
ENTERPRISE FUNDS

TABLE OF CONTENTS

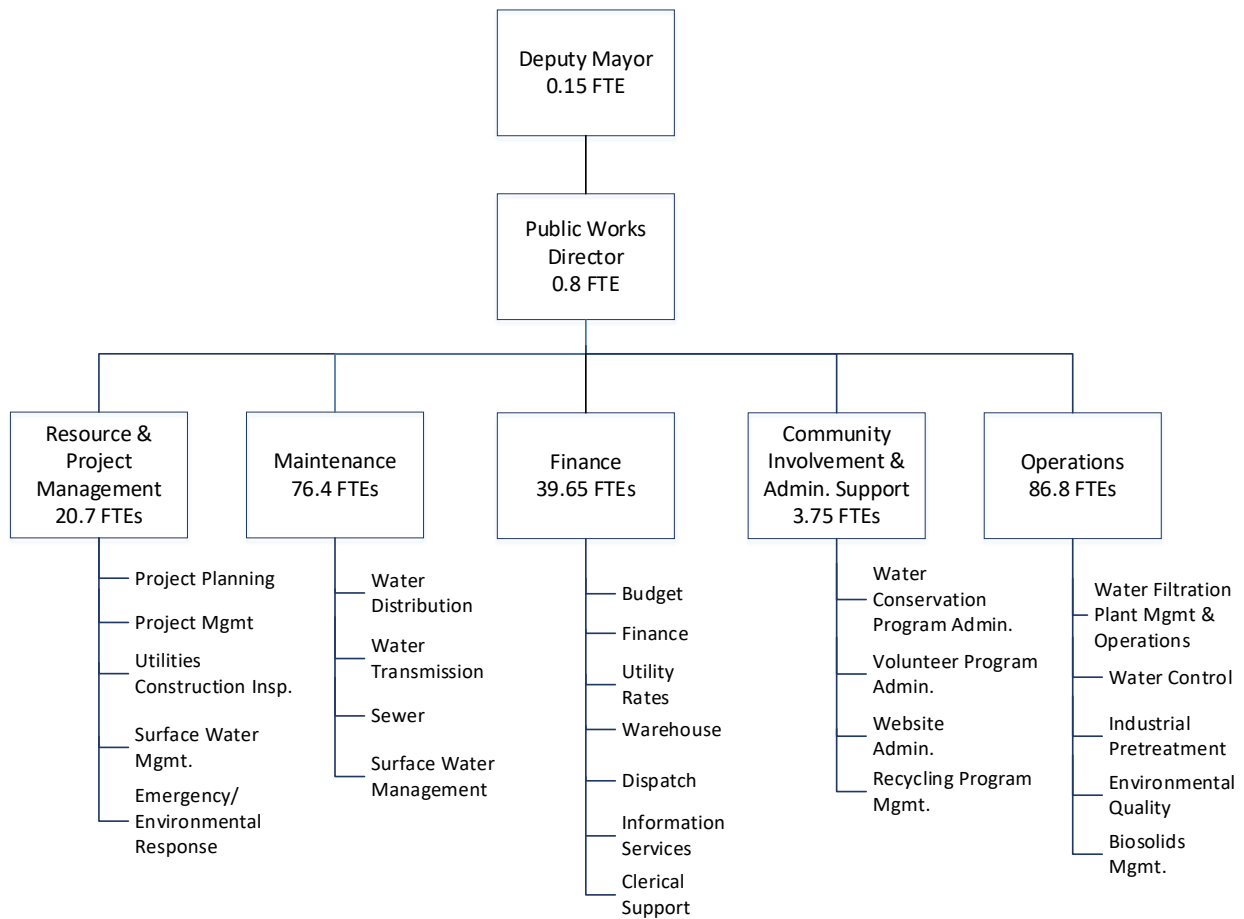
FUND #	TITLE	PAGE
401	Water & Sewer Utility	8 - 1
402	Solid Waste Utility.....	8 - 15
425	Everett Transit.....	8 - 19
430	Everpark Garage.....	8 - 33
440	Golf.....	8 - 35
450	Snohomish River Regional Water Authority	8 - 39

Water & Sewer Utility

FUND 401

OVERVIEW

The Water & Sewer Utility consists of five workgroups: Resource Management, Maintenance, Operations, Finance, and Community Involvement & Support. Together, these workgroups manage the City’s water, sewer and stormwater systems and ensure that they are responsive to the public, dependable, protective of the environment, and meet or exceed regulatory requirements.



ACTIVITIES

Resource Management

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 3,897,220
M&O/Capital Outlay	2,097,060
Total Expenditures	\$ 5,994,280
Revenue Offset	(5,994,280)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	20.89

PRIMARY CITY PRIORITY



DESCRIPTION



Resource Management consists of four functional areas:

- Utility Planning - administers the city’s water and sewer plans, manages and designs utility projects
- Surface Water Management - administers the city’s comprehensive surface water plan and Stormwater National Pollutant Discharge Elimination System (NPDES) program
- Project Management - oversees upgrades of the water and sewer systems to ensure that they meet service expectations and regulatory requirements including Combined Sewage Overflow (CSO) Program
- Construction Management - manages construction contracts and inspects the work to safeguard the expenditure of public funds


2020 ACCOMPLISHMENTS



- Designed Watermain Project U and V, Sewer Project O, Grand Avenue Utilities, and Reservoir 2 Replacement
- Completed Grand Avenue Park Bridge for Pedestrians and Utilities
- Managed \$45 million worth of construction projects

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Ensure water and sewer systems meet regulatory requirements	<ul style="list-style-type: none"> • Follow water and sewer compliance and capital improvement plan • Implement CSO Control Plan • Review all development plans for compliance
	Ensure stormwater collection system meets regulatory requirements	<ul style="list-style-type: none"> • Review all development plans for compliance • Inspect stormwater detention ponds • Monitor water quality in streams

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Water/sewer/stormwater system compliance	Yes	Yes	Yes	Yes	Yes

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	Projects inspected & completed (\$)	\$38M	\$10M	\$45M	\$42M
	Surface water facility inspections (#)	360	414	430	448

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Construction Inspector	7.0	Engineering Technician	1.0
Deputy Mayor	0.03	Associate Engineer (Non-PE)	1.0
Associate Engineer (PE)	2.0	Principal Engineer	1.0
Senior Engineer	3.0	Construction Manager	1.0
Engineering Superintendent	1.0	Public Works Director	0.16
Assistant Construction Manager	2.0	Surface Water Manager	1.0
City Engineer/Asst. Pub Wks. Director	0.7		

Maintenance

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 9,774,840
M&O/Capital Outlay	11,014,760
Total Expenditures	\$ 20,789,600
Revenue Offset	(20,789,600)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	76.59

PRIMARY CITY PRIORITY



DESCRIPTION



- Operates and maintains the water transmission and distribution system
- Operates and maintains the sewer collection system
- Operates and maintains the stormwater drainage and collection system

- Administers the conversion of flat rate water accounts to metered accounts to comply with Department of Health regulations

2020 ACCOMPLISHMENTS


- Maintained and upgraded water and sewer facilities to improve performance and reliability
- Inspected and maintained stormwater facilities to ensure compliance with National Pollutant Discharge Elimination System (NPDES) and WA State Departments of Health and Ecology regulations
- Improved water conservation by converting flat rate water accounts to metered water accounts

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Reduce the frequency of water and sewer service disruptions	<ul style="list-style-type: none"> Identify high risk infrastructure Prioritize inspection, maintenance and replacement based on public benefit, cost and risk factors Create work schedule based on available resources, need and level of service goals
	Improve stormwater quality and reduce probability of flooding	<ul style="list-style-type: none"> Inspect and maintain stormwater assets in accordance with Department of Ecology Requirements Prioritize replacement and improvement projects based on flood reduction and water quality improvement benefits Create work schedule based on available resources, project benefit, and level of service goals

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Reduce sewer spill events through sewer main cleaning	Less than 8 spills	6	9	7	7
	Reduce water main breaks through cast iron main replacement program	Less than 25 breaks	16	24	20	20

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	Stormwater Catch Basin Inspections	6,247	2,936	3,000	3,000

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Equipment Operator	4.0	Heavy Equipment Operator	25.0
Utility Laborer	25.0	Water Service Technician	7.0
PW Supervisor - Sewer	2.0	PW Supervisor - Water	3.0
PW Supervisor - Streets	0.5	Engineering Technician	1.0
Environmental Permit Coordinator	1.0	Environmental Technician	1.0
Deputy Mayor	0.03	Associate Engineer (Non-PE)	1.0
Associate Engineer (PE)	2.0	Maintenance Superintendent	0.5
M&O Supervisor	3.4	Public Works Director	0.16

Operations

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 11,148,060
M&O/Capital Outlay	18,659,760
Total Expenditures	\$ 29,807,820
Revenue Offset	(29,807,820)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	86.99

PRIMARY CITY PRIORITY




DESCRIPTION

- Operates the water filtration plant and water transmission, distribution and storage facilities
- Operates the water pollution control facility and sewer collection and transmission system
- Monitors drinking water quality to safeguard public health and ensure water meets or exceeds regulatory requirements
- Provides watershed protection for Spada and Chaplain reservoirs to ensure source water quality
- Monitors industrial and commercial wastewater discharges to ensure compliance with Clean Water Act
- Monitors combined sewer overflows into Puget Sound and the Snohomish River to ensure regulatory compliance

2020 ACCOMPLISHMENTS



- Collaborated with Department of Health to optimize water filter plant operation, conserve energy and identify efficiency improvements; completed work on a facilities plan to identify and address the needs of the next 20 years
- Continued the energy saving program at the Water Pollution Control Facility (WPCF) to reduce operating costs
- Worked on facilities plans at the WPCF and the Port Gardner facility to identify and address their needs for the next 20 years

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Ensure water and sewer plants meet customer expectations and regulatory requirements	<ul style="list-style-type: none"> • Implement a new asset management plan for water and sewer infrastructure for both preventative and corrective maintenance • Maintain and upgrade facilities to ensure effective and reliable service • Prepare facility and capital plans for the three plants that identify maintenance and capital project needs and priorities

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES	TARGET	2018	2019	2020 EST.	2021 EST.
 Water treatment meets all drinking water standards	Yes	Yes	Yes	Yes	Yes
 Received Gold Award for 100% wastewater permit compliance	Yes	Yes	Yes	Yes	Yes

WORKLOAD MEASURES	2018	2019	2020 EST.	2021 EST.
 Millions of gallons (MG) of water treated per day	55 MG	57 MG	55 MG	55 MG
 Billions of gallons of sewage and combined sewer overflows treated at the Water Pollution Control Facility (WPCF) for the entire year	7.00 BG	7.21 BG	7.00 BG	7.00 BG

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Office Specialist	2.0	Public Service Aide	1.0
Watershed Patrolman/Park Ranger II	2.0	Industrial Waste Inspector	4.0
Plant/Pump Maintenance Mechanic	2.0	SCADA/Telemetry Technician	3.0
Utility Maintenance Tech I	3.0	Utility Maintenance Technician II	10.0
Utility Maintenance Tech III	4.0	Utilities Electrician & Electrical SWP	1.0
Utility Laborer	3.0	Wastewater Treat. Plant Operator II	4.0
Wastewater Treat. Plant Operator III	4.0	Water Quality Analyst	7.0
Water Quality Control Operator	5.0	Water Quality Technician	1.0
Water Service Technician	1.0	Water Treatment Plant Operator III	9.0
Water Treat. Plant Operator Trainee	2.0	PW Supervisor - TSG	1.0
Deputy Mayor	0.03	Administrative Coordinator	1.0
Associate Engineer (Non-PE)	2.0	Principal Engineer	1.0
Senior Engineer	1.0	WPCF Plant Manager	1.0
Senior Water Operator	1.0	Public Works Director	0.16
Operations Supt/Asst. Pub Wks. Dir.	0.8	Senior Environmental Specialist	2.0
Water Plant Manager	1.0	Senior WWTP Operator	1.0
Lab Super/Process Analyst	3.0	Water Filtration Plant Supervisor	1.0
Public Works Project Manager	1.0	Plant Maintenance Manager	1.0

Finance

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 2,882,620
M&O/Capital Outlay	92,111,672
Total Expenditures	\$ 94,994,292
Revenue Offset	(94,994,292)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	39.84

PRIMARY CITY PRIORITY




DESCRIPTION

- Administers payroll and ensures accurate and timely processing of expenditures
- Manages utility billing to provide efficient and effective collection of funds
- Institutes financial controls to manage expenditures and safeguard public funds
- Provides long-range financial planning and analysis for the utility
- Manages inventory control system of materials and supplies for cost management
- Performs dispatch of citizen calls for service and assistance
- Provides geographic information system (GIS) and records management support
- Provides administrative support and citywide switchboard



2020 ACCOMPLISHMENTS

- Successful integration of Records, Mapping, and Clerical activities into the Finance and Support Services work group
- Successful Completion of 2020 Cost of Service Study
- Completed upgrade of Utility Services billing software and the integration of new online bill pay module

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Ensure utility practices are responsible and safeguard public funds	<ul style="list-style-type: none"> • Continue oversight of financial activity in Public Works • Maintain adequate cash reserves to ensure rate stability • Maintain proper segregation of duties with regards to cash handling practices

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES	TARGET	2018	2019	2020 EST.	2021 EST.
 Standard & Poor’s Investor Service Rating for Water & Sewer Revenue Bonds	AA+	AA+	AA+	AA+	AA+
 Parity Debt Service Coverage	3.08	2.87	3.08	3.08	3.08

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Accounting Assistant	6.0	Accounting Technician	2.7
Office Technician	3.7	Asst. Inventory Control Technician	3.7
Communication Technician	1.0	Inventory Control Technician	0.8
Lead Utility Service Worker	1.0	Utility Mapping Supervisor	1.0
Utility Laborer	1.0	Utility Service Worker	3.0
Engineering Technician	5.0	GIS/Programmer Analyst	1.0
Record System Specialist	2.0	Deputy Mayor	0.03
Financial Analyst	0.8	Senior Financial Analyst	0.6
Assistant Safety Official	1.0	City Safety Official	0.5
Utilities Finance Manager	1.0	Utilities Records Manager	1.0
Utility Services Supervisor	1.0	M&O Supervisor	1.0
Public Works Director	0.16	Engineering Services Manager	0.85

Community Involvement & Support

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 1,153,680
M&O/Capital Outlay	1,035,430
Total Expenditures	\$ 2,189,110
Revenue Offset	(2,189,110)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	3.94

PRIMARY CITY PRIORITY



DESCRIPTION

- Administers regional water conservation program (WA State Department of Health requirement)
- Administers National Pollution Elimination Discharge System (NPDES) education and outreach (WA State Department of Ecology requirement)
- Administers the City’s solid waste reduction and recycling program (WA State Department of Ecology requirement & grant) including city facility desk-side recycle pick up
- Manages volunteer programs for the public (Adopt-a-Street, Mutt Mitts, etc.)
- Manages utility public information and departmental internet/intranet


2020 ACCOMPLISHMENTS


- Achieved annual water conservation, National Pollutant Discharge Elimination System (NPDES) and solid waste/recycling goals
- Sustained public participation in volunteer programs
- Achieved high level of communications with the public

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Continue to meet conservation, NPDES and recycling requirements	<ul style="list-style-type: none"> Complete update of the regional water conservation plan Plan and implement required NPDES-related education and outreach activities Continue desk-side recycle pick up and grant-funded recycle activities
	Provide timely, effective communications to the public	<ul style="list-style-type: none"> Collaborate with project managers on a regular basis Implement guidelines on when and how public communications are to occur Use a variety of communications channels including email, web and social media, media relations

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Meet NPDES, solid waste, and water conservation regulatory requirements	Yes	Yes	Yes	Yes	Yes

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	# of citizen volunteer hours worked	1,800	1,900	1,900	1,900

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Public Info/Education Specialist	2.00	Deputy Mayor	0.03
Administrative Coordinator	0.75	Public Works Info & Education Officer	1.00
Public Works Director	0.16		

REVENUE DESCRIPTION

Fund 401 derives revenues from several sources:

- Water sales to city retail water customers and wholesale water sales to other water systems in the Everett Water Service Area
- Service fees for the collection and treatment of wastewater and stormwater, sewage dumping fees and industrial waste fees
- Surface water management fees for the drainage basin maintenance
- State loans and grants, revenue bond proceeds and proceeds from timber sales, connection charges and investments

THREE-YEAR PERSONNEL TABLE

Occupation Code	Title	2019	2020	2021
2300	Accounting Assistant	6.0	6.0	6.0
2310	Accounting Technician	1.7	1.7	2.7
2400	Office Specialist	1.0	2.0	2.0
2420	Office Technician	5.7	4.7	3.7
2425	Public Service Aide	1.0	1.0	1.0
3090	Watershed Patrolman/Ranger II	2.0	2.0	2.0
3600	Assistant Inventory Control Technician	3.7	3.7	3.7
3640	Communication Technician	1.0	1.0	1.0
3700	Equipment Operator	4.0	4.0	4.0
3720	Heavy Equipment Operator	25.0	25.0	25.0
3730	Industrial Waste Inspector	3.0	3.0	4.0
3740	Inventory Control Technician	0.8	0.8	0.8
3750	Lead Utility Service Worker	1.0	1.0	1.0
3809	Public Info/Education Specialist	3.0	2.0	2.0
3820	Plant/Pump Maintenance Mechanic	1.0	1.0	2.0
3875	SCADA/Telemetry Technician	3.0	3.0	3.0
3878	Utility Maintenance Tech I	6.0	6.0	3.0
3879	Utility Maintenance Tech II	7.0	7.0	10.0
3880	Utility Maintenance Tech III	5.0	5.0	4.0
3885	Utilities Electrician & Electrical SWP	0.0	0.0	1.0
3890	Utility Mapping Supervisor	1.0	1.0	1.0
3900	Utility Laborer	28.0	29.0	29.0
3920	Utility Service Worker	3.0	3.0	3.0
3940	Wastewater Treatment Plant Operator I	2.0	3.0	0.0
3950	Wastewater Treatment Plant Operator II	2.0	1.0	4.0
3960	Wastewater Treatment Plant Operator III	4.0	5.0	4.0
3980	Water Quality Analyst	5.0	7.0	7.0
3990	Water Quality Control Operator	5.0	5.0	5.0
4010	Water Quality Technician	3.0	1.0	1.0
4020	Water Service Technician	9.0	9.0	8.0
4040	Water Treatment Plant Operator I	1.0	1.0	0.0
4050	Water Treatment Plant Operator II	0.0	1.0	0.0
4060	Water Treatment Plant Operator III	8.0	8.0	9.0
4070	Water Treatment Plant Operator OIT	3.0	1.0	2.0
4080	Welder	1.0	1.0	0.0
4082	PW Supervisor	2.0	2.0	2.0
4083	PW Supervisor Water	3.0	3.0	3.0
4084	PW Supervisor TSG	1.0	1.0	1.0
4085	PW Supervisor Streets	0.0	0.0	0.5
4210	Construction Inspector	7.0	7.0	7.0
4260	Engineering Technician	7.0	7.0	7.0
4275	GIS/Programmer Analyst	1.0	1.0	1.0
4385	Environmental Permit Coordinator	1.0	1.0	1.0
4395	Environmental Technician	0.0	0.0	1.0
4400	Record System Specialist	2.0	2.0	2.0
6004	Deputy Mayor	0.0	0.0	0.15
6004	Executive Director	0.0	0.2	0.0
6205	Facilities Manager	1.0	1.0	0.0

Occupation Code	Title	2019	2020	2021
6302	Administrative Coordinator	0.65	1.65	1.75
6304	Associate Engineer (Non PE)	3.0	3.0	4.0
6305	Associate Engineer (PE)	2.0	4.0	4.0
6306	Financial Analyst	0.8	0.8	0.8
6307	Principal Engineer	2.0	3.0	2.0
6308	Project Coordinator	1.6	0.0	0.0
6310	Senior Engineer	6.8	5.0	4.0
6314	Senior Financial Analyst	0.0	0.6	0.6
6551	Assistant Safety Official	1.0	1.0	1.0
6552	City Safety Official	0.5	0.5	0.5
6651	WPCF Plant Manager	1.0	1.0	1.0
6654	Operations Superintendent	1.0	0.8	0.0
6655	Pre-Treatment Manager	1.0	0.0	0.0
6656	Public Info & Education Officer	2.0	1.0	1.0
6657	Senior Water Operator	1.0	1.0	1.0
6658	Public Works Finance Manager	1.0	1.0	1.0
6660	Utilities Records Manager	1.0	1.0	1.0
6661	Utility Services Supervisor	1.0	1.0	1.0
6662	Maintenance Superintendent	0.5	0.5	0.5
6663	M&O Supervisor	4.0	4.0	4.4
6664	Construction Manager	1.0	1.0	1.0
6665	Engineering Superintendent	1.0	1.0	1.0
6666	Ops Supt/Asst. Pub Wks. Director	0.0	0.0	0.8
6667	Public Works Director	0.8	0.8	0.8
6668	Senior Environmental Specialist	2.0	2.0	2.0
6669	Water Plant Manager	0.0	0.0	1.0
6670	Senior Wastewater Operator	1.0	1.0	1.0
6671	Lab Sup/Process Analyst	3.0	3.0	3.0
6672	Wastewater Plant Maintenance. Supt	1.0	1.0	0.0
6674	Assistant Construction Manager	2.0	2.0	2.0
6675	Surface Water Manager	1.0	1.0	1.0
6676	Water Filtration Plant Supervisor	1.0	1.0	1.0
6677	Public Works Project Manager	0.0	0.0	1.0
6678	Plant Maintenance Manager	0.0	0.0	1.0
6702	City Engineer/APWD	0.0	0.0	0.7
6708	Engineering Services Manager	0.85	0.85	0.85
Total FTE		227.40	226.60	228.25

BUDGET CHANGES

This schedule includes labor changes from the 2020 Original Budget to the 2021 Proposed Budget. It may also include specific changes to M&O or capital outlay. It excludes labor cost changes related to cost of living, step increases, employee benefits, most position upgrades or reclasses, and routine adjustments to M&O.

FTE	Item	Labor Amount	M & O Amount	Total
-0.20	Eliminate 0.20 Executive Director	\$ (48,188)	\$ -	\$ (48,188)
0.15	Add 0.15 Executive Director	36,777		36,777
0.70	Allocate 0.70 Assistant Public Works Director from Engineering	90,922		90,922
0.10	Allocate additional 0.10 Admin. Coordinator from Engineering	11,927		11,927
0.40	Allocate 0.40 M&O Supervisor from Streets	54,008		54,008
0.50	Allocate 0.50 Public Works Supervisor from Streets	55,141		55,141
-1.00	Eliminate Utility Laborer	(72,207)		(72,207)
1.00	Add Environmental Technician	118,769		118,769
	Increase Overtime	27,588		27,588
	Increase Seasonal pay	38,091		38,091
	Increase Uniform budget	25,000		25,000
1.65	Total	\$ 337,828	\$ -	\$ 337,828

BUDGETED EXPENDITURES

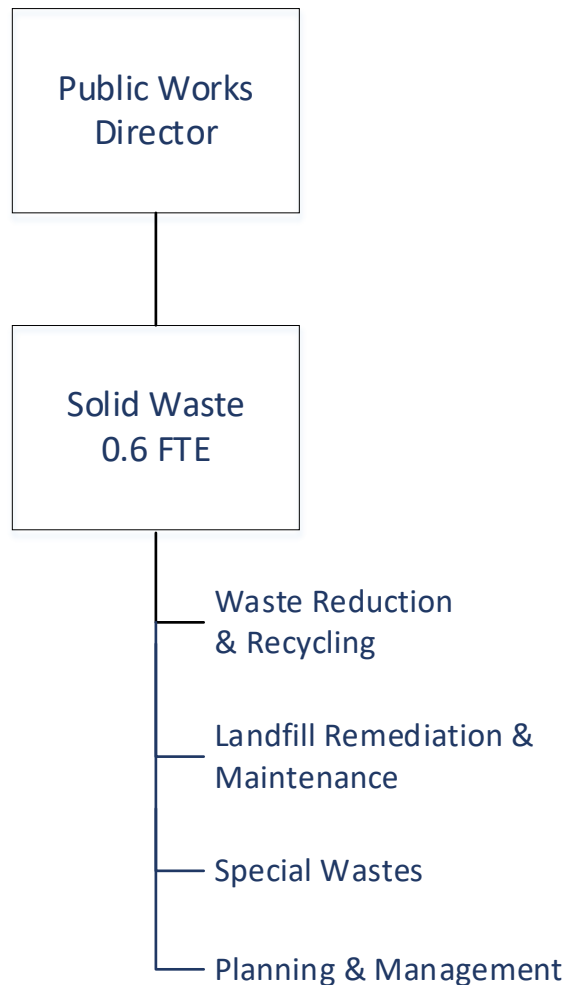
		2019	2020	2020	2020	2021
		Actual	Adopted Budget	As Amended 8/5/2020	Estimate	Proposed Budget
Fund 401: Water/Sewer Utility						
RESOURCES						
Bsu 308	Beginning Balance	\$ 43,821,716	\$ 40,793,078	\$ 41,045,102	\$ 63,072,788	\$ 42,987,825
Bsu 32X	Licenses and Permits	1,000	1,000	1,000	520	1,000
Bsu 33X	Grants	1,627	-	-	3,954	-
Bsu 34X	Charges for Services	99,608,174	103,650,017	103,650,017	94,464,497	103,641,400
Bsu 36X	Miscellaneous Revenue	2,185,518	1,472,250	1,472,250	1,468,884	1,472,302
Bsu 37X	Proprietary Other Income	8,867,936	3,896,880	3,896,880	3,963,149	3,660,400
Bsu 391	Other Increases in Fund Equity	-	45,000,000	45,000,000	6,237	45,000,000
TOTAL AVAILABLE RESOURCES		\$ 154,485,971	\$ 194,813,225	\$ 195,065,249	\$ 162,980,029	\$ 196,762,927
EXPENDITURES BY FUNCTION						
Fnc 109	Wastewater Collection	\$ 17,410,456	\$ 27,411,467	\$ 27,535,624	\$ 27,130,941	\$ 28,391,116
Fnc 111	Wastewater Treatment	14,289,694	23,608,256	23,587,388	20,399,843	23,174,723
Fnc 112	Bio Solids	1,195,603	1,810,400	1,810,400	1,099,621	2,422,800
Fnc 113	Industrial Pretreatment	441,474	514,250	514,250	444,442	521,200
Fnc 118	Transmission	7,189,561	8,421,797	8,423,079	8,847,477	8,743,692
Fnc 119	Distribution System	23,820,457	27,302,695	27,372,488	25,302,657	26,139,555
Fnc 121	Water Treatment	14,247,159	32,387,499	32,387,499	26,202,343	34,169,235
Fnc 123	Storm Drainage	11,984,203	29,999,991	29,947,709	9,617,166	29,291,021
Fnc 124	Timber Management	118,431	111,433	111,433	112,121	115,000
Fnc 13X	Construction Inspection	439,238	462,600	462,600	685,020	470,360
Fnc 935	Records Upgrade	276,907	331,900	331,900	150,573	336,400
TOTAL EXPENDITURES BY FUNCTION		\$ 91,413,183	\$ 152,362,288	\$ 152,484,370	\$ 119,992,204	\$ 153,775,102
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	\$ 18,906,499	\$ 19,825,110	\$ 19,622,360	\$ 19,033,165	\$ 20,384,873
Obj 052	Personnel Benefits	8,111,308	9,007,525	8,992,352	7,968,645	8,471,547
Obj 053	Supplies	5,123,476	4,835,000	4,835,000	3,634,124	5,445,000
Obj 054	Other Services & Charges	11,370,836	23,159,233	23,411,257	12,691,817	20,205,970
Obj 055	Intergovernmental Services	20,557,501	63,407,551	63,407,551	50,581,541	66,522,307
Obj 056	Capital Outlay	1,636,654	6,489,000	6,489,000	951,430	6,238,000
Obj 057	Debt Service: Principal	10,853,583	11,213,626	11,213,626	11,213,670	11,566,333
Obj 058	Debt Service: Interest	7,203,554	6,398,693	6,398,693	6,388,674	6,137,912
Obj 059	Interfund Services & Charges	7,649,772	8,026,550	8,114,531	7,529,138	8,803,160
TOTAL EXPENDITURES BY OBJECT CODE		\$ 91,413,183	\$ 152,362,288	\$ 152,484,370	\$ 119,992,204	\$ 153,775,102
ENDING BALANCE		\$ 63,072,788	\$ 42,450,937	\$ 42,580,879	\$ 42,987,825	\$ 42,987,825
2021 Budget Appropriation - Fund 401						\$ 196,762,927

Solid Waste Utility

FUND 402

OVERVIEW

Enhances the quality of life in Everett through waste reduction and recycling as part of a regionally coordinated comprehensive solid waste management plan and compliance with Department of Ecology remediation requirements.



ACTIVITY

Solid Waste Utility Administration

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 125,155
M&O/Capital Outlay	1,904,845
Interfund Loan	375,000
Capital Outlay	20,000
Total Expenditures	\$ 2,425,000
Revenue Offset	(2,425,000)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	0.6

PRIMARY CITY PRIORITY




DESCRIPTION


- Administers the City’s comprehensive solid waste management plan
- Oversees citywide waste reduction and recycling
- Performs required environmental remediation and monitoring activities
- Coordinates programs and grants with the Department of Ecology
- Participates in the Snohomish County Solid Waste Advisory Committee
- Complies and performs landfill clean-up and monitoring responsibilities and coordinates with Riverfront projects

2020 ACCOMPLISHMENTS


- Complied with Department of Ecology post-closure requirements at the Everett landfill site
- Performed ongoing environmental compliance monitoring at the Everett landfill site
- Coordinated remediation projects for site preparation and development at the Everett riverfront
- Reviewed project design plans for redevelopment for compliance with Consent Decree requirements and coordinated site redevelopment efforts

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Compliance with Department of Ecology site redevelopment requirements	<ul style="list-style-type: none"> Coordinate compliance efforts with the landfill site developer and surrounding properties Coordinate cleanup activities for the Riverfront Redevelopment Project Review development submittals; ensure designs meet the consent decree requirements

	Compliance with Department of Ecology environmental monitoring requirements	<ul style="list-style-type: none"> • Take needed samples and measurements and coordinate compliance efforts with the landfill site developer and surrounding properties • Coordinate monitoring and cleanup activities for the Riverfront Redevelopment Project • Submit all required monitoring reports
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PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES	TARGET	2018	2018	2020 EST.	2021 EST.
 Site clean-up compliance	Yes	Yes	Yes	Yes	Yes

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Ops. Superintendent/Asst. Pub Works Dir	0.2	Financial Analyst	0.2
Maintenance Superintendent	0.2		

REVENUE DESCRIPTION

Funding for Fund 402 derives from a monthly charge on utility bills for the administration of City solid waste programs and grants from the Department of Ecology for remediation activities and community waste reduction and recycling programs.

THREE-YEAR PERSONNEL TABLE

Occupation Code	Title	2019	2020	2021
6306	Financial Analyst	0.2	0.2	0.2
6654	Operation Superintendent	0.2	0.2	0.0
6662	Maintenance Superintendent	0.0	0.2	0.2
6666	Ops. Superintendent/Asst. Public Works Director	0.0	0.0	0.2
6668	Senior Environmental Specialist	0.2	0.0	0.0
	Total FTE	0.6	0.6	0.6

BUDGETED EXPENDITURES

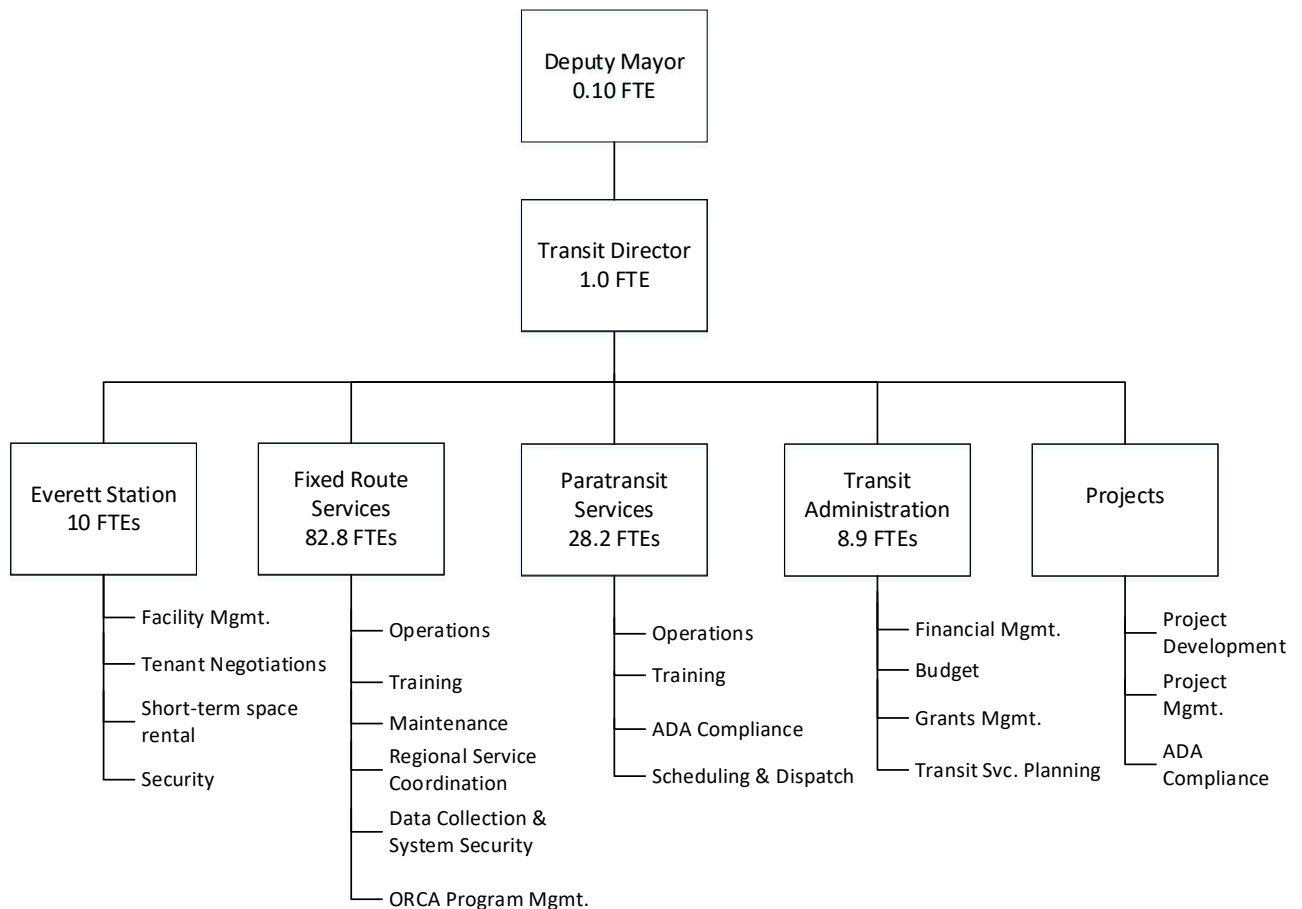
	2019	2020	2020	2020	2021
	Actual	Adopted	As Amended	2020	Proposed
Fund 402: Solid Waste Utility		Budget	8/5/2020	Estimate	Budget
Resources					
Beginning Balance	\$ 1,276,670	\$ 1,891,477	\$ 1,891,477	\$ 2,451,746	\$ 3,385,782
Intergovernmental Revenue	118,252	35,000	35,000	11,000	105,000
Charges for Services	2,391,740	2,300,000	2,300,000	2,200,000	2,300,000
Other Revenue	864	-	-	1,000	-
Interest Income	41,216	12,000	12,000	20,000	20,000
Transfers In	21,185	-	-	-	-
Total Available	\$ 3,849,927	\$ 4,238,477	\$ 4,238,477	\$ 4,683,746	\$ 5,810,782
Expenditures					
Salaries & Benefits	\$ 152,509	\$ 123,145	\$ 123,145	\$ 118,500	\$ 125,155
M & O	279,871	1,702,844	1,702,844	850,000	1,881,531
Interfund Loans paid	-	830,000	830,000	314,800	375,000
Interfund Services & Charges	10,176	10,193	10,193	14,664	23,314
Debt Services	955,625	-	-	-	-
Capital Outlays	-	20,000	20,000	-	20,000
Total Expenditures	\$ 1,398,181	\$ 2,686,182	\$ 2,686,182	\$ 1,297,964	\$ 2,425,000
Ending Balance	\$ 2,451,746	\$ 1,552,295	\$ 1,552,295	\$ 3,385,782	\$ 3,385,782
2021 Budget Appropriation - Fund 402					\$ 5,810,782

Everett Transit

FUND 425

OVERVIEW

Everett Transit consists of five divisions: Everett Station, Fixed Route Services, Paratransit Services, Transit Administration, and Project Management. The mission of these divisions is to work together to provide safe, customer focused, cost efficient, effective and innovative public transit and transportation management services in support of sustainable growth and a livable community.



ACTIVITIES

Everett Station

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 917,323
M&O/Capital Outlay	822,490
Total Expenditures	\$ 1,739,813
Revenue Offset	(946,626)
Net Cost (expenditures less revenue)	\$ 793,187
Budgeted FTEs	10.0

PRIMARY CITY PRIORITY



DESCRIPTION


The Everett Station division maintains and operates Everett Station, including building management, security, janitorial services, and works with project staff to ensure major repairs and upkeep meet the required schedules. Everett Station’s duties include:

- Maintaining positive relations with building tenants
- Maintaining and increasing rental revenue from Weyerhaeuser Room and other facilities
- Slowing the growth costs for maintenance and operations through better resource management
- Reducing response time and costs for repairs at Everett Station
- Increasing staff training to ensure safety compliance and emphasis


2020 ACCOMPLISHMENTS



- Completed grant-funded projects to increase safety and improve building lifespan
- Implemented an array of safety protocols for staff and tenants in response to COVID-19

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Improve workflow and increase employee engagement	<ul style="list-style-type: none"> • Reassign tasks for building caretakers and custodians • Use fully staffed levels to schedule larger projects to ensure building maintenance

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Increase Weyerhaeuser Room and other rental bookings	3% per year	Yes	Yes	No	No

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	Weyerhaeuser Room rental income	\$54,915	\$53,168	\$1,384	\$0
	Lease and common area revenue	\$912,210	\$912,954	\$908,060	\$943,226

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Facilities Maintenance Supervisor	1.0	Building Caretaker	3.0
Custodian	2.0	Transportation Security Officer	4.0

Fixed Route Services

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 9,121,364
M&O/Capital Outlay	5,660,480
Total Expenditures	\$ 14,781,844
Revenue Offset	(14,781,844)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	82.8

PRIMARY CITY PRIORITY



DESCRIPTION

Fixed Route Services supports the City’s Transportation and Infrastructure priority by:

- Providing fixed-route bus service within and adjacent to the City of Everett
- Maintaining and operating a fleet of 36 heavy-duty buses and managing transition of the fleet to zero-emissions
- Complying 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
- Coordinating and partnering with regional agencies to mitigate disruptions to service, improve transfer options and the use of facilities
- Providing customer assistance, customer comment management, sales, and cash handling for the customer service center



2020 ACCOMPLISHMENTS



- Implemented an array of safety measures for customer and employee safety in response to COVID-19
- Increased staff training to comply with new City online training platform, and to ensure safety compliance and emphasis
- Purchased two additional electric buses to replace aging diesel buses
- Completed the Public Transportation Agency Safety Plan as mandated

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Improve operational effectiveness	<ul style="list-style-type: none"> • Begin Implementing the Public Transportation Agency Safety Plan for Everett Transit • Adjust service levels to new post-pandemic demand and ability to serve
	Decrease fuel usage and maintenance costs	<ul style="list-style-type: none"> • Monitor cost savings associated with fuel and maintenance in operating electric buses versus diesel and hybrid-diesel

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Cost per passenger	\$7.90	\$7.54	\$9.57	\$16.42	\$16.42
	Passengers per revenue hour	18.6	17.0	17.0	12.0	10.7

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	Number of passenger boardings	1,800,312	1,606,899	884,000	900,000
	Number of revenue hours	105,811	103,309	73,640	84,160
	Number of revenue miles	1,270,213	1,195,418	900,000	1,000,000

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Operations Supervisor	2.1	Transit Operations Manager	1.0
Transit Inspector	8.0	Office Technician	2.7
Project Coordinator	1.0	Bus Operator	55.0
Transportation Program Manager	1.0	Bus maintenance Person	7.0
Fleet Program Manager	0.5	Communications Technician	1.0
Office Assistant	1.5	Administrative Assistant	1.0
Vehicle Electrician Technician	1.0		

Paratransit Services

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 2,934,775
M&O/Capital Outlay	1,047,581
Total Expenditures	\$ 3,982,356
Revenue Offset	(3,982,356)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	28.2

PRIMARY CITY PRIORITY



DESCRIPTION



Paratransit Services provides demand response, curb-to-curb service to the disabled and elderly within the City of Everett and surrounding communities. This involves:

- Maintaining and operating a fleet of 27 paratransit vehicles
- Coordinating demand response service with Community Transit (CT) to facilitate the transferring of customers between agencies
- Coordinating the ADA Certification process with Community Transit
- Observing all Federal Transit Administration (FTA) regulations for public transportation, including Department of Transportation drug and alcohol testing


2020 ACCOMPLISHMENTS




- Implemented an array of safety measures for employee and customer safety in response to COVID-19 and adjusted service to demand
- Replaced 18 aging buses and standardized fleet
- Increased staff training to comply with new City online training platform, and to ensure safety compliance and emphasis

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Reduce labor costs by reducing overtime	<ul style="list-style-type: none"> • Fully staff unfilled paratransit operator positions • Right size service to significantly decreased demand
	Reduce operational costs of the service	<ul style="list-style-type: none"> • Evaluate current policies governing the provision of paratransit services and identify cost-savings measures • Bring options forward to Council for consideration

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Cost per passenger trip	\$50.18	\$42.96	\$49.20	\$72.52	\$76.64

WORKLOAD MEASURES		2018	2019	2020 EST.	2021 EST.
	Number of passenger boardings	129,011	125,102	54,729	50,000
	Number of revenue hours	50,109	48,955	50,610	51,116
	Number of revenue miles	571,223	561,821	236,702	200,000

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Operations Supervisor	0.9	Office Technician	0.3
Paratransit Schedule Technician	5.0	Paratransit Operator	22.0

Transit Administration

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 1,295,683
M&O/Capital Outlay	832,597
Total Expenditures	\$ 2,128,280
Revenue Offset	(3,126,898)
Net Cost (expenditures less revenue)	\$ (998,618)
Budgeted FTEs	9.98

PRIMARY CITY PRIORITY



DESCRIPTION

Transit Administration works with other City departments to coordinate efforts to bring transportation solutions to our residents. These duties include:

- Submitting federal and state mandated monthly, quarterly and annual reports
- Developing plans and maintaining compliance with Title VI, EEO, DBE and ADA requirements
- Maintaining contractual obligations to remain in good standing with grant providers to ensure continued support from state and federal agencies
- Establishing service levels to ensure a balanced provision of service within budget and monitoring system performance
- Coordinating service and planning efforts with regional partners, state and government agencies
- Conducting required outreach, including travel training, overseeing educational programs, and maintaining effective communication with the public on service and changes to service
- Managing day to day business affairs such as billing, budgeting, ORCA administration, and other financial and accounting duties


2020 ACCOMPLISHMENTS

- Established and implemented an array of protocols for employee and customer safety in response to COVID-19
- Initiated ReThink Transit study
- Secured supplemental funding from Sound Transit for 90-stall park and ride expansion

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Improve customer engagement and increase ridership	<ul style="list-style-type: none"> • Develop targeted promotional campaigns • Participate in the City’s Everett Essentials program • Work with partner agencies in restoring customer faith in transit, post pandemic

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Cost of administration as a percentage of Fixed Route and Paratransit Operating Expenditures	10%	10.51%	10.27%	10.09%	11.3%

POSITION SUMMARY

POSITION TITLE	FTE	POSITION TITLE	FTE
Deputy Mayor	0.1	Transit Director	1.0
Transportation Systems Manger	1.0	Administrative Coordinator	1.0
Financial Analyst	1.0	Accounting Technician	1.0
Administrative Assistant	2.0	Transit Inspector	1.0
Office Technician	1.0	Marketing & Design Specialist	0.88

Projects

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 0
M&O/Capital Outlay	5,348,838
Total Expenditures	\$ 5,348,838
Revenue Offset	(4,525,960)
Net Cost (expenditures less revenue)	\$ 822,878
Budgeted FTEs	0

PRIMARY CITY PRIORITY




DESCRIPTION

This activity manages projects for Everett Transit that maintain and improve services and ensures that Everett Transit vehicles and projects comply with ADA regulations.


2020 ACCOMPLISHMENTS

- Completed 90-stall park and ride expansion project
- Completed shelter replacement/enhancement project
- Pursued two competitive grants for inductive charging

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Increase electric bus capacity	<ul style="list-style-type: none"> Order nine electric buses with inductive charging capability Add inductive charging stations at operation's base

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES	TARGET	2018	2019	2020 EST.	2021 EST.
 Percentage of capital outlay funded by grants and awards	50%	75.33%	82.48%	54.71%	100%

REVENUE DESCRIPTION

Transit is funded through a combination of dedicated sales tax, fares, grants, and other sources. Transit saw huge losses in 2020 revenue and ridership related to the COVID-19 pandemic. Ridership dropped by 70% and has leveled off around 40% of 2019 levels. Major destinations for the senior and disabled community closed, which in turn decreased para transit demand by more than 50%. 2021 will be a year of continued uncertainty.

THREE-YEAR PERSONNEL TABLE

OCCUPATION CODE	TITLE	2019	2020	2021
1910	Building Caretaker	3.0	3.0	3.0
1950	Custodian	2.0	2.0	2.0
2016	Transportation Security Officer	5.0	5.0	4.0
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	1.5	1.5	1.5
2420	Office Technician	4.0	4.0	4.0
3640	Communication Technician	1.0	2.0	1.0
3695	Vehicles Electrician Technician	0.0	0.0	1.0
4500	Bus Maintenance Person	7.0	7.0	7.0
4510	Bus Operator	69.0	68.0	55.0
4530	Para transit operator	33.5	33.5	22.0
4545	Para transit Schedule Technician	5.0	5.0	5.0
4550	Transit Inspector	8.0	9.0	9.0
6004	Deputy Mayor	0.55	0.3	0.1
6021	Marketing & Design Specialist	0.0	0.0	0.88
6204	Facilities Maintenance Supervisor	1.0	1.0	1.0
6301	Administrative Assistant	3.5	3.0	3.0
6302	Administrative Coordinator	1.0	1.0	1.0
6306	Financial Analyst	1.0	1.0	1.0
6308	Project Coordinator	1.0	1.0	1.0
6801	Maintenance & Operations Supervisor	0.5	0.0	0.0
6802	Transit Operations Program Manager	1.0	1.0	0.0
6803	Transportation Services Manager	1.0	1.0	0.0
6804	Operations Supervisor	1.0	0.0	3.0
6805	Transit Operations Manager	0.0	2.0	1.0
6806	Operations Supervisor – Fixed Route	1.0	0.0	0.0
6807	Transportation & Transit Services Director	1.0	1.0	1.0
6808	Transportation Program Manager	2.0	2.0	1.0
6809	Transportation Systems Manager	0.0	0.0	1.0
6812	Transit Training/Safety Coordinator	0.0	0.0	0.0
6813	Fleet Program Manager	0.0	0.5	0.5
	TOTAL FTEs	155.55	155.80	130.98

BUDGET CHANGES

This schedule includes labor changes from the 2020 Original Budget to the 2021 Proposed Budget. It may also include specific changes to M&O or capital outlay. It excludes labor cost changes related to cost of living, step increases, employee benefits, most position upgrades or reclasses, and routine adjustments to M&O.

FTE	Item	Labor Amount	M & O Amount	Total
-0.30	Eliminate 0.30 Executive Director	\$ (72,281)	\$ -	\$ (72,281)
0.10	Add 0.10 Executive Director	24,518		24,518
0.88	Add 0.88 Marketing & Design Specialist	110,097		110,097
-13.00	Eliminate Bus Operators	(1,172,380)		(1,172,380)
-11.50	Eliminate Paratransit Operators	(986,753)		(986,753)
-1.00	Eliminate Transportation Security Officer	(68,495)		(68,495)
	Decrease Overtime	(951,910)		(951,910)
	Decrease Differential pay	(31,571)		(31,571)
	Decrease Seasonal pay	(11,000)		(11,000)
-24.82	Total	\$ (3,159,775)	\$ -	\$ (3,159,775)

BUDGETED EXPENDITURES

	2019 Actual	2020 Adopted Budget	2020 As Amended 8/5/2020	2020 Estimate	2021 Proposed Budget
Fund 425: Transit					
REVENUES					
Bsu 00308 Beginning Balance	\$ 6,877,535	\$ 5,206,227	\$ 6,008,936	\$ 7,560,632	\$ 11,607,087
Bsu 00313 Retail Sales and Use Taxes	20,802,068	20,935,000	20,935,000	18,705,900	19,362,400
Bsu 00331 Direct Federal Grants	1,131,499	3,483,221	2,925,651	8,181,543	2,546,914
Bsu 00334 State Grants	6,136,874	2,990,408	2,990,408	1,541,697	3,837,912
Bsu 00344 Transportation	1,862,892	1,780,162	1,780,162	587,453	781,313
Bsu 00361 Interest Earnings	137,731	176,921	176,921	93,419	90,000
Bsu 00362 Rents, Leases and Concessions	1,233,498	1,234,858	1,234,858	1,142,662	982,626
Bsu 00366 Interfund Revenue	126,654	133,862	133,862	132,485	132,485
Bsu 0036X Other Miscellaneous	32,263	10,258	10,258	5,000	5,000
Bsu 00397 Interfund Transfer	6,336	6,336	6,336	-	-
TOTAL AVAILABLE	\$ 38,347,350	\$ 35,957,253	\$ 36,202,392	\$ 37,950,791	\$ 39,345,737
EXPENDITURES BY PROGRAM					
Prg 056 Everett Station Operations	\$ 1,547,558	\$ 1,730,983	\$ 1,742,094	\$ 1,576,717	\$ 1,739,813
Prg 080 Operations Management	411,330	618,092	618,092	690,980	698,686
Prg 081 Fixed Route	15,143,368	16,508,007	16,339,691	14,032,898	14,292,766
Prg 082 Paratransit	4,789,107	5,205,948	5,264,530	3,761,485	3,772,748
Prg 090 Administration	2,089,715	2,025,588	2,025,700	2,016,216	2,128,280
Prg 135 Projects	6,717,674	4,393,439	4,090,408	4,265,408	5,348,838
Prg 600 SnoTrac	87,966	-	-	-	-
TOTAL EXPENDITURES BY PROGRAM	\$ 30,786,718	\$ 30,482,057	\$ 30,080,515	\$ 26,343,704	\$ 27,981,131
EXPENDITURES BY OBJECT CODE					
Obj 051 Salaries and Wages	\$ 10,648,888	\$ 11,913,216	\$ 11,729,325	\$ 9,605,979	\$ 9,919,429
Obj 052 Personnel Benefits	4,699,344	5,421,168	5,349,175	4,251,294	4,349,716
Obj 053 Supplies	284,418	147,500	147,500	221,153	167,300
Obj 054 Other Services and Charges	1,211,237	2,189,296	2,346,669	2,805,913	1,901,826
Obj 055 Intergovernmental Services	2,109,302	2,192,433	2,192,433	1,955,261	2,424,642
Obj 056 Capital Outlay	6,717,674	3,114,037	2,811,006	2,986,006	4,431,188
Obj 059 Interfund Services & Charges	5,115,855	5,504,407	5,504,407	4,518,098	4,787,030
TOTAL EXPENDITURES BY OBJECT CODE	\$ 30,786,718	\$ 30,482,057	\$ 30,080,515	\$ 26,343,704	\$ 27,981,131
ENDING BALANCE	\$ 7,560,632	\$ 5,475,196	\$ 6,121,877	\$ 11,607,087	\$ 11,364,606
2021 Budget Appropriation - Fund 425					\$ 39,345,737

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Everpark Garage

FUND 430

OVERVIEW

The Everpark Garage provides the Central Business District and retail customers with a convenient and secure parking facility in Downtown Everett.

ACTIVITY

Everpark Garage

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 0
M&O/Capital Outlay	861,272
Total Expenditures	\$ 861,272
Revenue Offset	(344,000)
Net Cost (expenditures less revenue)	\$ 517,272
Budgeted FTEs	0

PRIMARY CITY PRIORITY




Transportation & infrastructure

2020 ACCOMPLISHMENTS

- Monitored the use and revenues of the Everpark Garage due to COVID-19
- Conducted a Request for Proposal to renew the parking garage management contract resulting in the selection of the Downtown Business Association
- Based on the results of the Downtown Parking Study, requests for proposals for the new parking access revenue control system with automated access was initiated

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Improve collection and reporting of garage parking fees	<ul style="list-style-type: none"> • Select and install a new parking access revenue control system • Train staff on operating procedures for the new parking system • Implement new parking system

REVENUE DESCRIPTION

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

BUDGETED EXPENDITURES

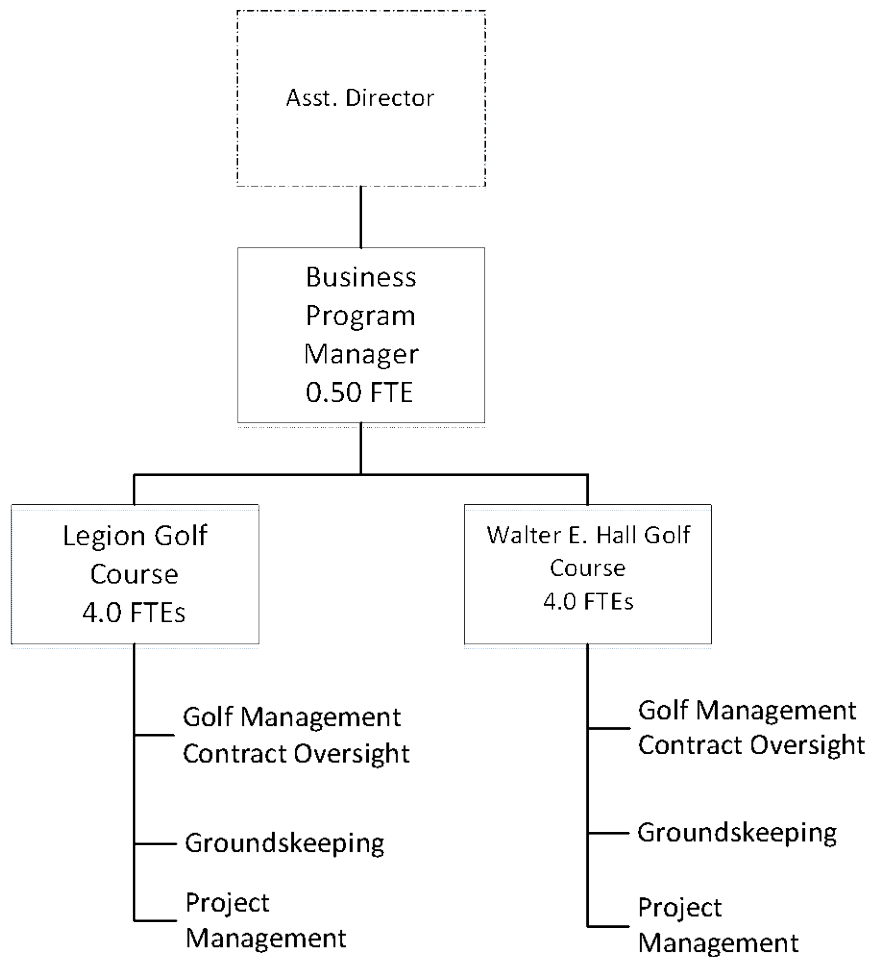
	2019	2020	2020	2020	2021
	Actual	Adopted	As Amended	Estimate	Proposed
Fund 430: EverPark Garage	Actual	Budget	8/5/2020	Estimate	Budget
Resources					
Beginning Balance	\$ 3,109,412	\$ 1,576,127	\$ 1,576,127	\$ 2,254,486	\$ 1,829,986
Parking Fees	430,240	405,000	405,000	300,000	320,000
Interest	60,146	25,000	25,000	24,000	24,000
Transfers In	285,940	-	-	-	-
Total Available	\$ 3,885,738	\$ 2,006,127	\$ 2,006,127	\$ 2,578,486	\$ 2,173,986
Expenditures					
M & O	\$ 1,631,252	\$ 443,963	\$ 443,963	\$ 448,500	\$ 511,272
Capital Outlays	-	600,000	600,000	300,000	350,000
Total Expenditures	\$ 1,631,252	\$ 1,043,963	\$ 1,043,963	\$ 748,500	\$ 861,272
Ending Balance	\$ 2,254,486	\$ 962,164	\$ 962,164	\$ 1,829,986	\$ 1,312,714
2021 Budget Appropriation - Fund 430					\$ 2,173,986

Golf

FUND 440

OVERVIEW

Golf provides quality golfing opportunities, programs and ancillary activities to the public.



ACTIVITY

Golf

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor - FTEs	\$ 943,105
Labor - Seasonal	399,022
M&O/Capital Outlay	3,173,313
Total Expenditures	\$ 4,515,440
Revenue Offset	(4,515,440)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs - regular	8.50
Budgeted FTEs – seasonal (17 positions)	8.00

PRIMARY CITY PRIORITY



Economic & cultural vitality



DESCRIPTION

Golf creates strong community appeal, increases the quality of life in Everett, and supports the Economic and Cultural Vitality priority through providing a cost effective and best-in-value golfing experience.



2020 ACCOMPLISHMENTS


- Updated Golf Cart lease to new and improved fleet and added tracking devices to the carts to improve pace of play on courses
- Improved profitability of food and beverage operations by reducing open hours, streamlining menu and reduced oversight of both restaurants to one person

2021 GOALS & WORK PLAN

City Priority	Goal	Work Plan
	Provide cost-effective and best-in-value golfing	<ul style="list-style-type: none"> • Use dynamic pricing • Use Management Company for course operations • Investigate alternative course management and course utilization strategies
	Maintain the golf courses efficiently and effectively	<ul style="list-style-type: none"> • Use new technologies • Create naturalized areas • Look for continuous business improvements

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019*	2020 EST.**	2021 EST.
	Operating cost per round	\$41.00	\$44.50	\$43.83	\$35.57	\$40.80
	Operating revenue per round	\$41.50	\$36.37	\$37.63	\$37.61	\$40.80

Workload Measures		2018	2019*	2020 EST.**	2021 EST.
	Total Rounds	90,230	102,005	98,000	110,538

* Legion Golf Course construction March 2018 – August 2019

** COVID-19 closed Legion and Walter Hall courses from March 16 – May 4, 2020

POSITION SUMMARY

Position Title	FTE	Position Title	FTE
Business Program Manager	0.5	Groundskeeper/Park Maint. Technician II	4.0
Supervisor I	2.0	Golf & Grounds Equipment Technician	2.0
		Seasonal (17 positions)	8.0

REVENUE DESCRIPTION

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

THREE-YEAR PERSONNEL TABLE

OCCUPATION CODE	TITLE	2019	2020	2021
6004	Executive Director	0.00	0.05	0.00
6510	Business Program Manager	0.50	0.50	0.50
3035	Golf Course Supervisor	2.00	2.00	2.00
3025	Golf and Grounds Equipment Technician	2.00	2.00	2.00
3020	Groundskeeper/Park Maintenance Tech II	4.00	4.00	4.00
	TOTAL FTEs	8.50	8.55	8.50

BUDGET CHANGES

This schedule includes labor changes from the 2020 Original Budget to the 2021 Proposed Budget. It may also include specific changes to M&O or capital outlay. It excludes labor cost changes related to cost of living, step increases, employee benefits, most position upgrades or reclasses, and routine adjustments to M&O.

FTE	Item	Labor Amount	M & O Amount	Total
-0.05	Eliminate 0.05 Executive Director position	\$ (12,008)	\$ -	\$ (12,008)
-0.05	Total	\$ (12,008)	\$ -	\$ (12,008)

BUDGETED EXPENDITURES

Fund 440: Golf	2019	2020	2020	2020	2021
	Actual	Adopted Budget	As Amended 8/5/2020	Estimate	Proposed Budget
Resources					
Beginning Balance	\$ 512,149	\$ 595,641	\$ 607,045	\$ 609,355	\$ 1,825,295
Proceeds from Sale of Legion Lots	-	-	-	1,015,686	-
Admission Tax	93,792	114,728	114,728	104,000	117,271
Green Fees	2,379,238	2,910,211	2,910,211	2,600,000	2,969,772
Restaurant/Concessions/Pro-Shop	835,286	939,595	939,595	525,000	824,053
Cart/Equip Rentals	493,373	575,889	575,889	425,000	586,147
Miscellaneous Revenue	15,846	8,772	8,772	12,000	10,197
Legion Construction Access	704,308	-	-	-	-
Interest Earnings	24,359	9,000	9,000	20,000	8,000
Total Available	\$ 5,058,351	\$ 5,153,836	\$ 5,165,240	\$ 5,311,041	\$ 6,340,735
Expenses					
Salaries & Benefits	\$ 1,218,197	\$ 1,419,849	\$ 1,082,410	\$ 989,000	\$ 1,342,127
M & O	1,087,712	1,070,877	1,105,881	845,000	1,085,910
Management Fees	1,498,981	1,597,157	1,597,157	1,252,000	1,545,588
Capital Outlays	156,739	70,000	70,000	-	100,000
Interfund Services & Charges	130,401	121,996	121,996	94,746	131,829
Debt Service	344,961	355,854	355,854	305,000	309,986
Transfers Out	12,005	-	-	-	-
Total Expenditures	\$ 4,448,996	\$ 4,635,733	\$ 4,333,298	\$ 3,485,746	\$ 4,515,440
Ending Balance	\$ 609,355	\$ 518,103	\$ 831,942	\$ 1,825,295	\$ 1,825,295
2021 Budget Appropriation - Fund 440					\$ 6,340,735

Snohomish River Regional Water Authority

FUND 450

OVERVIEW

Promotes cooperative planning and actions with regional water suppliers to safeguard water rights for future use.

ACTIVITY

Resource Management

ACTIVITY BUDGET SUMMARY	AMOUNT
Labor	\$ 0
M&O/Capital Outlay	18,000
Total Expenditures	\$ 18,000
Revenue Offset	(18,000)
Net Cost (expenditures less revenue)	\$ 0
Budgeted FTEs	0

PRIMARY CITY PRIORITY



DESCRIPTION

Fund 450 provided funding for the operation of the Snohomish River Regional Water Authority (SRRWA), a body created by an interlocal agreement with Northshore Utility District and Woodinville Water District and promotes cooperative planning, development, ownership, management, financing and maintenance of water supply sources to maintain existing water rights from the Snohomish River.


2020 ACCOMPLISHMENTS

- Conducted an annual meeting of SRRWA members
- Evaluated current and future water consumption and identified potential joint actions

2021 GOALS & WORK PLAN

CITY PRIORITY	GOAL	WORK PLAN
	Safeguard water rights for future use	<ul style="list-style-type: none"> • Monitor regional water consumption • Identify additional potential water right uses • Maintain water rights in Trust Water Bank to avoid relinquishment

PERFORMANCE MEASURES

PROCESS AND RESULTS MEASURES		TARGET	2018	2019	2020 EST.	2021 EST.
	Retained water rights (months)	24	24	24	24	24

REVENUE DESCRIPTION

Funding for Fund 450 comes from the SRRWA members with the annual budget split between Everett, Woodinville Water District and Northshore Utility District at a ratio of 15:11:10.

BUDGETED EXPENDITURES

	2019	2020	2020	2020	2021
	Actual	Adopted Budget	As Amended 8/5/2020	2020 Estimate	Proposed Budget
Fund 450: Regional Water Authority					
Resources					
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Grant Revenue	2,400	18,000	18,000	3,000	18,000
Total Available	\$ 2,400	\$ 18,000	\$ 18,000	\$ 3,000	\$ 18,000
Expenditures					
M & O	\$ 2,400	\$ 18,000	\$ 18,000	\$ 3,000	\$ 18,000
Total Expenditures	\$ 2,400	\$ 18,000	\$ 18,000	\$ 3,000	\$ 18,000
Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -
2021 Budget Appropriation - Fund 450					\$ 18,000