary to accommodate the optimum site plan for this redevelopment alternative.

### Redevelopment Summary

- 500 units of multi-family housing – (500,000 s.f.)
- 160 units of senior housing – (135,000 s.f.)
- 40 units of live-work housing – (45,000 s.f.)\*
- Mixed use ground floor commercial and office uses - 30,000 s.f. \*\*
- Retail center uses - 50,000 s.f.
- One flex-space multi-tenant building for business park type uses – 25,000 s.f.

\* Does not include 10,000 s.f. of related commercial/office space

\*\* Includes 10,000 s.f. of live/work related commercial/office space

Total Site Redevelopment Building Square Footage – **785,000 s.f.**

### **Revenue Generation Estimate for Each Site Redevelopment Alternative**

This section estimates the potential revenue that would be generated for the City of Everett by each of the two Service Center site redevelopment alternatives described in the previous section. Only the city's major revenue sources (property tax, sales tax, business and occupation tax, and utility taxes) were included in the revenue estimate calculations. Tax receipt information for these revenue estimates was provided by the city's finance staff, and by Snohomish County's online property tax records. The 2008 City of Everett Fiscal Annexation Analysis was also used to assist with various tax estimates. In order to protect the confidentiality of the sales tax and business and occupation (B&O) tax revenue information derived from the individual businesses used to create the commercial use category comparisons, city staff provided only the average per square foot B&O tax and sales tax revenue generated by several similar uses in each commercial use category.

Table A depicts the estimated city tax revenue that would be generated by the commercial and residential uses included in the two site redevelopment alternatives at full project buildout.



**TABLE A**  
**SITE REDEVELOPMENT ALTERNATIVES**  
**ESTIMATED CITY TAX REVENUE COMPARISON**

<b>ALT. #1</b>	<b>Prop. Tax</b>	<b>Sales Tax</b>	<b>B&amp;O Tax</b>	<b>Utility Tax</b>	<b>Subtotal</b>
<b><u>Large Retail</u></b>					
<b>150,000 s.f. Retail</b>	\$45,300	312,400	47,835	30,755	436,290
<b>25,000 s.f. Bus. Park</b>	2,335	3,394	8,387	4,305	18,421
<b>Subtotal</b>	<b>47,635</b>	<b>315,794</b>	<b>56,222</b>	<b>35,060</b>	<b>454,711</b>

**TOTAL \$454,711**

<b>ALT. #2</b>	<b>Prop. Tax</b>	<b>Sales Tax</b>	<b>B&amp;O Tax</b>	<b>Utility Tax</b>	<b>Subtotal</b>
<b><u>Mixed Use</u></b>					
<b>60,000 s.f. Retail</b>	\$24,900	112,180	13,815	12,300	163,195
<b>20,000 s.f. Prof. Office</b>	14,470	7,335	18,127	6,870	46,802
<b>25,000 s.f. Bus. Park</b>	2,335	3,394	8,387	4,305	18,421
<b>540 MF Res. Units</b>	378,000	NA	NA	105,150	483,150
<b>160 MF Senior Res. Units</b>	100,800	NA	NA	27,465	128,265
<b>Subtotal</b>	<b>520,505</b>	<b>122,909</b>	<b>40,329</b>	<b>156,090</b>	<b>839,833</b>

**TOTAL \$839,833**



**Relocation of Service Center Opportunity Cost Estimate** – This section estimates the potential loss of city revenues that would result from the relocation of the Service Center to a new site that would otherwise be used for private sector business park, warehousing and/or light industrial use. The loss of city revenue would consist of the property, sales, B&O, and utility taxes that would have been generated by full private sector use of the site. The tax revenue data used to estimate the potential opportunity cost loss of city revenue were derived from typical business park, warehouse, and light industrial uses on properly zoned parcels located in portions of Everett that might be suitable for relocation of the Service Center. City finance staff, Snohomish County property tax records, and the 2008 Everett Fiscal Annexation Study were also used as sources for the tax data used to prepare this estimate. Five sites ranging from 10 to nearly 33 acres in size were analyzed. All of these sites were either partly or fully developed. None of the sites contained a significant amount of critical areas. The average site size was 18.5 acres. A 23 acre site also is assumed to be the approximate size needed to accommodate all of the existing Service Center and Everett Transit operations, and also provide room for future expansion. The revenues generated by the three evaluated sites which are fully developed were averaged to create a per acre tax estimate for each of the four revenue sources. Where revenue data for certain taxes was not available, revenue estimates were made based on the assumption that a business park containing 282,000 s.f. of floor space with 425 employees (one employee per 800 s.f.) would occupy the site.

Table B depicts the estimated tax revenue that would be generated by the full use of a heavy commercial or light industrial zoned site with the characteristics required to accommodate a relocated Service Center.

**TABLE B**

**SERVICE CENTER RELOCATION OPPORTUNITY COST ESTIMATE  
FOR A FULLY DEVELOPED 23 ACRE BUSINESS PARK SITE**

<b>Land Use</b>	<b>Prop. Tax</b>	<b>Sales Tax</b>	<b>B&amp;O Tax</b>	<b>Utility Tax</b>	<b>TOTAL</b>
<b>282,000 s.f. Bus. Park &amp; Light Ind. Uses*</b>	\$ 83,515	186,103	114,985	43,570	<b>\$428,173</b>

\* Assumes slightly less than 35 percent total building site coverage with mostly one-story concrete and metal buildings and no significant outside storage. Also assumes one employee per 800 s.f. for a total site employment of 425 employees.



**TABLE C**

**COST ESTIMATE FOR CURRENT SITE UPGRADES**

1. Seismic Retrofit Existing Service Center Building	\$500,000
2. Covered Parking 10 Spaces	\$40,000
3. Wash Rack	\$125,000
4. Minor Warehouse Expansion 13,000 GSF	<u>\$1,100,000</u>
	\$1,765,000

**TABLE D**

**COST ESTIMATE FOR REPLACEMENT FACILITY**

1. 21AC Industrial Zone Site	\$7,300,000
2. Office Space 52,000 GSF	\$7,300,000
3. Warehouse 39,000 GSF	\$3,100,000
4. Vehicle Maintenance \$58,000 GSF	\$4,600,000
5. Site Development 14.4 AC	<u>\$9,500,000</u>
	\$31,800,000
21 AC 85% Coverage	
17.85 NET	777,546
	<u>149,000</u>
	628,546
	\$15/SF



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## **APPENDIX A – WORK GROUP INTERVIEW TABLES**



Service Center Evaluation Table 1  
Public Works Maintenance Interview Data - Location

	<b>Street</b>	<b>Water</b>	<b>Sewer/Drain</b>	<b>TSG</b>	<b>Panama</b>
Work sites	Older areas	Meter setters skews it north	Sewer N, Drain S	LS, PS, Res, trans line sites	Daily to suppliers
20 years out	More South	Similar	Slowly S	As LS added	
Other work		Trans. Lines	Probably same	Complaints & flushing	
# additional trips		100% add	LS 2x/yr, WPCF 6/yr		
Include stop at Panama?		Early, mid, and late day	Repairs-end of day	Rare	
Include stop at Riverside?	Lots of work there & visits	Same as above	Dump trucks 3x/day	Rare	
One or more vehicles?	1	1+boom truck	1	1	
Travel time	15-30 min	15-20 min	10-30 min	5-30 min	
I-5 access	No	No, US 2	No	Yes	No
If not, why?	Safety	Safety	Slow, safety		
Use S. end facilities?	Rare	Meter-Parks, no longer use duplex	Duplex restroom	Res 3&6, new LS 24	
City Hall?	2x/mo.	2-6x/yr	Rare	2x/week	
Fleet mix	Varies	Varies	Vac,TV, etc	Van,PU,ST	PU
#/vehicle	1-2	1-2	1	1	1



Service Center Evaluation Table 2  
Public Works Office Interview Data - Location

	Engr. & Pub. Svcs.	RPM	Customer Service	Environmental Monitoring	
Work sites	Spread, except P&S on arterials	Project-driven (more N now)	Everywhere	Everywhere, S. end creeks	
20 years out	More South	More balanced	Similar	Add annexed areas	
Other work	Similar		None by WO		
# additional trips					
Include stop at Panama?	No	No, CM occasionally	Purch. Daily Spring-summer only	Weekly	
Include stop at Riverside?	Only for poles	No	No	Monthly	
One or more vehicles?	1			1	
Travel time	10-20 min	10-20 min	10-60 min	Routes + EWPCF lab	
I-5 access	Yes	Yes & US2	No, but for customers	Yes & US2	
If not, why?			Too much traffic		
Use S. end facilities?	Duplex restroom 2x/week	No	No	no	
City Hall?	Permit daily.	weekly	Daily	Project-driven	
Fleet mix	Bucket van, paint truck, light vehicles	Car, PU, van	Van, light vehicles	Light vehicles - Van, PU	
#/vehicle	1	1-2	1-2	1	
		PUD & County			



Service Center Evaluation Table 3  
 All Other Departments Interview Data - Location

	Transit	MVD	Facilities	Purchasing	
Work sites	Bus routes		Downtown, Svc. Ctr., other buildings	Daily mail run, daily small deliveries	
20 years out			Similar	Same	
Other work					
# additional trips		Fix or tow			
Include stop at Panama?	No	no	Facilities shop	no	
Include stop at Riverside?	No	To service equipment	On occasion	Rare	
One or more vehicles?		1	1	1	
Travel time	EVT STA		15 min	Route	
I-5 access	Yes, very		Somewhat	For suppliers	
If not, why?					
Use S. end facilities?	Own sites		no	no	
City Hall?	Rare.	2-3x/week	Daily	Almost daily	
Fleet mix	Busses, vans, PUs		Vans, PUs, tailgate lift	Van, personal vehicles	
#/vehicle	1 + riders	1	1-2	1	



Service Center Evaluation Table 4  
Public Works Maintenance Interview Data – Relationships & Current Site

	Street	Water	Sewer/Drain	TSG	Panama
Other work groups with face-to-face coordination	Utilities, Panama, MVD – Daily; Real property, Purchasing, Transit - Weekly	Street, TSG, MVD, Weld, Sewer/Drain – Daily; Purchasing, Mapping, Engineers, Permits – Weekly; Traffic - Occasionally	Street, Water, TSG, MVD, Safety – Daily; Traffic, CM, Engineers – 2x/week; Parks 6x/yr	Water, Sewer/Drain, Billing, Mapping, Engineers – Daily; CM, Street – 3x/week; Real property, Permits, Purchasing – 6x/mo	Street, Utilities – Daily; Traffic, Purchasing – 2x/week; Police, MVD, Parks, Facilities – 2-3x/mo
Service Center groups not or rarely contacted	Facilities		Facilities, Transit, Purchasing	Facilities usually by phone or e-mail only	Transit, Paint & Sign
Office space OK?	Yes	Desks for crew leads	Yes	Secure area, power, I&C	Need 2x
Yard/Parking OK?	No, narrow stalls, uncovered, equipment off-site	Tight, need shop for hydrant repair	Inadequate, heated vactor spots also needed	No room to grow	Need room for deliveries
Warehouse space OK?	Need a bit more – barricades	Small power tools crowded	Need a bit more	Constant struggle	Over capacity
Riverside Yard OK?	OK, if expand	Improve road, expand	Yes	Outside fence	Develop more room
Keep Utilities & Engineering/ Public Services together?	Convenient	Necessary	Not a big deal	Yes but not as important as RPM	Not a big deal



Service Center Evaluation Table 5  
Public Works Office Interview Data – Relationships & Current Site

	Engineering & Public Services	RPM	Customer Service	Environmental Monitoring
Other work groups with face-to-face coordination	Utilities, Planning, Code, Legal, Fire Marshal, Street, Billing – Daily; P&S - Weekly	Street, TSG, Sewer/Drain, Water, Engineering, Public Info., Pub. Svcs. – Daily; Legal, Planning, IPT – Weekly; Police, Fire – 4x/yr	M&O, Engr/Pub Svcs, RPM, TSG, Panama – Daily; Purchasing, Facilities – 2x/week	Lab, Filter Plant, Surface Water Mgmt – Daily; Pub. Svcs, Water – weekly; CM – monthly
Service Center groups not or rarely contacted		Transit, Purchasing, Facilities	Transit, MVD	Transit
Office space OK?	Signal Center, better public areas	Yes, except record storage, HVAC, layout	Yes, Billing counter too small, bigger conf rm, better public areas	Yes
Yard/Parking OK?	No, plus need covered parking	Tight, need more	Inadequate customer parking	Marginal, need garage for big van
Warehouse space OK?	No, traffic supplies, P&S shop not well laid-out	More for Surface Water Equipment	PIE needs a lot more, boxes of bill stuffers in hallway at Billing	Yes
Riverside Yard OK?	OK		N/A	N/A
Util & Engr-Pub Svcs together?	Necessary	Necessary for most	Necessary for most	Convenient



Service Center Evaluation Table 6  
 All Other Departments Interview Data – Relationships & Current Site

	Transit	MVD	Facilities	Purchasing
Other work groups with face-to-face coordination	MVD – daily; Traffic, HR, Facilities – 2x/week	All depts.; Transit, Pub Wks, Police - daily	More uptown than at Svc Ctr	Panama – daily; Facilities, Transit - weekly
Service Center groups not or rarely contacted			Most rarely	
Office space OK?	Need training room	OK	Yes	Yes
Yard/Parking OK?	Using off-site School Dist. site	Need heavier lift for Fire trucks	Must use alley	Need more
Warehouse space OK?	OK, with north base	OK	Yes	Yes, giving up some
Riverside Yard OK?	N/A	N/A	Yes	N/A
Util & Engr-Pub Svcs together?			N/A	N/A



Service Center Evaluation Table 7

Public Works Maintenance Interview Data – New Site & Multi-site

	Street	Water	Sewer/Drain	TSG	Panama
Split Crews?	Sweepers?	Trans to E	No	No	No
One site north or south?	Same	North	Close to Yard or south	South	Either
If split, who to locate with?	Utilities, MVD	Street, MVD, Engr/Pub Svcs, Panama, Weld, TSG	Water, Street, TSG	Those coordinated with the most	Water, Sewer/Drain
If crew split what could be made to work?	Need good planning	Meter & hill crews - the rest of water	Sewer north, Drain south		
What to avoid	Stay near Riverside yard	Keep meter with billing	Distance from yard		
Two sites reduce travel time for work or commute?	Unknown	Not much, most employees north and east	If sewer north, Drain south, emps mostly N&E	No	No
New site improvements	More warehouse, covered parking, more general parking	More parking, more office, secure lot, fewer others parking	Centralize parking & supplies, vector parking, with small shop	Cedar is the communications hub so need at least as good connectivity	Keep all big items together on one site
Others to add?	No	No	Satellite IT shop	Satellite IT shop	
Other thoughts	Earthquake routes				



Service Center Evaluation Table 8  
Public Works Office Interview Data – New Site & Multi-site

	Engineering & Public Services	RPM	Customer Service	Environmental Monitoring	
Split Crews?	No	No	No	No	
One site north or south?	Meet public needs	North	Any	Near I-5, US2	
If split, who to locate with?	Street, Utilities, planning, Fire Marshal	Water, Sewer/Drain, Street	Accounting at each, UB with meter	Surface Water Mgmt, Ops Supt, near PUD	
If crew split what could be made to work?	Difficult to split small groups		Use good pairings	Freeway access, meeting room	
What to avoid					
Two sites reduce travel time for work or commute?	Not much	No	Some cust. come by bus, need near I-5	Not likely	
New site improvements	Entry, P&S shop, covered parking	Power & comm. cabling, CM mud room	Pull admin together, 1 lobby, 1 storage, light, ADA	More parking, heated taller garage	
Others to add?	Planning, Fire	IT staff	IPT	Lab?	
Other thoughts	Emergency, pub. transit	Public Ed. Demo areas	One cashier	Offices for sensitive work	



Service Center Evaluation Table 9  
All Other Departments Interview Data – New Site & Multi-site

	Transit	MVD	Facilities	Purchasing
Split Crews?	Already, not efficient	Transit – the rest	No	No, except warehouse
One site north or south?	Ev Sta		North, near downtown	Near CH
If split, who to locate with?	MVD	With largest fleet (PW)	Property Mgmt with Engr/Pub Svcs	Any
If crew split what could be made to work?	Paratransit can be separate	Not workable, except Transit	Real Prop with Engrs	
What to avoid	Deadhead		Split crews	
Two sites reduce travel time for work or commute?	Distance from N base or EVT STA adds cost		Maybe a little	North is best
New site improvements	Location, I-5 access, better reception set-up	20 bays, 2.5 bays/Tech.	Share common areas, some offices too big, new tech for HVAC & energy use	Better identity of parking and entry for visitors and deliveries
Others to add?			Park, Planning	Nearer CH
Other thoughts	School site, Acrowood	Fuel, wash, dual fuel	Explain time to relocate	Can be anywhere



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## **APPENDIX B – FIGURES**

FIGURE 4 – EXISTING ZONING & OWNERSHIP

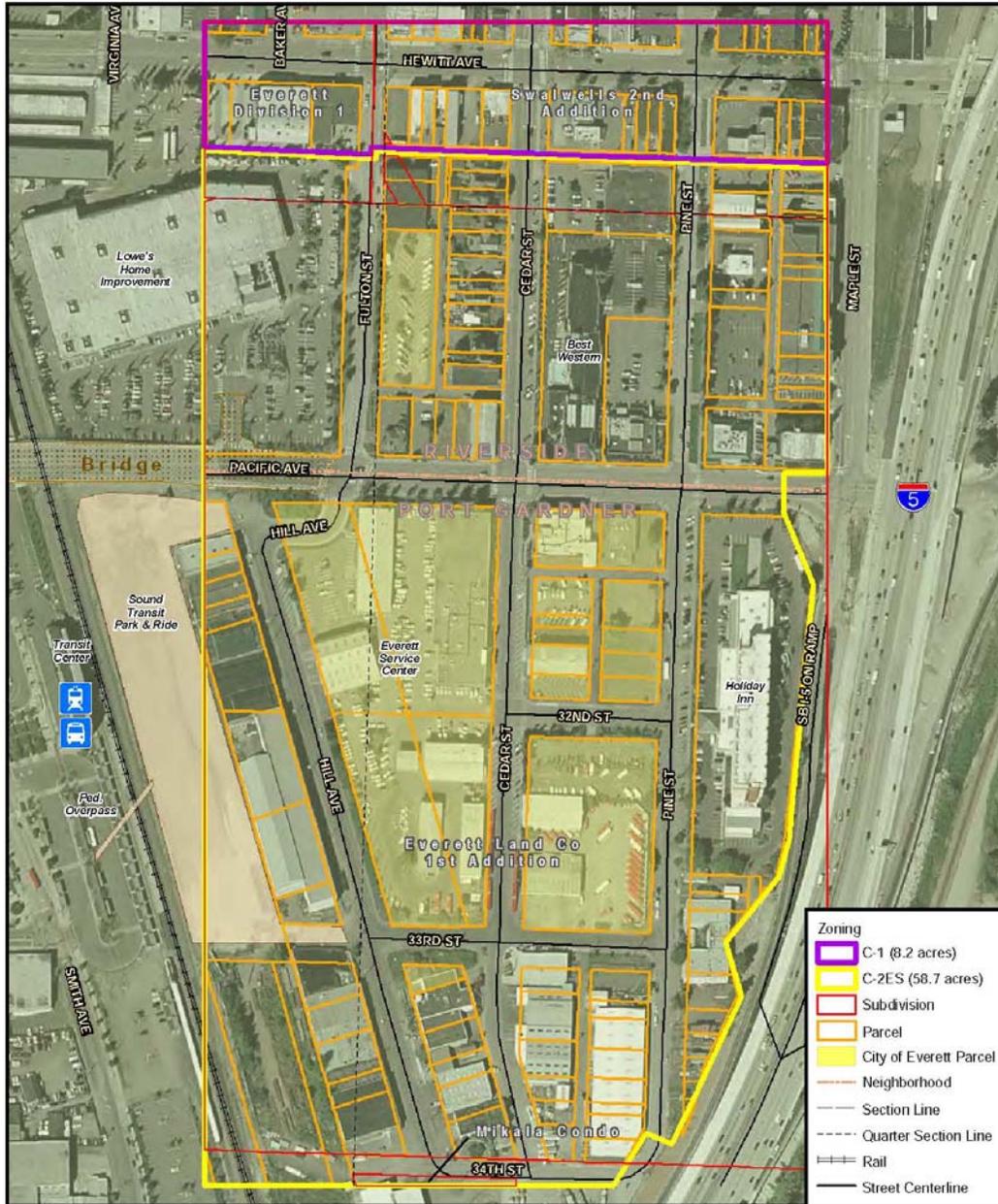
FIGURE 5 – EXISTING STREETS NETWORK

FIGURE 6 – EXISTING DRAINAGE IMPROVEMENTS

FIGURE 7 – EXISTING SEWER SYSTEM IMPROVEMENTS

FIGURE 8 – EXISTING WATER SYSTEM IMPROVEMENTS

FIGURE 9 – EXISTING FIBER NETWORK



	<i>Existing Zoning and Ownership</i>		
	Service Center Evaluation		
	EPWX0000-0025	August 2010	
		<b>Figure 4</b>	

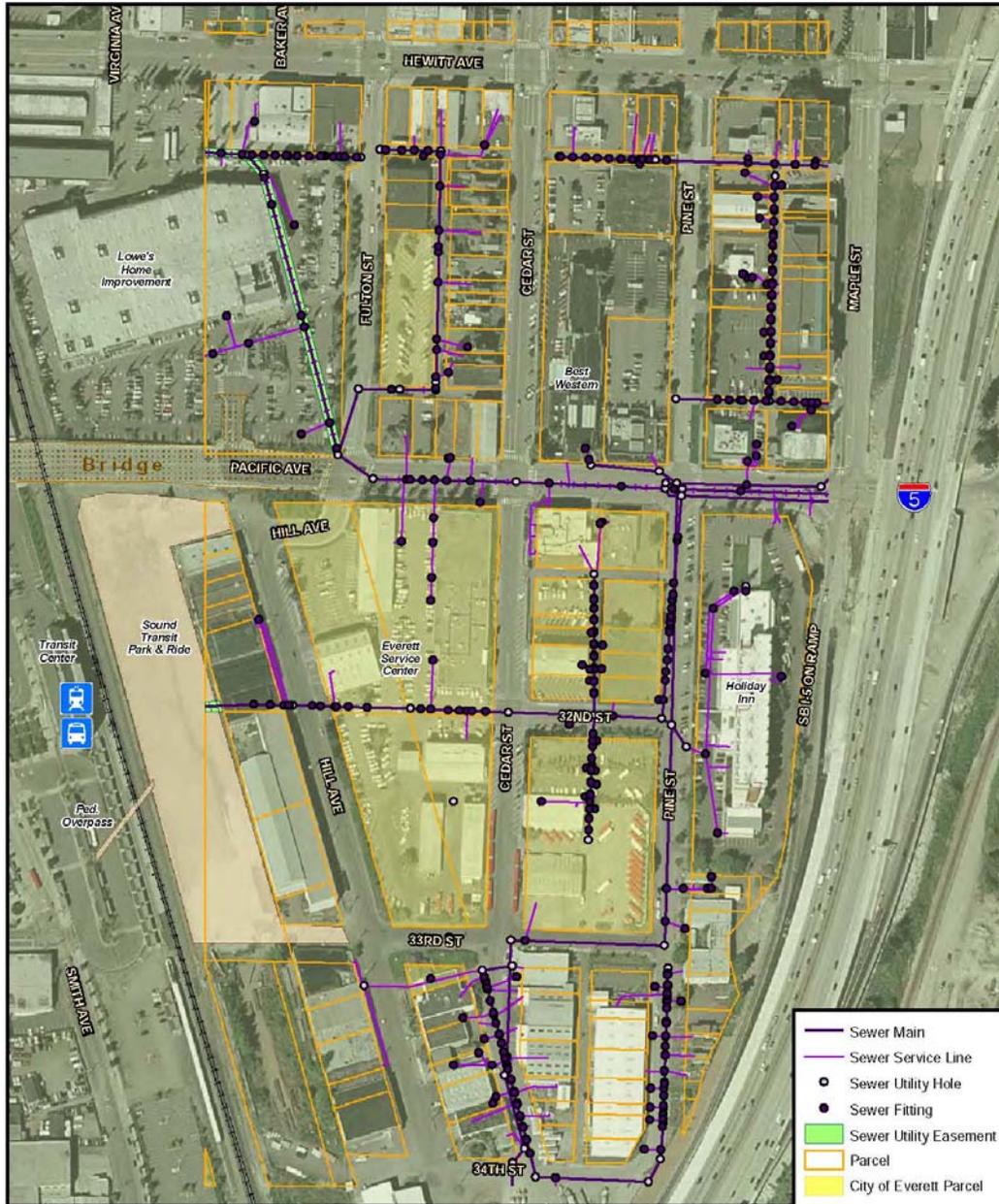


 0      250      500 Feet	<b>Existing Street Network</b>		 DAVID EVANS AND ASSOCIATES INC.
	Service Center Evaluation		
	EPWX0000-0025 August 2010	<b>Figure 5</b>	

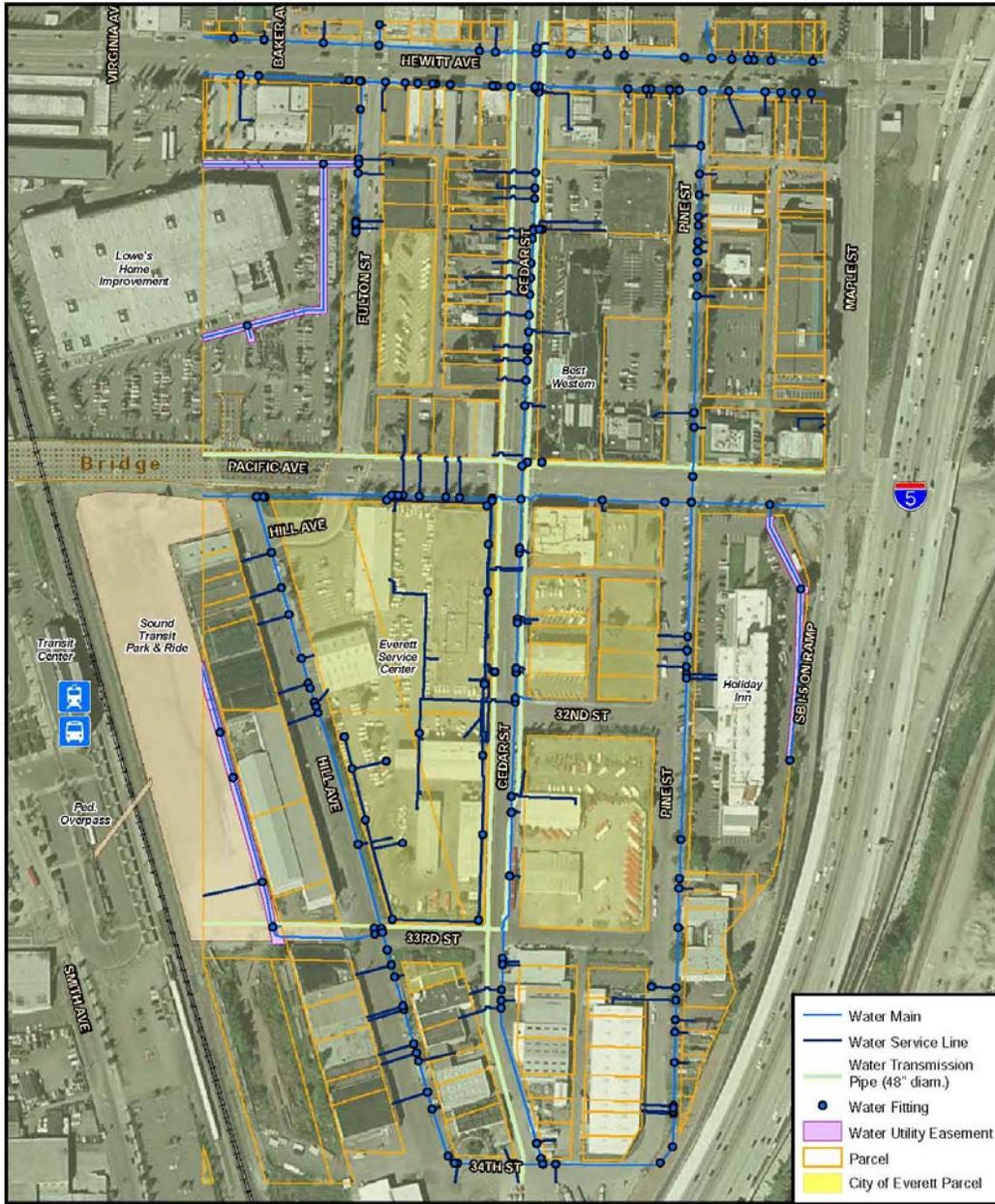


GX2042

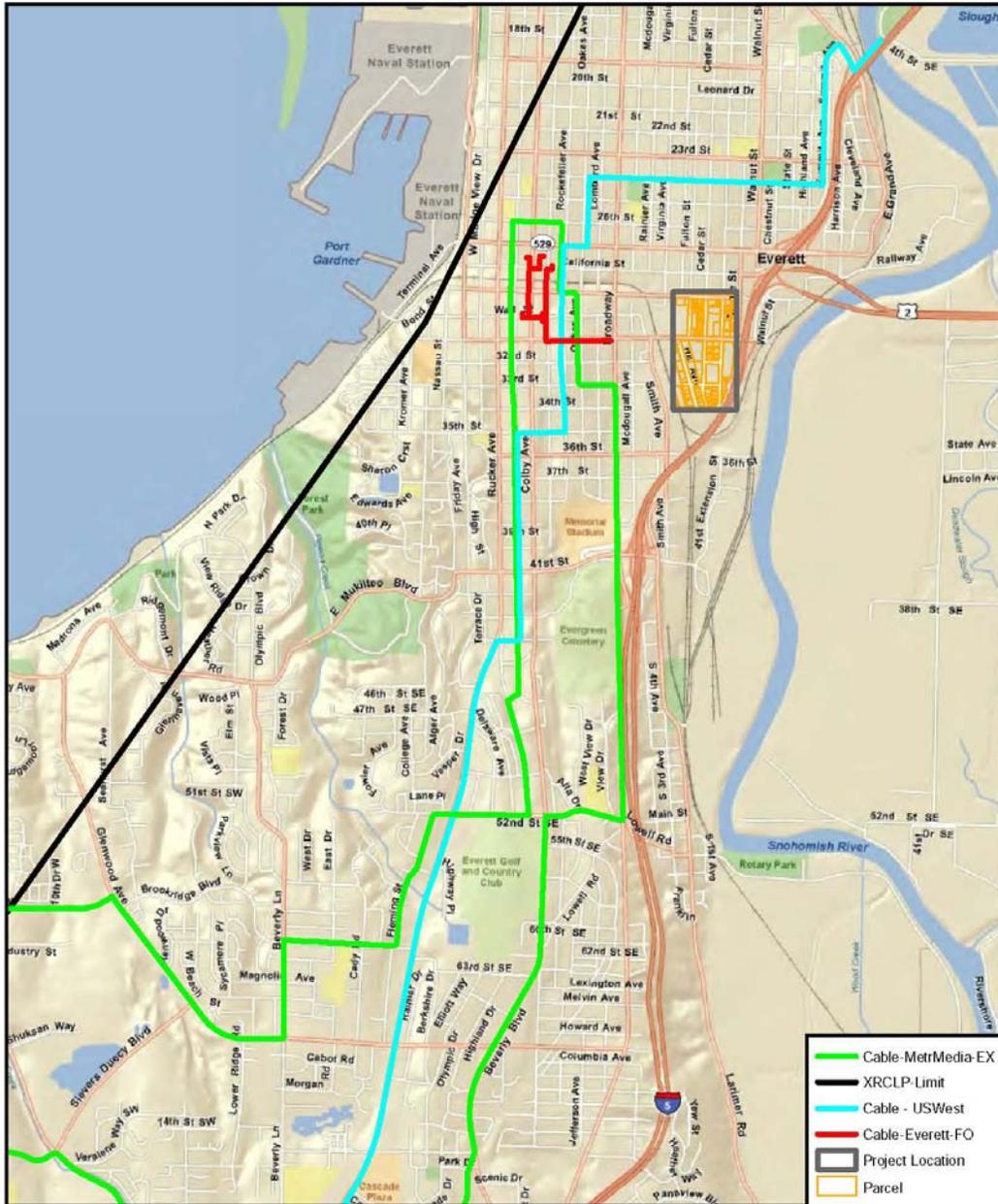
 0      250      600 Feet		Existing Drainage Improvements	
		Service Center Evaluation	
EPWX0000-0025		 DAVID EVANS AND ASSOCIATES INC.	
August 2010			



	Existing Sewer System Improvements		
	Service Center Evaluation		
	EPWX0000-0025 August 2010	Figure 7	



	Existing Water System Improvements		
	Service Center Evaluation		
	EPWX0000-0025 August 2010	Figure 8	



	Existing Fiber Network		 DAVID EVANS AND ASSOCIATES, INC.
	Service Center Evaluation		
	EPWX0000-0025	Figure 9	
	August 2010		