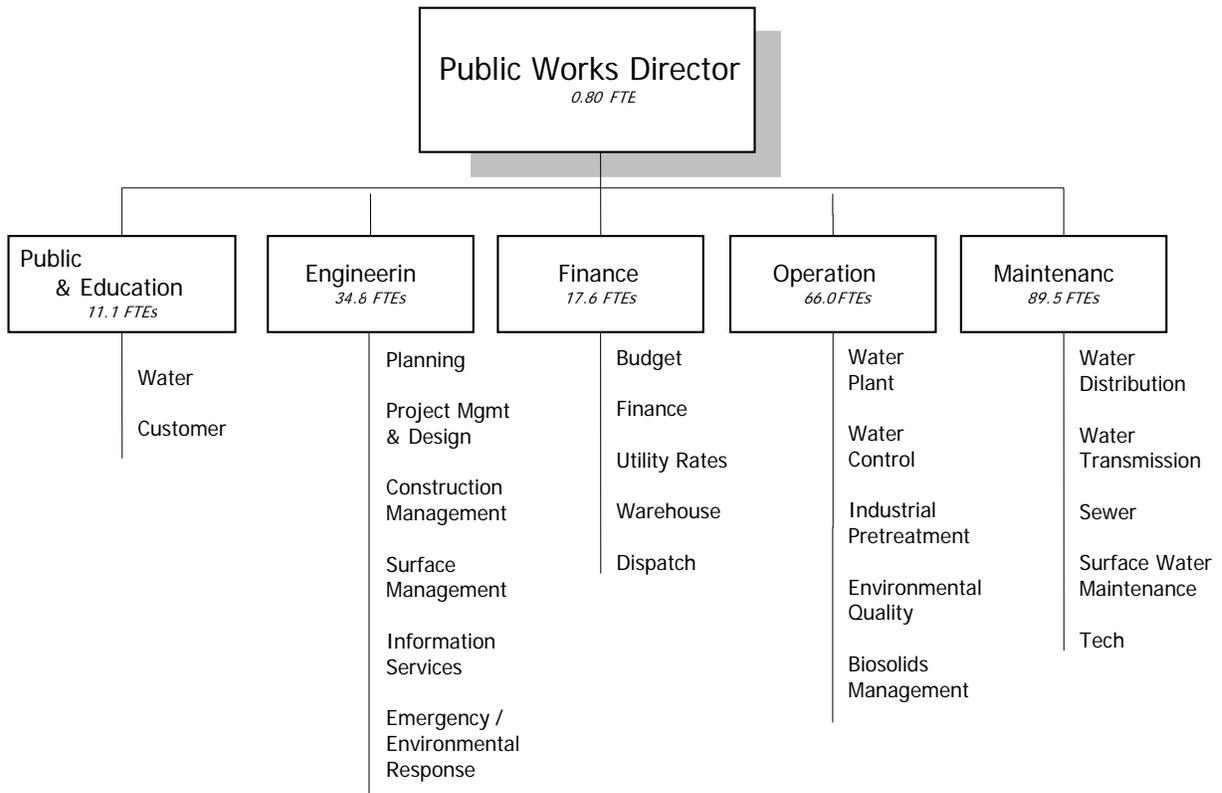

ENTERPRISE FUNDS

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WATER/SEWER UTILITY FUND 401

ORGANIZATION CHART



MISSION STATEMENT

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

SUMMARY

Expenditure Budget	\$126,531,751	FTE's	219.80
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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 \$62.2 million and total revenues at \$116.3 million for 2013.

INVENTORY OF SERVICES

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

LABOR	\$1,808,385
M&O	2,710,668
Revenue Offset	(4,153,628)
NET EXPENSE	\$365,425
TOTAL FTEs	34.96

DESCRIPTION

- The Resource and Project Management (RPM) Division of Public Works consists of five functional areas which are described below:
- Utility Planning updates the Comprehensive Water and Sewer Plans and implements the system replacement programs for pipelines, water mains, sewer lines and basement flood reduction
- Project Management implements most CIP projects involved with the water and wastewater plant upgrades
- Construction Management provides construction contract administration and construction inspection of the City's transportation and utility capital improvements to ensure cost-effective completion of public projects and compliance with city and state regulations
- Information Services provides GIS maps for all City departments as requested and provides records management for utility-related items
- Surface Water Management provides for compliance with NPDES Stormwater permit and addresses surface water issues

EXPECTED RESULTS

- Update 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

2012 ACCOMPLISHMENTS

- ◆ Replace Lift Station No. 24 Forcemain, which broke in April
- ◆ Continued efforts to maintain and improve the City's drainage basins and surface water quality
- ◆ Completed pipeline replacement project across Snohomish River estuary
- ◆ Completed Sewer Replacement Project L to reduce basement flooding
- ◆ Completed Water Pollution Control Facility Expansion Phase B upgrades
- ◆ Continued water main replacement program
- ◆ Managed over \$40 million in construction projects

2013 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

INVENTORY OF SERVICES (Continued)

- Goal #3 ■ Expansion Projects: WFP Upgrade Design and Improvements including: Flocculator equipment rehabilitation, Northend basement flood reduction and substantial completion of engineering design of WPCF Phase C 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 Surface Water Comprehensive Plan

- FUTURE TRENDS
- Everett is a key participant in the Snohomish Basin Forum, which has prepared a salmon recovery plan for the Snohomish River Watershed in response to the Endangered Species Act (ESA). Everett has taken the lead in implementing compliance with the ESA. Engineering will develop documents and studies for several water and sewer facility improvements to meet future demands

 - The Information Services Group will continue to focus on system integration, data accuracy and data distribution. New technology will be evaluated with the initial focus on improved access to data in our GIS using browsers and web based services

PERFORMANCE MEASURES

	2011	2012 Est.	2013 Est.
Value of construction contracts completed	\$36,500,000	\$40,000,000	\$40,000,000
Time from construction to utilities in GIS	42 Days	34 Days	38 Days
% \$CIP spent	70%	80%	90%
Water quality facility inspections	260	310	310

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Surface Water Manager	1.0	Principal Engineer	1.0
Assistant Construction Manager	2.0	Associate Engineer (Non-PE)	1.0
Senior 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	5.0	Assistant Planner	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 2 - Maintenance

LABOR	\$7,421,708
M&O	3,512,818
Revenue Offset	(10,050,326)
NET EXPENSE	\$884,200
TOTAL FTEs	89.66

DESCRIPTION	<ul style="list-style-type: none"> ■ Provides maintenance and operations for the sewer collection system and pumping stations ■ Provides maintenance and operations for the water transmission pipelines and rights-of-way that deliver treated water to the City of Everett and other water purveyors that serve nearly all of Snohomish County ■ Operates and maintains the water system within the City limits and in Eastmont ■ Provides operation and maintenance for the existing storm drainage system, including drainage pipes; open ditches; detention systems; catch basins; inlets; and the protection and enhancement of the City's streams, lakes, and wetlands ■ Operates electronic communication system between utility operating systems and centralized monitoring locations
EXPECTED RESULTS	<ul style="list-style-type: none"> ■ 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 through timely maintenance of our facilities ■ Improve and maintain system compliance performance of both water distribution and sewer collection systems ■ Operate and maintain the sewer collection and storm water systems to meet compliance and regulatory requirements
2012 ACCOMPLISHMENTS	<ul style="list-style-type: none"> ◆ 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 the City's fire hydrants ◆ Integrated over 1,100 new water services and accounts from Mukilteo Water and Wastewater District ◆ Initiated the conversion of flat rate water accounts to metered accounts per Department of Health requirements ◆ Continued improvements to standard utility maintenance and record keeping procedures

INVENTORY OF SERVICES (Continued)

2013 GOALS

Goal #1	Develop annualized maintenance program and Best Management Practices for the Utility systems, complement maintenance programs with identification of system replacement needs, and continue to review and modify utility standards to promote reliability of all system components
Goal #2	Annually inspect and maintain the City's fire hydrants
Goal #3	Continue the conversion of flat rate water services to metered per the state Department of Health regulations (to be substantially 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	Maintain and improve sewer system data management systems and 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 need to be evaluated and potentially requested. Our stormwater NPDES permit was renewed in August 2012 with additional requirements that we are reviewing for resource needs.
- 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. Back up power systems will be evaluated and added where necessary to maintain 100% reliability.

PERFORMANCE MEASURES

	2011	2012 Est.	2013 Est.
⚠ Sewer lines cleaned (ft)	136,689	154,000	160,000
⚠ Water services installed	46	50	100
⚠ Sewer lines tv'd	116,938	120,000	125,000
⚠ Water quality samples collected	3,600	3,800	3,900
⚠ Flat Rate conversions to Metered	44	700	1,500

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Utility Laborer	24.0
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	2.0
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	10.0	Heavy Equipment Operator	24.0
Water Quality Control Operator	3.0	Equipment Operator	3.0
Utility Service Worker	2.0	Supervisor I	1.0
Engineering Technician	1.0		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 3 - Finance

LABOR	\$2,522,935
M&O	86,744,364
Revenue Offset	(82,012,841)
NET EXPENSE	\$7,254,458
TOTAL FTEs	17.76

- 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

- 2012 ACCOMPLISHMENTS
- ◆ Completed 2012 water and sewer cost of service studies
 - ◆ Developed new 10-year cash flow modeling tool
 - ◆ Secured \$10 Million in funding through State Public Works Trust Fund Loan

- 2013 GOALS
- Goal #1 ■ Successful application of 2013-2014 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
 - After 80 years of operation, the Kimberly Clark mill at the Everett waterfront closed in April 2012. The annual loss of revenue to the City is estimated to be \$1.9 Million. The fixed costs will need to be reallocated among Everett's existing retail and wholesale customers. Additional modeling will be necessary to determine the appropriate reallocation of these costs.

PERFORMANCE MEASURES

	2011	2012 Est.	2013 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
Public Works Finance Manager	1.0	Dispatcher	0.9
Assistant Safety Official	1.0	Assistant Inventory Control Technician	1.8
Financial Analyst	2.8	Accounting Technician	1.3
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 Administrative Support

LABOR	\$964,825
M&O	1,207,118
Revenue Offset	<u>(1,996,313)</u>
NET EXPENSE	<u>175,630</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

- 2012 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
 - ◆ Communicated effectively to the public about capital projects
 - ◆ Produced annual reports on time and on budget
 - ◆ Increased Mutt Mitt program sites by 10% in collaboration with Parks Department

- 2013 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 metering are increasing, resulting in more mandatory activities in this area
- 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

	2011	2012 Est.	2013 Est.
Conservation program savings	.85 MGD	.77 MGD	.70 MGD
School program students reached	21,168	21,000	21,000
Volunteer hours worked	1,292	1,373	1,517
Citizen contacts from website	1,751	1,936	2,000

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	\$9,771,492
M&O	9,867,438
Revenue Offset	(18,050,865)
NET EXPENSE	\$1,558,065
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
- 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

2012 ACCOMPLISHMENTS

- ◆ Continued replacement program of 20-year-old flow meters throughout the filtration process
- ◆ Continued operation and optimization of the new clearwell to increase system capacity and safety
- ◆ Conveyed up to 6 MGD of Marysville's treated effluent to the Port Gardner Bay Outfall during July-October Snohomish Basin low-flow period
- ◆ Continued operation of WPCF without community odor complaints
- ◆ 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 Silver Award from National Association of Clean Water Agencies (NACWA) for NPDES Permit Compliance

INVENTORY OF SERVICES (Continued)

2013 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 nation's 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	2011	2012 Est.	2013 Est.
Peak day flow (mgd)	74.99	76.96	100
Average day flow (mgd)	48.82	49.02	53.4
Peak/average day ratio	1.54	1.55	1.9
System use (mg)	17,819	18,161	19,500
Chemical costs (\$/mg)	\$40.62	\$36.62	\$37.72
WFP tours (# people)	100	200	100
Water Pollution Control Facility Program 111	2011	2012 Est.	2013 Est.
Laboratory analysis	31,600	31,000	31,000
Septage receiving stations (mg)	0.160	0.19	0.19
Septage receiving stations (revenues)	\$25,281	\$27,323	\$27,323

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Wastewater Plant Maintenance Supervisor	1.0	Wastewater Treatment Plant Operator III	2.0
Drinking Water/Wastewater Process Analyst	2.0	Wastewater Treatment Plant Operator II	2.0
Senior WWTP Operator	1.0	Wastewater Treatment Plant Operator I	4.0
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	2.0
Pre-Treatment Manager	1.0	Industrial Waste Inspector	4.0
Operations Superintendent	1.0	Heavy Equipment Operator	1.0
Principal Engineer	1.0	Watershed Patrolman/Park Ranger II	2.0
Engineering Technician	1.0	Public Service Aide	1.0
Water Treatment Plant Operator Trainee	1.0	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
Facilities Manager	1.0	Project Coordinator	1.0

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2011	2012	2013
1430	Warehouseman	1.00	1.00	1.00
1540	Assistant Planner	-	1.00	1.00
1960	Electrician	-	1.00	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	3.70	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	0.90	0.90
3090	Watershed Patrolman/Ranger II	2.00	2.00	2.00
3600	Assistant Inventory Control Technician	1.90	1.80	1.80
3670	Dispatcher	1.80	0.90	0.90
3700	Equipment Operator	3.00	3.00	3.00
3720	Heavy Equipment Operator	22.00	23.00	25.00
3730	Industrial Waste Inspector	4.00	4.00	4.00
3740	Inventory Control Technician	0.80	0.80	0.80
3750	Lead Utility Service Worker	1.00	1.00	1.00
3809	Public Info/Education Specialist	2.00	2.00	2.00
3820	Plant/Pump Maintenance Mechanic	3.00	2.00	3.00
3875	SCADA/Telemetry Technician	1.00	1.00	1.00
3878	Utility Maintenance Tech I	7.00	7.00	8.00
3879	Utility Maintenance Tech II	4.00	3.00	3.00
3880	Utility Maintenance Tech III	4.00	5.00	5.00
3890	Utility Mapping Supervisor	1.00	1.00	1.00
3900	Utility Laborer	29.00	27.00	26.00
3920	Utility Service Worker	4.00	4.00	3.00
3940	Wastewater Treatment Plant Operator I	1.00	1.00	4.00
3950	Wastewater Treatment Plant Operator II	1.00	3.00	2.00
3960	Wastewater Treatment Plant Operator III	5.00	2.00	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	10.00	11.00	10.00
4040	Water Treatment Plant Operator I	1.00	-	-
4060	Water Treatment Plant Operator III	8.00	9.00	9.00
4070	Water Treatment Plant Operator (In-Training)	2.00	4.00	1.00
4080	Welder	1.00	1.00	1.00
4082	PW Supervisor	6.00	6.00	6.00
4210	Construction Inspector	7.00	7.00	7.00
4260	Engineering Technician	6.00	6.00	7.00
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	2011	2012	2013
4400	Record System Specialist	2.00	2.00	2.00
6205	Facilities Manager	-	-	1.00
6302	Administrative Coordinator	1.75	1.75	1.75
6304	Associate Engineer (Non PE)	2.00	2.00	2.00
6305	Associate Engineer (PE)	1.00	1.00	1.00
6306	Financial Analyst	1.80	2.80	2.80
6307	Principal Engineer	3.00	3.00	2.00
6308	Project Coordinator	-	-	1.00
6310	Senior Engineer	4.00	4.00	5.00
6551	Assistant Safety Official	1.00	1.00	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	-	-
6662	Maintenance Superintendent	0.50	0.50	0.50
6663	M&O Supervisor	4.00	4.00	4.00
6664	Construction Manager	1.00	1.00	1.00
6665	Engineering Superintendent	1.00	1.00	1.00
6667	Public Works Director	0.80	0.80	0.80
6668	Senior Environmental Specialist	2.80	2.80	2.80
6669	Chief Water Operator	1.00	1.00	1.00
6670	Senior Wastewater Operator	2.00	2.00	1.00
6671	Lab Sup/Process Analyst	2.00	2.00	2.00
6672	Wastewater Plant Maintenance. Supt	2.00	2.00	1.00
6674	Assistant Construction Manager	2.00	2.00	2.00
6675	Surface Water Manager	1.00	1.00	1.00
6708	Engineering Services Manager	.75	.85	.85
	TOTAL	217.20	218.30	219.80

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2012 Adopted Budget to the 2013 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	Engineering Technician	78,115	4,500	82,615
0.50	Transfer in 0.50 Accounting Technician position from			
	Engineering - Fund 024	40,283		40,283
	Reduce Seasonal Labor	(41,184)		(41,184)
	Stormwater Structural Maint. Project - 4 positions			
	temporarily re-assigned to Utilities	226,285	5,000	231,285
	Total	303,499	9,500	312,999

BUDGETED EXPENDITURES

		2012		2013		
		2011	2012	2012	2013	
Fund 401: Water/Sewer Utility		Actual	Adopted Budget	As Amended 12/12/2012	2012 Estimate	Adopted Budget
REVENUES						
Bsu 308	Beginning Fund Balance	24,726,528	19,127,757	19,127,757	26,394,815	27,651,917
Bsu 32X	Licenses and Permits	10,020	1,800	1,800	1,700	1,300
Bsu 33X	Grants	29,395	560,100	560,100	45,000	-
Bsu 34X	Charges for Services	61,237,405	63,965,440	63,965,440	63,039,195	62,195,429
Bsu 36X	Miscellaneous Revenue	2,581,698	1,937,600	1,937,600	2,027,724	1,893,044
Bsu 37X	Proprietary Other Income	412,651	421,500	421,500	170,300	142,500
Bsu 38X	Other Increases in Fund Equity	50,289,245	-	-	30,338	50,030,100
Bsu 39X	Sale of Capital Assets/Transfers	171,380	848,800	848,800	851,610	2,001,600
TOTAL		139,458,322	86,862,997	86,862,997	92,560,682	143,915,890
EXPENDITURES BY PROGRAM						
Fnc 109	Wastewater Collection	6,955,187	8,628,481	8,628,481	7,938,941	8,674,009
Fnc 111	Wastewater Treatment	10,767,404	12,219,687	12,219,687	12,681,666	12,759,016
Fnc 112	Bio Solids	1,117,949	1,311,600	1,311,600	1,063,304	1,817,600
Fnc 113	Industrial Pretreatment	541,455	607,500	607,500	542,298	669,300
Fnc 118	Transmission	4,416,402	5,215,987	5,215,987	6,353,520	5,283,631
Fnc 119	Distribution System	12,231,245	14,579,404	14,579,404	14,620,979	13,094,354
Fnc 121	Water Treatment	12,059,208	12,881,763	12,881,763	12,639,939	13,316,312
Fnc 123	Storm Drainage	5,795,254	6,853,434	6,853,434	6,091,632	6,444,429
Fnc 124	Timber Management	77,483	120,623	120,623	91,586	101,300
Fnc 13X	Construction Inspection	269,748	360,300	360,300	225,790	354,200
Fnc 935	Records Upgrade	234,647	275,700	275,700	200,684	297,600
Fnc 999	Interfund Subsidies	58,597,525	7,560,000	7,560,000	2,458,426	63,720,000
TOTAL EXPENDITURES BY PROGRAM		113,063,507	70,614,479	70,614,479	64,908,765	126,531,751
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	13,969,563	16,024,835	16,024,835	14,256,590	16,269,347
Obj 052	Personnel Benefits	4,581,751	5,291,235	5,291,235	4,627,500	6,219,999
Obj 053	Supplies	3,678,857	4,855,000	4,855,000	3,869,086	4,570,000
Obj 054	Other Services & Charges	7,833,677	9,131,423	9,131,423	8,010,481	9,736,600
Obj 055	Intergovernmental Services	63,677,182	12,685,000	12,685,000	10,767,266	68,956,460
Obj 056	Capital Outlay	494,792	657,000	657,000	874,810	143,100
Obj 057	Debt Service: Principal	7,483,902	7,515,144	7,515,144	8,708,100	7,080,445
Obj 058	Debt Service: Interest	5,522,088	8,099,915	8,099,915	8,126,296	7,966,650
Obj 059	Interfund Services & Charges	5,821,695	6,354,926	6,354,926	5,668,636	5,589,150
TOTAL EXPENDITURES BY OBJECT CODE		113,063,507	70,614,478	70,614,478	64,908,765	126,531,751
ENDING FUND BALANCE		26,394,815	16,248,519	16,248,519	27,651,917	17,384,139
2013 Budget Appropriation						143,915,890

**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	\$2,432,079	FTE's	0.6
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REVENUE DESCRIPTION

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

INVENTORY OF SERVICES

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

LABOR	\$94,649
M&O	1,109,199
DEBT SERVICE	1,228,231
Revenue Offset	(2,434,282)
NET REVENUE	\$2,203
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

2012 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

2013 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	2011	2012	2013
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

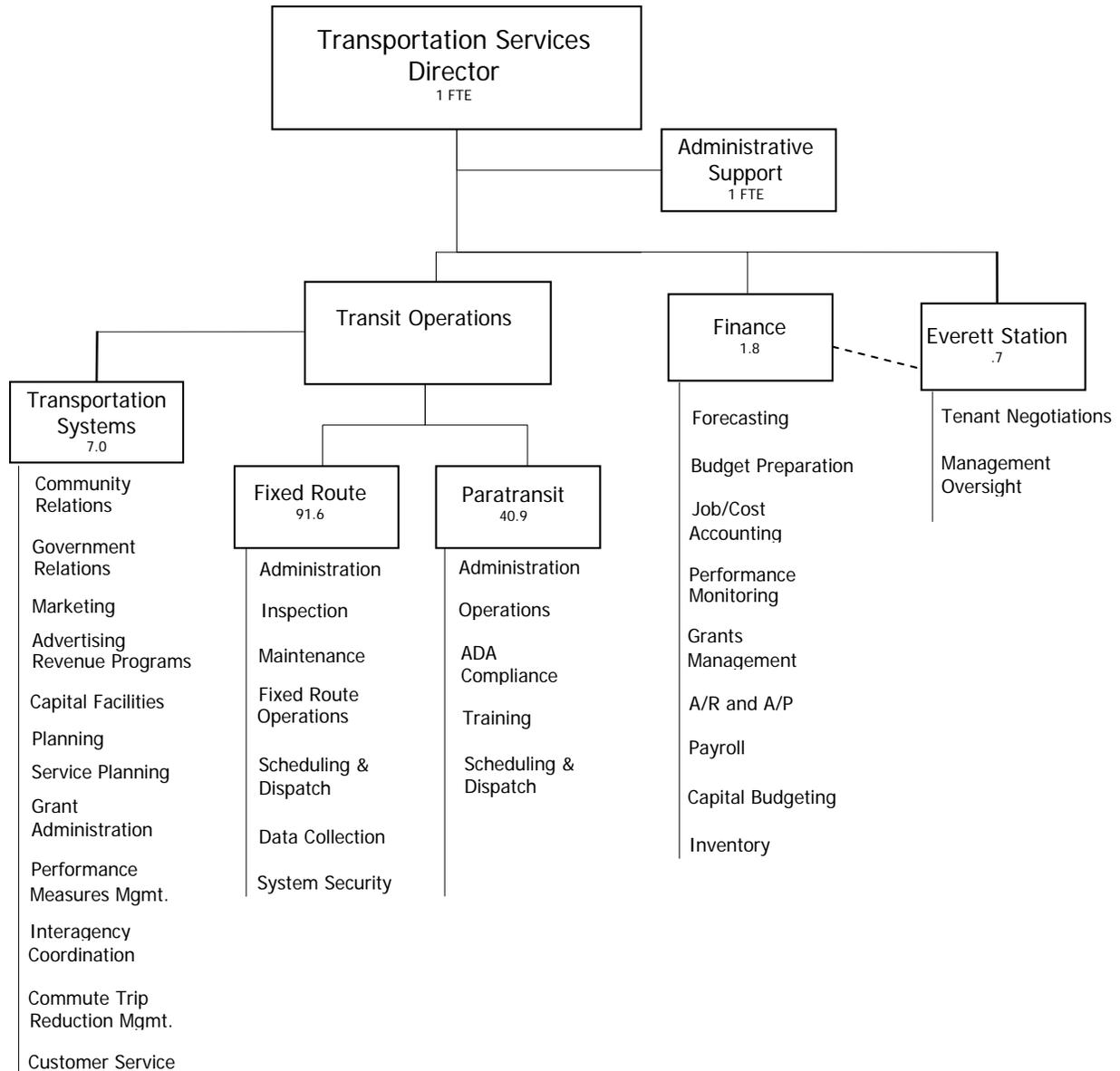
BUDGETED EXPENDITURES

Fund 402: Solid Waste Utility	2011	2012	2012	2012	2013
	Actual	Adopted Budget	As Amended 12/12/2012	Estimate	Adopted Budget
Revenue					
Beginning Cash Balance	279	1,851	1,851	142,710	1,002
Intergovernmental Revenue	44,258	57,750	57,750	65,348	55,000
Charges for Services	2,301,905	2,260,000	2,260,000	2,359,982	2,371,782
Bond Proceeds	-	7,200,000	7,200,000	-	-
Interest Income	25,144	21,500	21,500	7,532	7,500
Total Available	2,371,586	9,541,101	9,541,101	2,575,572	2,435,284
Expenditures					
Salaries & Benefits	57,895	90,842	90,842	60,370	94,649
M & O	207,537	328,050	328,050	207,925	223,931
Interfund Services & Charges	10,200	10,267	10,267	10,271	10,268
Debt Services	1,473,244	1,731,366	1,731,366	1,454,004	1,228,231
Operating Transfer	480,000	7,370,000	7,370,000	842,000	865,000
Capital Outlays	-	10,000	10,000	0	10,000
Total Expenditures	2,228,876	9,540,525	9,540,525	2,574,570	2,432,079
Ending Balance	142,710	576	576	1,002	3,205

2013 Budget Appropriation	2,435,284
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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	\$27,497,109	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 2012 are projected to be almost 14% less than tax revenue earned in 2008 which is comparable to 2010 and 2011. This indicates that the economy has remained flat over the past three years. Revenues for 2013 are expected to exceed that of 2012 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 (ET) is currently set to receive approximately \$1.1 million in FTA formula funding in FTA FY2012-2013 which is programmed to offset some of the cost of vehicle maintenance and vehicle replacement. ET was awarded approximately \$1.13 million in FTA FY2013 as additional FTA formula funding that will be expended in 2013. 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 2012/2013. Everett Transit is continuing to pursue federal funding for capital projects surrounding Everett Station as well as funding for building and vehicle maintenance. In 2013, ET will continue to pursue state funding for commute trip reduction and paratransit operations. For the first time since the elimination of the Motor Vehicle Exise Tax, the State of Washington is providing a direct distribution of funds to transit agencies. Everett is scheduled to receive \$145,000 in the 2012/2013 biennial budget cycle. ET does not currently have any pending capital projects qualifying for state funding.

Everett Station Lease Revenues

Tenants include WorkSource Everett, Workforce of Snohomish County, 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 3,600 sq. ft. of potential store front retail space on the first floor. In total, of the 36,346 leasable space, nearly one third remains available for immediate occupancy. As of August 1, 2012, WorkForce began leasing two additional rooms on the second floor (1,949 sq. ft.). This is expected to increase the 2013 revenue by about \$65,000. Net revenues for the Weyerhaeuser Room and other rental spaces increased with the improvements to the kitchen space and the termination of the management agreement with the Parks department. 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 4% over 2011. Everett Transit is proposing a fare increase to be effective January 1, 2013. The twenty-five cent across the board increase in expected to generate an additional \$300,000 in farebox revenue.

INVENTORY OF SERVICES

DEPARTMENT 425/Transit ACTIVITY 1 - Everett Station

LABOR	\$54,316
M&O	1,731,632
Revenue Offset	(1,785,948)
NET COST	\$0
TOTAL FTEs	0.70

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

- 2012 ACCOMPLISHMENTS
- ◆ Modest improvements to Weyerhaeuser Room
 - ◆ Added Wi-Fi

- 2013 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 ■ Increase Weyerhaeuser Room rental bookings
 - Goal #6 ■ Continue to provide a safe, pleasant environment for patrons and visitors of Everett Station

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

PERFORMANCE MEASURES	2011	2012 Est.	2013 Est.
⚡ Percentage of space leased	68%	74%	84%
⚡ Lease and CAM revenue	\$707,595	\$830,020	\$928,487
⚡ Weyerhaeuser and meeting room rental	\$41,977	\$69,466	\$75,000
⚡ Vending machine revenue	\$10,011	\$14,460	\$14,460

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Systems Director	.20	Financial Analyst	.10	Accounting Technician	.10
Administrative Assistant	.30				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 2 - Fixed Route Services

LABOR	\$7,725,719
M&O	4,227,972
Revenue Offset	(11,953,691)
NET COST	\$0
TOTAL FTEs	91.6

DESCRIPTION

- Provides fixed-route bus service within and adjacent to the City of Everett
- Maintains and operates a fleet of 49 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 remain stable
- Bus fleet will remain 100% ADA accessible
- Service changes will respond to customer inputs and be coordinated as practicable with regional partners

2012 ACCOMPLISHMENTS

- ◆ Eliminated non-productive trips and adjusted service to fiscally sustainable levels
- ◆ Replaced two medium-duty buses with two heavy duty buses
- ◆ Implemented and accepted automated passenger counter and bus stop announcement systems on all fixed route buses
- ◆ Continued outreach programs to employers, schools, elderly and persons with disabilities
- ◆ Installed 30 bus shelters throughout service area

2013 GOALS

- Goal #1 ■ Continue to meet service demand at fiscally sustainable levels
- Goal #2 ■ Continue to refine service, focusing on unproductive or duplicative service for potential change
- Goal #3 ■ Implement "Next Bus" customer information system
- 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	2011	2012 Est.	2013 Est.
🚩 Unlinked passenger trips per revenue hour	19.2	20.3	22.0
🚩 Cost per revenue hour	\$96.81	\$104.97	\$111.40
🚩 Cost per revenue mile	\$8.11	\$8.79	\$9.33

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Bus Operator	74.0	Transportation Services Mgr.	.7	Transit Inspector	4.6
Operations Supervisor – Fixed Route	1.0	Transportation Maintenance	1.0	Bus Maintenance Person	4.6
Office Technician	3.0	Project Coordinator	1.5	Training Coordinator	0.7
Transportation Program Manager	0.5				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 3 – Paratransit Services

LABOR	\$3,219,666
M&O	1,044,835
Revenue Offset	(4,264,501)
NET COST	\$0
TOTAL FTEs	40.9

DESCRIPTION

- Provides demand response, curb-to-curb service, including service to the disabled and elderly (age 65 and older) within the city of Everett
- Maintains and operates a fleet of 23 paratransit vehicles
- Coordinates demand response service with Community Transit (CT) to facilitate the transferring of customers between agencies
- Coordinates the ADA Certification process with other regional public transportation partners
- Observes all Federal Transit Administration (FTA) regulations for public transportation, including Department of Transportation drug and alcohol testing
- Complies with all Federal Americans with Disabilities Act (ADA) regulations governing comparable public transportation for the disabled

EXPECTED RESULTS

- With the introduction of north Everett service by CT, paratransit trips are expected to continue to decline in 2013, thus lowering overall PT cost
- Paratransit will meet 100% of ADA paratransit requirements
- Improved inter-jurisdictional trips with other regional paratransit service providers
- Add two additional paratransit (PT)vans to fleet and replace three older vans

2012 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
- ◆ Implemented automatic next-day calling to customers with the goal of reducing no-shows and last minute cancellations.

2013 GOALS

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

FUTURE TRENDS

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

PERFORMANCE MEASURES	2011	2012 Est.	2013 Est.
◆ Unlinked passenger trips per revenue hour	2.5	2.4	2.3
◆ Cost per revenue hour	\$74.72	\$80.25	\$87.85
◆ Cost per revenue mile	\$6.27	\$6.76	\$7.42

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Paratransit Operator	29.0	Transportation Services Mgr	.3	Bus Maintenance	1.4
Operations Supervisor – Paratransit	1.0	Administrative Coordinator	1.0	Paratransit Schedule Technician	5.0
Transit Inspector	2.4	Transportation Program Manager	0.5	Transit Training Coordinator	0.3

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 4 – Administration

LABOR	\$1,109,525
M&O	685,233
Revenue Offset	(1,794,758)
NET COST	\$0
TOTAL FTEs	10.8

- 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
 - 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

2012

- ACCOMPLISHMENTS
- ◆ Continued Comprehensive Plan Update with adoption by the end of 2012
 - ◆ Reduced overhead through attrition management
 - ◆ Provided ORCA transportation benefit plans to 19 businesses and 4 schools within the City of Everett

2013 GOALS

- Goal #1 ■ Closely monitor and increase grant awards
- Goal #2 ■ Increase ORCA participation from 50% to 60%

PERFORMANCE MEASURES

	2011	2012 Est.	2013 Est.
Transit fairs	30	35	40
CTR training	1	1	2
Annual reports delivered & reviewed by due date	40	43	45
Transit advertising revenue	\$121,138	\$82,904	\$82,904
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
Administrative Secretary	1.0	Project Coordinator	1.5
Financial Analyst	.90	Administrative Assistant	1.7
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	7,698,211
Revenue Offset	(5,928,524)
NET COST	<u>\$1,769,687</u>
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

2012 ACCOMPLISHMENTS  Updated fleet with nine paratransit vans and two heavy duty buses
 Installed and implemented computerized dispatch system in paratransit operations
 Implemented signal priority system along Evergreen Way and Pacific Avenue

2013 GOALS
 Goal #1  Replace seven fixed route diesel buses with seven hybrid 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

PERFORMANCE MEASURES	2011	2012 Est.	2013 Est.
 ORCA system implementation	75%	95%	100%
 Radio system upgrade		75%	100%
 Four new BRT Stations in Everett	85%	100%	
 Smart Bus projects		50%	100%
 Transit signal priority system	10%	100%	
 Everett Station Parking Garage design		20%	100%

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2011	2012	2013
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	1.0	1.0	-
2400	Office Specialist	1.0	-	-
2420	Office Technician	3.0	4.0	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	29.0	29.0	21.0
4511	Bus Operator – Post 1/1/99	47.0	46.0	53.0
4530	Para transit Driver	6.0	6.0	6.0
4531	Para transit Driver – Post 1/1/99	20.0	21.0	23.0
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	3.0
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	3.0
6812	Transit Training Coordinator	1.0	1.0	1.0
TOTAL FTE's		144.0	144.0	144.0

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2012 Adopted Budget to the 2013 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
	Reduce Overtime due to route and service changes	(720,400)		(720,400)
	Total	(720,400)	-	(720,400)

BUDGETED EXPENDITURES

	2011 Actual	2012 Adopted Budget	2012 As Amended 12/12/2012	2012 Estimate	2013 Adopted Budget
Fund 425: Transit					
REVENUES					
Bsu 00308 Beginning Balance	13,041,148	11,478,129	11,478,129	10,594,513	9,046,510
Bsu 00313 Retail Sales and Use Taxes	14,923,050	15,614,118	15,614,118	14,875,979	15,948,270
Bsu 00331 Direct Federal Grants	1,051,961	3,639,172	3,639,172	2,596,237	6,405,973
Bsu 00334 State Grants	2,201,445	303,404	303,404	326,561	290,811
Bsu 00336 State Shared Revenues	250,089	240,904	240,904	237,881	386,869
Bsu 00344 Transportation	1,354,005	1,378,559	1,378,559	1,409,040	1,642,789
Bsu 00349 Rideshare Program	19,769	13,447	13,447	13,452	9,438
Bsu 00361 Interest Earnings	302,486	178,344	178,344	139,092	104,077
Bsu 00362 Rents, Leases and Concessions	840,730	827,499	827,499	1,049,797	962,597
Bsu 00366 Interfund Revenue	96,080	98,223	98,223	91,577	98,468
Bsu 0036X Other Miscellaneous	154,914	26,012	26,012	23,933	23,130
TOTAL AVAILABLE	34,235,677	33,797,811	33,797,811	31,358,062	34,918,932
EXPENDITURES BY PROGRAM					
Prg 056 Everett Station Operations	2,398,526	1,810,455	1,810,455	1,263,218	1,731,632
Prg 081 Operations	11,747,942	12,770,582	12,770,582	11,922,615	12,411,095
Prg 082 Paratransit	3,562,675	3,929,363	3,929,363	3,612,198	3,807,097
Prg 090 Administration	1,819,080	1,878,979	1,878,979	1,996,457	1,849,074
Prg 135 Projects	4,112,941	4,108,108	4,108,108	3,517,064	7,698,211
TOTAL EXPENDITURES BY PROGRAM	23,641,164	24,497,487	24,497,487	22,311,552	27,497,109
EXPENDITURES BY OBJECT CODE					
Obj 051 Salaries and Wages	8,660,891	9,337,704	9,337,704	8,497,802	8,617,618
Obj 052 Personnel Benefits	2,747,149	3,261,840	3,261,840	3,036,661	3,491,608
Obj 053 Supplies	131,618	127,526	127,526	126,452	96,672
Obj 054 Other Services and Charges	1,903,101	1,571,374	1,571,374	984,297	1,509,357
Obj 055 Intergovernmental Services	1,549,594	1,998,984	1,998,984	1,552,236	2,050,331
Obj 056 Capital Outlay	2,762,644	2,382,532	2,382,532	2,244,444	5,950,288
Obj 059 Interfund Services & Charges	5,886,167	5,817,527	5,817,527	5,869,660	5,781,235
TOTAL EXPENDITURES BY OBJECT CODE	23,641,164	24,497,487	24,497,487	22,311,552	27,497,109
ENDING BALANCE	10,594,513	9,300,324	9,300,324	9,046,510	7,421,823
2013 Budget Appropriation					34,918,932

**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	\$	355,345	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	355,345
Revenue Offset	(362,000)
NET REVENUE	\$6,655
TOTAL FTEs	0

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

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

2012 ACCOMPLISHMENTS ◆ Increase in daily parking use
◆ Improved garage cleanliness

2013 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
 Goal #4 ■ Continue community outreach programs emphasizing Everpark Garage availability

PERFORMANCE MEASURES

	2011	2012 Est.	2013 Est.
▼ Average monthly parkers	353	352	370
▼ Average daily parkers	253	365	375
▼ Average monthly revenue	\$25,358	\$25,277	\$26,000

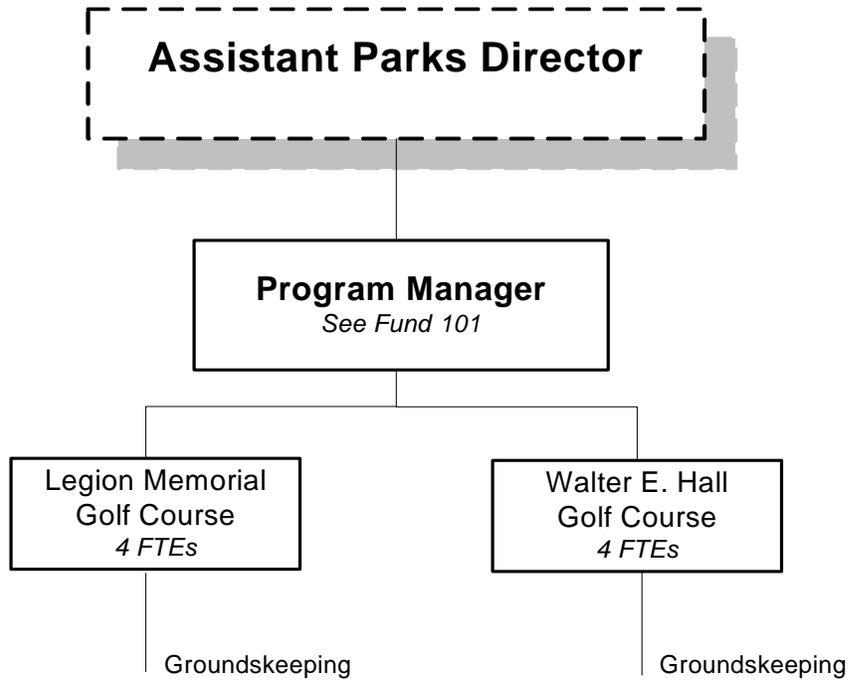
BUDGETED EXPENDITURE

Fund 430: EverPark Garag	2011	2012	2012	2012	2013
	Actual	Adopted Budget	As Amended 12/12/2012	Estimate	Adopted Budget
Revenue					
Beginning Balance	2,220,736	2,406,083	2,406,083	2,406,369	2,483,398
Parking Fees	292,891	300,000	300,000	260,700	300,000
Interest	101,706	60,277	60,277	48,700	62,000
Total Available	2,615,333	2,766,360	2,766,360	2,715,769	2,845,398
Expenditures					
M & O	208,964	326,751	326,751	232,371	355,345
Total Expenditures	208,964	326,751	326,751	232,371	355,345
Ending Balance	2,406,369	2,439,609	2,439,609	2,483,398	2,490,053

2013 Budget Appropriation 2,845,398

**GOLF DIVISION
FUND 440**

ORGANIZATION CHART



MISSION STATEMENT

To serve residents 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	\$	4,038,072	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	\$346,377
LABOR – Seasonal	180,772
M&O	1,228,764
Revenue offset	(1,776,967)
NET REVENUE	\$21,054
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 viability of the course.

2012 ACCOMPLISHMENTS

- ◆ Installed ten new sand bunkers on the golf course.
- ◆ Improved the landscape in and around the clubhouse.
- ◆ Completed upgrade of irrigation controllers. Continued to upgrade sprinkler heads.
- ◆ Completed planning for utilization of well water to use for golf course irrigation.
- ◆ Rerouted golf car traffic around clubhouse for more efficient operations.

2013 GOALS

Goal #1

- Continue programs in all turf areas to maintain a high level of customer satisfaction (including drainage, bunkers and fairway area turf improvement).

Goal #2

- Complete installation of well water supply for irrigation system use.

Goal #3

- Continue program to upgrade maintenance equipment.

PERFORMANCE MEASURES

	2009	2010	2011	2012 Est.	2013 Est.
☼ Total rounds	65,369	64,269	56,587	62,040	60,077
☼ Operating cost per round	\$25.16	\$23.91	\$27.13	\$28.51	\$29.23
☼ Operating revenue per round	\$25.02	\$25.88	\$27.54	\$28.82	\$29.58

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	\$369,001
LABOR –Seasonal	180,772
M&O	1,412,603
Debt Service	319,783
Revenue Offset	(2,261,105)
NET COST	\$21,054
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

2012 ACCOMPLISHMENTS

- ◆ Remodeled bunker on dogleg of #3 and refurbished four greenside bunkers.
- ◆ Restriped parking area and added signs related to disabled parking.
- ◆ Continued upgrading irrigation and drainage components to improve turf conditions of fairways, tees and greens.
- ◆ Continued sand topdressing and aeration practices to help reduce soft spongy turf in many areas.

2013 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

	2009	2010	2011	2012 Est.	2013 Est.
🔥 Total rounds	63,013	61,952	57,024	61,550	59,607
🔥 Operating cost per round	\$34.13	\$34.52	\$36.15	\$37.40	\$38.29
🔥 Operating revenue per round	\$34.35	\$35.70	\$36.57	\$37.09	\$37.93

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

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2011	2012	2013
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

	2011	2012	2012	2012	2013
	Actual	Adopted Budget	As Amended 12/12/2012	Estimate	Adopted Budget
Fund 440: Golf					
Resources					
Beginning Balance	48,319	-	-	115,348	-
Admission Tax	92,087	104,729	104,729	102,089	102,912
Golf Fees	2,402,900	2,692,228	2,692,228	2,552,228	2,572,811
Grants	-	-	127,764	-	-
Rent, Lease & Concessions	1,178,397	1,297,030	1,297,030	1,233,100	1,351,849
Miscellaneous Revenue	6,777	600	600	600	-
Interest Earnings	18,473	4,500	4,500	4,500	10,500
Total Available	3,746,953	4,099,087	4,226,851	4,007,865	4,038,072
Expenses					
Salaries & Benefits	989,296	1,044,347	1,044,347	1,044,347	1,076,922
M & O	929,251	1,172,240	1,172,240	1,135,704	1,095,543
Management Fees	1,193,401	1,374,137	1,374,137	1,255,225	1,380,686
Capital Outlays	24,252	-	127,764	115,348	18,000
Interfund Services & Charges	172,601	143,148	143,148	143,148	147,138
Debt Service	322,804	365,215	365,215	314,093	319,783
Total Expenditures	3,631,605	4,099,087	4,226,851	4,007,865	4,038,072
Ending Balance	115,348	0	0	0	0
2013 Budget Appropriation					4,038,072

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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 2013 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

	2012		2012		2013
	2011	Adopted	As Amended	2012	Adopted
Fund 450: Regional Water Authority	Actual	Budget	12/12/2012	Estimate	Budget
Revenue					
Beginning Fund Balance	-	-	-	-	-
Contributions	74,413	90,000	90,000	90,000	90,000
Total Available	74,413	90,000	90,000	90,000	90,000
Expenditures					
Capital Outlays	74,413	90,000	90,000	90,000	90,000
Total Expenditures	74,413	90,000	90,000	90,000	90,000
Ending Fund Balance	0	0	0	0	0

2013 Budget Appropriation	90,000
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EVERETT-TULALIP JOINT WATER LINE FUND FUND 451

MISSION STATEMENT

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

SUMMARY

Expenditure Budget	\$	200,000	FTE's	0.0
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REVENUE DESCRIPTION

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

INVENTORY OF SERVICES

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

Transfer In	\$200,000
Transfer Out	(200,000)
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
-
- 2012 ACCOMPLISHMENT**
- Water Line Segments 3, 5, 6 and 8 have been completed.
-
- 2013 GOALS**
- Goal #1 ■ Completion of Segment 4 and 7 in 2013.

BUDGETED EXPENDITURES

	2012		2012		2013
	2011	Adopted	As Amended	2012	Adopted
Fund 451: Everett Tulalip Joint Water Line	Actual	Budget	12/12/2012	Estimate	Budget
Revenue					
Beginning Fund Balance	-	-	-	-	-
Operating Transfers In	464,267	300,000	300,000	300,000	200,000
Total Available	464,267	300,000	300,000	300,000	200,000
Expenditures					
Construction Projects	464,267	300,000	300,000	300,000	200,000
Total Expenditures	464,267	300,000	300,000	300,000	200,000
Ending Fund Balance	0	0	0	0	0
2013 Budget Appropriation					200,000