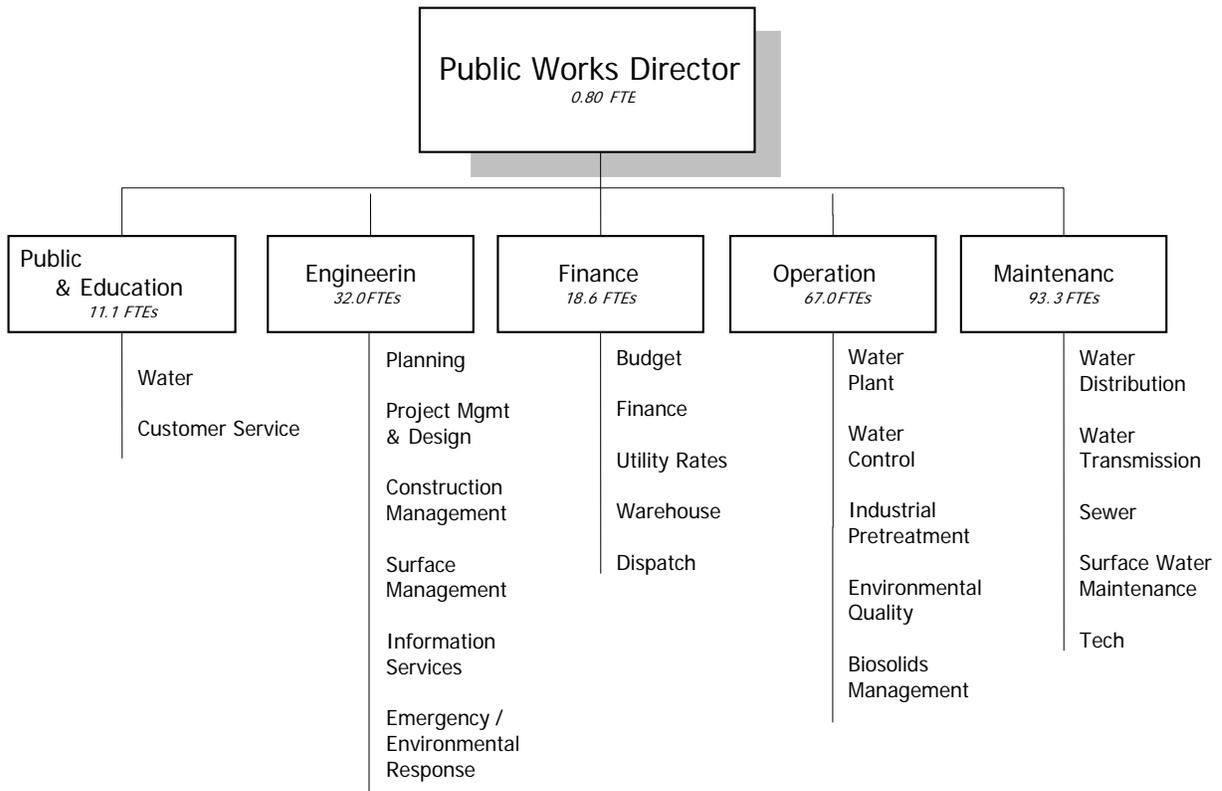

ENTERPRISE FUNDS

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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	\$139,420,738	FTE's	222.80
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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 \$69.8 million and total revenues at \$157.2 million for 2014.

INVENTORY OF SERVICES

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

LABOR	\$1,935,580
M&O	69,804,962
Revenue Offset	(71,522,487)
NET EXPENSE	\$218,055
TOTAL FTEs	32.16

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

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

EXPECTED RESULTS ■ Update Utility Capital Improvement Plan (10-year) annually

■ Accurate mapping of existing utility systems

■ Protect water rights for future growth

■ Reduce water and sewer line failures

■ Adequate supply of water for all customers

■ Adequate water and sewer system capacity

2013 ACCOMPLISHMENTS ◆ Replaced Lift Station No. 24 forcemain under an emergency project

◆ Continued efforts to maintain and improve the City's drainage basins and surface water quality

◆ Completed design of WPCF Phase C1 expansion

◆ Completed new Lift Station 24

◆ Retrofitted stormwater facilities

◆ Continued water main replacement program

◆ Managed over \$36 million in construction projects

◆ Completed Surface Water Comprehensive Plan

2014 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 begin construction of WPCF Phase C1 upgrades
- Goal #4 ■ Modify the data and record systems to accommodate changing information needs of Public Works and other customers including the entry of WPCF construction plans into a data base for future accessibility
- Goal #5 ■ Complete two design/build projects

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

	2012	2013 Est.	2014 Est.
Value of construction contracts completed	\$36,343,000	\$40,000,000	\$40,000,000
Time from construction to utilities in GIS	34 Days	38 Days	38 Days
% \$CIP spent	60%	80%	90%
Water quality facility inspections	310	310	310

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

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 2 - Maintenance

LABOR	\$7,905,742
M&O	5,052,562
Revenue Offset	(12,918,917)
NET EXPENSE	\$39,387
TOTAL FTEs	93.46

DESCRIPTION

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

EXPECTED RESULTS

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

2013 ACCOMPLISHMENTS

- ◆ Continued to enhance system reliability by constructing new, and maintaining existing, facilities throughout the water and sewer systems. The capital and staff investments have enhanced system performance with better service levels, and a lower level of pipe breaks and emergency calls
- ◆ Continued to enhance remote monitoring and telemetry capabilities and added more information points throughout the system. Continual improvements are necessary to this system to maintain the communications and monitoring capabilities throughout the operating systems. Over 5,000 data points currently being monitored
- ◆ Improvements were made to the corrosion protection system and water transmission lines were 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, maintenance, and cleaning of storm water facilities for compliance with Phase II Stormwater regulations
- ◆ Inspected the City's fire hydrants
- ◆ Coordinated operations and maintenance and meter readings of the over 1,100 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, with approximately 1,200 meter conversions
- ◆ Continued improvements to standard utility maintenance and record keeping procedures

INVENTORY OF SERVICES (Continued)

2014 GOALS

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

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

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

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

FUTURE TRENDS

- Growth, regulations, and demands for higher service levels drive the future expected additional activities of the Utility. The greatest efforts will be focused on improved sewer service levels. Increasing water reliability demands result in 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 staff and equipment will need to be evaluated and potentially requested. Our stormwater NPDES permit was renewed in August 2013 with additional resource requirements to keep service levels and maintain compliance 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. Back up power systems will be evaluated and added where necessary to maintain 100% reliability.

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
Sewer lines cleaned (ft)	207,357	225,000	250,000
Water services installed	46	50	100
Sewer lines tv'd	142,305	150,000	150,000
Water quality samples collected	3,600	3,800	3,900
Flat Rate conversions to Metered	414	1,200	1,200

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	25.0
Water Quality Control Operator	3.0	Equipment Operator	3.0
Utility Service Worker	2.0	Supervisor I	1.0
Assistant Planner	1.0	Environmental Permit Coordinator	1.0
Engineering Technician	1.0	Senior Environmental Specialist	0.8

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 3 - Finance

LABOR	\$2,477,524
M&O	30,844,258
Revenue Offset	(33,220,501)
NET EXPENSE	\$101,281
TOTAL FTEs	18.76

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

- 2013 ACCOMPLISHMENTS
- ◆ Completed 2013 water and sewer cost of service studies
 - ◆ Developed new 10-year cash flow modeling tool

- 2014 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
 - Loss of funding sources puts further pressure on revenue derived from service rates and fees to continue funding operations and maintenance as well as a larger portion of capital projects. This makes it imperative that Everett Utilities fully evaluate capital projects for both need and cost effectiveness to ensure that the restricted funding available is put to the best possible use.
 - Outside sources of capital funding have been greatly reduced. Everett Utilities can no longer count on low-interest State loans, connection charge revenues, and other traditional sources of revenue to help reduce cost of capital funding.

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
⚠ Moody's Investors Bond Rating	Aa3	Aa3	Aa3
⚠ Standard and Poor's Investor Service	AA+	AA+	AA+
⚠ Parity Debt Service Coverage	2.30	2.25	2.19

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	2.8
Financial Analyst	2.8	Accounting Technician	1.3
Utility Service Worker	1.0	Accounting Assistant	5.0
Utility Laborer	1.0	Communication Technician	1.0

INVENTORY OF SERVICES (Continued)

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

LABOR	\$1,009,960
M&O	1,082,012
Revenue Offset	(2,085,613)
NET EXPENSE	6,359
TOTAL FTEs	11.26

- DESCRIPTION**
- Administers regional water conservation program (DOH requirement)
 - Administers the City's deskside 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 reduce complaints about capital projects
 - Produce reports to public in a timely, cost effective manner
 - Provide effective information to the public (website, collateral materials, etc.)
 - Manage incoming phone calls in a timely, professional manner

- 2013 ACCOMPLISHMENTS**
- ◆ Surpassed annual savings goal for regional water conservation program
 - ◆ Increased participation in Adopt-A-Street and Mutt-Mitt programs
 - ◆ Fulfilled all public information requirements for surface water protection
 - ◆ Communicated information about capital projects to the public
 - ◆ Managed communications for successful launch of water meter install program
 - ◆ Produced annual reports on time and on budget

- 2014 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 will continue, requiring ongoing administration of regional activities
- State requirements for storm/surface water protection 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 management online information and services

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
Conservation program savings	.75 MGD	.72 MGD	.72 MGD
School program students reached	21,640	21,750	22,000
Volunteer hours worked	1,518	1,575	1,600
Citizen contacts from website	1,900	2,000	2,100

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

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 5 – Operations

LABOR	\$10,199,401
M&O	9,108,737
Revenue Offset	<u>(19,249,451)</u>
NET EXPENSE	<u>\$58,687</u>
TOTAL FTEs	67.16

DESCRIPTION

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

EXPECTED RESULTS

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

2013 ACCOMPLISHMENTS

- ◆ Developed initial model of Lake Chaplain Reservoir to improve reservoir management and aid filter plant process improvements
- ◆ Implemented asset management program at both the Water Filtration Plant and the Water Pollution Control Facility
- ◆ Conveyed up to six MGD of Marysville's treated effluent to the Port Gardner Bay Outfall during July-October Snohomish Basin low-flow period so as to aid Marysville in avoiding permit violations
- ◆ Continued operation of additional new aerators in the WPCF aeration pond to control odors and 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
- ◆ Established optimization team at the Water Filtration Plant to improve filter operations and efficiency

INVENTORY OF SERVICES (Continued)

2014 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

- Emerging water quality issues in our source reservoirs related to natural phenomena will require increasing focus, which will continue to drive Public Works activities even more than has been the case to date. 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.
- The common approach of the land application of biosolids is being challenged in our state and in others. Possible future local restrictions may lead to increased costs for managing our biosolids.
- Climate change will begin to influence water quality in the years to come in measurable ways. These impacts, which will include decreased snowpack, increased winter flooding, and reduced summer flows will likely impart negative trends to water quality. Projected increases in average temperatures will also impact operations at the WFP and the WPCF. These factors may combine to present increased cost of treatment for both the WFP and the WPCF.

INVENTORY OF SERVICES (Continued)

PERFORMANCE MEASURES

Water Filtration Plant Program 121	2012	2013 Est.	2014 Est.
Peak day flow (mgd)	80.14	80.00	85.00
Average day flow (mgd)	50.99	50.00	53.00
Peak/average day ratio	1.57	1.59	1.6
System use (mg)	18,612	18,250	19,345
Chemical costs (\$/mg)	\$36.08	\$28.00	\$39.00
WFP tours (# people)	100	100	100
Water Pollution Control Facility Program 111	2012	2013 Est.	2014 Est.
Laboratory analysis	29,700	27,000	27,500
Septage receiving stations (mg)	0.15	0.07	0.07
Septage receiving stations (revenues)	\$23,315	\$11,721	\$11,721

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Wastewater Plant Maintenance Supervisor	1.0	Wastewater Treatment Plant Operator III	2.0
Drinking Water/Wastewater Process Analyst	3.0	Wastewater Treatment Plant Operator II	3.0
Senior WWTP Operator	1.0	Wastewater Treatment Plant Operator I	3.0
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	8.0
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	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	Project Coordinator	1.0
Facilities Manager	1.0		

THREE-YEAR PERSONNEL COMPARISON

Code	Title	2012	2013	2014
1430	Warehouse Worker	1.00	1.00	-
1540	Assistant Planner	1.00	1.00	1.00
1960	Electrician	1.00	1.00	-
2300	Accounting Assistant	5.00	5.00	5.00
2310	Accounting Technician	0.80	1.30	1.30
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	3.70	3.70	4.60
2425	Public Service Aide	1.00	1.00	1.00
2450	Supervisor I	1.00	1.00	1.00
2470	Switchboard Operator	0.90	0.90	-
3090	Watershed Patrolman/Ranger II	2.00	2.00	2.00
3600	Assistant Inventory Control Technician	1.80	1.80	2.80
3640	Communication Technician	-	-	1.00
3670	Dispatcher	0.90	0.90	0.90
3700	Equipment Operator	3.00	3.00	3.00
3720	Heavy Equipment Operator	23.00	25.00	25.00
3730	Industrial Waste Inspector	4.00	4.00	4.00
3740	Inventory Control Technician	0.80	0.80	0.80
3750	Lead Utility Service Worker	1.00	1.00	1.00
3809	Public Info/Education Specialist	2.00	2.00	2.00
3820	Plant/Pump Maintenance Mechanic	2.00	3.00	2.00
3875	SCADA/Telemetry Technician	1.00	1.00	1.00
3878	Utility Maintenance Tech I	7.00	8.00	10.00
3879	Utility Maintenance Tech II	3.00	3.00	3.00
3880	Utility Maintenance Tech III	5.00	5.00	5.00
3890	Utility Mapping Supervisor	1.00	1.00	1.00
3900	Utility Laborer	27.00	26.00	27.00
3920	Utility Service Worker	4.00	3.00	3.00
3940	Wastewater Treatment Plant Operator I	1.00	4.00	3.00
3950	Wastewater Treatment Plant Operator II	3.00	2.00	3.00
3960	Wastewater Treatment Plant Operator III	2.00	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	11.00	10.00	10.00
4060	Water Treatment Plant Operator III	9.00	9.00	9.00
4070	Water Treatment Plant Operator OIT	4.00	1.00	1.00
4080	Welder	1.00	1.00	1.00
4082	PW Supervisor	6.00	6.00	2.00
4083	PW Supervisor Water	-	-	3.00

THREE-YEAR PERSONNEL COMPARISON (Continued)

Code	Class	2012	2013	2014
4084	PW Supervisor TSG	-	-	1.00
4210	Construction Inspector	7.00	7.00	7.00
4260	Engineering Technician	6.00	7.00	7.00
4275	GIS/Programmer Analyst	1.00	1.00	1.00
4385	Environmental Permit Coordinator	1.00	1.00	1.00
4400	Record System Specialist	2.00	2.00	2.00
6205	Facilities Manager	-	1.00	1.00
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	2.80	2.80	2.80
6307	Principal Engineer	3.00	2.00	2.00
6308	Project Coordinator	-	1.00	1.00
6310	Senior Engineer	4.00	5.00	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	Public Works 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
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	1.00	1.00
6671	Drinking Water/Wastewater Process Analyst	2.00	2.00	3.00
6672	Wastewater Plant Maintenance. Supt	2.00	1.00	1.00
6674	Assistant Construction Manager	2.00	2.00	2.00
6675	Surface Water Manager	1.00	1.00	1.00
6708	Engineering Svcs Manager	0.85	0.85	0.85
		218.30	219.80	222.80

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2013 Adopted Budget to the 2014 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

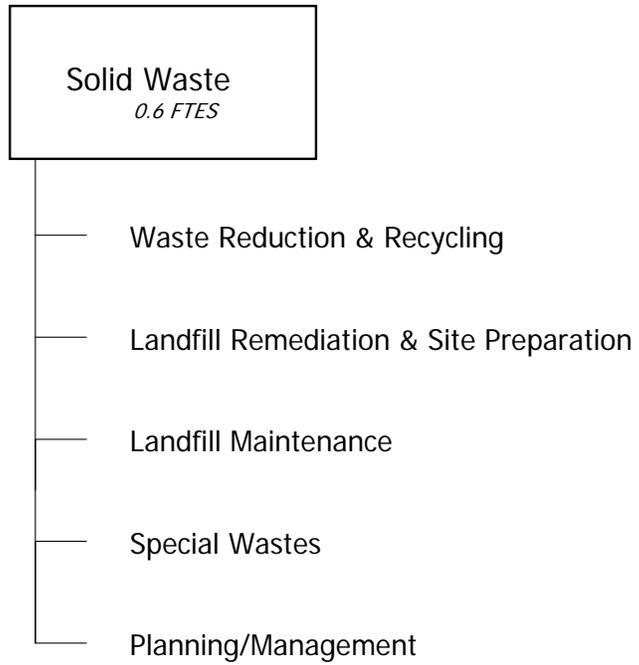
FTE	Item	Labor Amount	M & O Amount	Total
1.00	Add Utility Laborer	66,610		66,610
1.00	Add Water/Wastewater Process Analyst	105,769		105,769
1.00	Transfer in Communications Technician from MVD	105,816		105,816
	Reduce Engineering positions temporarily re-assigned to			
	Utilities (for utility related projects) from four to two	(100,085)		(100,085)
	Total	178,110	-	178,110

BUDGETED EXPENDITURES

		2012	2013	2013	2013	2014
		Actual	Adopted Budget	As Amended 12/4/2013	Estimate	Adopted Budget
Fund 401: Water/Sewer Utility						
REVENUES						
Bsu 308	Beginning Fund Balance	25,174,300	27,651,917	27,651,917	23,793,518	18,235,471
Bsu 32X	Licenses and Permits	1,460	1,300	1,300	1,500	1,500
Bsu 33X	Grants	214,893	-	-	265,000	300,000
Bsu 34X	Charges for Services	64,034,745	62,195,429	62,195,429	66,211,427	69,853,384
Bsu 36X	Miscellaneous Revenue	1,624,008	1,893,044	1,893,044	1,419,139	1,342,886
Bsu 37X	Proprietary Other Income *	-405,811	172,600	172,600	170,300	167,500
Bsu 38X	Other Increases in Fund Equity	30,394	50,000,000	50,000,000	30,298	64,030,100
Bsu 39X	Transfers In/Cap. Asset Disposal	856,415	2,001,600	2,001,600	26,211	3,301,600
TOTAL		91,530,404	143,915,890	143,915,890	91,917,393	157,232,441
EXPENDITURES BY PROGRAM						
Fnc 109	Wastewater Collection	8,348,266	8,674,009	8,674,009	8,020,290	9,762,346
Fnc 111	Wastewater Treatment	11,824,789	12,759,016	12,759,016	11,691,268	12,742,387
Fnc 112	Bio Solids	410,262	1,817,600	1,817,600	472,008	468,900
Fnc 113	Industrial Pretreatment	559,224	669,300	669,300	599,276	647,100
Fnc 118	Transmission	5,978,515	5,283,631	5,283,631	5,059,240	5,966,556
Fnc 119	Distribution System	13,401,641	13,094,354	13,094,354	12,619,319	13,824,577
Fnc 121	Water Treatment	13,371,180	13,316,312	13,316,312	12,276,440	13,641,709
Fnc 123	Storm Drainage	6,375,533	6,444,429	6,444,429	6,506,176	7,676,163
Fnc 124	Timber Management	97,016	101,300	101,300	69,556	104,900
Fnc 13X	Construction Inspection	306,665	354,200	354,200	269,251	362,200
Fnc 935	Records Upgrade	161,716	297,600	297,600	158,878	238,900
Fnc 999	Interfund Subsidies	6,902,080	63,720,000	63,720,000	15,940,220	73,985,000
TOTAL EXPENDITURES BY PROGRAM		67,736,887	126,531,751	126,531,751	73,681,922	139,420,738
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	14,686,301	16,269,347	16,269,347	14,756,830	16,785,161
Obj 052	Personnel Benefits	5,479,138	6,219,999	6,219,999	5,635,020	6,743,046
Obj 053	Supplies	3,615,833	4,570,000	4,570,000	3,793,110	4,520,000
Obj 054	Other Services & Charges	9,758,941	9,736,600	9,736,600	7,686,563	9,484,225
Obj 055	Intergovernmental Services	12,153,762	68,956,460	68,956,460	21,263,386	79,754,480
Obj 056	Capital Outlay	1,011,864	143,100	143,100	924,220	978,700
Obj 057	Debt Service: Principal	7,386,864	7,080,445	7,080,445	6,393,894	7,635,483
Obj 058	Debt Service: Interest	7,811,824	7,966,650	7,966,650	6,722,323	7,027,678
Obj 059	Interfund Services & Charges	5,832,359	5,589,150	5,589,150	6,506,576	6,491,965
TOTAL EXPENDITURES BY OBJECT CODE		67,736,886	126,531,751	126,531,751	73,681,922	139,420,738
ENDING FUND BALANCE		23,793,518	17,384,139	17,384,139	18,235,471	17,811,703
2014 Budget Appropriation						157,232,441

**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	\$2,452,562	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	\$98,686
M&O	1,210,146
DEBT SERVICE	1,143,730
Revenue Offset	(2,452,042)
NET EXPENSE	\$520
TOTAL FTEs	0.6

DESCRIPTION	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ 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
2013 ACCOMPLISHMENTS	<ul style="list-style-type: none"> ◆ 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. Applied for additional grant funds for landfill gas and utility projects.
2014 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 and 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 Railroad Corridor Trail and during the 41 st 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	<ul style="list-style-type: none"> ■ The City will participate in Snohomish County's revision to its Solid Waste Comprehensive Plan and will work with Snohomish County to develop programs ■ Landfill environmental control systems will be 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	2012	2013	2014
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

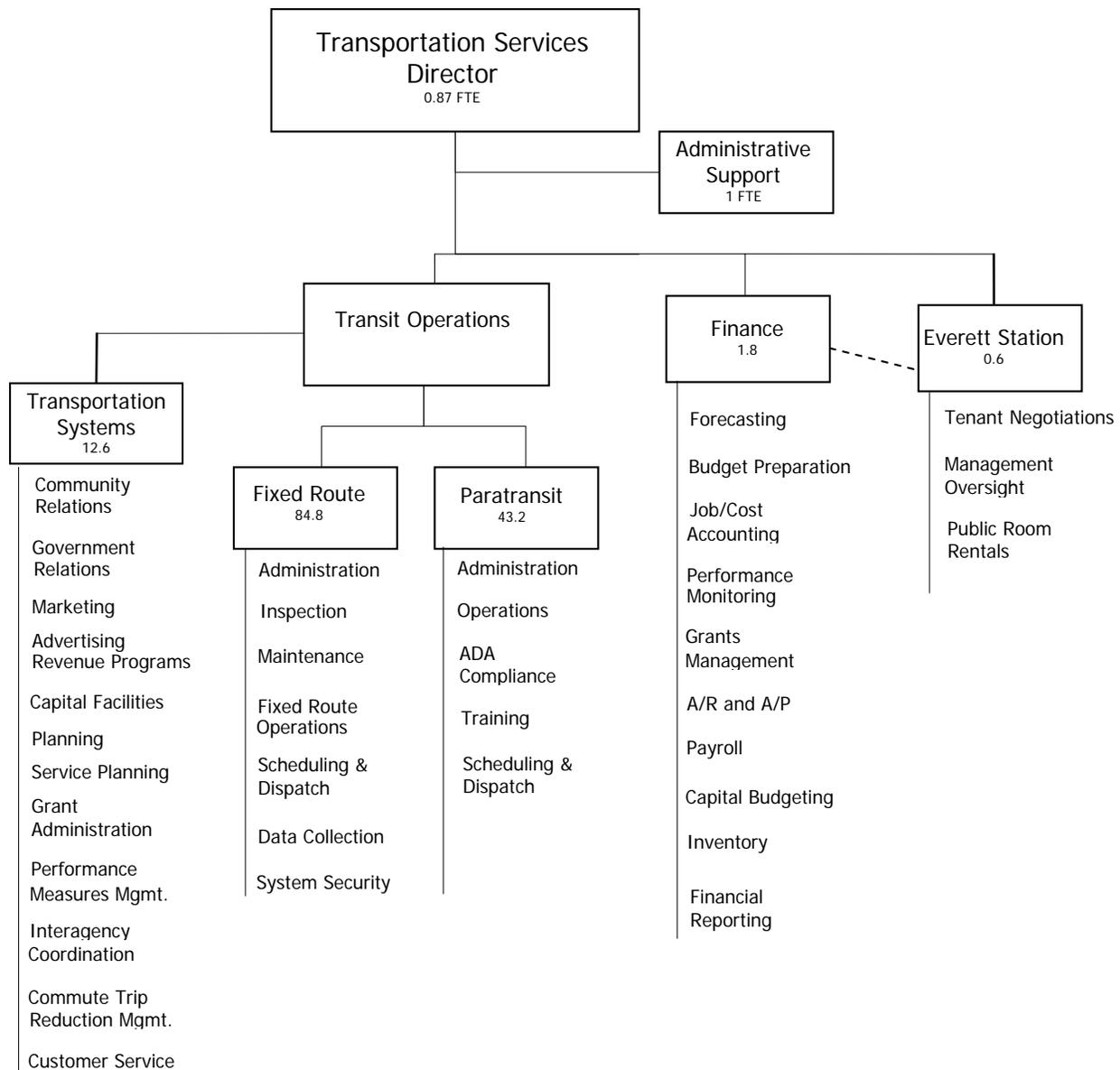
BUDGETED EXPENDITURES

	2012 Actual	2013	2013	2013	2014
		Adopted Budget	As Amended 12/4/2013	2013 Estimate	Adopted Budget
Fund 402: Solid Waste Utility					
Revenue					
Beginning Cash Balance	35,977	1,002	1,002	34,429	1,984
Intergovernmental Revenue	61,241	55,000	55,000	95,419	141,542
Charges for Services	2,250,755	2,371,782	2,371,782	2,283,283	2,302,000
Other Revenue	-	-	-	3,287	-
Interest Income	17,613	7,500	7,500	10,778	8,500
Total Available	2,365,586	2,435,284	2,435,284	2,427,196	2,454,026
Expenditures					
Salaries & Benefits	50,824	94,649	94,649	66,632	98,686
M & O	200,997	223,931	223,931	235,798	339,084
Interfund Services & Charges	10,272	10,268	10,268	10,282	9,562
Debt Services	1,440,064	1,228,231	1,228,231	1,230,000	1,143,730
Operating Transfer	629,000	865,000	865,000	882,500	861,500
Capital Outlays	-	10,000	10,000	-	-
Total Expenditures	2,331,157	2,432,079	2,432,079	2,425,212	2,452,562
Ending Fund Balance	34,429	3,205	3,205	1,984	1,464

2014 Budget Appropriation	2,454,026
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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	\$22,612,753	FTE's	144.9
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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 2013 are estimated to be almost 3% more than received in 2012. 2014 sales tax revenue is projected to be 6% more than 2012 receipts. While revenues for 2014 are expected to exceed that of 2013, they are not forecast to reach the levels experienced in 2008 and 2007. Factors that have contributed to this growth in revenue include lower unemployment and a more active housing market.

Grant Revenue

Everett Transit (ET) is currently set to receive approximately \$1 million in FTA formula funding in FTA FY2013-2014, which is programmed to offset some of the cost of vehicle maintenance and major repairs to Everett Station. An additional \$360,000 was in FY2011 funding for preliminary engineering on a parking structure at Everett Station that is planned to be expended in 2013/2014. Everett Transit is continuing to pursue federal funding for capital projects surrounding Everett Station as well as funding for building and vehicle maintenance. State funding for paratransit operations for the 2013-2015 biennium was increased more than 15%. ET will continue to pursue state funding for commute trip reduction and paratransit operations. Everett is scheduled to receive \$208,000 from the State of Washington in their 2013/2014 biennial budget cycle.

Everett Station Lease Revenues

Tenants include WorkSource Everett, Workforce Development Council of Snohomish County, Greyhound, Amtrak, Everett Transit, Sound Transit, and Espresso Americano. WorkSource consolidated its operations to 11,809 square feet on the third and fourth floors in 2010. WorkForce renegotiated a three-year lease for 3,000 sq. ft. on the fourth floor as well as occupying 4,000 square feet of Class A office space on the second floor and 660 sq. ft on the third floor on a month-to-month basis. The WorkForce Veteran Service Center leased almost 2,000 sq. ft on the second floor in August 2013 for an initial discounted lease, annually renewable at a negotiated market rate. There is 4,541 sq. ft. of classroom space available on floor 2; 3,469 sq. ft. available on floor 4, and 3,600 sq. ft. of potential store front retail space on the first floor. In total, of the 36,346 leasable space, nearly one quarter remains available for immediate occupancy. Net revenues for the Weyerhaeuser Room and other rental spaces increased with the improvements to the kitchen space. Revenues from Espresso Americano continue to consistently exceed the minimum of \$1,500 per month.

Farebox Revenues

Everett Transit initiated a fare change in January of 2013. The ORCA fare system was implemented in May 2009. 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 \$1.6 million in 2014, an increase of 18% over 2012.

INVENTORY OF SERVICES

DEPARTMENT 425/Transit ACTIVITY 1 - Everett Station

LABOR	\$63,146
M&O	1,233,094
Revenue Offset	(1,046,259)
NET COST	\$249,981
TOTAL FTEs	0.60

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
 - Increase rental revenue from Weyerhaeuser Room facilities
 - Reduce tenant costs for maintenance and operations through better resource management
 - Reduce response time and costs for repairs at Everett Station
 - Vibrant café operation continues to serve station tenants/visitors with quality beverages and food

2013 ACCOMPLISHMENTS ◆ Modest improvements to Weyerhaeuser Room

- 2014 GOALS
- Goal #1 ■ Complete major repairs
 - Goal #2 ■ Lease remaining space
 - Goal #3 ■ Improve perception of security and services
 - Goal #4 ■ Continue to maintain building and address minor maintenance concerns before they become major issues
 - Goal #5 ■ Increase Weyerhaeuser Room rental bookings

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

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
⚡ Percentage of space leased	85%	85%	85%
⚡ Lease and CAM revenue	\$892,475	\$852,893	\$781,251
⚡ Weyerhaeuser and meeting room rental	\$61,550	\$66,920	\$67,643
⚡ Vending machine revenue	\$13,376	\$10,730	\$10,730

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

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 2 - Fixed Route Services

LABOR	\$8,781,298
M&O	3,880,123
Revenue Offset	(12,661,421)
NET COST	\$0
TOTAL FTEs	93.7

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

- EXPECTED RESULTS
- 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

2013

- ACCOMPLISHMENTS
- ◆ Eliminated non-productive trips and adjusted service to fiscally sustainable levels
 - ◆ Replaced seven diesel buses with seven electric hybrid buses
 - ◆ Installed updated voice radio system in compliance with FCC regulations
 - ◆ Reduced Operator overtime by approximately 35%
 - ◆ Installed vehicle radio location system for improved safety, security and scheduling

2014 GOALS

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

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
🚩 Unlinked passenger trips per revenue hour	20.3	21.0	21.0
🚩 Cost per revenue hour	\$105	\$117	\$125
🚩 Cost per revenue mile	\$8.68	\$8.82	\$10.54

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Bus Operator	72.0	Transportation Services Mgr.	0.6
Operations Supervisor – Fixed Route	1.0	Transportation Maintenance	1.0
Office Technician	3.0	Transportation Program Mgr.	1.5
Operations Program Manager	0.5	Communication Technician	0.7
Transit Inspector	4.6	Training Coordinator	0.7
Bus Maintenance Person	4.6	Project Coordinator	1.0
Administrative Assistant	1.5	Development Technician	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 3 – Paratransit Services

LABOR	\$3,848,821
M&O	1,224,305
Revenue Offset	(5,073,126)
NET COST	\$0
TOTAL FTEs	43.2

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

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

- 2013 ACCOMPLISHMENTS
- ◆ Implemented pre-pickup phone call system to reduce dwell time whenever possible
 - ◆ Added two vehicles to fleet to meet demand for service
 - ◆ Reduced Operator overtime by approximately 3%

- 2014 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

PERFORMANCE MEASURES	2012	2013 Est.	2014 Est.
◆ Unlinked passenger trips per revenue hour	2.44	2.45	2.45
◆ Cost per revenue hour	\$82.40	\$91.31	\$102.07
◆ Cost per revenue mile	\$6.94	\$7.71	\$8.62

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Paratransit Operator	31.0	Transportation Services Mgr	0.3
Operations Supervisor – Paratransit	1.0	Administrative Coordinator	1.0
Transit Inspector	2.4	Transportation Program Mgr.	0.5
Communication Technician	0.3	Bus Maintenance	1.4
Paratransit Schedule Technician	5.0	Transit Training Coordinator	0.3

INVENTORY OF SERVICES (Continued)

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

LABOR	\$778,888
M&O	592,037
Revenue Offset	(1,370,925)
NET COST	\$0
TOTAL FTEs	7.37

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

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

2013

- ACCOMPLISHMENTS**
- ◆ Provided ORCA transportation benefits to 7 business, 10 social service programs and 8 schools within the city of Everett
 - ◆ All Federal and State reports were filed on time
 - ◆ Coordinated activities with other regional transit agencies and implemented appropriate changes

2014 GOALS

- Goal #1 ■ Complete triennial mandatory survey for federal reporting; develop a reporting plan that enhances the use of data gathered by the automatic passenger counting systems for federal reporting
- Goal #2 ■ Gather public feedback and develop service growth and increased efficiency strategy plan
- Goal #3 ■ Continue to ensure that mandated Federal and State reports are completed and filed on time
- Goal #4 ■ Participate in the City's Comprehensive Plan update

PERFORMANCE MEASURES

	2012	2013 Est.	2014 Est.
Federal and State reports timely filed	Yes	Yes	Yes

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Services Director	.77	Program Manager	1.5
Administrative Secretary	0.7	Office Assistant	1.5
Financial Analyst	0.9	Administrative Secretary	1.0
Accounting Technician	0.9	Transportation Services Mgr.	0.1

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 5 - Projects

LABOR	\$0
M&O	2,211,041
Revenue Offset	(1,511,663)
NET COST	<u>\$699,378</u>
TOTAL FTEs	<u>0</u>

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

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

2013 ACCOMPLISHMENTS  Replaced seven fixed route diesel buses with seven hybrid buses
 Added two paratransit vans to fleet
 Updated radio system in compliance with FCC regulations
 Purchased additional trash receptacles and benches for installation at bus stops

2014 GOALS
 Goal #1  Install additional shelters, benches and trash receptacles at bus stops within service area
 Goal #2  Complete installation of computerized radio location system
 Goal #3  Complete implementation of paratransit pre-pickup telephone calling system

PERFORMANCE MEASURES	2012	2013 Est.	2014 Est.
 Installation of radio location system	0%	50%	100%
 Implement next bus information system	25%	75%	100%
 Install shelters	10	24	10
 Comply with all Local, State and Federal purchasing requirements	Yes	Yes	Yes

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2012	2013	2014
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	1.0	-	2.0
2420	Office Technician	4.0	4.0	3.0
3640	Communication Technician	-	-	1.0
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	21.0	20.0
4511	Bus Operator – Post 1/1/99	46.0	53.0	52.0
4530	Para transit Driver	6.0	6.0	6.0
4531	Para transit Driver – Post 1/1/99	21.0	23.0	25.0
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	3.0	1.0
6802	Transit Operations Program Manager	-	-	1.0
6803	Transportation Services Manager	1.0	1.0	1.0
6804	Operations Supervisor –Paratransit	1.0	1.0	1.0
6806	Operations Supervisor – Fixed Route	1.0	1.0	1.0
6807	Transportation & Transit Services Director	1.0	1.0	0.87
6808	Transportation Program Manager	2.0	3.0	3.0
6812	Transit Training Coordinator	1.0	1.0	1.0
TOTAL FTE's		144.0	144.0	144.87

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2013 Adopted Budget to the 2014 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
-0.13	Transfer 0.125 of Transportation Director to MVD	(24,478)		(24,478)
1.00	Transfer in Communications Technician from MVD	106,519		106,519
	Total	82,041	-	82,041

BUDGETED EXPENDITURES

	2012 Actual	2013 Adopted Budget	2013 As Amended 12/4/2013	2013 Estimate	2014 Adopted Budget
Fund 425: Transit					
REVENUES					
Bsu 00308 Beginning Balance	10,548,420	9,046,510	9,376,098	10,185,065	8,350,846
Bsu 00313 Retail Sales and Use Taxes	15,738,801	15,948,270	15,948,270	16,251,409	16,701,029
Bsu 00331 Direct Federal Grants	2,043,199	6,405,973	7,026,385	5,177,948	1,318,096
Bsu 00334 State Grants	436,909	435,811	435,811	450,446	585,025
Bsu 00336 State Shared Revenues	239,412	241,869	241,869	239,900	246,760
Bsu 00344 Transportation	1,374,095	1,642,789	1,642,789	1,615,825	1,631,973
Bsu 00349 Rideshare Program	13,452	9,438	9,438	9,429	-
Bsu 00361 Interest Earnings	176,597	104,077	104,077	128,058	122,064
Bsu 00362 Rents, Leases and Concessions	1,077,508	962,597	962,597	1,050,659	967,173
Bsu 00366 Interfund Revenue	89,879	98,468	98,468	95,694	82,947
Bsu 0036X Other Miscellaneous	-186	23,130	23,130	30,153	8,328
TOTAL AVAILABLE	31,738,086	34,918,932	35,868,932	35,234,586	30,014,241
EXPENDITURES BY PROGRAM					
Prg 056 Everett Station Operations	1,237,780	1,731,632	1,731,632	1,216,079	1,233,094
Prg 081 Operations	11,894,741	12,411,095	12,411,095	11,684,377	13,145,161
Prg 082 Paratransit	3,624,944	3,807,097	3,807,097	3,879,854	4,529,605
Prg 090 Administration	1,981,985	1,849,074	1,849,074	1,749,205	1,537,896
Prg 135 Projects	2,813,571	7,698,211	8,648,211	8,354,225	2,166,997
TOTAL EXPENDITURES BY PROGRAM	21,553,021	27,497,109	28,447,109	26,883,740	22,612,753
EXPENDITURES BY OBJECT CODE					
Obj 051 Salaries and Wages	8,408,409	8,617,618	8,617,618	8,122,498	9,610,296
Obj 052 Personnel Benefits	3,187,480	3,491,608	3,491,608	3,193,142	3,861,857
Obj 053 Supplies	116,523	96,672	96,672	83,663	66,159
Obj 054 Other Services and Charges	979,021	1,509,357	1,509,357	954,366	995,066
Obj 055 Intergovernmental Services	1,578,285	2,050,331	2,050,331	1,680,066	1,763,774
Obj 056 Capital Outlay	1,535,506	5,950,288	6,900,288	6,994,327	773,095
Obj 059 Interfund Services & Charges	5,747,797	5,781,235	5,781,235	5,855,678	5,542,506
TOTAL EXPENDITURES BY OBJECT CODE	21,553,021	27,497,109	28,447,109	26,883,740	22,612,753
ENDING BALANCE	10,185,065	7,421,823	7,421,823	8,350,846	7,401,488
2014 Budget Appropriation					30,014,241

**EVERPARK GARAGE
FUND 430**

MISSION STATEMENT

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

SUMMARY

Expenditure Budget	\$	338,085	FTE's	0.0
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REVENUE DESCRIPTION

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

INVENTORY OF SERVICES

DEPARTMENT 430/Everpark Garage ACTIVITY 1 - Everpark Garage

M&O	\$338,085
Revenue Offset	(317,000)
NET COST	\$21,085
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

2013 ACCOMPLISHMENTS  Increase in daily parking use
 Improved garage cleanliness

2014 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	2012	2013 Est.	2014 Est.
 Average monthly parkers	348	346	350
 Average daily parkers	300	204	250
 Average monthly revenue	\$23,755	\$24,700	\$25,000

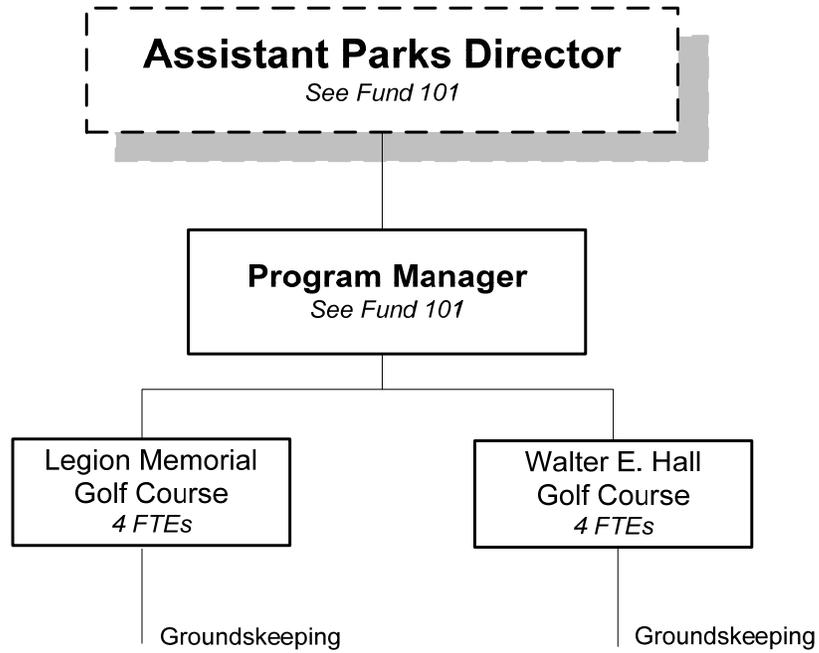
BUDGETED EXPENDITURE

	2012	2013	2013	2013	2014
Fund 430: EverPark Garage	Actual	Adopted Budget	As Amended 12/4/2013	Estimate	Adopted Budget
Revenue					
Beginning Balance	2,406,369	2,483,398	2,483,398	2,489,751	2,538,426
Parking Fees	264,049	300,000	300,000	260,000	270,000
Interest	59,313	62,000	62,000	45,000	47,000
Total Available	2,729,731	2,845,398	2,845,398	2,794,751	2,855,426
Expenditures					
M & O	239,981	355,345	355,345	256,325	338,085
Total Expenditures	239,981	355,345	355,345	256,325	338,085
Ending Balance	2,489,751	2,490,053	2,490,053	2,538,426	2,517,341

2014 Budget Appropriation	2,855,426
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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	\$	4,172,775	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	\$346,846
LABOR – Seasonal	181,962
M&O	1,279,484
Revenue offset	(1,822,651)
NET REVENUE	(\$14,359)
TOTAL FTEs	4.0 Regular
	12 Seasonal

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

 Plans for and manages capital improvement projects

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

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

2013 ACCOMPLISHMENTS

-  Added one sand bin for storage
-  Rerouted service road at #18 green
-  Built pad and relandscaped southwest side of clubhouse
-  Replaced kitchen flooring
-  Replaced roof on clubhouse
-  Remodeled old bunker #1 into new bunker complex

2014 GOALS

- Goal #1  Complete pad SW of clubhouse for tent
- Goal #2  Remove dead trees on course
- Goal #3  Continue improvements to drainage and irrigation on the course
- Goal #4  Continue landscape improvements in parking and clubhouse areas

PERFORMANCE MEASURES

	2010	2011	2012	2013 Est.	2014 Est.
 Total rounds	64,269	56,587	57,555	60,077	59,052
 Operating cost per round	\$23.91	\$27.13	\$27.55	\$29.23	\$30.62
 Operating revenue per round	\$25.88	\$27.54	\$29.04	\$29.58	\$30.87

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Supervisor 1	1	Seasonal	12
Groundskeeper	3		

INVENTORY OF SERVICES (Continued)

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

LABOR – FTE	\$366,859
LABOR –Seasonal	181,962
M&O	1,484,278
Debt Service	331,384
Revenue Offset	(2,350,124)
NET COST	\$14,359
TOTAL FTEs	4.0 Regular 12 Seasonal

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

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

2013 ACCOMPLISHMENTS  Continued fairway improvement program to provide a firmer playing condition
 Replaced golf course sprayer
 Refurbished five bunkers on #3 and eliminated one on #7
 Continued improvements to irrigation
 Removed tree stumps (18+)

2014 GOALS
 Goal #1  Continue to improve fairway turf conditions through topdressing and irrigation system work
 Goal #2  Repave several path areas that are eroded
 Goal #3  Remove trees that are at end of their life

PERFORMANCE MEASURES

	2010	2011	2012	2013 Est.	2014 Est.
 Total rounds	61,952	57,024	59,993	59,607	59,615
 Operating cost per round	\$34.52	\$36.15	\$35.89	\$38.29	\$39.66
 Operating revenue per round	\$35.70	\$36.57	\$37.10	\$37.93	\$39.43

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Supervisor I	1	Seasonal	12
Groundskeeper	3		

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2012	2013	2014
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	2012	2013	2013	2013	2014
	Actual	Adopted Budget	As Amended 12/4/2013	Estimate	Adopted Budget
Resources					
Beginning Balance	115,348	-	-	207,376	-
Admission Tax	99,994	102,912	102,912	102,912	105,295
Golf Fees	2,587,273	2,653,051	2,653,051	2,445,675	2,687,386
Rent, Lease & Concessions	1,195,918	1,271,609	1,271,609	1,271,609	1,369,594
Grants	-	-	127,764	127,764	-
Miscellaneous Revenue	1,923	-	-	-	-
Interest Earnings	16,168	10,500	10,500	10,500	10,500
Total Available	4,016,624	4,038,072	4,165,836	4,165,836	4,172,775
Expenses					
Salaries & Benefits	1,007,729	1,076,922	1,076,922	1,076,922	1,077,629
M & O	1,011,007	1,129,867	1,129,867	1,129,867	1,160,143
Management Fees	1,289,149	1,346,362	1,346,362	1,346,362	1,448,200
Capital Outlays	48,249	18,000	145,764	145,764	15,270
Interfund Services & Charges	139,923	147,138	147,138	147,138	140,149
Debt Service	313,191	319,783	319,783	319,783	331,384
Total Expenditures	3,809,248	4,038,072	4,165,836	4,165,836	4,172,775
Ending Balance	207,376	0	0	0	0

2014 Budget Appropriation	4,172,775
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SNOHOMISH RIVER REGIONAL WATER AUTHORITY FUND 450

MISSION STATEMENT

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

SUMMARY

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

The source of revenue is contributions from interlocal participants, including: Northshore Utility District, Woodinville Water District, and the City of Everett. The predicted annual budget is \$54,000. This split is a 15:11:10 ratio between, Everett, Woodinville Water District and Northshore Utility District respectively. The Board has not approved the 2014 SRRWA budget at the time of this printing.

INVENTORY OF SERVICES

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

DESCRIPTION

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

EXPECTED RESULTS

- 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	2013	2013	2013	2014
	Actual	Adopted Budget	As Amended 12/4/2013	Estimate	Adopted Budget
Fund 450: Regional Water Authority					
Revenue					
Beginning Fund Balance	-	-	-	-	-
Contributions	14,917	90,000	90,000	54,000	54,000
Total Available	14,917	90,000	90,000	54,000	54,000
Expenditures					
M & O	14,917	-	-	54,000	54,000
Capital Outlays	-	90,000	90,000	-	-
Total Expenditures	14,917	90,000	90,000	54,000	54,000
Ending Fund Balance	0	0	0	0	0
2014 Budget Appropriation					54,000

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	\$	1,100,000	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	\$1,100,000
Transfer Out	(1,100,000)
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
-
- 2013 ACCOMPLISHMENT**
- Completed Water Line Segments 4 and 7
-
- 2014 GOALS Goal #1**
- Complete part of Segment 1

BUDGETED EXPENDITURES

	2013		2013		2014
	2012	Adopted	As Amended	2013	Adopted
Fund 451: Everett Tulalip Joint Water Line	Actual	Budget	12/4/2013	Estimate	Budget
Revenue					
Transfers In	-	200,000	200,000	-	-
Interlocal Revenue - Tulalips	340,088	-	1,200,000	700,000	1,100,000
Total Available	340,088	200,000	1,400,000	700,000	1,100,000
Expenditures					
Construction Projects	340,088	200,000	1,400,000	700,000	1,100,000
Total Expenditures	340,088	200,000	1,400,000	700,000	1,100,000
Ending Fund Balance	0	0	0	0	0

2014 Budget Appropriation	1,100,000
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