

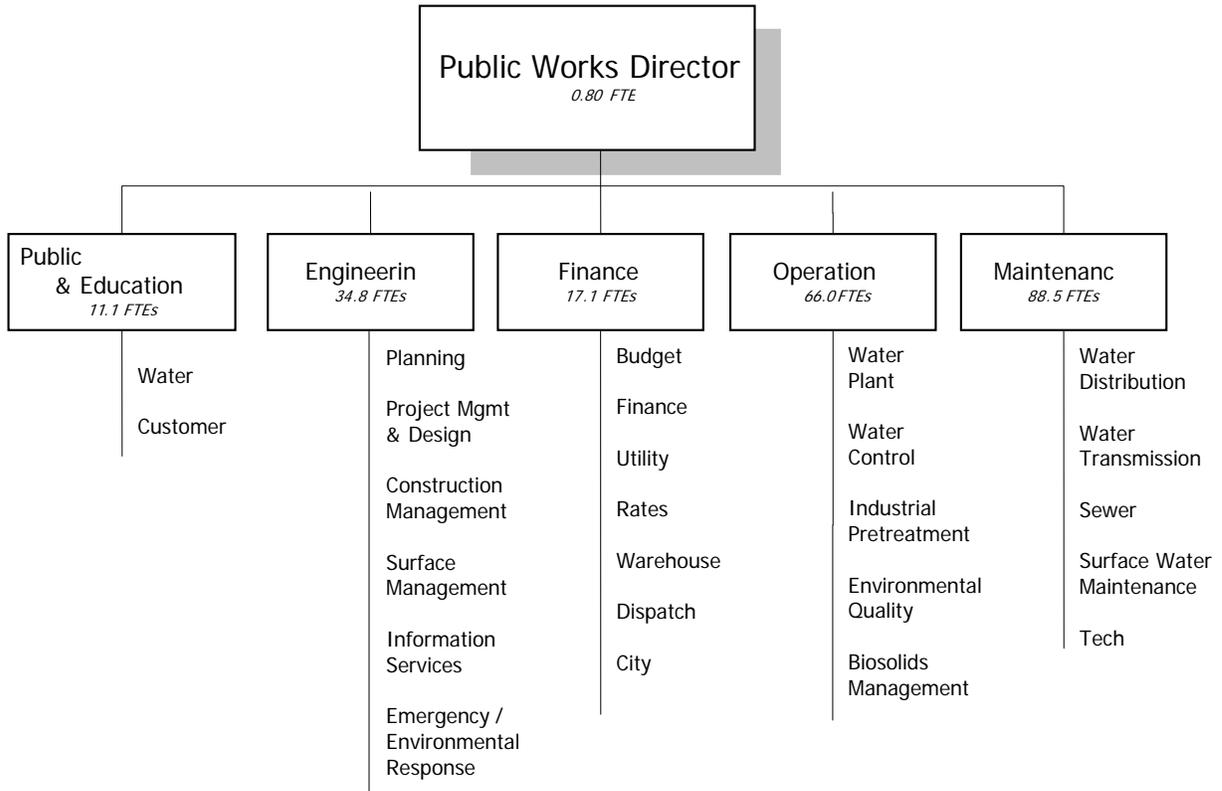
ENTERPRISE FUNDS

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WATER/SEWER UTILITY FUND 401

ORGANIZATION CHART



MISSION STATEMENT

Vision: Dedicated professionals who are national leaders in providing reliable and efficient Public Works services.

Mission: We work for the public to 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	\$70,614,478	FTE's	218.30
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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 \$63.5 million and total revenues at \$67.7 million for 2012.

INVENTORY OF SERVICES

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

LABOR	\$1,649,068
M&O	6,536,060
Revenue Offset	<u>(7,851,387)</u>
NET EXPENSE	<u>\$333,741</u>
TOTAL FTEs	34.96

- DESCRIPTION
- The Resource and Project Management (RPM) Division of Public Works consists of four 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
-
- EXPECTED RESULTS
- Updated Utility Capital Improvement Plan (10-year)
 - 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
 - Improve vehicular and people traffic flow due to new roads, bridges, trails
-
- 2011 ACCOMPLISHMENTS
- ◆ Complete two projects in the annual sewer replacement program in North Everett
 - ◆ Continued efforts to maintain and improve the City's drainage basins and surface water quality
 - ◆ Managed construction of major road improvement project on Hoyt Avenue
 - ◆ Continued water main replacement program
 - ◆ Managed over \$60 million in construction projects
-
- 2012 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, construction of Transmission Pipeline #2 Replacement – Phase 7

INVENTORY OF SERVICES (Continued)

- Goal #3 ■ Expansion Projects: WFP Upgrade Design and Improvements including: Flocculator equipment rehabilitation, Northend basement flood reduction and complete engineering design of WPCF 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
- Goal #5 ■ Complete major replacement of water transmission line across the Snohomish estuary
- Goal #6 ■ Complete Sewer Comprehensive Plan update and develop policy for combined sewer system

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
- Everett is a key member of the Central Puget Sound Water Suppliers Forum, which developed an updated "outlook" of regional water demands and source options in 2009. The Forum has worked with the state, counties, tribes and environmental groups to prepare the first update to the "outlook." This effort will lead to development of a Water Plan for Fish and People

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
Value of construction contracts completed	\$49,000,000	\$60,000,000	\$40,000,000
Time from construction to utilities in GIS	1-1/2 months	1-1/2 months	1-1/2 months
% \$CIP spent	70%	90%	90%
Water quality facility inspections	250	300	330

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Surface Water Manager	1.0	Principal Engineer	2.0
Assistant Construction Manager	2.0	Associate Engineer (Non-PE)	1.0
Senior Environmental Specialist	0.8	Record System Specialist	2.0
Public Works Director	0.16	Environmental Permit Coordinator	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
Utilities GIS Program Manager	1.0	Office Specialist	1.0
Senior Engineer	4.0	Assistant Planner	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility **ACTIVITY** 2 - Maintenance

LABOR	\$6,945,448
M&O	4,665,760
Revenue Offset	<u>(11,137,772)</u>
NET EXPENSE	<u>\$473,436</u>
TOTAL FTEs	88.66

- 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 most of the people in Snohomish County
 - Provides maintenance and operations of the untreated industrial supply to Kimberly Clark Corporation
 - 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 between utility operating systems and centralized monitoring locations

- EXPECTED RESULTS**
- Maintain reliability of the City's 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 compliance
 - Promote system reliability and maintain the City's storm water system
 - Protect the City's natural water resources by timely maintenance of our facilities
 - Improve and maintain system compliance performance of both water distribution and sewer collection systems

- 2011 ACCOMPLISHMENTS**
- ◆ Continued to enhance system reliability by constructing new, and maintaining existing, facilities throughout the water and sewer systems. The capital and FTE 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
 - ◆ Improvements were made to the corrosion protection system and transmission lines were painted and maintained
 - ◆ 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 and managing storm water. Several improvements to outfalls and sewer routing are being designed and implemented to better manage the CSO
 - ◆ Performed inspections and cleaning of storm water facilities for compliance with Phase II Stormwater regulations
 - ◆ Inspected 100% of the City's fire hydrants
 - ◆ Assumed ownership of over 1,100 new water services and accounts from Mukilteo Water and Wastewater District
 - ◆ Continued improvements to standard utility maintenance and record keeping procedures

INVENTORY OF SERVICES (Continued)

2012 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 100% of the City's fire hydrants

- Goal #3 ■ Initiate conversion of flat rate water services to metered per the state Department of Health regulations (to be completed by February 2017)

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

- Goal #5 ■ Implement sewer system new data management practices

- Goal #6 ■ Complete maintenance capital projects

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

- Goal #8 ■ Continue compliance with sewer collection and CSO NPDES permit requirements

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 service levels, increasing water demands result in the needed improvements to the water transmission and distribution systems, reservoirs, and pumping improvements. Operational coordination between our system and our 26 wholesale customers require better communications, remote monitoring, and upgrades to the SCADA system to maintain our system operations and to meet the increasing demands

- Continue efforts to maintain distribution system water quality such as the unidirectional water main flushing program that improves in-city system wide water quality, this should be routinely done in each zone. Will establish a return schedule and the optimal frequency in each zone. Work on reservoir maintenance and upkeep also will continue

- Sewer collection and stormwater NPDES permits will require additional compliance efforts. Additional FTEs and equipment will be needed in the near-term. Our stormwater NPDES permit will be renewed in February 2012, potentially with additional requirements

- 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

	2010	2011 Est.	2012 Est.
⚠ Sewer lines cleaned (ft)	103,255	105,000	110,000
⚠ Water services installed	148	150	150
⚠ Sewer lines tv'd	73,095	80,000	80,000
⚠ Water quality samples collected	3,400	3,500	3,600
⚠ Flat Rate conversions to Metered	200	200	1,500

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Utility Laborer	25.0
M&O Supervisor	3.0	Utility Maintenance Technician III	1.0
Maintenance Superintendent	0.5	Utility Maintenance Technician II	3.0
Associate Engineer (PE)	1.0	Utility Maintenance Technician I	1.0
Associate Engineer (Non-PE)	1.0	SCADA/Telemetry Technician	1.0
Public Works Supervisor	6.0	Plant/Pump Maintenance Mechanic	1.0
Welder	1.0	Lead Utility Service Worker	1.0
Water Service Technician	11.0	Heavy Equipment Operator	22.0
Water Quality Control Operator	3.0	Equipment Operator	3.0
Utility Service Worker	3.0	Supervisor I	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 3 - Finance

LABOR	\$2,467,507
M&O	27,934,585
Revenue Offset	(29,162,476)
NET EXPENSE	\$1,239,616
TOTAL FTEs	17.26

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

- 2011 ACCOMPLISHMENTS
- ◆ Completed 2011 water and sewer cost of service studies
 - ◆ Combined Utilities Finance function with Engineering and Public Services Finance
 - ◆ Successfully implemented on-line bill pay process for utility bills
 - ◆ Successfully upgraded utility billing software system

- 2012 GOALS
- Goal #1 ■ Successful application of 2013 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

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
Moody's Investors Bond Rating	Aa3	Aa3	Aa3
Standard and Poor's Investor Service	AA+	AA+	AA+
Parity Debt Service Coverage	3.19	3.19	3.19

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Inventory Control Technician	0.8
Utilities Finance Manager	1.0	Dispatcher	0.9
Assistant Safety Official	1.0	Assistant Inventory Control Technician	1.8
Financial Analyst	2.8	Accounting Technician	0.8
Utility Service Worker	1.0	Accounting Assistant	5.0
Utility Laborer	1.0	Warehouseman	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility **ACTIVITY** 4-Public Information and Education Program

LABOR	\$910,908
M&O	1,029,060
Revenue Offset	<u>(1,860,868)</u>
NET EXPENSE	<u>79,100</u>
TOTAL FTEs	11.26

DESCRIPTION

- Administers regional water conservation program (DOH requirement)
- Administers the City's recycling program
- Administers volunteer programs (Adopt-A-Street, Pet Waste Stations, etc.)
- Manages public information for surface water protection program (DOE requirement)
- Manages public notifications/involvement for capital improvement projects
- Produces reports to the public (Water Quality Report, Utilities Annual Report, etc.)
- Manages PW website and produces informational materials to support programs
- Manages phone calls for the City and provides clerical support for the department

EXPECTED RESULTS

- Achieve annual water conservation savings goals
- Reduce the City's waste stream through recycling
- Increase public participation in volunteer programs
- Meet public information requirements for surface water protection program
- Provide effective communications to the public about capital projects to reduce complaints
- Produce reports to public in a timely, cost effective manner
- Provide effective information to the public (website, collateral materials, etc.)
- Manage incoming phone calls in a timely, professional manner

2011
ACCOMPLISHMENTS

- ◆ Surpassed annual savings goal for regional water conservation program
- ◆ Increased the number of participating Adopt-A-Street groups by 10 percent
- ◆ Worked with several partners to install seven rain gardens in north Everett working with several partners
- ◆ Developed and implemented a pet waste education program involving K4-6 students in five classrooms
- ◆ Communicated effectively to the public about capital projects
- ◆ Produced annual reports on time and on budget

2012 GOALS

- Goal #1 ■ Meet DOH savings requirements for regional water conservation program
- Goal #2 ■ Meet DOE public information requirements for surface water protection program
- 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 and storm/surface water protection are increasing, resulting in more mandatory activities in these areas
- Public information and involvement continues to be a high priority for the utility, resulting in expanding efforts in this area
- Use of website continues to grow, resulting in the need for increased online information and services

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
Conservation program savings	.84 MGD	.75 MGD	.75 MGD
School program students reached	19,724	20,000	21,000
Volunteer hours worked	1,051	1,298	1,398
Citizen contacts from website	1,359	1,751	1,936

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Engineering Services Manager	0.85	Public Information/Education Specialist	2.0
Public Works Director	0.16	Switchboard Operator	0.9
Public Works Info & Education Manager	1.0	Office Technician	3.7
Administrative Coordinator	1.75	Office Supervisor	0.9

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 5 – Operations

LABOR	\$9,343,139
M&O	9,132,943
Revenue Offset	(17,722,737)
NET EXPENSE	\$753,345
TOTAL FTEs	66.16

- DESCRIPTION
- Manage, operate, and maintain the Water Filtration Plant (WFP), and the Water Pollution Control Facility (WPCF). Manage the Environmental Monitoring and Compliance (EMC) group and the Industrial Pretreatment (IPT) group
 - Divert, treat, and filter water at the Lake Chaplain Reservoir WFP for the City of Everett and the majority of Snohomish County's citizens
 - Divert and chlorinate Chaplain reservoir water for industrial use in the City of Everett
 - Provide watershed protection for Spada and Chaplain reservoirs through basin patrols to ensure source water quality protection
 - Provide drinking water quality monitoring and regulatory compliance for Everett's water transmission and distribution system through our EMC group
 - Operate and maintain the WPCF to treat wastewater for the City of Everett and our wholesale wastewater customers outside the city limits
 - Manage the permitting, monitoring, and regulation of industrial discharges through our IPT group.
 - Operate and maintain Everett's Environmental Laboratory (EEL), and provide analytical services for the City of Everett as well as other municipalities and private entities
 - Manage biosolids treatment, removal, and beneficial reuse for the biosolids produced by the WPCF, ensure permitting and regulation of biosolids handling complies with state and federal rules
 - Monitor 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

- 2011 ACCOMPLISHMENTS
- ◆ Continued replacement program of 20-year-old flow meters throughout the filtration process
 - ◆ Continued operation of a new clearwell to increase system capacity and safety and completed construction of the recovered water outfall
 - ◆ Continued:
 - Operation of the 32 MGD South Effluent Pump station
 - Utilizing the new Cross Town Pipeline and the associated Port Gardner Bay outfall
 - Conveyed an average of 3.4 MGD of Marysville's treated effluent to the Port Gardner Bay Outfall during July-October Snohomish Basin low-flow period
 - Provided treated effluent to Kimberly Clark to be used as non-contact cooling water
 - ◆ Continued operation of additional new aerators in the WPCF aeration pond to control odors and improve the treatment process
 - ◆ 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
 - ◆ Received Gold Award from National Association of Clean Water Agencies (NACWA) for NPDES Permit Compliance

INVENTORY OF SERVICES (Continued)

2012 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 |
| Goal #3 | ■ Continue the implementation of an Asset Management Program at both the WFP and WPCF |

FUTURE TRENDS

- Growth, regulations, and the Endangered Species Act listings for Chinook Salmon and Bull Trout will focus more attention on water quality issues, which will continue to drive Public Works activities even more than has been the case to date. Most Public Works major capital expenditures, as well as modifications to O&M practices, will have roots in water quality issues
- 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
- Finished water quality and treatment costs continue to mandate maximum efficiency from the treatment process. The continued replacement of key equipment with new and improved technology will help us to continue to meet the highest standards in the industry. Implementation of the WFP Facilities Upgrade and Expansion Plan provides a strategy for maintaining our plant infrastructure through a timely series of capital improvements
- 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 the effort to further protect the nations receiving waters
- As public understanding of the benefits of biosolids increases so will demand. This increased demand should ultimately create an additional revenue stream for the Utility through the sale of compost and other products created from Everett biosolids, and the development of new, local application sites will decrease transportation costs
- Regulatory compliance with the Clean Water, Safe Drinking Water, and Endangered Species Acts will continue to provide challenging opportunities over the next several years. Water quality protection aimed at improving the long-term viability of salmon in the Snohomish River will be a primary focus of Environmental Quality (EQ) staff as cost-effective approaches are developed to comply with ESA issues
- 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 WPCF. These factors may combine to present increased cost of treatment for both the WFP and the WPCF

INVENTORY OF SERVICES (Continued)

PERFORMANCE MEASURES

Water Filtration Plant Program 121	2010	2011 Est.	2012 Est.
Peak day flow (mgd)	88.02	71.8	102.0
Average day flow (mgd)	59.68	49.4	52.8
Peak/average day ratio	1.5	1.5	1.9
System use (mg)	17,867	18,014	19,284
Chemical costs (\$/mg)	\$43.00	\$35.00	\$36.00
WFP tours (# people)	100	100	100
Water Pollution Control Facility Program 111	2010	2011 Est.	2012 Est.
Laboratory analysis	34,940	35,500	36,000
Septage receiving stations (mg)	0.156	0.11	0.11
Septage receiving stations (revenues)	\$27,674	\$19,500	\$19,500

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Wastewater Plant Maintenance Supervisor	2.0	Wastewater Treatment Plant Operator III	2.0
Drinking Water/Wastewater Process Analyst	2.0	Wastewater Treatment Plant Operator II	3.0
Senior WWTP Operator	2.0	Wastewater Treatment Plant Operator I	1.0
Chief Water Operator	1.0	Utility Laborer	1.0
Senior Environmental Specialist	2.0	Utility Maintenance Tech III	4.0
Public Works Director	0.16	Utility Maintenance Tech I	6.0
Senior Water Operator	1.0	Plant/Pump Maintenance Mechanic	1.0
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	4.0	Office Supervisor	1.0
Water Treatment Plant Operator III	9.0	Office Specialist	2.0
Water Quality Technician	1.0	Office Assistant	1.0
Water Quality Analyst	7.0	Electrician	1.0

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2010	2011	2012
1430	Warehouseman	1.00	1.00	1.00
1540	Assistant Planner	-	-	1.00
1960	Electrician	-	-	1.00
2300	Accounting Assistant	5.00	5.00	5.00
2310	Accounting Technician	0.80	0.80	0.80
2390	Office Assistant	1.00	1.00	1.00
2400	Office Specialist	3.00	3.00	3.00
2410	Office Supervisor	1.90	1.90	1.90
2420	Office Technician	3.80	3.80	3.70
2425	Public Service Aide	1.00	1.00	1.00
2450	Supervisor I	1.00	1.00	1.00
2470	Switchboard Operator	1.80	1.80	0.90
3090	Watershed Patrolman/Ranger II	2.00	2.00	2.00
3600	Assistant Inventory Control Technician	1.90	1.90	1.80
3670	Dispatcher	1.80	1.80	0.90
3700	Equipment Operator	4.00	3.00	3.00
3720	Heavy Equipment Operator	22.00	22.00	23.00
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	3.00	2.00
3875	SCADA/Telemetry Technician	-	1.00	1.00
3878	Utility Maintenance Tech I	8.00	7.00	7.00
3879	Utility Maintenance Tech II	4.00	4.00	3.00
3880	Utility Maintenance Tech III	4.00	4.00	5.00
3890	Utility Mapping Supervisor	1.00	1.00	1.00
3900	Utility Laborer	27.00	29.00	27.00
3920	Utility Service Worker	4.00	4.00	4.00
3940	Wastewater Treatment Plant Operator I	-	1.00	1.00
3950	Wastewater Treatment Plant Operator II	1.00	1.00	3.00
3960	Wastewater Treatment Plant Operator III	5.00	5.00	2.00
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	1.00
4020	Water Service Technician	9.00	10.00	11.00
4040	Water Treatment Plant Operator I	1.00	1.00	-
4060	Water Treatment Plant Operator III	8.00	8.00	9.00
4070	Water Treatment Plant Operator (In-Training)	3.00	2.00	4.00
4080	Welder	1.00	1.00	1.00
4082	PW Supervisor	7.00	6.00	6.00
4210	Construction Inspector	7.00	7.00	7.00
4260	Engineering Technician	6.00	6.00	6.00
4275	GIS/Programmer Analyst	1.00	1.00	1.00
4385	Environmental Permit Coordinator	1.00	1.00	1.00

THREE-YEAR PERSONNEL COMPARISON (Continued)

Class	Title	2010	2011	2012
4400	Record System Specialist	2.00	2.00	2.00
6302	Administrative Coordinator	1.00	1.75	1.75
6304	Associate Engineer (Non PE)	1.00	1.00	2.00
6305	Associate Engineer (PE)	-	1.00	1.00
6306	Financial Analyst	1.80	1.80	2.80
6307	Principal Engineer	2.00	3.00	3.00
6310	Senior Engineer	4.00	4.00	4.00
6551	Assistant Safety Official	1.00	1.00	1.00
6651	Chief Wastewater Operator	1.00	-	-
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	Utilities Finance Manager	1.00	1.00	1.00
6659	Utilities GIS Program Manager	1.00	1.00	1.00
6660	Utilities Records Manager	1.00	1.00	1.00
6661	Utility Services Supervisor	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
6668	Senior Environmental Specialist	2.80	2.80	2.80
6669	Chief Water Operator	1.00	1.00	1.00
6670	Senior Wastewater Operator	2.00	2.00	2.00
6671	Lab Sup/Process Analyst	2.00	2.00	2.00
6672	Wastewater Plant Maintenance. Supt	2.00	2.00	2.00
6673	Utilities Director	0.95	-	-
6674	Assistant Construction Manager	2.00	2.00	2.00
6675	Surface Water Manager	1.00	1.00	1.00
6708	Engineering Services Manager	-	.75	.85
	TOTAL	213.85	217.20	218.30

BUDGET CHANGES

This schedule includes only program changes from the 2011 Adopted Budget to the 2012 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	Water Pollution Control Operator in Training	60,328		60,328
-1.00	Eliminate Switchboard Operator	(59,524)		(59,524)
1.00	Assistant Planner	78,567		78,567
0.10	Allocate % of Engineering Service Mgr to Utilities	13,285		13,285
	Stormwater Structural Maint. Project - 4 positions			-
	temporarily re-assigned to Utilities	222,814	5,000	227,814
	Total	315,470	5,000	320,470

BUDGETED EXPENDITURES

Fund 401: Water/Sewer Utility		2010	2011	2011	2011	2012
		Actual	Adopted Budget	As Amended 12/14/2011	Estimate	Adopted Budget
REVENUES						
Bsu 308	Beginning Fund Balance	17,685,784	18,911,610	18,911,610	21,042,127	19,127,757
Bsu 32X	Licenses and Permits	1,620	3,200	3,200	1,700	1,800
Bsu 33X	Grants	366,665	50,000	50,000	421,400	560,190
Bsu 34X	Charges for Services	57,749,773	62,171,741	62,171,741	60,959,500	64,931,350
Bsu 36X	Miscellaneous Revenue	2,279,010	1,462,548	1,462,548	2,056,445	971,600
Bsu 37X	Proprietary Other Income	270,056	490,000	490,000	280,300	390,500
Bsu 38X	Other Increases in Fund Equity	30,549	40,028,656	51,028,656	50,289,761	879,800
Bsu 390	Disposition of Fixed Assets	12,604	1,000	1,000	131,671	-
TOTAL		78,396,061	123,118,755	134,118,755	135,182,904	86,862,997
EXPENDITURES BY PROGRAM						
Fnc 109	Wastewater Collection	7,894,885	7,592,055	18,592,055	7,783,857	8,628,481
Fnc 111	Wastewater Treatment	9,256,444	23,167,489	23,167,489	12,073,088	12,219,687
Fnc 112	Bio Solids	1,360,691	1,724,800	1,724,800	999,664	1,311,600
Fnc 113	Industrial Pretreatment	590,286	683,700	683,700	545,344	607,500
Fnc 118	Transmission	4,529,711	35,881,076	35,881,076	5,647,918	5,215,987
Fnc 119	Distribution System	11,741,516	18,545,272	18,545,272	12,320,941	14,579,404
Fnc 121	Water Treatment	11,533,698	12,571,769	12,571,769	11,233,404	12,881,763
Fnc 123	Storm Drainage	6,081,749	6,661,337	6,661,337	5,545,919	6,853,434
Fnc 124	Timber Management	99,016	169,670	169,670	66,679	120,623
Fnc 13X	Construction Inspection	419,414	179,000	179,000	202,450	360,300
Fnc 935	Records Upgrade	240,713	132,000	132,000	227,538	275,700
Fnc 999	Interfund Subsidies	3,605,811	253,300	253,300	59,408,345	7,560,000
TOTAL EXPENDITURES BY PROGRAM		57,353,934	107,561,468	118,561,468	116,055,147	70,614,479
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	13,717,364	15,257,500	15,257,500	13,390,504	16,024,835
Obj 052	Personnel Benefits	3,900,197	4,927,951	4,927,951	4,130,130	5,291,235
Obj 053	Supplies	3,783,998	4,623,850	4,623,850	4,224,386	4,855,000
Obj 054	Other Services & Charges	7,104,095	11,755,470	11,755,470	7,555,170	9,131,423
Obj 055	Intergovernmental Services	8,336,666	49,753,500	60,753,500	64,448,251	12,685,000
Obj 056	Capital Outlay	1,656,248	954,000	954,000	990,824	657,000
Obj 057	Debt Service: Principal	6,973,920	8,023,934	8,023,934	8,661,056	7,515,144
Obj 058	Debt Service: Interest	5,841,011	6,872,864	6,872,864	6,815,344	8,099,915
Obj 059	Interfund Services & Charges	6,040,435	5,392,399	5,392,399	5,839,482	6,354,926
TOTAL EXPENDITURES BY OBJECT CODE		57,353,934	107,561,468	118,561,468	116,055,147	70,614,478
ENDING FUND BALANCE		21,042,127	15,557,287	15,557,287	19,127,757	16,248,519
2012 Budget Appropriation						86,862,997

**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 all solid waste programs in the City. These programs include waste reduction, recycling, and Citywide clean-up projects within the context of an environmentally sound, regionally coordinated Comprehensive Solid Waste Management Plan. The 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	\$9,540,525	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. A bond issue was completed in 2010.

INVENTORY OF SERVICES

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

LABOR	\$90,842
M&O	7,718,317
DEBT SERVICE	1,731,366
Revenue Offset	(9,593,250)
NET EXPENSE	\$52,725
TOTAL FTEs	0.6

DESCRIPTION

- Plans, coordinates and manages the City's solid waste and recycling programs
- Implements Citywide clean-up projects, waste reduction, recycling, and landfill cleanup 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 compliance and development activities at the landfill

2011 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

2012 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, satisfy all CAP site, monitoring, and reporting requirements
- Goal #3 ■ Coordinate site compliance efforts with the developer, surrounding properties, without adversely impacting the environment
- Goal #4 ■ Coordinate Riverfront Redevelopment Project and the cleanup requirements for compliance and reimbursement through Ecology's remedial action grant
- Goal #5 ■ 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 Phase 3 Surcharge Project and during the 41st Extension and Roundabout Project
- Goal #6 ■ Meet City requirements and schedules per the Property Disposition Agreement. Coordinate Riverfront development activities and projects with regulatory agencies, city, and developer
- Goal #7 ■ 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 their Solid Waste Comprehensive Plan and will work with Snohomish County to develop programs
- Landfill environmental control systems will be further modified to coordinate 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	2010	2011	2012
6306	Financial Analyst	0.2	0.2	0.2
6662	Maintenance Superintendent	0.2	0.2	0.2
6668	Senior Environment Specialist	0.2	0.2	0.2
TOTAL FTE		0.6	0.6	0.6

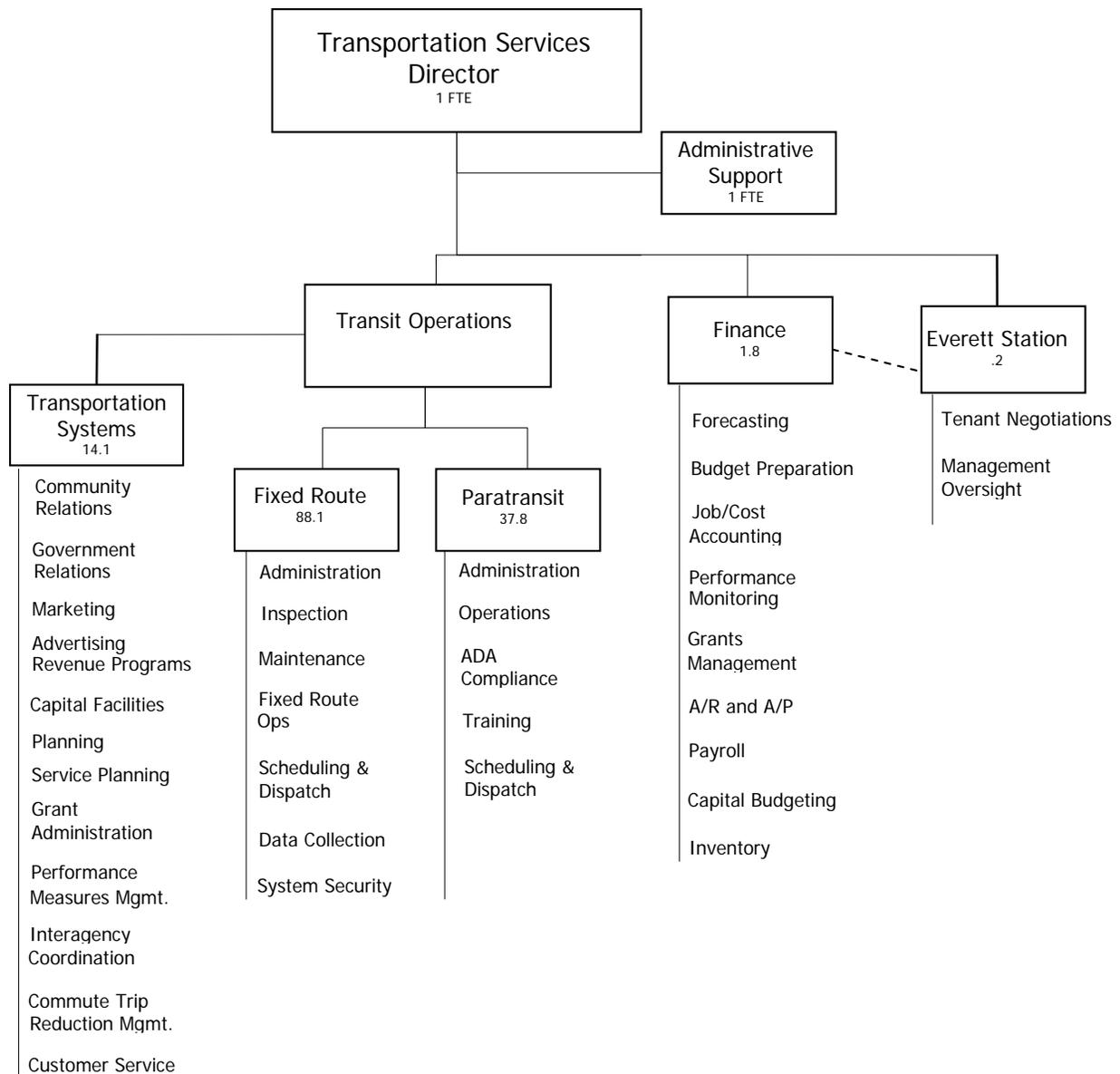
BUDGETED EXPENDITURES

	2010	2011	2011	2011	2012
	Actual	Adopted Budget	As Amended 12/14/2011	Estimate	Adopted Budget
Fund 402: Solid Waste Utility					
Revenue					
Beginning Cash Balance	29,598	12,248	12,248	279	1,851
Intergovernmental Revenue	116,866	54,975	54,975	54,840	57,750
Charges for Services	2,156,130	2,073,400	2,073,400	2,259,226	2,260,000
Interfund Loan Received	-	-	-	-	7,200,000
Bond Proceeds	10,719,648	-	-	-	21,500
Interest Income	37,416	-	-	11,501	-
Other	45	-	-	-	-
Total Available	13,059,703	2,140,623	2,140,623	2,325,846	9,541,101
Expenditures					
Salaries & Benefits	33,700	89,486	89,286	36,840	90,842
M & O	290,625	336,850	337,050	241,245	328,050
Interfund Services & Charges	16,740	10,188	10,188	10,200	10,267
Debt Services	2,303,236	1,466,000	1,466,000	1,721,110	1,731,366
Operating Transfer	10,415,123	230,000	230,000	310,200	7,370,000
Capital Outlays	-	-	-	4,400	10,000
Total Expenditures	13,059,424	2,132,524	2,132,524	2,323,995	9,540,525
Ending Fund Balance	279	8,099	8,099	1,851	576

2012 Budget Appropriation	9,541,101
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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	\$24,497,487	FTE's	144.0
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REVENUE DESCRIPTION

Everett Transit's 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 2011 were almost 13% less than tax revenue earned in 2008 which is an improvement over 2010. This indicates that the economy may not have fully recovered but is improving. Revenues for 2012 are expected to exceed that of 2011 but not reach the levels experienced in 2008 and 2007. Factors that have contributed to this downturn in revenue include continuing high unemployment, fewer big ticket purchases such as vehicles, and the construction slowdown.

Grant Revenue

Everett Transit is currently set to receive approximately \$1.1 million in FTA formula funding in FTA FY2011-2012 which is programmed to offset some of the cost of vehicle maintenance and vehicle replacement. ET was awarded approximately \$400,000 in FTA FY2010 as additional FTA formula funding that will be expended in 2011. An additional \$360,000 has also been awarded in FY2011 funding for preliminary engineering on a parking structure at Everett Station that is planned to be expended in 2011/2012. Everett Transit is continuing to pursue federal funding for capital projects surrounding the Everett Station as well as funding for building and vehicle maintenance. In 2012 ET will continue to pursue state funding for commute trip reduction and paratransit operations. ET does not currently have any pending capital projects qualifying for state funding.

Everett Station Lease Revenues

Tenants include WorkSource Everett, Greyhound, Amtrak, Everett Transit, Sound Transit, and Espresso Americano. Work Source renegotiated its lease in 2009 to a more favorable rate and in 2010 consolidated its operations to the third and fourth floors. Work Source for juniors has leased 4,000 sq. ft. of Class A office space on the second floor. There is 4,541 sq. ft. of classroom space available on floor 2; 3,469 sq. ft. available on floor 4, and 3,600sq. ft. of potential store front retail space on the first floor. In total, of the 36,346 leaseable area, nearly one third remains available for immediate occupancy. Revenues for the Weyerhaeuser Room remain below expectations in 2011 as the result of the general economic market. Revenues from Espresso Americano continue to consistently exceed the minimum of \$1,000 per month.

Farebox Revenues

Everett Transit initiated a fare change in July of 2009. 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 \$1.4 million in 2012, an increase of 2% over 2010.

INVENTORY OF SERVICES

DEPARTMENT 425/Transit ACTIVITY 1 - Everett Station

LABOR	\$51,912
M&O	1,810,455
Revenue Offset	(1,862,367)
NET COST	\$0
TOTAL FTEs	0.50

DESCRIPTION ■ Maintains and operates Everett Station, utilizing 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 continues to serve station tenants/visitors with quality beverages and food

2011 ACCOMPLISHMENTS ◆ Renegotiated Sound Transit M&O Agreement for 5 years with an initial increase of \$40,000 plus an annual CPI adjustment

2012 GOALS

- Goal #1 ■ Reduce maintenance and operations cost
- 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 ■ Assume responsibility for Weyerhaeuser Room rental booking and management
- 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	2010	2011 Est.	2012 Est.
⚠ Percentage of space leased	67%	68%	68%
⚠ Lease and CAM revenue	\$701,395	\$740,120	\$734,574
⚠ Weyerhaeuser and meeting room rental	\$47,003	\$52,924	\$53,982
⚠ Vending machine revenue	\$16,421	\$20,208	\$20,612

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Systems Director	.20	Financial Analyst	.10	Accounting Technician	.10
Administrative Assistant	.10				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 2 - Fixed Route Services

LABOR	\$8,141,269
M&O	4,217,255
Revenue Offset	(12,358,524)
NET COST	\$0
TOTAL FTEs	95.1

- DESCRIPTION
- Provides fixed-route bus service within and adjacent to the City of Everett
 - Maintains and operates a fleet of forty-nine medium and 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
- Fixed route boardings projected to increase by 5%
 - Bus fleet will remain 100% ADA accessible
 - Service changes will respond to customer inputs and be coordinated as practicable with regional partners

- 2011 ACCOMPLISHMENTS
- ◆ Continued outreach programs to employers, schools, elderly and persons with disabilities
 - ◆ Continued to provide efficient transportation throughout the City of Everett
 - ◆ Continued bus stop enhancement, shelter replacement program

- 2012 GOALS
- Goal #1 ■ Enhance outreach programs
 - Goal #2 ■ Continue to refine service, focusing on unproductive or duplicative service for potential change
 - Goal #3 ■ Increase boardings by 5%
 - Goal #4 ■ Contain costs per revenue hour and revenue mile

- FUTURE TRENDS
- Everett Transit will continue to carry a high percentage of the City's low-income population; approximately 65% of today's transit customers have household incomes of less than \$20,000
 - Demand for services will grow commensurate with the aging demographic profile of the population
 - Service levels will be adjusted during the next five years to best meet demand and remain economically sustainable.

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
⚠ Unlinked passenger trips per revenue hour	17.7	18.3	19.2
⚠ Cost per revenue hour	\$90.96	\$90.22	\$96.43
⚠ Cost per revenue mile	\$7.33	\$7.27	\$7.77

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Bus Operator	75.0	Transportation Services Mgr.	.6	Transit Inspector	4.8
Operations Supervisor – Fixed Route	1.0	Transportation Maintenance	1.0	Bus Maintenance Person	4.8
Office Technician	3.0	Administrative Assistant	1.0	Administrative Secretary	1.0
Training Coordinator	1.0	Project Coordinator	1.0	Office Assistant	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 3 – Paratransit Services

LABOR	\$3,236,286
M&O	1,089,031
Revenue Offset	(4,325,317)
NET COST	\$0
TOTAL FTEs	37.8

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 23 paratransit vehicles
- Coordinates demand response service with Community Transit 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

- Paratransit trips projected to exceed 120,000 in 2012
- Paratransit will meet 100% of ADA paratransit requirements
- Improved inter-jurisdictional trips with other regional paratransit service providers

2011 ACCOMPLISHMENTS

- ◆ Implemented computer-aided dispatching of vehicles via an on-board mobile data terminal (MDT) in each paratransit van
- ◆ Introduced mini-vans to supplement paratransit service

2012 GOALS

- Goal #1 ■ Increase trips-per-revenue-hour by 5%
- Goal #2 ■ Maximize use of mobile data terminals and other electronic assistive devices
- Goal #3 ■ Contain costs per revenue hour and revenue mile

FUTURE TRENDS

- Demand for services will continue to grow commensurate with the aging demographic profile of the population

PERFORMANCE MEASURES	2010	2011 Est.	2012 Est.
◆ Unlinked passenger trips per revenue hour	2.59	2.53	2.55
◆ Cost per revenue hour	\$69.84	\$78.09	\$87.96
◆ Cost per revenue mile	\$5.90	\$6.60	\$7.44

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Paratransit Operator	27.0	Transportation Services Mgr	.3	Bus Maintenance	1.2
Operations Supervisor – Paratransit	1.0	Administrative Coordinator	1.0	Paratransit Schedule Technician	5.0
Transit Inspector	2.2				

INVENTORY OF SERVICES (Continued)

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

LABOR	\$1,170,077
M&O	673,092
Revenue Offset	(1,843,169)
NET COST	\$0
TOTAL FTEs	10.6

- DESCRIPTION**
- Fulfills the jurisdictional mandates of the State Commute Trip Reduction laws with 39 affected employment sites
 - Executes the directives of the Commute Trip Reduction (CTR) program as an employer subject to CTR compliance with the provision of the City's rideshare program M.O.V.E.
 - Maintains and updates contractual obligations with the Washington State Department of Transportation (WSDOT) for the continued provision of state funding for the CTR program
 - Researches and applies for Federal and State Grants to assist with Transit projects
 - Maintains and updates contractual obligations within the Federal Transit Administration (FTA) and Washington State guidelines for grant recipients
 - Manages the Transit Advertising contract ensuring proper payment for ad space and suitability of ads

- EXPECTED RESULTS**
- City's rideshare program will continue to provide viable alternatives to driving alone for Everett employees
 - WSDOT will renew contract and funding with the City of Everett

2011

- ACCOMPLISHMENTS**
- ◆ Continued Comprehensive Plan Update
 - ◆ Reduced overhead through attrition management
 - ◆ Provided ORCA transportation benefit plans to 19 businesses and 4 schools within the City of Everett

2012 GOALS

- Goal #1 ■ Closely monitor and increase grant awards
- Goal #2 ■ Complete Transit Comprehensive Plan update
- Goal #3 ■ Increase ORCA participation from 50% to 60%

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
Transit fairs	37	40	40
CTR training	2	2	2
Annual reports delivered & reviewed by due date	39	40	42
Transit advertising revenue	\$130,037	\$123,807	\$111,427
Customer comment response time	48 hrs.	48 hrs.	48 hrs.

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Services Director	.80	Program Manager	2.0
Transportation Services Mgr	.10	Project Coordinator	3.0
Financial Analyst	.90	Administrative Assistant	.9
Accounting Technician	.90	Development Technician	1.0
Office Technician	1.0		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 5 - Projects

LABOR	\$0
M&O	4,108,110
Revenue Offset	(1,930,304)
NET COST	\$2,177,806
TOTAL FTEs	0

DESCRIPTION  Develops and implements high-quality projects for transit operations, customer service and internal efficiencies and maintains a fleet of quality, modern vehicles for revenue service

EXPECTED RESULTS  Projects will be well planned

 Projects will be implemented within accepted timelines

 Projects will be within budget

 Vehicle fleet will be well maintained and replaced in a timely manner

2011 ACCOMPLISHMENTS  Completed Swift BRT station expansion on Everegreen Way

 Installed and implemented computerized dispatch system in paratransit operations

 Implemented signal priority system along Evergreen Way and Pacific Avenue

2012 GOALS

Goal #1  Implement automated bus stop announcement system on fixed route buses

Goal #2  Implement real time next bus information system in fixed route operations

Goal #3  Complete preliminary design and engineering on Everett Station Parking Structure

Goal #4  Implement electric bus demonstration project at College Station

PERFORMANCE MEASURES	2010	2011 Est.	2012 Est.
 ORCA system implementation	75%	95%	100%
 Radio system upgrade			100%
 Four new BRT Stations in Everett	85%	100%	
 Smart Bus projects			50%
 Transit signal priority system	10%	100%	
 Everett Station Parking Garage design			100%

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2010	2011	2012
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	1.0	1.0	1.0
2400	Office Specialist	1.0	1.0	-
2420	Office Technician	3.0	3.0	4.0
3860	Transportation Maintenance Technician	1.0	1.0	1.0
4220	Development Technician	1.0	1.0	1.0
4500	Bus Maintenance Person	6.0	6.0	6.0
4510	Bus Operator	30.0	29.0	29.0
4511	Bus Operator – Post 1/1/99	46.0	47.0	46.0
4530	Para transit Driver	6.0	6.0	6.0
4531	Para transit Driver – Post 1/1/99	20.0	20.0	21.0
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	2.0
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	4.0	4.0	4.0
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	1.0	1.0
6808	Transportation Program Manager	2.0	2.0	2.0
6812	Transit Training Coordinator	1.0	1.0	1.0
	TOTAL FTE's	144.0	144.0	144.0

BUDGETED EXPENDITURES

Fund 425: Transit	2010	2011	2011	2011	2012
	Actual	Adopted Budget	As Amended 12/14/2011	Estimate	Adopted Budget
REVENUES					
Bsu 00308 Beginning Balance	14,028,672	11,419,982	11,419,982	12,862,933	11,478,129
Bsu 00313 Retail Sales and Use Taxes	15,650,951	15,151,059	15,151,059	15,634,850	15,614,118
Bsu 00331 Direct Federal Grants	-	3,488,595	3,488,595	640,666	3,639,171
Bsu 00334 State Grants	1,051,779	1,908,311	1,908,311	1,942,781	303,404
Bsu 00336 State Shared Revenues	242,899	208,126	208,126	250,942	240,904
Bsu 00337 Interlocal Agreements	706,035	-	-	-	-
Bsu 00339 ARRA Stimulus Grants	211,291	-	-	161,418	-
Bsu 00344 Transportation	1,353,462	1,351,424	1,351,424	1,357,889	1,378,560
Bsu 00349 Rideshare Program	30,576	14,449	14,449	14,460	13,447
Bsu 00361 Interest Earnings	383,706	252,812	252,812	205,672	178,344
Bsu 00362 Rents, Leases and Concessions	807,450	718,530	718,530	844,564	827,499
Bsu 00366 Interfund Revenue	118,929	96,739	96,739	98,077	98,223
Bsu 0036X Other Miscellaneous	32,773	16,511	16,511	27,005	26,012
Bsu 00395 Disposition of Assets	-11,522	600	600	-	-
TOTAL AVAILABLE	34,607,001	34,627,138	34,627,138	34,041,257	33,797,811
EXPENDITURES BY PROGRAM					
Prg 056 Everett Station Operations	1,305,973	1,570,361	1,570,361	1,470,486	1,810,455
Prg 081 Operations	10,909,502	12,343,275	12,343,275	11,033,534	12,770,581
Prg 082 Paratransit	3,058,572	3,457,327	3,457,327	3,453,848	3,929,362
Prg 090 Administration	2,549,985	2,598,519	2,598,519	2,271,926	1,878,979
Prg 135 Projects	3,920,036	7,764,148	7,764,148	4,333,333	4,108,110
TOTAL EXPENDITURES BY PROGRAM	21,744,068	27,733,630	27,733,630	22,563,127	24,497,487
EXPENDITURES BY OBJECT CODE					
Obj 051 Salaries and Wages	8,778,629	9,411,886	9,411,886	8,591,080	9,337,704
Obj 052 Personnel Benefits	2,494,758	2,970,290	2,970,290	2,619,968	3,261,840
Obj 053 Supplies	221,548	190,825	190,825	266,025	127,526
Obj 054 Other Services and Charges	959,373	1,161,774	1,161,774	942,958	1,571,373
Obj 055 Intergovernmental Services	3,532,909	1,928,062	1,928,062	1,608,183	1,998,984
Obj 056 Capital Outlay	524,429	6,071,860	6,071,860	2,724,082	2,382,533
Obj 059 Interfund Services & Charges	5,232,422	5,998,933	5,998,933	5,810,831	5,817,527
TOTAL EXPENDITURES BY OBJECT CODE	21,744,068	27,733,630	27,733,630	22,563,127	24,497,487
ENDING BALANCE	12,862,933	6,893,508	6,893,508	11,478,129	9,300,324
2012 Budget Appropriation					33,797,811

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	\$	326,751	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

LABOR	\$0
M&O	326,751
Revenue Offset	(360,277)
NET REVENUE	\$(33,526)
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

2011 ACCOMPLISHMENTS ◆ Improved safety measures
◆ Improved garage cleanliness

2012 GOALS
 Goal #1 ■ Increase daily parking average by 5%
 Goal #2 ■ Increase monthly parking average by 5%
 Goal #3 ■ Continue to focus on garage security measures and garage appearance

PERFORMANCE MEASURES	2010	2011 Est.	2012 Est.
⚠ Average monthly parkers	409	229	240
⚠ Average daily parkers	209	374	392
⚠ Average monthly revenue	\$27,811	\$25,548	\$26,825

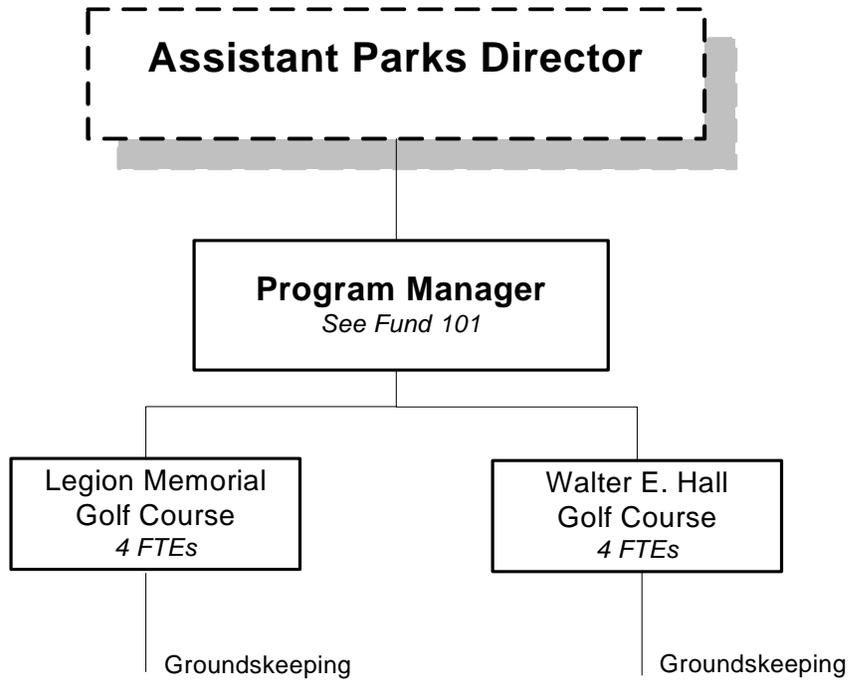
BUDGETED EXPENDITURE

	2010	2011	2011	2011	2012
	Actual	Adopted	As Amended	Estimate	Adopted
Fund 430: EverPark Garage		Budget	12/14/2011		Budget
Revenue					
Beginning Balance	2,318,580	2,214,757	2,214,757	2,220,736	2,406,083
Parking Fees	317,457	327,700	327,700	292,000	300,000
Interest	89,661	75,281	75,281	53,000	60,277
Total Available	2,725,698	2,617,738	2,617,738	2,565,736	2,766,360
Expenditures					
M & O	252,962	307,253	307,253	148,800	307,000
Operating Transfers Out	252,000	-	-	10,853	19,751
Total Expenditures	504,962	307,253	307,253	159,653	326,751
Ending Balance	2,220,736	2,310,485	2,310,485	2,406,083	2,439,609

2012 Budget Appropriation	2,766,360
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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	\$	4,099,087	FTE's	8.0
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REVENUE DESCRIPTION

Golf revenues are derived from green and golf car 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	\$342,026
LABOR – Seasonal	177,802
M&O	1,277,311
Revenue offset	(1,816,499)
NET REVENUE	\$19,360
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
- Administration includes 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 insure the long term profitability of the course.

2011 ACCOMPLISHMENTS

- ◆ Completed planning for utilization of well water to use for golf course irrigation
- ◆ Continued sand topdressing utilizing river dredged sand to reduce expense
- ◆ Continued upgrading irrigation components to improve water use efficiency (90% complete)
- ◆ Worked with contractor personnel to upgrade restaurant and cart shed areas
- ◆ Repaired and replaced drainage on several fairways
- ◆ Improved the landscape in and around the clubhouse
- ◆ Began installation of sand bunkers on the golf course
- ◆ Leased a new fleet of golf cars and sold the old fleet

2012 GOALS

- Goal #1 ■ Install well water infrastructure for irrigation use
- Goal #2 ■ Continue programs in all turf areas that were implemented in 2010 to retain the existing level of customer satisfaction
- Goal #3 ■ Balance revenue and operating cost while continuing to maintain/improve our golf facility
- Goal #4 ■ Develop a maintenance equipment plan to replace the needed equipment in a timely manner

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
⚠ Total rounds	64,269	57,259	63,040
⚠ Operating cost per round	\$23.91	\$27.13	\$28.51
⚠ Operating revenue per round	\$25.88	\$27.54	\$28.82

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

INVENTORY OF SERVICES (Continued)

DEPARTMENT 440/Golf Division ACTIVITY 2 – Legion Memorial Golf Course

LABOR – FTE	\$346,716
LABOR –Seasonal	177,803
M&O	1,412,214
Debt Service	365,215
Revenue Offset	(2,282,588)
NET COST	\$19,360
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
-  Administration includes 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 customer golfing experience that optimizes golf rounds and total revenue, helping to insure the long term profitability of the course

2011 ACCOMPLISHMENTS

-  Continued extra sand topdressing and aeration to help reduce soft spongy turf in many areas
-  Continued sand topdressing utilizing river dredged sand to reduce expense
-  Continued upgrading of irrigation and drainage components
-  Planted more than 25 trees on the course as replacements for damaged and dead trees; improved clubhouse landscape; and undertook extensive pruning of existing trees
-  Improved maintenance of and upgraded practice/warm-up areas for golfers
-  Leased a new fleet of golf cars and sold the old fleet

2012 GOALS

- Goal #1  Continue programs in all turf areas that were implemented in 2010 to retain the existing level of customer satisfaction
- Goal #2  Develop restoration plan for buildings and paved areas and implement
- Goal #3  Develop a maintenance equipment plan to replace the needed equipment in a timely manner

PERFORMANCE MEASURES

	2010	2011 Est.	2012 Est.
 Total rounds	61,952	56,892	61,550
 Operating cost per round	\$34.52	\$36.15	\$37.40
 Operating revenue per round	\$35.70	\$36.57	\$37.09

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

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2010	2011	2012
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	2010	2011	2011	2011	2012
	Actual	Adopted Budget	As Amended 12/14/2011	Estimate	Adopted Budget
Resources					
Beginning Balance	(139,570)	-	-	48,319	-
Admission Tax	98,269	103,696	103,696	93,219	104,729
Golf Fees	2,530,280	2,664,372	2,664,372	2,368,529	2,618,219
Rent, Lease & Concessions	1,231,695	1,357,085	1,357,085	1,114,707	1,371,039
Miscellaneous Revenue	1,297	600	600	4,580	600
Interest Earnings	15,694	5,000	5,000	4,800	4,500
Total Available	3,737,664	4,130,753	4,130,753	3,634,154	4,099,087
Expenses					
Salaries & Benefits	979,163	1,021,609	1,021,609	1,100,705	1,044,347
M & O	1,014,644	1,172,248	1,172,248	842,347	1,177,070
Management Fees	1,158,075	1,285,404	1,285,404	1,180,047	1,373,307
Capital Outlays	41,538	39,452	39,452	24,060	-
Interfund Services & Charges	116,702	173,552	173,552	169,552	139,148
Debt Service	379,223	438,488	438,488	317,443	365,215
Total Expenditures	3,689,345	4,130,753	4,130,753	3,634,154	4,099,087
Ending Balance	48,319	0	0	0	0

2012 Budget Appropriation	4,099,087
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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	\$	90,000	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 \$90,000. This split is a 15:11:10 ratio between, Everett, Woodinville Water District and Northshore Utility District respectively. The Board has not approved the 2012 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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LABOR	\$0
M&O	90,000
Revenue Offset	(90,000)
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

- Complete a strategic plan for siting a pipeline corridor from Clearview to intertie with Seattle's system.
- Identify the best scenario to pursue utilizing the 36 million gallons per day of water right on the lower Snohomish River
- Prepare a development schedule for near term actions that will lead to development of the Regional Water Authority water right

BUDGETED EXPENDITURES

	2010	2011	2011	2011	2012
	Actual	Adopted	As Amended	Estimate	Proposed
Fund 450: Regional Water Authority	Actual	Budget	12/14/2011	Estimate	Budget
Revenue					
Beginning Fund Balance	-	-	-	-	-
Contributions	72,232	126,000	126,000	90,000	90,000
Total Available	72,232	126,000	126,000	90,000	90,000
Expenditures					
M & O	72,232	126,000	126,000	90,000	90,000
Total Expenditures	72,232	126,000	126,000	90,000	90,000
Ending Fund Balance	0	0	0	0	0
2011 Budget Appropriation					90,000

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	\$	300,000	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. The City of Everett's contribution of \$5,000,000 was made prior to 2010.

INVENTORY OF SERVICES

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

Transfer In	\$300,000
Transfer Out	(300,000)
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

BUDGETED EXPENDITURES

	2011		2011		2012
	2010	Adopted	As Amended	2011	Proposed
Fund 451: Everett Tulalip Joint Water Line	Actual	Budget	12/14/2011	Estimate	Budget
Revenue					
Beginning Fund Balance	-	-	-	-	-
Operating Transfers In	2,806,769	3,000,000	3,000,000	3,000,000	300,000
Total Available	2,806,769	3,000,000	3,000,000	3,000,000	300,000
Expenditures					
M & O	2,806,769	3,000,000	3,000,000	3,000,000	300,000
Total Expenditures	2,806,769	3,000,000	3,000,000	3,000,000	300,000
Ending Fund Balance	0	0	0	0	0

2011 Budget Appropriation**300,000**