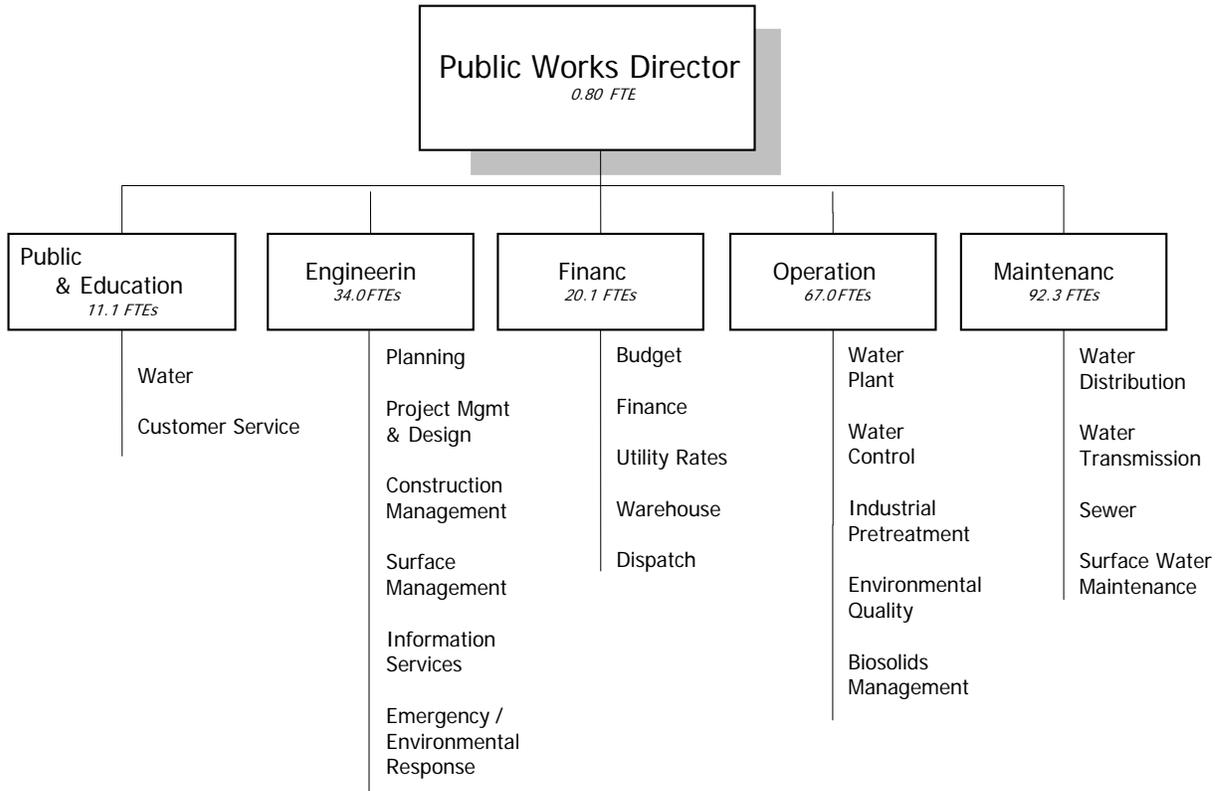

ENTERPRISE FUNDS

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WATER/SEWER UTILITY FUND 401

ORGANIZATION CHART



MISSION STATEMENT

Provide high quality water related services with integrity in a manner that is: responsive to public concerns, friendly, dependable, cost effective, timely and consistent, protective of our resources and the environment, and protective of our infrastructure; beyond customer expectations.

SUMMARY

Expenditure Budget	\$137,399,579	FTE's	225.3
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REVENUE DESCRIPTION

Utilities (Fund 401) revenues derive from service charges for the distribution and filtration of water, the collection and treatment of wastewater and stormwater fees. Utilities also receives revenues from areas such as timber sales, connection charges, and investments. Additional resources include state loans, grants, and revenue bond proceeds. Water sales include the distribution and filtration of water for domestic users as well as wholesale sales to other water systems in Snohomish County. Sewer charges include fees for the collection and treatment of sewage and for surface water management. Industrial high strength charges and septage dumping fees make up a portion of sewage revenues. Service revenues are estimated at \$74.0 million and total revenues at \$152.4 million for 2015.

INVENTORY OF SERVICES

DEPARTMENT 401/Water/Sewer Utility **ACTIVITY** 1 - Resource & Project Management

LABOR	\$2,066,340
M&O	712,278
Revenue Offset	(2,788,438)
NET EXPENSE	(\$9,820)
TOTAL FTEs	34.16

DESCRIPTION ■ The Resource and Project Management (RPM) Division of Public Works consists of five functional areas which are described below:

- Utility Planning updates the Comprehensive Water and Sewer Plans and implements the system replacement programs for pipelines, water mains, sewer lines and basement flood reduction
- Project Management implements most CIP projects involved with the water and wastewater plant upgrades
- Construction Management provides construction contract administration and construction inspection of the City's transportation and utility capital improvements to ensure cost-effective completion of public projects and compliance with City and state regulations
- Information Services provides GIS maps for all City departments as requested and provides records management for utility-related items
- Surface Water Management provides for compliance with the National Pollutant Discharge Elimination System (NPDES) Stormwater permit and addresses surface water issues

EXPECTED RESULTS

- Update Utility Capital Improvement Plan (10-year) annually
- Accurate mapping of existing utility systems
- Protect water rights for future growth
- Reduce water and sewer line failures
- Adequate supply of water for all customers
- Adequate water and sewer system capacity

2014
ACCOMPLISHMENTS

- ◆ Started construction of Water Pollution Control Facility (WPCF) Phase C1 expansion
- ◆ Completed new Lift Station 24
- ◆ Retrofitted stormwater facilities
- ◆ Continued water main replacement program
- ◆ Managed over \$20 million in construction projects
- ◆ Completed Surface Water Comprehensive Plan
- ◆ Completed Sewer Comprehensive Plan
- ◆ Completed Water Comprehensive Plan

2015 GOALS

Goal #1 ■ Ensure that the water supply and sewage systems meet capacity, quality, and regulatory security requirements

Goal #2 ■ Replacements/Upgrade Projects: Water Main Replacements, Sewer Line Replacements

Goal #3 ■ Expansion Projects: Northend basement flood reduction, start Sewer M project, complete East Grand Stormwater and Sewer project and continue construction of WPCF Phase C1 upgrades

Goal #4 ■ Modify the data and record systems to accommodate changing information needs of Public Works and other customers including the entry of WPCF construction plans into a data base for future accessibility

INVENTORY OF SERVICES (Continued)

FUTURE TRENDS

- Everett is a key participant in the Snohomish Basin Forum, which has prepared a salmon recovery plan for the Snohomish River Watershed in response to the Endangered Species Act (ESA). Everett has taken the lead in implementing compliance with the ESA. Engineering will develop documents and studies for several water and sewer facility improvements to meet future demands.
- The Information Services Group will continue to focus on system integration, data accuracy and data distribution. New technology will be evaluated with the initial focus on improved access to data in our GIS using browsers and web based services.

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
Value of construction contracts completed	\$12,500,000	\$20,000,000	\$30,000,000
Time from construction to utilities in GIS	34 Days	38 Days	38 Days
% \$CIP spent	60%	80%	90%
Water quality facility inspections	310	310	310

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Surface Water Manager	1.0	Principal Engineer	1.0
Assistant Construction Manager	2.0	Associate Engineer (Non-PE)	1.0
Senior Engineer	5.0	Record System Specialist	2.0
Public Works Director	0.16	Office Specialist	1.0
Engineering Superintendent	1.0	GIS /Programmer Analyst	1.0
Construction Manager	1.0	Engineering Technician	5.0
M&O Supervisor	1.0	Construction Inspector	7.0
Utilities Records Manager	1.0	Utility Mapping Supervisor	1.0
Assistant Planner	1.0	Environmental Permit Coordinator	1.0
Associate Engineer (PE)	1.0		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 2 - Maintenance

LABOR	\$8,218,216
M&O	6,782,580
Revenue Offset	(15,053,797)
NET EXPENSE	(\$53,001)
TOTAL FTEs	92.46

- DESCRIPTION
- Provides maintenance and operations for the sewer collection system and pumping stations
 - Provides maintenance and operations for the water transmission pipelines and rights-of-way that deliver treated water to the City of Everett and other water purveyors that serve nearly all of Snohomish County
 - Operates and maintains the water system within the City limits and in Eastmont
 - Provides operation and maintenance for the existing storm drainage system, including drainage pipes; open ditches; detention systems; catch basins; inlets; and the protection and enhancement of the City's streams, lakes, and wetlands
 - Operates electronic communication system, the Supervisory Control and Data Acquisition System (SCADA) between utility operating systems and centralized monitoring locations

- EXPECTED RESULTS
- Maintain reliability of the City's water and sewer utility system through preventive and corrective maintenance
 - Update and implement Best Management Practices to meet the Endangered Species Act and perform operations and maintenance activities within environmental sound practices
 - Promote system reliability, water quality features and maintain the City's storm water system
 - Protect the City's natural water resources through timely maintenance of our facilities
 - Improve and maintain system compliance performance of both water distribution and sewer collection systems
 - Operate and maintain the sewer collection and storm water systems to meet compliance and regulatory requirements

- 2014 ACCOMPLISHMENTS
- ◆ Continued to enhance system reliability by constructing new, and maintaining existing, facilities throughout the water and sewer systems. The capital and staff investments have enhanced system performance with better service levels, and a lower level of pipe breaks and emergency calls.
 - ◆ Continued to enhance remote monitoring and telemetry capabilities and added more information points throughout the system. Continual improvements are necessary to this system to maintain the communications and monitoring capabilities throughout the operating systems. Over 5,000 data points currently being monitored.
 - ◆ Maintained our corrosion protection systems and water transmission lines.
 - ◆ Continued use of, and staff training in, species-friendly Best Management Practices (BMPs) for maintenance activities for Endangered Species Act (ESA) compliance. Many of the maintenance activities are permitted through the participation in the Regional Road Maintenance Manual, a federally approved manual that outlines the BMPs for maintenance activities and complying with ESA guidelines.
 - ◆ Continued dike maintenance efforts at Smith Island and the entire Diking District No. 5 dikes to prevent erosion of the dikes protecting the Water Pollution Control Facility. Provided dike maintenance for the former Drainage District No. 6 dikes to protect Transmission Line No. 5.
 - ◆ Focused on activities related to current sewer and stormwater permits by eliminating and controlling combined sewer overflows (CSO) and managing storm water. Several improvements to outfalls and sewer routing are being designed and implemented to better manage the CSO.
 - ◆ Performed inspections, maintenance, and cleaning of storm water facilities for compliance with Phase II Stormwater regulations.
 - ◆ Inspected the City's fire hydrants.
 - ◆ Continued the conversion of flat rate water accounts to metered accounts per Department of Health requirements, with approximately 1,500 meter conversions during the year.

INVENTORY OF SERVICES (Continued)

2015 GOALS

- Goal #1 ■ Develop annualized maintenance program and Best Management Practices for the Utility systems, complement maintenance programs with identification of system replacement needs, and continue to review and modify utility standards to promote reliability of all system components.

- Goal #2 ■ Annually inspect and maintain the City's fire hydrants

- Goal #3 ■ Continue the conversion of flat rate water services to metered per the state Department of Health regulations and maintain or increase our rate of conversion

- Goal #4 ■ Perform main replacements, improve the cathodic protection system, perform reservoir and tank inspections, dike maintenance, main flushing, and continual system improvements to enhance service levels and system performance

- Goal #5 ■ Maintain and improve sewer system data management systems and practices

- Goal #6 ■ Improve SCADA system

- Goal #7 ■ Maintain compliance with the Phase II Stormwater NPDES permit requirements

- Goal #8 ■ Continue compliance with sewer collection and CSO NPDES permit requirements, and continue improving our performance indicators

FUTURE TRENDS

- Growth, regulations, and demands for higher service levels drive the future expected additional activities of the Utility. The greatest efforts will be focused on improved sewer service levels. Increasing water reliability demands result in needed improvements to the water transmission and distribution systems, reservoirs, and pumping improvements. Operational coordination between our system and our 26 wholesale customers requires better communications, remote monitoring, and upgrades to the SCADA system to maintain our system operations and to meet the increasing demands.

- Sewer collection and stormwater NPDES permits will require additional compliance efforts. Additional staff and equipment will need to be evaluated and potentially requested.

- Maintenance efforts will continue to modernize or replace obsolete motors and pumps, using energy efficient types and variable speed drives to flow pace pumping requirements, while not increasing structural limitations of wet well sizes in lift stations. Maintenance must be standardized and tracked by our maintenance management program.

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
Sewer lines cleaned (ft)	207,357	225,000	250,000
Water services installed	46	50	100
Sewer lines tv'd	142,305	150,000	150,000
Water quality samples collected	3,600	3,800	3,900
Flat Rate conversions to Metered	1,200	1,200	1,500

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Utility Laborer	26.0
M&O Supervisor	3.0	Utility Maintenance Technician III	1.0
Maintenance Superintendent	0.5	Utility Maintenance Technician II	4.0
Associate Engineer (PE)	1.0	Utility Maintenance Technician I	2.0
Associate Engineer (Non-PE)	2.0	Engineering Technician	1.0
Public Works Supervisor Water/Sewer/TSG	6.0	Plant/Pump Maintenance Mechanic	1.0
Welder	1.0	Lead Utility Service Worker	1.0
Water Service Technician	9.0	Heavy Equipment Operator	24.0
Water Quality Control Operator	3.0	Equipment Operator	3.0
Utility Service Worker	2.0	Supervisor I	1.0
Senior Engineer	0.8		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 3 - Finance

LABOR	\$2,711,312
M&O	94,104,963
Revenue Offset	(97,158,351)
NET EXPENSE	(\$342,076)
TOTAL FTEs	20.26

- DESCRIPTION
- Manages Public Works Department payroll and financial issues
 - Monitors and maintains internal controls for the financial system
 - Provides long-range financial planning and analysis
 - Manages utility billing
 - Provides warehousing, deliveries to other departments, and maintains a parts and materials inventory system of \$500,000
 - Disposes of surplus and scrap materials
 - Dispatches initial citizen calls for service within the City

- 2014 ACCOMPLISHMENTS
- ◆ Completed 2014 water and sewer cost of service studies
 - ◆ Developed new 30-year cash flow modeling tool

- 2015 GOALS
- Goal #1 ■ Successful application of 2015 State loans
 - Goal #2 ■ Successful negotiation of wholesale sewer contracts
 - Goal #3 ■ Complete water and sewer cost of service studies

- FUTURE TRENDS
- Maintain rate stability while continuing to fund an aggressive capital improvement and replacement budget
 - Loss of funding sources puts further pressure on revenue derived from service rates and fees to continue funding operations and maintenance as well as a larger portion of capital projects. This makes it imperative that Everett Utilities fully evaluate capital projects for both need and cost effectiveness to ensure that the restricted funding available is put to the best possible use.
 - Outside sources of capital funding have been greatly reduced. Everett Utilities can no longer count on low-interest State loans, connection charge revenues, and other traditional sources of revenue to help reduce cost of capital funding.

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
⚠ Moody's Investors Bond Rating	Aa3	Aa3	Aa3
⚠ Standard and Poor's Investor Service	AA+	AA+	AA+
⚠ Parity Debt Service Coverage	2.16	2.19	2.10

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Inventory Control Technician	0.8
Public Works Finance Manager	1.0	City Safety Official	0.5
Assistant Safety Official	1.0	Assistant Inventory Control Technician	3.7
Financial Analyst	2.8	Accounting Technician	1.7
Utility Service Worker	1.0	Accounting Assistant	5.0
Utility Laborer	1.0	Communication Technician	1.0
Project Coordinator	0.6		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility **ACTIVITY** 4-Public Information and Administrative Support

LABOR	\$1,027,940
M&O	992,830
Revenue Offset	(2,027,910)
NET EXPENSE	(\$7,140)
TOTAL FTEs	11.26

- DESCRIPTION**
- Administers regional water conservation program (Department of Health (DOH) requirement)
 - Administers green stormwater infrastructure initiatives (Department of Energy (DOE) requirement)
 - Administers volunteer programs (Adopt-A-Street, Mutt Mitts, etc.)
 - Administers solid waste reduction/recycling activities (DOE grant)
 - Manages public information for programs, capital projects and emergencies
 - Produces reports to the public (Water Quality Report, Utilities Annual Report, etc.)
 - Manages public works intranet, internet and social media
 - Manages phone calls to the City and provides departmental clerical support

- EXPECTED RESULTS**
- Meet annual water conservation, stormwater and solid waste goals
 - Provide effective recycling in all City facilities
 - Increase public participation in volunteer programs
 - Provide effective written and electronic communications to the public
 - Provide effective communications to reduce complaints about capital projects
 - Produce reports to public in a timely, cost effective manner
 - Provide effective information to the public (website, collateral materials, etc.)

- 2014
ACCOMPLISHMENTS
- ◆ Achieved annual water conservation, stormwater and solid waste goals
 - ◆ Improved effectiveness of the City desk-side recycling program
 - ◆ Increased public participation in volunteer programs
 - ◆ Effectively communicated to the public about programs, projects and emergencies
 - ◆ Produced reports and materials on time and on budget

- 2015 GOALS
- Goal #1 ■ Meet DOH savings requirements for regional water conservation program
 - Goal #2 ■ Meet DOE requirements for green stormwater infrastructure initiatives
 - Goal #3 ■ Continue to notify, inform and educate the public about programs and projects

INVENTORY OF SERVICES (Continued)

FUTURE TRENDS

- State requirements for water conservation will continue
- State requirements for storm water protection will increase
- Public information and involvement will continue to be a high priority
- Demand for online information and services will increase

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
Conservation program savings	.72 MGD	.72 MGD	.84 MGD
School classroom presentations	696	650	650
Volunteer hours worked	1,430	1,500	1,580
Citizen contacts from website	2,000	2,100	2,200

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Engineering Services Manager	0.85	Public Information/Education Specialist	2.0
Public Works Director	0.16	Office Supervisor	0.9
Public Works Info & Education Manager	1.0	Office Technician	4.6
Administrative Coordinator	1.75		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility **ACTIVITY** 5 – Operations

LABOR	\$10,439,140
M&O	10,343,980
Revenue Offset	(20,856,552)
NET EXPENSE	(\$73,432)
TOTAL FTEs	67.16

DESCRIPTION

- Manages, operates, and maintains the Water Filtration Plant (WFP) and the Water Pollution Control Facility (WPCF). Manages the Environmental Monitoring and Compliance (EMC) group and the Industrial Pretreatment (IPT) group.
- Diverts, treats, and filters water at the Lake Chaplain Reservoir WFP for the City of Everett and the majority of Snohomish County
- Provides watershed protection for Spada and Chaplain reservoirs through basin patrols to ensure source water quality protection
- Provides drinking water quality monitoring and regulatory compliance for Everett’s water transmission and distribution system through our EMC group
- Operates and maintains the WPCF to treat wastewater for the City of Everett and our wholesale wastewater customers outside the city limits
- Manages the permitting, monitoring, and regulation of industrial discharges through our IPT group
- Operates and maintains Everett’s Environmental Laboratory (EEL) and provides analytical services for the City of Everett as well as other municipalities and private entities
- Manages biosolids treatment, removal, and beneficial reuse for the biosolids produced by the WPCF ensures permitting and regulation of biosolids handling complies with state and federal rules
- Monitors industrial and commercial sewer users to ensure compliance with federal, state, and local Clean Water Act regulations

EXPECTED RESULTS

- Provide safe, high quality drinking water to over 500,000 customers
- Provide wastewater treatment in a cost effective manner that ensures protection of the waters of Washington State by meeting and exceeding permit requirements

2014
ACCOMPLISHMENTS

- ◆ Completed contact time study for second clearwell to establish disinfection rating
- ◆ Conveyed up to six MGD of Marysville’s treated effluent to the Port Gardner Bay Outfall during July-October Snohomish Basin low-flow period so as to aid Marysville in avoiding permit violations
- ◆ Continued operation of additional new aerators in the WPCF aeration pond to control odors and began construction of Phase C-1 expansion of plant
- ◆ Continued broader usage of the Laboratory Information Management System (LIMS) to provide more efficient laboratory analysis, greater accessibility for users of environmental data, and advanced statistical functions for data analysis and presentation

2015 GOALS

Goal #1

- Ensure that the potable and industrial water supply, and the sewage treatment systems meet capacity, quality, regulatory, and security requirements

Goal #2

- Operate WFP and WPCF at standards that meet or exceed all current federal and state permit requirements

INVENTORY OF SERVICES (Continued)

FUTURE TRENDS

- Emerging water quality issues in our source reservoirs related to natural phenomena will require increasing focus, which will continue to drive Public Works activities even more than has been the case to date.

- Everett continues to be a key member of the Central Puget Sound Water Suppliers Forum. The Forum's 'Outlook' has established a baseline of water supplies and demands in the Central Puget Sound, which will be adapted to new information gathered by the Forum as it develops.

- Developing and implementing a strategic asset management plan for the department will become a de facto requirement as regulatory and loaning entities will expect a programmatic and business-like approach to managing our assets.

- Security is an increasing concern for the water system particularly at the remote sites. The WFP at Lake Chaplain Reservoir will continue to improve security at the plant and in the watershed.

- The community and local, state and federal regulatory agencies continue to challenge the wastewater treatment industry to develop better methods and technology in an effort to further protect the nation's receiving waters.

- The common approach of the land application of biosolids is being challenged in our state and in others. Possible future local restrictions may lead to increased costs for managing our biosolids.

- Climate change will begin to influence water quality in the years to come in measurable ways. These impacts, which will include decreased snowpack, increased winter flooding, and reduced summer flows will likely impart negative trends to water quality. Projected increases in average temperatures will also impact operations at the WFP and the WPCF. These factors may combine to present increased cost of treatment for both the WFP and the WPCF.

PERFORMANCE MEASURES

Water Filtration Plant Program 121	2013	*2014 Est.	**2015 Est.
▶ Peak day flow (mgd)	82.44	85.00	87.50
▶ Average day flow (mgd)	49.4	50.08	51.00
▶ Peak/average day ratio	1.58	1.6	1.6
▶ System use (mg)	18,031	18,288	19,345
▶ Chemical costs (\$/mg)	\$39.48	\$42.69	\$46.75
▶ WFP tours	13	15	15
Water Pollution Control Facility Program 111	2013	2014 Est.	2015 Est.
▶ Laboratory analysis	29,000	29,000	29,500
▶ Septage receiving stations (mg)	0.07	0.07	0.07

*2014 Flows prediction based upon previous 4 years of flows and a margin of error was applied

** 2015 Flows prediction based upon data from 2009 – 2013

INVENTORY OF SERVICES (Continued)

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Wastewater Plant Maintenance Supervisor	1.0	Wastewater Treatment Plant Operator III	3.0
Lab Super/ Process Analyst	3.0	Wastewater Treatment Plant Operator II	4.0
Senior WWTP Operator	1.0	Wastewater Treatment Plant Operator I	2.0
Chief Water Operator	1.0	Utility Maintenance Tech III	4.0
Senior Environmental Specialist	2.0	Utility Maintenance Tech II	2.0
Public Works Director	0.16	Utility Maintenance Tech I	6.0
Senior Water Operator	1.0	Plant/Pump Maintenance Mechanic	2.0
Pre-Treatment Manager	1.0	Industrial Waste Inspector	4.0
Operations Superintendent	1.0	Heavy Equipment Operator	1.0
Principal Engineer	1.0	Watershed Patrolman/Park Ranger II	2.0
Engineering Technician	1.0	Public Service Aide	1.0
Water Treatment Plant Operator Trainee	2.0	Facilities Manager	1.0
Water Treatment Plant Operator III	8.0	Office Specialist	2.0
Water Quality Technician	2.0	Project Coordinator	1.0
Water Quality Analyst	7.0		

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2013	2014	2015
1430	Warehouseman	1.00	-	-
1540	Assistant Planner	1.00	1.00	1.00
1960	Electrician	1.00	-	-
2300	Accounting Assistant	5.00	5.00	5.00
2310	Accounting Technician	1.30	1.30	1.70
2390	Office Assistant	1.00	1.00	-
2400	Office Specialist	3.00	3.00	3.00
2410	Office Supervisor	1.90	1.90	0.90
2420	Office Technician	3.70	4.60	4.60
2425	Public Service Aide	1.00	1.00	1.00
2450	Supervisor I	1.00	1.00	1.00
2470	Switchboard Operator	0.90	-	-
3090	Watershed Patrolman/Ranger II	2.00	2.00	2.00
3600	Assistant Inventory Control Technician	1.80	2.80	3.70
3640	Communication Technician	-	1.00	1.00
3670	Dispatcher	0.90	0.90	-
3700	Equipment Operator	3.00	3.00	3.00
3720	Heavy Equipment Operator	25.00	25.00	25.00
3730	Industrial Waste Inspector	4.00	4.00	4.00
3740	Inventory Control Technician	0.80	0.80	0.80
3750	Lead Utility Service Worker	1.00	1.00	1.00
3809	Public Info/Education Specialist	2.00	2.00	2.00
3820	Plant/Pump Maintenance Mechanic	3.00	2.00	3.00
3875	SCADA/Telemetry Technician	1.00	1.00	-
3878	Utility Maintenance Tech I	8.00	10.00	8.00
3879	Utility Maintenance Tech II	3.00	3.00	6.00
3880	Utility Maintenance Tech III	5.00	5.00	5.00
3890	Utility Mapping Supervisor	1.00	1.00	1.00
3900	Utility Laborer	26.00	27.00	27.00
3920	Utility Service Worker	3.00	3.00	3.00
3940	Wastewater Treatment Plant Operator I	4.00	3.00	2.00
3950	Wastewater Treatment Plant Operator II	2.00	3.00	4.00
3960	Wastewater Treatment Plant Operator III	2.00	2.00	3.00
3980	Water Quality Analyst	7.00	7.00	7.00
3990	Water Quality Control Operator	3.00	3.00	3.00
4010	Water Quality Technician	1.00	1.00	2.00
4020	Water Service Technician	10.00	10.00	9.00
4060	Water Treatment Plant Operator III	9.00	9.00	8.00
4070	Water Treatment Plant Operator OIT	1.00	1.00	2.00
4080	Welder	1.00	1.00	1.00
4082	PW Supervisor	6.00	2.00	2.00
4083	PW Supervisor Water	-	3.00	3.00

THREE-YEAR PERSONNEL COMPARISON (Continued)

Class	Title	2013	2014	2015
4084	PW Supervisor TSG	-	1.00	1.00
4210	Construction Inspector	7.00	7.00	7.00
4260	Engineering Technician	7.00	7.00	7.00
4275	GIS/Programmer Analyst	1.00	1.00	1.00
4385	Environmental Permit Coordinator	1.00	1.00	1.00
4400	Record System Specialist	2.00	2.00	2.00
6205	Facilities Manager	1.00	1.00	1.00
6302	Administrative Coordinator	1.75	1.75	1.75
6304	Associate Engineer (Non PE)	2.00	2.00	3.00
6305	Associate Engineer (PE)	1.00	1.00	2.00
6306	Financial Analyst	2.80	2.80	2.80
6307	Principal Engineer	2.00	2.00	2.00
6308	Project Coordinator	1.00	1.00	1.60
6310	Senior Engineer	5.00	5.00	5.80
6551	Assistant Safety Official	1.00	1.00	1.00
6552	City Safety Official	-	-	0.50
6654	Operations Superintendent	1.00	1.00	1.00
6655	Pre-Treatment Manager	1.00	1.00	1.00
6656	Public Works Info * Education Manager	1.00	1.00	1.00
6657	Senior Water Operator	1.00	1.00	1.00
6658	Public Works Finance Manager	1.00	1.00	1.00
6659	Utilities GIS Program Manager	1.00	1.00	-
6660	Utilities Records Manager	1.00	1.00	1.00
6662	Maintenance Superintendent	0.50	0.50	0.50
6663	M&O Supervisor	4.00	4.00	4.00
6664	Construction Manager	1.00	1.00	1.00
6665	Engineering Superintendent	1.00	1.00	1.00
6667	Public Works Director	0.80	0.80	0.80
6668	Senior Environmental Specialist	2.80	2.80	2.00
6669	Chief Water Operator	1.00	1.00	1.00
6670	Senior Wastewater Operator	1.00	1.00	1.00
6671	Lab Sup/Process Analyst	2.00	3.00	3.00
6672	Wastewater Plant Maintenance. Supt	1.00	1.00	1.00
6674	Assistant Construction Manager	2.00	2.00	2.00
6675	Surface Water Manager	1.00	1.00	1.00
6708	Engineering Svcs Manager	0.85	0.85	0.85
		219.80	222.80	225.30

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2014 Adopted Budget to the 2015 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
1.00	Add Associate Engineer position	107,327		107,327
0.50	Transfer 0.50 of City Safety Official from Human Resources	62,272		62,272
0.60	Transfer 0.60 of Project Coordinator from Engineering	51,066		51,066
0.40	Transfer 0.40 of Accounting Technician from Engineering	29,421		29,421
	Total	250,086	-	250,086

BUDGETED EXPENDITURES

		2013	2014	2014	2014	2015
		Actual	Adopted Budget	As Amended 11/26/2014	Estimate	Adopted Budget
Fund 401: Water/Sewer Utility						
REVENUES						
Bsu 308	Beginning Balance	27,651,917	18,235,471	18,235,471	21,840,013	14,538,517
Bsu 32X	Licenses and Permits	1,360	1,500	1,500	1,500	1,000
Bsu 33X	Grants	1,364,244	300,000	300,000	318,123	1,136,468
Bsu 34X	Charges for Services	67,356,834	69,853,384	69,853,384	72,754,009	74,038,635
Bsu 36X	Miscellaneous Revenue	1,448,481	1,342,886	1,342,886	1,566,604	1,606,445
Bsu 37X	Proprietary Other Income	97,189	197,600	197,600	20,000	
Bsu 38X	Other Increases in Fund Equity	-	64,000,000	64,000,000	-	60,020,000
Bsu 390	Transfers In/Cap. Asset Disposal	60,198	3,301,600	3,301,600	1,000,000	1,082,500
TOTAL		97,980,224	157,232,441	157,232,441	97,500,249	152,423,565
EXPENDITURES BY PROGRAM						
Fnc 109	Wastewater Collection	16,551,596	27,872,346	27,872,346	19,925,082	34,760,945
Fnc 111	Wastewater Treatment	13,312,682	34,442,387	34,442,387	16,936,157	33,817,660
Fnc 112	Bio Solids	1,171,493	468,900	468,900	160,791	1,017,600
Fnc 113	Industrial Pretreatment	611,283	647,100	647,100	579,836	660,500
Fnc 118	Transmission	6,293,949	25,866,556	25,866,556	7,342,815	5,339,395
Fnc 119	Distribution System	16,456,904	27,099,577	27,099,577	15,832,935	18,006,446
Fnc 121	Water Treatment	12,307,193	13,641,709	13,641,709	13,355,196	14,619,788
Fnc 123	Storm Drainage	8,840,978	8,676,163	8,676,163	8,106,675	28,548,045
Fnc 124	Timber Management	122,461	104,900	104,900	183,710	144,500
Fnc 13X	Construction Inspection	322,866	362,200	362,200	386,311	310,900
Fnc 935	Records Upgrade	148,807	238,900	238,900	152,224	173,800
TOTAL EXPENDITURES BY PROGRAM		76,140,211	139,420,738	139,420,738	82,961,733	137,399,579
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	15,021,631	16,785,161	16,785,161	13,692,958	17,374,543
Obj 052	Personnel Benefits	5,717,739	6,743,046	6,743,046	5,536,387	7,088,405
Obj 053	Supplies	3,929,793	4,520,000	4,520,000	3,231,901	4,334,523
Obj 054	Other Services & Charges	10,192,216	9,484,225	9,484,225	16,026,445	10,994,325
Obj 055	Intergovernmental Services	21,676,767	79,754,480	79,754,480	19,595,428	71,136,149
Obj 056	Capital Outlay	830,797	978,700	978,700	508,088	2,060,000
Obj 057	Debt Service: Principal	5,695,090	7,635,483	7,635,483	7,779,028	7,808,634
Obj 058	Debt Service: Interest	6,547,948	7,027,678	7,027,678	6,957,422	9,476,214
Obj 059	Interfund Services & Charges	6,528,229	6,491,965	6,491,965	9,634,076	7,126,786
TOTAL EXPENDITURES BY OBJECT CODE		76,140,211	139,420,738	139,420,738	82,961,733	137,399,579
ENDING BALANCE		21,840,013	17,811,703	17,811,703	14,538,517	15,023,986
2015 Budget Appropriation						152,423,565

**SOLID WASTE UTILITY
FUND 402**

ORGANIZATION CHART



MISSION STATEMENT

The mission of the Solid Waste Management Utility is to provide planning, coordination, project management, and administration of the solid waste programs in the City. These programs include waste reduction, recycling, and citywide clean-up events within the context of an environmentally sound, regionally coordinated Comprehensive Solid Waste Management Plan. The Solid Waste Utility also provides oversight of the environmental cleanup of the Everett Landfill. The Solid Waste Utility focus has been on cost control, convenience, and rate stability.

SUMMARY

Expenditure Budget	\$2,458,500	FTE's	0.6
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REVENUE DESCRIPTION

The Solid Waste Utility revenues are derived primarily from service fees for administration of City solid waste programs, and grants received from the Department of Ecology. Grants have been received from the Department of Ecology to assist in the remediation (cleanup) and closure of the Everett landfill, recycling, and community litter programs.

INVENTORY OF SERVICES

DEPARTMENT 402/Solid Waste Management ACTIVITY 1 - Solid Waste Utility

LABOR	\$93,904
M&O	1,182,096
DEBT SERVICE	1,182,500
Revenue Offset	(2,458,500)
NET EXPENSE	\$0
TOTAL FTEs	0.6

DESCRIPTION

- Plans, coordinates and manages the City's solid waste and recycling programs
- Implements Citywide clean-up projects, waste reduction and recycling programs
- Actively involved in Snohomish County's Solid Waste Advisory Committee
- Performs landfill cleanup as required by consent decree
- Complies with landfill clean-up and monitoring responsibilities and coordinates with Riverfront project

EXPECTED RESULTS

- Adherence to environmentally sound, regionally coordinated County Comprehensive Solid Waste Management Plan
- Compliance with Department of Ecology's Cleanup Action Plan requirements for the landfill
- Active involvement in local solid waste management and recycling issues
- Coordination of monitoring, compliance and development activities at the landfill

2014 ACCOMPLISHMENTS

- ◆ Compliance with the Ecology Consent Decree for the post-closure requirements at the Everett Landfill, landfill gas and leachate system operations, and landfill environmental compliance monitoring
- ◆ Coordinated and integrated landfill consent decree requirements with the site preparation activities at the Everett Riverfront properties
- ◆ Performed compliance monitoring of the landfill site for groundwater, surface water, and landfill gas
- ◆ Maintained site leachate control system, landfill cover, and surface water control systems per the requirements of the Cleanup Action Plan
- ◆ Coordinated landfill monitoring & closure activities with planning and construction for landfill site redevelopment
- ◆ Coordinated with the Riverfront 41st Extension and Roundabout Project and the cleanup requirements for compliance and reimbursement through Ecology's remedial action grant. Managed Ecology grant funds for landfill gas and landfill monitoring projects.

2015 GOALS

- Goal #1 ■ Continue waste reduction and recycling programs, meet and exceed the City's recycling goals
- Goal #2 ■ Monitor the landfill site to meet the Department of Ecology's Cleanup Action Plan (CAP) requirements including monitoring and reporting requirements
- Goal #3 ■ Coordinate Riverfront Redevelopment Project and the cleanup requirements for compliance and reimbursement through Ecology's remedial action grant
- Goal #4 ■ Operate and monitor the landfill gas control and leachate systems and keep the operations and site in compliance. Coordinate with contractors and the developer with site compliance activities after completion of the Railroad Corridor Trail and during the 41st Extension and Roundabout Project
- Goal #5 ■ Meet City requirements and schedules per the Riverfront Property Disposition Agreement
- Goal #6 ■ Coordinate Solid Waste Advisory Committee involvement in county solid waste management issues that affect rate stability, convenience, and cost control

FUTURE TRENDS

- The City will participate in Snohomish County's revision to its Solid Waste Comprehensive Plan and will work with Snohomish County to develop programs
- Landfill environmental control systems will be coordinated with site preparation and re-development activities

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Financial Analyst	.2	Senior Environmental Specialist	.2
Maintenance Superintendent	.2		

THREE-YEAR PERSONNEL COMPARISON

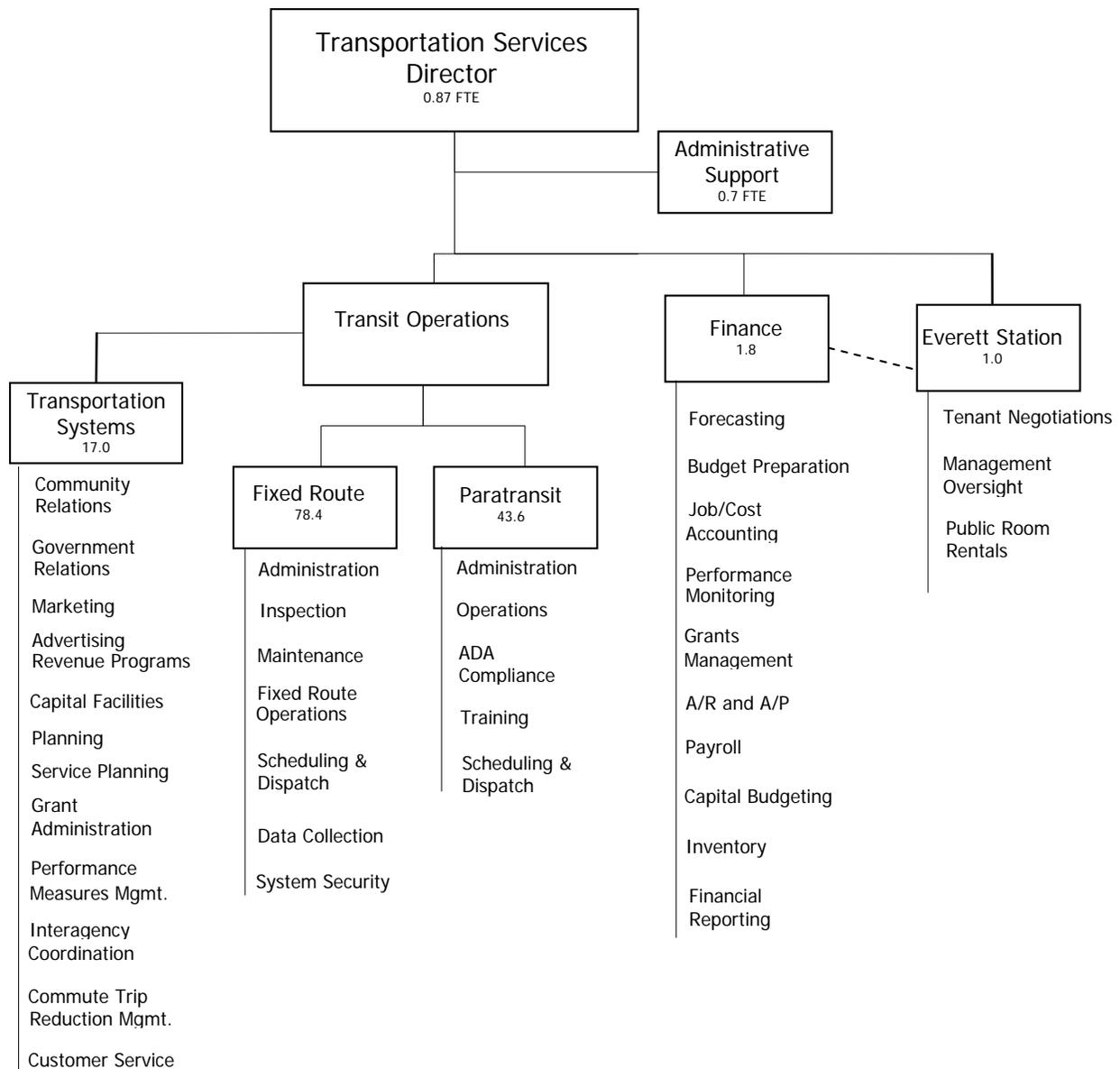
Class	Title	2013	2014	2015
6306	Financial Analyst	0.2	0.2	0.2
6662	Maintenance Superintendent	0.2	0.2	0.2
6310	Senior Engineer	0.2	0.2	0.2
TOTAL FTE		0.6	0.6	0.6

BUDGETED EXPENDITURES

	2014		2014		2015
	2013	Adopted	As Amended	2014	Adopted
Fund 402: Solid Waste Utility	Actual	Budget	11/26/2014	Estimate	Budget
Revenue					
Beginning Balance	34,429	1,984	1,984	409,785	757,671
Intergovernmental Revenue	55,669	141,542	141,542	90,965	150,000
Charges for Services	2,289,698	2,302,000	2,302,000	2,194,168	2,300,000
Other Revenue	3,287	-	-	-	-
Interest Income	14,482	8,500	8,500	17,324	8,500
Total Available	2,397,565	2,454,026	2,454,026	2,712,242	3,216,171
Expenditures					
Salaries & Benefits	57,466	98,686	98,686	49,492	93,904
M & O	692,879	339,084	339,084	201,068	190,700
Interfund Services & Charges	10,277	9,562	9,562	10,201	13,756
Debt Services	1,226,217	1,143,730	1,143,730	1,276,925	1,182,500
Operating Transfer	941	861,500	861,500	416,885	977,640
Total Expenditures	1,987,780	2,452,562	2,452,562	1,954,571	2,458,500
Ending Balance	409,785	1,464	1,464	757,671	757,671
2015 Budget Appropriation					3,216,171

EVERETT TRANSIT FUND 425

ORGANIZATION CHART



MISSION STATEMENT

To provide safe, cost efficient, effective, and innovative public transit and transportation management services in support of sustainable growth and a livable community.

Working within limits of available resources and in cooperation and coordination with other City Departments, create and implement transportation strategies that support the following directives:

- **Public Transit: *supporting public mobility*** - as a principal tool for ensuring long-term sustainable growth in Everett, maximize Everett Transit's potential as a cost-efficient and viable transportation option for citizens, employees and visitors seeking local and regional access to retail shopping, employment centers and essential service.
- **Travel Flow Management: *increasing mobility/decreasing traffic congestion in support of city wide events and emergencies*** - maximize the value and benefit of existing transportation facilities and infrastructure and develop new, innovative programs to increase capacity and downtown travel flow.
- **Transportation Management Programs: *supporting on-going City development and growth management*** - provide public transit and transportation management services in support of mitigating the negative impact of traffic congestion due to rapid and on-going construction and development.
- **Commute Trip Reduction (CTR) Regulatory Compliance: *supporting employers and economic development*** – Fulfill regulatory requirements of State and City CTR Law. Establish a system of employer transportation services to, 1) assist existing Everett-based businesses in complying with State and City Commute Trip Reduction requirements, 2) create a competitive advantage for businesses seeking to locate to Everett.
- **Regional Transportation Coordination: *ensuring efficient integration of Everett and regional transportation services*** – take a partnership role in the planning, development and coordination of county and regional transportation (bus and rail) services through Everett Station.

SUMMARY

Expenditure Budget	\$23,350,639	FTE's	143.37
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REVENUE DESCRIPTION

Everett Transit's (ET) primary sources of revenue are:

- A voter approved 0.6 percent local sales tax
- Grant revenues from the Federal Transit Administration (FTA) and other federal and state agencies
- Passenger fares
- Everett Station leases and concessions revenues

Sales Tax

Historically, sales tax has provided more than 80 percent of Everett Transit's operating revenue. As the economy fluctuates, so does sales tax collection. Sales tax revenues in 2014 are estimated to be almost 3% more than tax revenue earned in 2013, while 2015 tax revenue is projected to be 6% more. This indicates that the economy continues to experience modest recovery during 2013-2014. Revenues for 2015 are expected to exceed that of 2014 but not reach the levels experienced in 2008 and 2007. Factors that have contributed to this growth in revenue include lower unemployment, a more active housing market and the beginning of some long awaited major construction projects.

Grant Revenue

Everett Transit (ET) is currently set to receive approximately \$1.3 million in FTA formula funding in FTA FY2014-2015 which is programmed to offset some of the cost of vehicle maintenance and major repairs to Everett Station. Everett Transit continues to pursue federal funding for capital projects surrounding Everett Station as well as funding for building and vehicle maintenance. State funding for paratransit operations for the 2013-2015 biennium increased more than 15%. ET will continue to pursue state funding for paratransit operations. ET was also awarded more than \$450,000 of CMAQ federal grant pass-through funds for an extensive commute trip reduction program as well as regular annual CTR funding of \$35,000. In 2013, the State of Washington provided a direct distribution of funds to transit agencies. Everett is scheduled to receive \$206,883 per year in the 2014-2015 biennial budget cycle. ET does not currently have any pending capital projects that qualify for state funding.

Everett Station Lease Revenues

Tenants include WorkSource Everett, Workforce Snohomish, Greyhound, Amtrak, Everett Transit, Sound Transit, and Espresso Americano. WorkSource consolidated its operations to 11,809 square feet on the third and fourth floors in 2010. WorkForce renegotiated a three-year lease for 3,000 sq. ft. on the fourth floor as well as occupying 4,000 square feet of Class A office space on the second floor and 660 sq. ft on the third floor on a month-to-month basis. The WorkForce Veteran Service Center leased almost 2,000 sq. ft. on the second floor in August 2013 for an initial discounted lease, annually renewable at a negotiated market rate. There is 4,541 sq. ft. of classroom space available on floor 2; 3,469 sq. ft. available on floor 4, and 3,600 sq. ft. of potential store front retail space on the first floor. In total, of the 36,346 leasable space, nearly one quarter remains available for immediate occupancy. Net revenues for the Weyerhaeuser Room and other rental spaces continue to meet or exceed expectations but they cannot make up for the loss of revenue due to unleased space. Revenues from Espresso Americano continue to consistently exceed the minimum of \$1,500 per month.

Farebox Revenues

Everett Transit initiated a fare change in January of 2013. The ORCA fare system was implemented in May 2009 with full system acceptance anticipated in 2010. Since the change, cash revenues continue to increase and more customers are choosing to convert to ORCA as their preferred fare media. Gross fare revenue is projected to reach almost \$1.7 million in 2014, an increase of 24% over 2012. Everett Transit will propose a fare increase effective March 1, 2015. The proposal, if approved by Council should net an additional \$2 million by 2019.

INVENTORY OF SERVICES

DEPARTMENT 425/Transit ACTIVITY 1 - Everett Station

LABOR	\$112,099
M&O	1,247,623
Revenue Offset	(897,471)
NET COST	\$462,251
TOTAL FTEs	1.10

DESCRIPTION ■ Maintains and operates Everett Station, using a combination of Transportation Services and Facilities department employees to provide building management, security, accounting, and janitorial services

EXPECTED RESULTS ■ Maintain positive relations with building tenants
■ Increased rental revenue from Weyerhaeuser Room facilities
■ Reduction of tenant costs for maintenance and operations through better resource management
■ Reduced response time and costs for repairs at Everett Station
■ Vibrant café operation serves station tenants/visitors with quality beverages and food

2014 ACCOMPLISHMENTS ◆ Improved care of exterior grounds through day labor program
◆ Secured federal grant for maintenance upgrades

2015 GOALS
 Goal #1 ■ Complete major repairs
 Goal #2 ■ Lease remaining space
 Goal #3 ■ Improve perception of security and services
 Goal #4 ■ Continue to maintain building and address minor maintenance concerns before they become major issues
 Goal #5 ■ Increase Weyerhaeuser Room and other rental bookings
 Goal #6 ■ Continue to provide a safe, pleasant environment for patrons and visitors of Everett Station

FUTURE TRENDS ■ Everett Station rents may need to adjust to market rate as leased space competition increases.

PERFORMANCE MEASURES	2013	2014 Est.	2015 Est.
⚡ Percentage of space leased	85%	85%	75%
⚡ Lease and Common Area Maintenance revenue	\$932,177	\$804,739	\$653,547
⚡ Weyerhaeuser and meeting room rental	\$56,060	\$60,753	\$74,747
⚡ Vending machine revenue	\$11,669	\$12,674	\$10,941

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Services Director	.10	Financial Analyst	.10	Accounting Technician	.10
Administrative Assistant	.30	Transit Training Coordinator	.50		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 2 - Fixed Route Services

LABOR	\$8,868,225
M&O	5,583,736
Revenue Offset	(14,451,961)
NET COST	\$0
TOTAL FTEs	88.0

DESCRIPTION

- Provides fixed-route bus service within and adjacent to the City of Everett
- Maintains and operates a fleet of 49 heavy-duty buses, all of which meet requirements of the Americans with Disabilities Act (ADA)
- Complies with all ADA and Federal Transit Administration (FTA) regulations governing the operations of a public transit agency, including Department of Transportation drug and alcohol testing
- Coordinates service between Everett Transit and other regional transit agencies to improve transfer options and opportunities for transit customers
- Meets ADA and state barrier free design regulations and integrates service to improve mobility for special needs customers
- Partners with other agencies to improve public transportation services, facilities and programs, including high-capacity transit, High Occupancy Vehicle (HOV) lanes, support of local and regional economic development, and congestion and clean air objectives

EXPECTED RESULTS

- Maintain coordinated service with other regional service providers
- Bus fleet will remain 100% ADA accessible
- Service changes will respond to customer inputs and shall be established at sustainable funding levels

2014 ACCOMPLISHMENTS

- ◆ Adjusted trips as needed to improve on-time performance on most productive routes
- ◆ Implemented new sign program with unique stop identifiers to improve customer service and visibility of stops
- ◆ Implemented ETA (Everett Transit Arrivals) automated next bus schedule information for improved customer service and information

2015 GOALS

- Goal #1 ■ Continue to meet service demand at fiscally sustainable levels
- Goal #2 ■ Continue to refine service, focusing on unproductive or duplicative service for potential change
- Goal #3 ■ Increase number of passengers per revenue hour of service
- Goal #4 ■ Continue to reduce overtime hours

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
⚠ Passenger trips per revenue hours	20.06	20.0	21.0
⚠ Passenger trips	2,004,062	2,004,062	1,903,859
⚠ Farebox recovery	11%	12%	12%

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Bus Operator	69.0	Transportation Services Mgr.	.6	Transit Inspector	3.8
Operations Supervisor – Fixed Route	1.0	Office Assistant	1.0	Bus Maintenance Person	5.2
Office Technician	2.0	Transportation Program Mgr.	1.5	Training Coordinator	0.3
Operations Program Manager	0.5	Communication Technician	0.6	Project Coordinator	1.0
Administrative Assistant	0.5	Development Technician	1.0		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 3 – Paratransit Services

LABOR	\$3,969,268
M&O	1,199,895
Revenue Offset	(5,169,163)
NET COST	\$0
TOTAL FTEs	43.9

DESCRIPTION

- Provides demand response, curb-to-curb service, including service to the disabled and elderly (age 65 and older) within the city of Everett
- Maintains and operates a fleet of 28 paratransit vehicles
- Coordinates demand response service with Community Transit (CT) to facilitate the transferring of customers between agencies
- Coordinates the ADA Certification process with other regional public transportation partners.
- Observes all Federal Transit Administration (FTA) regulations for public transportation, including Department of Transportation drug and alcohol testing
- Complies with all Federal Americans with Disabilities Act (ADA) regulations governing comparable public transportation for the disabled

EXPECTED RESULTS

- Due to demographics, paratransit demand is expected to continue to grow
- Paratransit will meet 100% of ADA paratransit requirements
- Continued coordination of trips between agencies to meet customer needs

2014 ACCOMPLISHMENTS

- Implemented pre-pickup phone call system to reduce dwell time

2015 GOALS

- Goal #1 ■ Improve scheduling with the goal of increasing rides-per-hour
- Goal #2 ■ Maximize use of mobile data terminals and other electronic assistive devices
- Goal #3 ■ Contain costs per revenue hour and revenue mile by improving scheduling techniques through electronic measures and training

FUTURE TRENDS

- The demand for para transit services will continue to grow as our citizens age

PERFORMANCE MEASURES	2013	2014 Est.	2015 Est.
↓ Passenger trips per revenue hour	2.39	2.39	2.4
↓ Passenger trips	113,008	114,138	115,279
↓ Farebox recovery	2%	2%	2%

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Paratransit Operator	31.5	Transportation Services Mgr	.3	Bus Maintenance	1.8
Operations Supervisor – Paratransit	1.0	Administrative Coordinator	1.0	Paratransit Schedule Technician	5.0
Transit Inspector	2.2	Transportation Program Mgr.	0.5	Transit Training Coordinator	0.2
Communication Technician	0.4				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit **ACTIVITY** 4 – Administration

LABOR	\$1,000,030
M&O	748,290
Revenue Offset	(1,354,785)
NET COST	\$393,535
TOTAL FTEs	10.37

- DESCRIPTION**
- Administers the State Commute Trip Reduction (CTR) program as mandated by RCW 70.94.521-555 for 39 affected worksites in the City of Everett jurisdiction
 - Administers and coordinates the City's own CTR program
 - Submits federal and state mandated monthly, quarterly and annual reports
 - Maintains contractual obligations within the Federal Transit Administration (FTA) and Washington State guidelines for grant recipients; submits quarterly and annual reports for all grant-funded programs and projects
 - Manages the Transit advertising contract
 - Establishes sustainable service levels; creates service change and service development analysis and long-range plans; conducts customer information activities related to service development, including outreach and production of marketing materials
 - Manages vendor contracts that support and promote transit activities (especially Imagine Children's Museum educational program)
 - Manage ORCA business accounts and contracts for employers, social services and schools

- EXPECTED RESULTS**
- City's rideshare program will continue to provide incentives that encourage alternatives to driving alone for Everett employees and increased participation in the program
 - WSDOT will renew contract with City of Everett for the administration of the CTR program
 - Federal and state mandatory and grant-related reports are submitted by due date
 - Service level calculations reflect long-term sustainability or growth
 - Regional programs and projects are effectively coordinated with other agencies
 - Maintain and update support systems for transit activities

2014

- ACCOMPLISHMENTS**
- ◆ Provided ORCA transportation benefits to seven business, ten social service programs and eight schools within the city of Everett

2015 GOALS

- Goal #1 ■ Complete Everett Transit long-range strategic plan
- Goal #2 ■ Gather public feedback and develop service growth and increased efficiency strategy plan
- Goal #3 ■ Continue to ensure that mandated Federal and State reports are completed and filed on time
- Goal #4 ■ Participate in the City's Comprehensive Plan update

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
Federal and State reports timely filed	Yes	Yes	Yes
Coordinate meetings with regional agencies	Yes	Yes	Yes

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Services Director	0.77	Program Manager	1.5
Administrative Secretary	0.7	Office Assistant	1.0
Financial Analyst	0.9	Administrative Secretary	0.5
Accounting Technician	0.9	Transportation Services Mgr.	0.1
Administrative Assistant	1.0	Inspector	1.0
Office Technician	2.0		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit **ACTIVITY** 5 - Projects

LABOR	\$0
M&O	621,473
Revenue Offset	(255,302)
NET COST	\$366,171
TOTAL FTEs	0

DESCRIPTION

-  Develops and implements quality projects for transit operations and maintains a fleet of quality, modern vehicles for revenue service
-  Ensures all facilities and revenue vehicles comply with ADA regulations

EXPECTED RESULTS

-  Appropriate purchasing regulations and material are followed
-  Grant-funded projects comply with appropriate Federal and State regulations
-  Projects will be within budget
-  Vehicle fleet will be well maintained and replaced in a timely manner

2014
ACCOMPLISHMENTS

-  Installed re-designed bus stop signs at all bus stops
-  Launched real time electronic bus stop information system ETA (Everett Transit Arrivals)
-  Added 4 shelters and 25 simme-seats to busy corridors
-  Purchased two mobile bus washers
-  Completed 30% design of Everett Station parking garage

2015 GOALS

- Goal #1  Install additional shelters, benches and trash receptacles at bus stops within service area
- Goal #2  Replace ORCA system equipment
- Goal #3  Rehabilitate Everett Station building and grounds
- Goal #4  Repair Operations Center and maintenance shop roofs

PERFORMANCE MEASURES

	2013	2014 Est.	2015 Est.
 Everett Station repairs/rehab		50%	100%
 Everett Station Parking Garage	25%	30%	30%
 Install shelters	17	4	4
 Comply with all Local, State and Federal purchasing requirements	Yes	Yes	Yes

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2013	2014	2015
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	-	2.0	1.0
2420	Office Technician	4.0	3.0	4.0
3640	Communication Technician	-	1.0	1.0
3860	Transportation Maintenance Technician	1.0	1.0	-
4220	Development Technician	1.0	1.0	1.0
4500	Bus Maintenance Person	6.0	6.0	7.0
4510	Bus Operator	21.0	21.0	21.0
4511	Bus Operator – Post 1/1/99	53.0	52.0	48.0
4530	Para transit Driver	6.0	6.0	5.0
4531	Para transit Driver – Post 1/1/99	23.0	24.0	26.5
4545	Para transit Schedule Technician	5.0	5.0	5.0
4550	Transit Inspector	7.0	7.0	7.0
6301	Administrative Assistant	2.0	2.0	3.0
6302	Administrative Coordinator	1.0	1.0	1.0
6303	Administrative Secretary	1.0	1.0	1.0
6306	Financial Analyst	1.0	1.0	1.0
6308	Project Coordinator	3.0	1.0	1.0
6802	Transit Operations Program Manager	-	1.0	1.0
6803	Transportation Services Manager	1.0	1.0	1.0
6804	Operations Supervisor –Paratransit	1.0	1.0	1.0
6806	Operations Supervisor – Fixed Route	1.0	1.0	1.0
6807	Transportation & Transit Services Director	1.0	0.87	0.87
6808	Transportation Program Manager	3.0	3.0	3.0
6812	Transit Training Coordinator	1.0	1.0	1.0
TOTAL FTE's		144.0	144.87	143.37

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2014 Adopted Budget to the 2015 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
-1.00	Transfer Transportation Maint Tech position to Engineering	(93,221)		(93,221)
1.00	Transfer Office Technician position from MVD	76,234		76,234
-1.00	Eliminate Office Assistant position	(60,128)		(60,128)
1.00	Add Administrative Assistant	84,721		84,721
1.00	Add Bus Maintenance Person	72,469		72,469
-4.00	Eliminate Bus Operators	(286,244)		(286,244)
1.50	Add ParaTransit Operators	92,712		92,712
	Total	(113,457)	-	(113,457)

BUDGETED EXPENDITURES

	2013 Actual	2014 Adopted Budget	2014 As Amended 11/26/2014	2014 Estimate	2015 Adopted Budget
Fund 425: Transit					
REVENUES					
Bsu 00308 Beginning Balance	10,042,741	8,350,846	8,676,523	8,744,348	7,906,346
Bsu 00313 Retail Sales and Use Taxes	16,380,028	16,701,029	16,701,029	16,728,671	17,280,856
Bsu 00331 Direct Federal Grants	5,174,379	1,318,096	1,318,096	561,183	1,427,676
Bsu 00333 Indirect Federal Grants	-	-	-	-	150,600
Bsu 00334 State Grants	547,984	585,025	585,025	565,879	278,383
Bsu 00336 State Shared Revenues	235,158	246,760	246,760	241,604	241,604
Bsu 00344 Transportation	1,670,107	1,631,973	1,631,973	1,711,555	1,728,730
Bsu 00349 Rideshare Program	9,425	-	-	-	-
Bsu 00361 Interest Earnings	117,713	122,064	122,064	97,325	93,268
Bsu 00362 Rents, Leases and Concessions	1,060,438	956,442	956,442	1,021,266	811,543
Bsu 00366 Interfund Revenue	94,850	82,947	82,947	82,517	106,476
Bsu 0036X Other Miscellaneous	41,389	19,059	19,059	9,598	9,546
TOTAL AVAILABLE	35,374,212	30,014,241	30,339,918	29,763,946	30,035,028
EXPENDITURES BY PROGRAM					
Prg 056 Everett Station Operations	1,226,371	1,233,094	1,233,094	1,249,158	1,247,623
Prg 081 Operations	13,291,498	13,145,161	13,145,161	14,305,676	14,997,091
Prg 082 Paratransit	3,878,525	4,529,605	4,529,605	4,120,127	4,601,491
Prg 090 Administration	1,593,433	1,493,852	1,493,852	1,560,936	1,923,156
Prg 135 Projects	6,640,037	2,211,041	2,211,041	621,703	581,278
TOTAL EXPENDITURES BY PROGRAM	26,629,864	22,612,753	22,612,753	21,857,600	23,350,639
EXPENDITURES BY OBJECT CODE					
Obj 051 Salaries and Wages	8,079,338	9,610,296	9,610,296	8,996,979	9,748,648
Obj 052 Personnel Benefits	3,251,747	3,861,857	3,861,857	3,431,590	4,200,974
Obj 053 Supplies	155,090	66,159	66,159	97,507	136,868
Obj 054 Other Services and Charges	1,129,851	995,066	995,066	1,243,110	1,216,063
Obj 055 Intergovernmental Services	1,658,362	1,763,774	1,763,774	1,724,819	1,744,366
Obj 056 Capital Outlay	6,401,456	773,095	1,098,772	463,617	579,128
Obj 059 Interfund Services & Charges	5,954,020	5,542,506	5,542,506	5,899,978	5,724,592
TOTAL EXPENDITURES BY OBJECT CODE	26,629,864	22,612,753	22,938,430	21,857,600	23,350,639
ENDING BALANCE	8,744,348	7,401,488	7,401,488	7,906,346	6,684,389
2015 Budget Appropriation					30,035,028

EVERPARK GARAGE FUND 430

MISSION STATEMENT

To provide the Central Business District and retail customers with a convenient and secure parking facility in Downtown Everett.

SUMMARY

Expenditure Budget	\$	338,357	FTE's	0.0
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REVENUE DESCRIPTION

Fund 430 revenues are derived from parking receipts collected from garage customers and interest earned on reserves.

INVENTORY OF SERVICES

DEPARTMENT 430/Everpark Garage ACTIVITY 1 - Everpark Garage

M&O	\$338,357
Revenue Offset	(321,000)
NET COST	\$17,357
TOTAL FTEs	0

DESCRIPTION ■ Provides for the operation and maintenance of the Everpark Parking Garage (day-to-day management is conducted by a private contractor)

EXPECTED RESULTS ■ A safe, attractive garage
■ High utilization
■ Provide a reasonable alternative to on-street parking

2014 ACCOMPLISHMENTS ◆ Improved garage cleanliness

2015 GOALS
 Goal #1 ■ Increase daily parking average by 5%
 Goal #2 ■ Increase monthly parking average by 5%
 Goal #3 ■ Continue community outreach programs emphasizing Everpark Garage availability

PERFORMANCE MEASURES	2013	2014 Est.	2015 Est.
▼ Average monthly parkers	357	350	367
▼ Average daily parkers	166	157	164
▼ Average monthly revenue	\$21,984	\$22,500	\$22,500

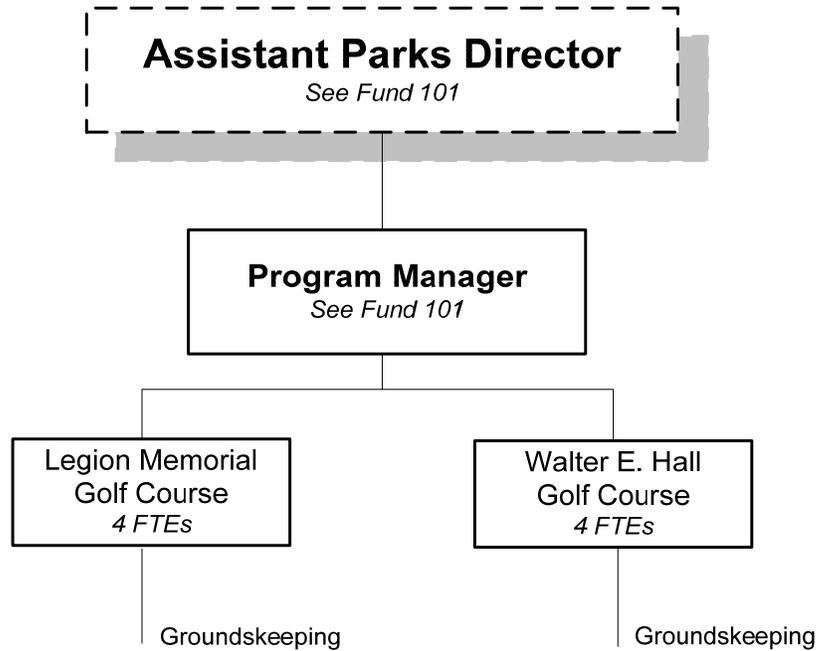
BUDGETED EXPENDITURE

	2013	2014	2014	2014	2015
	Actual	Adopted	As Amended	Estimate	Adopted
Fund 430: EverPark Garage		Budget	11/26/2014		Budget
Revenue					
Beginning Balance	2,440,887	2,538,426	2,538,426	2,511,912	2,582,827
Parking Fees	264,095	270,000	270,000	270,000	270,000
Interest	51,048	47,000	47,000	42,000	51,000
Total Available	2,756,030	2,855,426	2,855,426	2,823,912	2,903,827
Expenditures					
M & O	244,117	338,085	338,085	241,085	338,357
Total Expenditures	244,117	338,085	338,085	241,085	338,357
Ending Balance	2,511,912	2,517,341	2,517,341	2,582,827	2,565,470

2015 Budget Appropriation	2,903,827
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**GOLF DIVISION
FUND 440**

ORGANIZATION CHART



MISSION STATEMENT

To serve citizens of Everett by enhancing their quality of life and developing a positive sense of community through the coordination and provision of golf services, facilities, the beautification of the City, and the promotion of tourism.

SUMMARY

Expenditure Budget	\$ 4,231,062	FTE's	8.0
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REVENUE DESCRIPTION

Golf revenues are derived from green and golf cart fees, merchandise/food and beverage sales, trail fees, lessons and interest income.

INVENTORY OF SERVICES

DEPARTMENT 440/Golf Division ACTIVITY 1 – Walter E. Hall Golf Course

LABOR – FTE	\$357,298
LABOR – Seasonal	179,143
M&O	1,282,184
Revenue offset	(1,868,100)
NET REVENUE	(\$49,475)
TOTAL FTEs	4.0 Regular 10 Seasonal

DESCRIPTION  Oversees the day-to-day operations of the golf course in the role of contract administration with a third-party contractor, including pro shop operations, merchandise sales, food and beverage provision and buildings/hardscape maintenance

 Plans for and manages capital improvement projects

 Provides maintenance services to the courses through the City's workforce

EXPECTED RESULT  Provide a cost effective, best in value customer golfing experience that optimizes golf rounds and total revenue, helping to ensure the long term viability of the course

2014 ACCOMPLISHMENTS  Cleaned pond behind #15 green & repaired drain, removed ivy and placed bark on parking islands

 Cleaned pond #9 and drained area at clubhouse

 Completed pad and landscape work

 Continued upgrades on irrigation system

 Cleaned and reconfigured drainage swale near clubhouse

 Remodeled old bunker #1 into new bunker complex

2015 GOALS

Goal #1  Re-landscape front of clubhouse area

Goal #2  Remove dead trees on course

Goal #3  Continue improvements to drainage and irrigation on the course

Goal #4  Continue landscape improvements in parking and clubhouse areas

Goal #5  Install new fairway bunker on #9 fairway

FUTURE TRENDS  The national and local golf market continues to stagnate and lose market share to other recreational activities

 The ability to "grow" the sport has been challenged due to the amount of time required to play, skill level, cost and an aging population

 Revenue and expenses for the foreseeable future will challenge the ability to reinvest in golf course improvements and replace maintenance equipment

PERFORMANCE MEASURES

	2011	2012	2013	2014 Est.	2015 Est.
 Total rounds	56,587	57,555	56,196	59,052	58,005
 Operating cost per round	\$27.13	\$27.55	\$29.16	\$30.62	\$31.35
 Operating revenue per round	\$27.54	\$29.04	\$29.71	\$30.87	\$32.21

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Supervisor 1	1	Seasonal	10
Groundskeeper	3		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 440/Golf Division

ACTIVITY 1 – Legion Memorial Golf Course

LABOR – FTE	\$357,401
LABOR –Seasonal	179,143
M&O	1,543,210
Debt Service	332,683
Revenue Offset	(2,362,962)
NET COST	\$49,475
TOTAL FTEs	4.0 Regular 10 Seasonal

DESCRIPTION

- Oversees the day to day operations of the golf course in the role of contract administration with a third party contractor including pro shop operations, merchandise sales, food and beverage provision and buildings/hardscape maintenance
- Plans for and manages capital improvement projects
- Provides maintenance services to the courses through the City's workforce

EXPECTED RESULTS

- Provide a cost effective and cost efficient best-in-value golfing experience that optimizes golf rounds and total revenue, helping to ensure the long term profitability of the course

2014 ACCOMPLISHMENTS

- ◆ Continued fairway improvement program to provide a firmer playing condition
- ◆ Repaired cart barn damaged by fallen tree
- ◆ Made temporary repairs to cart paths
- ◆ Continued improvements to irrigation

2015 GOALS

- Goal #1 ■ Continue to improve fairway turf conditions through topdressing and irrigation system work
- Goal #2 ■ Replace protective netting on fast side of #15 fairway
- Goal #3 ■ Improve wash pad system

FUTURE TRENDS

- The national and local golf market continues to stagnate and lose market share to other recreational activities
- The ability to “grow” the sport has been challenged due to the amount of time required to play, skill level, cost and an aging population
- Revenue and expenses for the foreseeable future will challenge the ability to reinvest in golf course improvements and replace maintenance equipment

PERFORMANCE MEASURES

	2011	2012	2013	2014 Est.	2015 Est.
🚩 Total rounds	57,024	59,993	59,466	59,615	59,965
🚩 Operating cost per round	\$36.15	\$35.89	\$37.73	\$39.66	\$40.23
🚩 Operating revenue per round	\$36.57	\$37.10	\$37.66	\$39.43	\$39.41

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Supervisor I	1	Seasonal	10
Groundskeeper	3		

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2013	2014	2015
2450	Supervisor I	2.0	2.0	2.0
3020	Groundskeeper	6.0	6.0	6.0
TOTAL		8.0	8.0	8.0

BUDGETED EXPENDITURES

Fund 440: Golf	2013	2014	2014	2014	2015
	Actual	Adopted Budget	As Amended 11/26/2014	Estimate	Adopted Budget
Resources					
Beginning Balance	196,122	-	-	220,107	-
Admission Tax	98,650	105,295	105,295	105,295	106,826
Golf Fees	2,554,969	2,706,530	2,706,530	2,706,530	2,724,664
Rent, Lease & Concessions	1,220,745	1,350,450	1,350,450	1,350,450	1,389,072
Grants	127,125	-	-	-	-
Miscellaneous Revenue	21,106	-	-	-	-
Interest Earnings	13,621	10,500	10,500	10,500	10,500
Total Available	4,232,338	4,172,775	4,172,775	4,392,882	4,231,062
Expenses					
Salaries & Benefits	1,047,299	1,077,629	1,077,629	1,077,629	1,072,985
M & O	989,407	1,127,791	1,127,791	1,127,791	1,051,824
Management Fees	1,343,281	1,478,552	1,478,552	1,478,552	1,498,434
Capital Outlays	159,955	15,270	15,270	15,377	141,304
Interfund Services & Charges	142,673	142,149	142,149	142,149	133,832
Debt Service	329,616	331,384	331,384	331,384	332,683
Total Expenditures	4,012,231	4,172,775	4,172,775	4,172,882	4,231,062
Ending Balance	220,107	0	0	220,000	-

2015 Budget Appropriation	4,231,062
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BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2014 Adopted Budget to the 2015 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
	Reduce Seasonal Pay	(41,305)		(41,305)
	Total	(41,305)	-	(41,305)

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SNOHOMISH RIVER REGIONAL WATER AUTHORITY FUND 450

MISSION STATEMENT

The purpose of the Snohomish River Regional Water Authority (SRRWA) is to facilitate efficient water resource development and utilization through inter-local regional cooperation.

SUMMARY

Expenditure Budget	\$	54,000	FTE's	0.0
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REVENUE DESCRIPTION

The source of revenue is contributions from interlocal participants, including: Northshore Utility District, Woodinville Water District, and the City of Everett. The predicted annual budget is \$54,000. The split is a 15:11:10 ratio between, Everett, Woodinville Water District and Northshore Utility District respectively. The Board has not approved the 2015 SRRWA budget at the time of this printing.

INVENTORY OF SERVICES

DEPARTMENT	450/Snohomish River Regional Water Authority	ACTIVITY	1 - Snohomish River Regional Water Authority
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M&O	\$54,000
Revenue Offset	(54,000)
NET COST	\$0
TOTAL FTEs	0

DESCRIPTION

- The Snohomish River Regional Water Authority (SRRWA) was created by an interlocal agreement among Northshore Utility District, Woodinville Water District, and the City of Everett
- The SRRWA was organized for the planning, development, ownership, management, financing, and maintenance of water supply sources, and transmission facilities

EXPECTED RESULTS

- Negotiate with the Department of Ecology to secure either a certificate for of the Regional Water Authority water right or a long-term development schedule extension

BUDGETED EXPENDITURES

	2014		2014		2015
	2013	Adopted	As Amended	2014	Adopted
Fund 450: Regional Water Authority	Actual	Budget	11/26/2014	Estimate	Budget
Revenue					
Beginning Fund Balance	-	-	-	-	-
Contributions	18,265	54,000	86,400	69,000	54,000
Total Available	18,265	54,000	86,400	69,000	54,000
Expenditures					
M & O	17,429	54,000	86,400	69,000	54,000
Capital Outlays	836	-	-	-	-
Total Expenditures	18,265	54,000	86,400	69,000	54,000
Ending Fund Balance	0	0	0	0	0

2015 Budget Appropriation	54,000
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EVERETT-TULALIP JOINT WATER LINE FUND FUND 451

MISSION STATEMENT

The purpose of the Everett-Tulalip Joint Water Line Fund is to develop and construct a joint water line through an inter-local agreement between the City of Everett and the Tulalip Tribes of Washington.

SUMMARY

Expenditure Budget	\$	680,000	FTE's	0.0
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REVENUE DESCRIPTION

The source of revenue is contributions from the City of Everett and the Tulalip Tribes of Washington.

INVENTORY OF SERVICES

DEPARTMENT 451/Everett-Tulalip Joint Water Line Fund **ACTIVITY** 1 - Everett-Tulalip Joint Water Line Fund

Capital Outlay	\$680,000
Revenue Offset	(680,000)
NET TRANSFER	\$0
TOTAL FTEs	0

- DESCRIPTION**
- The Everett-Tulalip Joint Water Line Fund was created by an inter-local agreement between the City of Everett and the Tulalip Tribes of Washington.
 - The Everett-Tulalip Joint Water Line Fund was organized for the financing, project budget, construction management and construction of the proposed water delivery system.
-
- EXPECTED RESULTS**
- Adequate supply of water for customers on the Tulalip Reservation
-
- 2014 ACCOMPLISHMENT**
- Designed and started construction of segment 1S
-
- 2015 GOALS Goal #1**
- Complete design of segment 2 and go out to bid
-

BUDGETED EXPENDITURES

	2013	2014	2014	2014	2015
	Actual	Adopted Budget	As Amended 11/26/2014	Estimate	Adopted Budget
Fund 451: Everett Tulalip Joint Water Line					
Revenue					
Interlocal Revenue - Tulalips	522,475	1,100,000	1,100,000	600,000	680,000
Total Available	522,475	1,100,000	1,100,000	600,000	680,000
Expenditures					
Construction Projects	522,475	1,100,000	1,100,000	600,000	680,000
Total Expenditures	522,475	1,100,000	1,100,000	600,000	680,000
Ending Fund Balance	0	0	0	0	0
2015 Budget Appropriation					680,000