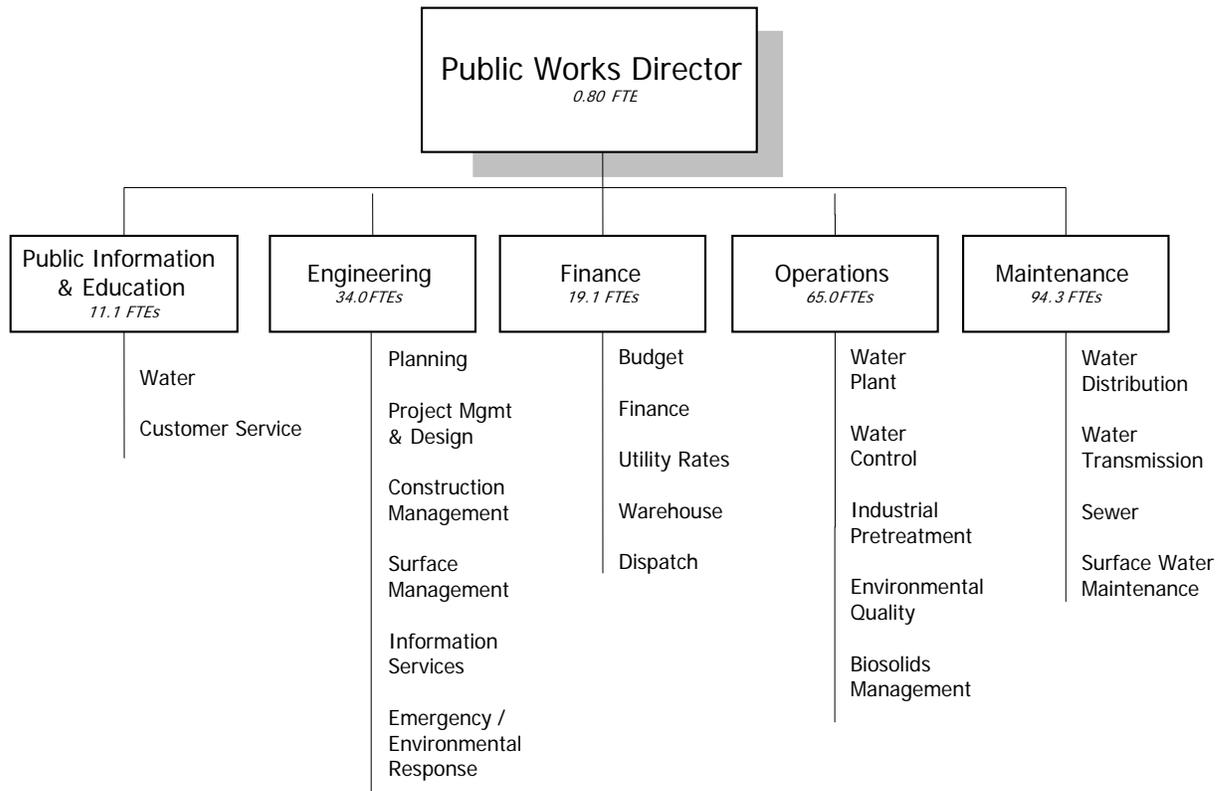

ENTERPRISE FUNDS

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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	\$88,440,519	FTE's	224.30
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REVENUE DESCRIPTION

Utilities (Fund 401) revenues derive from service charges for the distribution and filtration of water, the collection and treatment of wastewater and stormwater fees. Utilities also receives revenues from areas such as timber sales, connection charges, and investments. Additional resources include state loans, grants, and revenue bond proceeds. Water sales include the distribution and filtration of water for domestic users as well as wholesale sales to other water systems in Snohomish County. Sewer charges include fees for the collection and treatment of sewage and for surface water management. Industrial high strength charges and septage dumping fees make up a portion of sewage revenues. Service revenues are estimated at \$82.6 million and total revenues at \$88.9 million for 2016.

INVENTORY OF SERVICES

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

LABOR	\$2,122,808
M&O	886,760
Revenue Offset	<u>(3,024,616)</u>
NET EXPENSE	<u>(\$15,048)</u>
TOTAL FTEs	34.16

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

- Utility Planning updates the Comprehensive Water and Sewer Plans and implements the system replacement programs for pipelines, water mains, sewer lines and basement flood reduction
- Project Management implements most CIP projects involved with the water and wastewater plant upgrades
- Construction Management provides construction contract administration and construction inspection of the City's transportation and utility capital improvements to ensure cost-effective completion of public projects and compliance with city and state regulations
- Information Services provides GIS maps for all City departments as requested and provides records management for utility-related items
- Surface Water Management manages 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 with timely replacements
- Reduce water and sewer line failures
- Adequate supply of water for all customers
- Adequate water and sewer system capacity

2015 ACCOMPLISHMENTS

- ◆ Continued efforts to maintain and improve the City's drainage basins and surface water quality
- ◆ Completed construction of WPCF Phase C1 expansion
- ◆ Started sewer M project to reduce basement flooding
- ◆ Retrofitted stormwater facilities
- ◆ Continued water main replacement program
- ◆ Managed over \$40 million in construction projects
- ◆ Completed Surface Water Comprehensive Plan
- ◆ Completed Sewer Comprehensive Plan
- ◆ Completed Water Comprehensive Plan

2016 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: Northend basement flood reduction, complete phase 1-Sewer M

- 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 design of Grand Ave park bridge

- 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

	2014	2015 Est.	2016 Est.
■ Value of construction contracts completed	\$12,500,000	\$18,800,000	\$40,000,000
■ Time from construction to utilities in GIS	34 Days	37 Days	38 Days
■ 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
Associate Engineer (PE)	2.0	Maint. Division	1.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 2 - Maintenance

LABOR	\$8,454,993
M&O	8,060,360
Revenue Offset	(16,597,932)
NET EXPENSE	(\$82,579)
TOTAL FTEs	94.46

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 distribution and water storage systems 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 (SCADA) between utility operating systems and centralized monitoring locations

EXPECTED RESULTS

- Maintain reliability of the City's water and sewer utility system through preventive and corrective maintenance
- Update and implement Best Management Practices to meet the Endangered Species Act and perform operations and maintenance activities within environmentally sound practices
- Promote system reliability, water quality features and maintain the City's storm water system
- Protect the City's natural water resources through timely maintenance of our facilities
- Improve and maintain system compliance performance of both water distribution and sewer collection systems
- Operate and maintain the sewer collection and storm water systems to meet compliance and regulatory requirements
- Provide sewer backwater flow protection for the designated connections within the combined sewer system to reduce basement flooding

2015 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 improved system performance with better service levels, a lower level of pipe breaks, and fewer emergency calls
- ◆ Continued to improve and upgrade the remote monitoring and telemetry capabilities and added more information points throughout the system. Continual improvements are necessary to this system to maintain the communications and monitoring capabilities throughout the operating systems. Over 5,000 data points currently being monitored
- ◆ Maintained our corrosion protection systems and water transmission lines
- ◆ Continued use of, and staff training in, species-friendly Best Management Practices (BMPs) for maintenance activities for Endangered Species Act (ESA) compliance. Many of the maintenance activities are permitted through the participation in the Regional Road Maintenance Manual, a federally approved manual that outlines the BMPs for maintenance activities and complying with ESA guidelines
- ◆ Continued dike maintenance efforts at Smith Island and the entire Diking District No. 5 dikes to prevent erosion of the dikes protecting the Water Pollution Control Facility. Provided dike maintenance for the former Drainage District No. 6 dikes to protect Transmission Line No. 5
- ◆ Focused on activities related to current sewer and stormwater permits by eliminating and controlling combined sewer overflows 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
- ◆ Installed approximately 1,000 backwater valves for the designated connections to date
- ◆ Continued the conversion of flat rate water accounts to metered accounts per Department of Health requirements, with approximately 1,200 meter conversions during the year

INVENTORY OF SERVICES (Continued)

2016 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. Improve our SCADA system.

- 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. 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 new permit issued in September 2015 has additional compliance requirements and additional efforts. 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

	2014	2015 Est.	2016 Est.
⬇ Sewer lines cleaned (ft)	207,357	225,000	250,000
⬇ Water services installed	46	50	100
⬇ Sewer lines tv'd	142,305	150,000	150,000
⬇ Water quality samples collected	3,600	3,800	3,900
⬇ Flat Rate conversions to Metered	1,200	1,200	1,500

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Utility Laborer	27.0
M&O Supervisor	3.0	Utility Maintenance Technician III	1.0
Maintenance Superintendent	0.5	Utility Maintenance Technician II	4.0
Associate Engineer (PE)	1.0	Utility Maintenance Technician I	2.0
Associate Engineer (Non-PE)	2.0	Engineering Technician	1.0
Public Works Supervisor Water/Sewer/TSG	6.0	Plant/Pump Maintenance Mechanic	2.0
Welder	1.0	Lead Utility Service Worker	1.0
Water Service Technician	9.0	Heavy Equipment Operator	24.0
Water Quality Control Operator	3.0	Equipment Operator	3.0
Utility Service Worker	2.0	Supervisor I	1.0
Senior Engineer	0.8		

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 3 - Finance

LABOR	\$2,726,558
M&O	41,969,601
Revenue Offset	(44,919,647)
NET EXPENSE	(\$223,488)
TOTAL FTEs	19.26

- 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

- 2015 ACCOMPLISHMENTS
- ◆ Successful negotiation of Silver Lake sewer contract
 - ◆ Issued \$60 million in bonds for capital construction

- 2016 GOALS
- Goal #1 ■ Complete water and sewer cost of service studies
 - Goal #2 ■ Complete surface water impervious surface study

- 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

	2014	2015 Est.	2016 Est.
Standard and Poor's Investor Service	AA+	AA+	AA+
Parity Debt Service Coverage	2.19	2.10	2.50

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Public Works Director	0.16	Inventory Control Technician	0.8
Public Works Finance Manager	1.0	City Safety Official	0.5
Assistant Safety Official	1.0	Assistant Inventory Control Technician	3.7
Financial Analyst	1.8	Accounting Technician	1.7
Utility Service Worker	1.0	Accounting Assistant	5.0
Utility Laborer	1.0	Communication Technician	1.0
Project Coordinator	0.6		

INVENTORY OF SERVICES (Continued)

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

LABOR	\$1,061,182
M&O	862,785
Revenue Offset	(1,933,587)
NET EXPENSE	(\$9,620)
TOTAL FTEs	11.26

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

- EXPECTED RESULTS
- Meet annual water conservation, stormwater and solid waste goals
 - Increase public participation in volunteer programs
 - Provide effective communications to the public about programs, capital projects and emergencies
 - Produce reports to public in a timely, cost effective manner
 - Provide effective phone and clerical support

- 2015 ACCOMPLISHMENTS
- ◆ Achieved annual water conservation, stormwater and solid waste goals
 - ◆ Provided effective desk-side recycling in city facilities
 - ◆ Increased public participation in volunteer programs
 - ◆ Effectively communicated to the public about programs, projects and emergencies
 - ◆ Produced reports and materials on time and on budget
 - ◆ Effectively managed phone calls and provided clerical support

- 2016 GOALS
- Goal #1 ■ Meet DOH savings requirements for regional water conservation program
 - Goal #2 ■ Meet DOE requirements for green stormwater infrastructure initiatives
 - Goal #3 ■ Meet DOE requirements for solid waste/recycling grant
 - Goal #4 ■ Continue to notify, inform and educate the public about programs and projects

INVENTORY OF SERVICES (Continued)

FUTURE TRENDS

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

PERFORMANCE MEASURES

	2014	2015 Est.	2016 Est.
Conservation program savings	.65 MGD	.84 MGD	.84 MGD
School classroom presentations	700	760	760
Volunteer hours worked	1,430	1,500	1,580
Citizen contacts from website	2,000	2,100	2,200

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Engineering Services Manager	0.85	Public Information/Education Specialist	3.0
Public Works Info & Education Manager	1.0	Office Technician	4.6
Administrative Coordinator	1.65	Public Works Director	0.16

INVENTORY OF SERVICES (Continued)

DEPARTMENT 401/Water/Sewer Utility ACTIVITY 5 – Operations

LABOR	\$10,615,112
M&O	11,680,360
Revenue Offset	(22,405,947)
NET EXPENSE	(\$110,475)
TOTAL FTEs	65.16

- DESCRIPTION
- Manages, operates, and maintains the Water Filtration Plant (WFP), and the Water Pollution Control Facility (WPCF). Manages the Environmental Monitoring and Compliance (EMC) group and the Industrial Pretreatment (IPT) group
 - Diverts, treats, and filters water at the Lake Chaplain Reservoir WFP for the City of Everett and the majority of Snohomish County
 - Provides watershed protection for Spada and Chaplain reservoirs through basin patrols to ensure source water quality protection
 - Provides drinking water quality monitoring and regulatory compliance for Everett's water transmission and distribution system through our EMC group
 - Operates and maintains the WPCF to treat wastewater for the City of Everett and our wholesale wastewater customers outside the city limits
 - Manages the permitting, monitoring, and regulation of industrial discharges through our IPT group
 - Operates and maintains Everett's Environmental Laboratory (EEL), and 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

- 2015 ACCOMPLISHMENTS
- ◆ Began pilot filter project at the WFP to gain approval for higher filtration rates from the Department of Health in order to postpone construction of additional filters
 - ◆ Developed improved operational strategies to more efficiently respond to and resolve taste and odor events in the drinking water system
 - ◆ Continued operation of WPCF plant processes to eliminate community odor complaints
 - ◆ Replaced aging SCADA systems at both WFP and WPCF and improved security of the industrial control networks at both plants
 - ◆ Completed Phase C expansion project to increase treatment capacity of mechanical plant by 50 percent
 - ◆ Secured a Safe Harbor agreement with the federal Fish & Wildlife Service and the state Department of Natural Resources to protect our ongoing ability to manage our timber as well as protect endangered species
 - ◆ Continued optimization team at the Water Filtration Plant to improve filter operations and efficiency, resulting in significantly less process water needs and lower treatment chemical costs

INVENTORY OF SERVICES (Continued)

2016 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 | ■ Demonstrate increased treatment capacity at WPCF and implement pilot study to increase filter rates at WFP |

FUTURE TRENDS

- Emerging water quality issues in our source reservoirs related to natural phenomena will require increasing focus and response, which will require increasing resources
- Everett continues to be a key member of the Central Puget Sound Water Suppliers Forum. The Forum's 'Outlook' previously established a baseline of water supplies and demands in the Central Puget Sound. Current efforts are focused on regional resilience issues and developing mitigation strategies
- Developing and implementing a strategic asset management plan for the Department will become a de facto requirement as regulatory and loaning entities will expect a programmatic and business-like approach to managing our assets. Public Works will be replacing its current asset and maintenance management software system during the next two years
- Security is a continuing 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 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 continues to be challenged in our state and in others. Possible future local restrictions may lead to increased costs for managing our biosolids
- Climate change will influence water quality in the years to come in measurable ways. These impacts, which include decreased snowpack, increased winter flooding, and reduced summer flows will likely impart negative trends to water quality. 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	2014	*2015 Est.	**2016 Est.
Peak day flow (mgd)	84.98	98.4	90
Average day flow (mgd)	49.6	55	52
Peak/average day ratio	1.71	1.78	1.7
System use (mg)	18,100	20,087	18,980
Chemical costs (\$/mg)	\$42.80	\$38.00	\$39.90
WFP tours (# people)	100	100	100
Water Pollution Control Facility Program 111	2014	2015 Est.	2016 Est.
Total volume treated (MG)	7,531	7,300	7,300
BOD Removed (tons)	4,690	4,500	4,500
TSS Removed (tons)	4,708	4,900	4,900
Total Biosolids removed (dry tons)	0	1,925	0
Average daily flow (MGD)	20.6	20	20
Laboratory analysis performed	28,600	28,000	28,000
Septage receiving stations volumes (mg)	0.16	0.30	0.30
Septage receiving (revenues)	\$26,219	\$63,000	\$63,000

*2015 Flows prediction based upon use for first six months of 2015 then averages of previous 3 years of flows for the months of July-December.

** 2016 Flows prediction based upon data from 2015 and averages of last 3 years for months July-December and a margin of error was applied. Prediction is for normal weather patterns for 2016.

2016 Chemical Costs prediction assume a 9.5% increase annually from previous year

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

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2014	2015	2016
1540	Assistant Planner	1.00	1.00	-
2300	Accounting Assistant	5.00	5.00	5.00
2310	Accounting Technician	1.30	1.70	1.70
2390	Office Assistant	1.00	-	-
2400	Office Specialist	3.00	3.00	3.00
2410	Office Supervisor	1.90	0.90	-
2420	Office Technician	4.60	4.60	4.60
2425	Public Service Aide	1.00	1.00	1.00
2450	Supervisor I	1.00	1.00	1.00
3090	Watershed Patrolman/Ranger II	2.00	2.00	2.00
3600	Assistant Inventory Control Technician	2.80	3.70	3.70
3640	Communication Technician	1.00	1.00	1.00
3670	Dispatcher	0.90	-	-
3700	Equipment Operator	3.00	3.00	3.00
3720	Heavy Equipment Operator	25.00	25.00	24.00
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	3.00
3820	Plant/Pump Maintenance Mechanic	2.00	3.00	2.00
3875	SCADA/Telemetry Technician	1.00	-	1.00
3878	Utility Maintenance Tech I	10.00	8.00	8.00
3879	Utility Maintenance Tech II	3.00	6.00	7.00
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	27.00	28.00
3920	Utility Service Worker	3.00	3.00	3.00
3940	Wastewater Treatment Plant Operator I	3.00	2.00	2.00
3950	Wastewater Treatment Plant Operator II	3.00	4.00	2.00
3960	Wastewater Treatment Plant Operator III	2.00	3.00	6.00
3980	Water Quality Analyst	7.00	7.00	6.00
3990	Water Quality Control Operator	3.00	3.00	3.00
4010	Water Quality Technician	1.00	2.00	2.00
4020	Water Service Technician	10.00	9.00	9.00
4060	Water Treatment Plant Operator III	9.00	8.00	8.00
4070	Water Treatment Plant Operator OIT	1.00	2.00	1.00
4080	Welder	1.00	1.00	1.00
4082	PW Supervisor	2.00	2.00	2.00
4083	PW Supervisor Water	3.00	3.00	3.00
4084	PW Supervisor TSG	1.00	1.00	1.00
4210	Construction Inspector	7.00	7.00	7.00
4260	Engineering Technician	7.00	7.00	7.00
4275	GIS/Programmer Analyst	1.00	1.00	1.00
4385	Environmental Permit Coordinator	1.00	1.00	1.00
4400	Record System Specialist	2.00	2.00	2.00

THREE-YEAR PERSONNEL COMPARISON (Continued)

Class	Title	2014	2015	2016
6205	Facilities Manager	1.00	1.00	1.00
6302	Administrative Coordinator	1.75	1.75	1.65
6304	Associate Engineer (Non PE)	2.00	3.00	3.00
6305	Associate Engineer (PE)	1.00	2.00	2.00
6306	Financial Analyst	2.80	2.80	1.80
6307	Principal Engineer	2.00	2.00	2.00
6308	Project Coordinator	1.00	1.60	1.60
6310	Senior Engineer	5.00	5.80	5.80
6551	Assistant Safety Official	1.00	1.00	1.00
6552	City Safety Official	-	0.50	0.50
6654	Operations Superintendent	1.00	1.00	1.00
6655	Pre-Treatment Manager	1.00	1.00	1.00
6656	Public Works Info * Education Manager	1.00	1.00	1.00
6657	Senior Water Operator	1.00	1.00	1.00
6658	Public Works Finance Manager	1.00	1.00	1.00
6659	Utilities GIS Program Manager	1.00	-	-
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	2.00	2.00
6669	Chief Water Operator	1.00	1.00	1.00
6670	Senior Wastewater Operator	1.00	1.00	1.00
6671	Drinking Water/Wastewater Process Analyst	3.00	3.00	3.00
6672	Wastewater Plant Maintenance. Supt	1.00	1.00	2.00
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
		222.80	225.30	224.30

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2015 Adopted Budget to the 2016 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	Eliminate Assistant Planner position	(100,992)		(100,992)
-1.00	Eliminate Associate Engineer PE position	(112,700)		(112,700)
1.00	Add Water Plant Maintenance Supervisor	138,975		138,975
	Reduce Streets positions temporarily re-assigned to Utilities (for utility related projects) from two to zero	(131,200)		(131,200)
	Total	(205,917)	-	(205,917)

BUDGETED EXPENDITURES

		2014	2015	2015	2015	2016
		Actual	Adopted Budget	As Amended 12/2/2015	Estimate	Adopted Budget
Fund 401: Water/Sewer Utility						
REVENUES						
Bsu 308	Beginning Balance	21,840,013	14,538,517	14,538,517	16,213,007	20,202,188
Bsu 32X	Licenses and Permits	660	1,000	1,000	-	1,000
Bsu 33X	Grants	143,032	1,136,468	1,136,468	511,064	700,000
Bsu 34X	Charges for Services	70,262,307	74,038,635	74,038,635	75,315,306	82,587,521
Bsu 36X	Miscellaneous Revenue	2,549,092	1,606,445	1,606,445	2,225,723	1,744,648
Bsu 37X	Proprietary Other Income	450,098	20,000	20,000	45,460	1,810,000
Bsu 38X	Other Increases in Fund Equity	-	60,000,000	60,000,000	60,000,000	31,060
Bsu 390	Transfers In/Cap. Asset Disposal	1,335,614	1,082,500	1,082,500	42,857	2,007,500
TOTAL		96,580,816	152,423,565	152,423,565	154,353,417	109,083,917
EXPENDITURES BY FUNCTION						
Fnc 109	Wastewater Collection	21,379,673	34,760,945	34,760,945	20,377,028	18,545,997
Fnc 111	Wastewater Treatment	15,315,691	33,817,662	33,817,662	43,455,173	15,006,401
Fnc 112	Bio Solids	246,086	1,017,600	1,017,600	1,668,560	1,766,930
Fnc 113	Industrial Pretreatment	599,236	660,500	660,500	559,407	668,940
Fnc 118	Transmission	4,519,912	5,339,395	5,339,395	4,684,962	5,386,894
Fnc 119	Distribution System	16,185,850	18,006,445	18,006,445	15,246,118	21,555,879
Fnc 121	Water Treatment	11,569,542	14,619,788	14,619,788	10,929,843	14,944,881
Fnc 123	Storm Drainage	9,797,379	28,548,044	28,548,044	36,225,819	9,941,054
Fnc 124	Timber Management	143,201	144,500	144,500	129,408	26,370
Fnc 13X	Construction Inspection	429,893	310,900	310,900	651,353	401,203
Fnc 935	Records Upgrade	181,345	173,800	173,800	223,560	195,970
TOTAL EXPENDITURES BY PROGRAM		80,367,808	137,399,579	137,399,579	134,151,229	88,440,519
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	14,834,431	17,374,543	17,374,543	15,282,796	17,932,543
Obj 052	Personnel Benefits	6,078,701	7,088,405	7,088,405	5,974,613	7,048,110
Obj 053	Supplies	3,998,117	4,334,525	4,334,525	3,295,075	4,529,900
Obj 054	Other Services & Charges	7,298,387	10,994,325	10,994,325	11,001,428	13,354,975
Obj 055	Intergovernmental Services	27,281,240	71,136,149	71,136,149	77,467,635	19,199,100
Obj 056	Capital Outlay	(1,337)	2,060,000	2,060,000	164,933	2,380,000
Obj 057	Debt Service: Principal	4,932,500	7,808,634	7,808,634	7,808,634	9,650,977
Obj 058	Debt Service: Interest	6,485,003	9,476,214	9,476,214	6,396,777	6,511,413
Obj 059	Interfund Services & Charges	9,460,766	7,126,784	7,126,784	6,759,338	7,833,501
TOTAL EXPENDITURES BY OBJECT CODE		80,367,808	137,399,579	137,399,579	134,151,229	88,440,519
ENDING BALANCE		16,213,007	15,023,986	15,023,986	20,202,188	20,643,398
2016 Budget Appropriation						109,083,917

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**SOLID WASTE UTILITY
FUND 402**

ORGANIZATION CHART



MISSION STATEMENT

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

SUMMARY

Expenditure Budget	\$2,562,000	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	\$95,267
M&O	1,329,753
DEBT SERVICE	1,136,980
Revenue Offset	<u>(2,562,000)</u>
NET EXPENSE	<u>\$0</u>
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 , waste reduction and recycling ■ Coordinates cleanup programs and grants with the Department of Ecology ■ 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 monitoring, compliance and development activities at the landfill
2015 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 ◆ Receipt of continuation of the Ecology Oversight Remediation Grant for review of developer environmental control requirements for the landfill redevelopment through June, 2017 ◆ Coordinated with the Riverfront Lift Station 33 and 43 Projects and other utility projects for the redevelopment of the landfill and the former Simpson Mill site; and the cleanup requirements for compliance and reimbursement through Ecology's remedial action grant. Managed Ecology grant funds for landfill gas and landfill monitoring projects. Coordinated site utility development with Consent Decree and landfill requirements
2016 GOALS	
Goal #1	<ul style="list-style-type: none"> ■ Continue waste reduction and recycling programs, meet and exceed the City's recycling goals
Goal #2	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ Coordinate site compliance efforts with the developer and surrounding properties without adversely impacting the environment
Goal #4	<ul style="list-style-type: none"> ■ Coordinate Riverfront Redevelopment Project and the cleanup requirements for compliance and reimbursement through Ecology's remedial action grant
Goal #5	<ul style="list-style-type: none"> ■ 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 lift station and utility development project
Goal #6	<ul style="list-style-type: none"> ■ Meet City requirements and schedules per the Property Disposition Agreement. Coordinate Riverfront development activities and projects with regulatory agencies, city, and developer
Goal #7	<ul style="list-style-type: none"> ■ Coordinate Solid Waste Advisory Committee involvement in county solid waste management issues that affect rate stability, convenience, and cost control

INVENTORY OF SERVICES (Continued)

FUTURE TRENDS

- The City will participate in Snohomish County's revision to its Solid Waste Comprehensive Plan and will work with Snohomish County to develop programs and to participate as advisors in the County's selection of a new waste haul and disposal contract.
- Landfill environmental control systems will be coordinated with site preparation and re-development activities

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

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2014	2015	2016
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

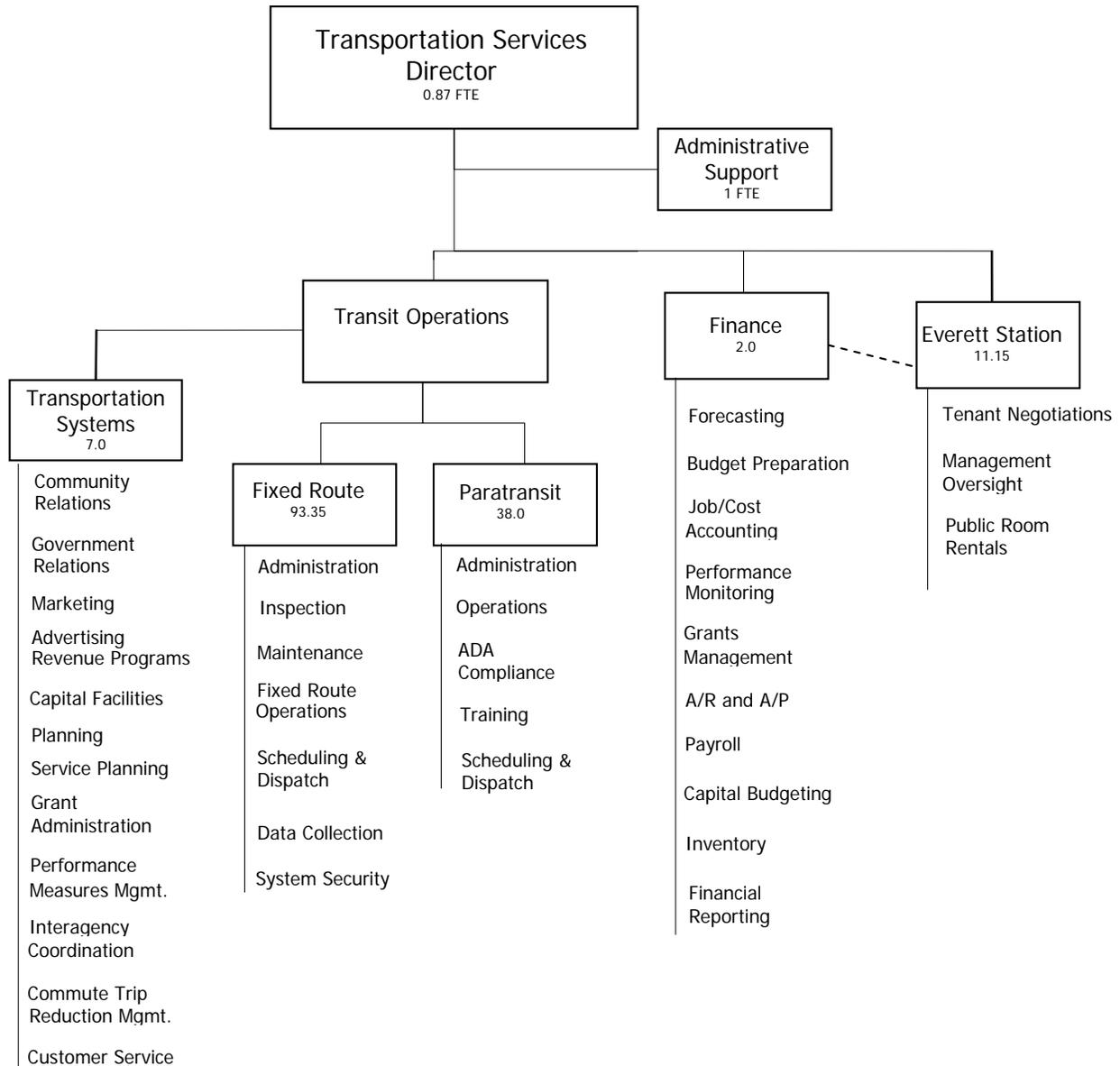
BUDGETED EXPENDITURES

	2015		2015		2016
	2014	Adopted	As Amended	2015	Adopted
Fund 402: Solid Waste Utility	Actual	Budget	12/2/2015	Estimate	Budget
Revenue					
Beginning Balance	409,785	757,671	757,671	731,614	411,896
Intergovernmental Revenue	69,164	150,000	150,000	5,608	-
Charges for Services	2,333,831	2,300,000	2,300,000	2,154,575	2,400,000
Other Revenue	46	-	-	(80)	150,000
Interest Income	23,198	8,500	8,500	16,477	12,000
Total Available	2,836,025	3,216,171	3,216,171	2,908,194	2,973,896
Expenditures					
Salaries & Benefits	61,947	93,904	93,904	66,290	95,267
M & O	343,268	190,700	190,700	203,365	207,110
Interfund Services & Charges	60,466	13,756	13,756	13,392	9,562
Debt Services	1,143,730	1,182,500	1,182,500	1,182,500	1,136,980
Operating Transfer	495,000	977,640	977,640	1,030,750	1,113,081
Total Expenditures	2,104,411	2,458,500	2,458,500	2,496,297	2,562,000
Ending Balance	731,614	757,671	757,671	411,896	411,896

2016 Budget Appropriation	2,973,896
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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	\$25,829,660	FTE's	153.37
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REVENUE DESCRIPTION

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

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

Sales Tax

Historically, sales tax has provided more than 80 percent of Everett Transit's operating revenue. As the economy fluctuates, so does sales tax collection. Sales tax revenues in 2015 are estimated to be almost 4.69% more than tax revenue earned in 2014, while 2016 tax revenue is projected to be 1.11% more than in 2015. This indicates that the economy continues to experience modest recovery during 2014-2015. Revenues for 2016 are expected to exceed that of 2015 but not reach the levels experienced in 2008 and 2007. Factors that have contributed to this growth in revenue include lower unemployment, a more active housing market and the beginning of some long-awaited major construction projects.

Grant Revenue

Everett Transit (ET) is currently set to receive approximately \$1.2 million in FTA formula funding in FTA FY2015-2016 which is programmed to offset some of the cost of vehicle maintenance and major repairs to Everett Station. Everett Transit continues to pursue federal funding for capital projects surrounding Everett Station as well as funding for building and vehicle maintenance. ET will continue to pursue state funding for paratransit operations. ET was also awarded more than \$450,000 of Congestion Mitigation and Air Quality (CMAQ) federal grant pass-through funds for an extensive commute trip reduction. In 2013, the State of Washington began a direct distribution of funds to transit agencies. The 2015 legislature increased direct distribution to transit agencies specifically for para transit operations. Everett is scheduled to receive \$320,000 per year in the 2015-2017 biennial budget cycle. ET will actively pursue state and federal grants for vehicle replacement and to construct a replacement operations base.

Everett Station Lease Revenues

Tenants include WorkSource Everett, Workforce Snohomish, Greyhound, Amtrak, Everett Transit, Sound Transit, and Espresso Americano. WorkSource consolidated its operations to 11,809 square feet on the third and fourth floors in 2010. WorkForce renegotiated a three-year lease for 3,000 sq. ft. on the fourth floor as well as occupying 4,000 square feet of Class A office space on the second floor and 660 sq. ft. on the third floor on a month-to-month basis. The WorkForce Veteran Service Center moved from the second floor and leased 3,600 sq. ft. on the first floor and doubled the monthly rent. The 4,541 sq. ft. of classroom space on floor 2; and 3,469 sq. ft. on floor 4, were repurposed by Everett Transit and other City departments for office space. By the end of 2015 all available space at Everett Station is expected to be leased and occupied. Net revenues for the Weyerhaeuser Room and other rental spaces continue to meet or exceed expectations. Revenues from Espresso Americano continue to consistently exceed the minimum of \$1,500 per month. On July 1, 2015, ten employees working at Everett Station were transferred from Facilities to Everett Transit. This move is expected to improve ET's ability to monitor and manage on-going security and maintenance costs at the station.

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 over \$1.6 million in 2015, an increase of 1.63% over 2014.

INVENTORY OF SERVICES

DEPARTMENT 425/Transit ACTIVITY 1 - Everett Station

LABOR	\$950,186
M&O	564,578
Revenue Offset	(932,380)
NET COST	\$582,384
TOTAL FTEs	11.15

DESCRIPTION  Maintains and operates Everett Station, including building management, security, accounting, and janitorial services

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

- 2015 ACCOMPLISHMENTS
-  Improved care of exterior grounds through day labor program
 -  Started process of determining water intrusion locations and remedies
 -  Improved server area of Weyerhaeuser Room to attract additional events and rentals

- 2016 GOALS
- Goal #1  Resolve water intrusion issues and reseal exterior of building to prevent future water intrusion
 - Goal #2  Continue to maintain building and address minor maintenance concerns before they become major issues
 - Goal #3  Increase Weyerhaeuser Room and other rental bookings
 - Goal #4  Continue to provide a safe, pleasant environment for patrons and visitors

PERFORMANCE MEASURES

	2014	2015 Est.	2016 Est.
 Percentage of space leased	85%	85%	100%
 Lease and Common Area Maintenance revenue	\$915,179	\$883,907	\$870,378
 Weyerhaeuser and meeting room rental	\$43,156	\$51,848	\$51,787
 Vending machine revenue	\$12,639	\$9,876	\$9,640

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Custodian	2.0	Building Caretaker	3.0	Project Coordinator	0.50
Transit Training/Safety Coordinator	0.80	Trans. Security Officer	4.0	Facilities Maint. Supervisor	0.65
Trans. Services Manager	0.20				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 2 - Fixed Route Services

LABOR	\$9,342,872
M&O	5,121,344
Revenue Offset	(14,464,216)
NET COST	\$0
TOTAL FTEs	94.35

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

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

2015 ACCOMPLISHMENTS

- ◆ Adjusted trips as needed to improve on-time performance
- ◆ Closed North Operating base to reduce costs
- ◆ Removed buses from the fleet that had high levels of costs to operate and maintain (60 foot articulated buses)
- ◆ Successfully implemented a service plan that included an increase of 4% in service levels

2016 GOALS

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

PERFORMANCE MEASURES

	2014	2015 Est.	2016 Est.
🚩 Passenger trips per revenue hours	19.7	19.8	20.0
🚩 Passenger trips	1,953,541	1,968,000	2,000,000
🚩 Farebox recovery	7.9%	7.6%	7.8%

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Bus Operator	69.0	Transportation Services Mgr.	.80	Transit Inspector	8.0
Operations Supervisor – Fixed Route	1.0	Office Assistant	1.0	Bus Maintenance Person	7.0
Office Technician	2.0	Transportation Program Mgr.	1.0	Training Coordinator	0.2
Operations Program Manager	1.0	Communication Technician	1.0	Facilities Maint. Supervisor	0.35
Administrative Assistant	1.0	Maint. & Operations Sup	0.5	Project Coordinator	0.50

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 3 – Paratransit Services

LABOR	\$3,367,639
M&O	1,389,269
Revenue Offset	(4,756,908)
NET COST	\$0
TOTAL FTEs	38.0

DESCRIPTION

- Provides demand response, curb-to-curb service to the disabled within the City of Everett and surrounding communities per ADA regulations
- Provides demand response, curb-to-curb service to the elderly (65+) within the city limits 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

- Paratransit will meet 100% of ADA paratransit requirements
- Continued coordination of trips between agencies to meet customer needs

2015 ACCOMPLISHMENTS

- ◆ Upgraded Trapeze PASS computerized scheduling system.
- ◆ Combined ADA certification process with Community Transit that has resulted in a single contact point within the county
- ◆ Began the process of replacing four paratransit vans, estimated delivery is 1st quarter 2016

2016 GOALS

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

FUTURE TRENDS

- The demand for para transit services will continue to grow as our citizen's age and it may be desirable to examine policy decisions driving some avoidable costs

PERFORMANCE MEASURES	2014	2015 Est.	2016 Est.
◆ Passenger trips per revenue hour	2.29	2.29	2.3
◆ Passenger trips	107,005	109,000	110,000
◆ Farebox recovery	2%	2%	2%

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Paratransit Operator	31.0	Administrative Coordinator	1.0	Paratransit Schedule Technician	5.0
Operations Supervisor – Paratransit	1.0				

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 4 – Administration

LABOR	\$1,136,031
M&O	718,846
Revenue Offset	(3,317,956)
NET COST	(\$1,463,079)
TOTAL FTEs	9.87

- DESCRIPTION
- Administers the State Commute Trip Reduction (CTR) program as mandated by RCW 70.94.521-555 for 39 affected worksites in the City of Everett jurisdiction
 - Administers and coordinates the City's own CTR program
 - Submits federal and state mandated monthly, quarterly and annual reports
 - Maintains contractual obligations within the Federal Transit Administration (FTA) and Washington State guidelines for grant recipients; submits quarterly and annual reports for all grant-funded programs and projects
 - Manages the Transit advertising contract
 - Establishes sustainable service levels; creates service change and service development analysis and long-range plans; conducts customer information activities related to service development, including outreach and production of marketing materials
 - Manages vendor contracts that support and promote transit activities (especially Imagine Children's Museum educational program)
 - 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 and increased participation in the program
 - WSDOT will renew contract with City of Everett for the administration of the CTR program
 - Federal and state mandatory and grant-related reports are submitted by due date
 - Service level calculations reflect long-term sustainability or growth
 - Regional programs and projects are effectively coordinated with other agencies
 - Support systems for transit activities are maintained and up to date

2015

ACCOMPLISHMENTS

- ◆ Assisted in the completion of the City's Comprehensive Plan Update Transportation Element.
- ◆ Awarded a 2-year State CTR grant to address SOVs of commuters of non-affected employers
- ◆ Completed an FTA Review with zero deficiencies or findings.
- ◆ Installed software to significantly improve data collection of fixed route performance measures.
- ◆ Developed Disadvantaged Business Enterprise goal setting and public participation process.
- ◆ Developed a fixed route service plan that increased the frequency of service on major routes without significantly increasing costs.

2016 GOALS

- Goal #1 ■ Complete Everett Transit long-range strategic plan
- Goal #2 ■ Gather public feedback and develop service growth and increased efficiency strategy plan
- Goal #3 ■ Continue to ensure that mandated Federal and State reports are completed and filed on time

PERFORMANCE MEASURES

	2014	2015 Est.	2016 Est.
Federal and State reports timely filed	Yes	Yes	Yes

POSITION SUMMARY	FTE	POSITION SUMMARY	FTE
Transportation & Transit Services Director	0.87	Program Manager	2.0
Accounting Technician	1.0	Administrative Assistant	3.0
Financial Analyst	1.0	Office Technician	2.0

INVENTORY OF SERVICES (Continued)

DEPARTMENT 425/Transit ACTIVITY 5 - Projects

LABOR	\$0
M&O	3,238,895
Revenue Offset	(2,000,000)
NET COST	\$1,238,895
TOTAL FTEs	0

DESCRIPTION  Develops and implements quality projects for transit operations and maintains a fleet of quality, modern vehicles for revenue service

 Ensures all facilities and revenue vehicles comply with ADA regulations

EXPECTED RESULTS  Appropriate purchasing regulations and material are followed

 Grant-funded projects comply with appropriate Federal and State regulations

 Projects will be within budget

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

2015 ACCOMPLISHMENTS  Moved Transit Administration to Everett Station

 Commenced grant funded repairs and preventive maintenance at Everett Station

 Added four shelters to busy corridors

 Relocated ORCA control center to a more secure location at Everett Station

 Completed preliminary engineering and design work, including DCE, of the Everett Station Parking Garage project

2016 GOALS

Goal #1  Install additional shelters, benches and trash receptacles at bus stops within service area

Goal #2  Commence design work for new operating base

Goal #3  Complete repairs at Everett Station

Goal #4  Begin grant funded North Broadway Improvement Project to add bulb outs, shelters, benches, etc.

PERFORMANCE MEASURES	2014	2015 Est.	2016 Est.
 Everett Station repairs/rehab	0%	50%	100%
 Shelters installed	5	4	6

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2014	2015	2016
1910	Building Caretaker	-	-	3.0
1950	Custodian	-	-	2.0
2016	Transportation Security Officer	-	-	4.0
2310	Accounting Technician	1.0	1.0	1.0
2390	Office Assistant	2.0	1.0	1.0
2420	Office Technician	3.0	4.0	4.0
3640	Communication Technician	1.0	1.0	1.0
3860	Transportation Maintenance Technician	1.0	-	-
4220	Development Technician	1.0	1.0	-
4500	Bus Maintenance Person	6.0	7.0	7.0
4510	Bus Operator	21.0	21.0	18.0
4511	Bus Operator – Post 1/1/99	52.0	48.0	51.0
4530	Para transit Driver	6.0	5.0	4.0
4531	Para transit Driver – Post 1/1/99	24.0	26.5	27.0
4545	Para transit Schedule Technician	5.0	5.0	5.0
4550	Transit Inspector	7.0	7.0	8.0
6204	Facilities Maintenance Supervisor	-	-	1.0
6301	Administrative Assistant	3.0	4.0	4.0
6302	Administrative Coordinator	1.0	1.0	1.0
6306	Financial Analyst	1.0	1.0	1.0
6308	Project Coordinator	1.0	1.0	1.0
6801	Maintenance & Operations Supervisor	-	-	0.5
6802	Transit Operations Program Manager	1.0	1.0	1.0
6803	Transportation Services Manager	1.0	1.0	1.0
6804	Operations Supervisor –Paratransit	1.0	1.0	1.0
6806	Operations Supervisor – Fixed Route	1.0	1.0	1.0
6807	Transportation & Transit Services Director	0.9	0.9	0.9
6808	Transportation Program Manager	3.0	3.0	3.0
6812	Transit Training Coordinator	1.0	1.0	1.0
	TOTAL FTE's	144.87	143.37	153.37

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2015 Adopted Budget to the 2016 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
10.00	Transfer 10.0 FTEs from Facilities (Everett Station services)	785,512		785,512
0.50	Add M&O Supervisor (split with MVD)	48,733		48,733
-0.50	Eliminate 0.50 Paratransit Operator position	(30,904)		(30,904)
-1.00	Eliminate Development Technician position	(109,000)		(109,000)
1.00	Add Transit Inspector position	96,500		96,500
	Total	790,841	-	790,841

BUDGETED EXPENDITURES

	2014 Actual	2015 Adopted Budget	2015 As Amended 12/2/2015	2015 Estimate	2016 Adopted Budget	
Fund 425: Transit						
REVENUES						
Bsu 00308	Beginning Balance	8,527,534	7,906,346	8,010,217	8,498,034	8,710,962
Bsu 00313	Retail Sales and Use Taxes	17,315,413	17,280,856	17,280,856	18,166,827	18,370,706
Bsu 00331	Direct Federal Grants	721,468	1,427,676	1,619,411	230,313	997,010
Bsu 00333	Indirect Federal Grants	-	150,600	150,600	-	454,864
Bsu 00334	State Grants	582,122	278,383	278,383	183,461	627,425
Bsu 00336	State Shared Revenues	239,716	241,604	241,604	-	237,550
Bsu 00344	Transportation	1,598,715	1,728,750	1,728,750	1,866,403	1,641,046
Bsu 00361	Interest Earnings	292,444	93,268	93,268	95,166	86,640
Bsu 00362	Rents, Leases and Concessions	991,971	811,543	811,543	947,134	856,885
Bsu 00366	Interfund Revenue	82,031	106,476	106,476	112,015	189,727
Bsu 0036X	Other Miscellaneous	26,013	9,526	9,526	9,881	2,009,607
TOTAL AVAILABLE		30,377,427	30,035,028	30,330,634	30,109,234	34,182,422
EXPENDITURES BY PROGRAM						
Prg 056	Everett Station Operations	1,257,809	1,247,623	1,247,623	1,253,641	1,514,764
Prg 081	Operations	12,989,696	13,557,020	14,997,091	12,943,707	14,464,216
Prg 082	Paratransit	4,240,372	4,601,491	4,601,491	4,228,434	4,756,908
Prg 090	Administration	1,592,561	1,882,962	1,882,962	2,539,474	1,854,877
Prg 135	Projects	1,798,956	2,061,543	917,078	433,015	3,238,895
TOTAL EXPENDITURES BY PROGRAM		21,879,393	23,350,639	23,646,245	21,398,272	25,829,660
EXPENDITURES BY OBJECT CODE						
Obj 051	Salaries and Wages	8,937,723	9,748,648	9,748,648	9,142,975	10,368,067
Obj 052	Personnel Benefits	3,852,032	4,200,974	4,200,974	3,779,373	4,428,661
Obj 053	Supplies	105,337	136,868	136,868	152,813	274,600
Obj 054	Other Services and Charges	1,287,678	1,316,063	1,324,131	1,087,152	872,531
Obj 055	Intergovernmental Services	1,733,312	1,744,366	1,744,366	1,898,399	1,814,958
Obj 056	Capital Outlay	129,723	479,128	766,666	63,034	3,248,895
Obj 059	Interfund Services & Charges	5,833,589	5,724,592	5,724,592	5,274,526	4,821,948
TOTAL EXPENDITURES BY OBJECT CODE		21,879,393	23,350,639	23,646,245	21,398,272	25,829,660
ENDING BALANCE		8,498,034	6,684,389	6,684,389	8,710,962	8,352,762
2016 Budget Appropriation						34,182,422

**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	\$	381,956	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	\$381,956
Revenue Offset	(312,000)
NET COST	\$69,956
TOTAL FTEs	0

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

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

2015 ACCOMPLISHMENTS ◆ Improved garage cleanliness
◆ Restriped roof parking slots

2016 GOALS
 Goal #1 ■ Increase daily parking average by 5%
 Goal #2 ■ Increase monthly parking average by 5%
 Goal #3 ■ Continue community outreach programs emphasizing Everpark Garage availability
 Goal #4 ■ Repaint stairwells and treat exterior concrete to prevent water erosion of structure foundation
 Goal #5 ■ Replace garage doors
 Goal #6 ■ Replace security system

PERFORMANCE MEASURES	2014	2015 Est.	2016 Est.
▼ Average monthly parkers	350	367	385
▼ Average daily parkers	157	164	172
▼ Average monthly revenue	\$23,400	\$23,300	\$22,500

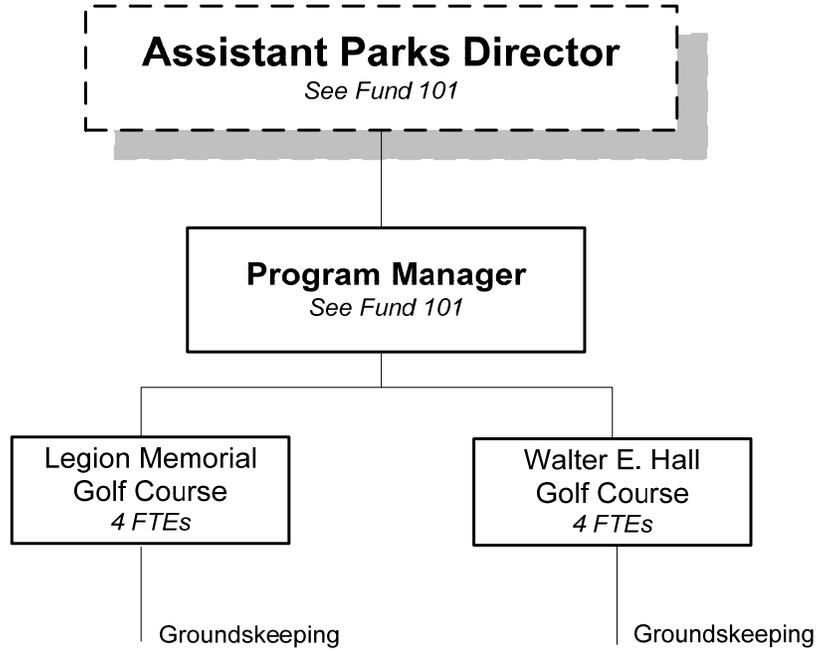
BUDGETED EXPENDITURE

	2014 Actual	2015 Adopted Budget	2015 As Amended 12/2/2015	2015 Estimate	2016 Adopted Budget
Fund 430: EverPark Garage					
Revenue					
Beginning Balance	2,511,912	2,582,827	2,582,827	2,606,450	2,590,093
Parking Fees	281,602	270,000	270,000	280,000	270,000
Interest	44,140	51,000	51,000	42,000	42,000
Total Available	2,837,654	2,903,827	2,903,827	2,928,450	2,902,093
Expenditures					
M & O	231,204	338,357	338,357	338,357	381,956
Total Expenditures	231,204	338,357	338,357	338,357	381,956
Ending Balance	2,606,450	2,565,470	2,565,470	2,590,093	2,520,137

2016 Budget Appropriation	2,902,093
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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	\$	4,504,390	FTE's	8.0
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REVENUE DESCRIPTION

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

INVENTORY OF SERVICES

DEPARTMENT 440/Golf Division

ACTIVITY 1 – Walter E. Hall Golf Course

LABOR – FTE	\$387,888
LABOR – Seasonal	174,531
M&O	1,333,759
Revenue offset	(1,792,199)
NET COST	\$103,979
TOTAL FTEs	4.0 Regular
	10 Seasonal

DESCRIPTION

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

EXPECTED RESULT

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

2015 ACCOMPLISHMENTS

- ◆ Finished cleaning pond behind #15 green & waterway draining to the south.
- ◆ Cleaned pond #9 and drained area at clubhouse.
- ◆ Replaced signs and ballwashers on golf course.
- ◆ Continued upgrades on irrigation system.
- ◆ Cleaned and reconfigured drainage swale near clubhouse.
- ◆ Replaced benches on tee areas.

2016 GOALS

- Goal #1 Re-landscape front of clubhouse area.
- Goal #2 Remove dead trees on course.
- Goal #3 Continue improvements to drainage and irrigation on the course.
- Goal #4 Continue landscape improvements in parking and clubhouse areas.
- Goal #5 Install one more bunker on the golf course.

FUTURE TRENDS

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

PERFORMANCE MEASURES

	2012	2013	2014	2015 Est.	2016 Est.
☛ Total rounds	57,555	56,196	52,089	57,587	55,147
☛ Operating cost per round	\$27.55	\$29.16	\$31.37	\$31.58	\$34.38
☛ Operating revenue per round	\$29.04	\$29.71	\$32.04	\$32.44	\$32.50

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

INVENTORY OF SERVICES (Continued)

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

LABOR – FTE	\$383,575
LABOR –Seasonal	174,531
M&O	1,716,223
Debt Service	333,883
Revenue Offset	(2,406,599)
NET COST	\$201,613
TOTAL FTEs	4.0 Regular 10 Seasonal

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

■ Plans for and manages capital improvement projects.

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

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

2015 ACCOMPLISHMENTS

- ◆ Continued fairway improvement program to provide a firmer playing condition.
- ◆ Completed meeting room remodel.
- ◆ Made temporary repairs to cart paths.
- ◆ Replaced torn protective netting on east side of #15 fairway.
- ◆ Continued improvements to irrigation.

2016 GOALS

- Goal #1 ■ Continue to improve fairway turf conditions through topdressing and irrigation system work.
- Goal #2 ■ Improve wash pad system.
- Goal #3 ■ Remove dead trees on golf course.

FUTURE TRENDS

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

PERFORMANCE MEASURES

	2012	2013	2014	2015 Est.	2016 Est.
⬇ Total rounds	59,993	59,466	57,418	62,480	59,739
⬇ Operating cost per round	\$35.89	\$37.73	\$40.46	\$38.61	\$43.66
⬇ Operating revenue per round	\$37.10	\$37.66	\$38.67	\$40.31	\$40.29

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

THREE-YEAR PERSONNEL COMPARISON

Class	Title	2014	2015	2016
2450	Supervisor I	2.0	2.0	2.0
3020	Groundskeeper	6.0	6.0	6.0
	TOTAL	8.0	8.0	8.0

BUDGET CHANGES

This schedule includes only staffing and new program changes from the 2015 Adopted Budget to the 2016 Proposed Budget. It excludes labor cost changes related to cost of living, step, or benefits changes.

FTE	Item	Labor Amount	M & O Amount	Total
	None			-
	Total	-	-	-

BUDGETED EXPENDITURES

	2014	2015	2015	2015	2016
	Actual	Adopted Budget	As Amended 12/2/2015	Estimate	Adopted Budget
Fund 440: Golf					
Resources					
Beginning Balance	220,107	-	-	150,111	305,592
Admission Tax	96,429	106,826	106,826	108,500	104,737
Golf Fees	2,497,550	2,740,301	2,740,301	2,810,000	2,672,422
Rent, Lease & Concessions	1,263,447	1,373,435	1,373,435	1,457,543	1,412,139
Miscellaneous Revenue	19,527	-	-	-	-
Interest Earnings	11,991	10,500	10,500	10,500	9,500
Total Available	4,109,051	4,231,062	4,231,062	4,536,654	4,504,390
Expenses					
Salaries & Benefits	1,066,312	1,072,985	1,072,985	1,072,985	1,120,525
M & O	511,420	1,071,090	1,071,090	1,071,090	918,320
Management Fees	1,389,976	1,495,618	1,495,618	1,495,618	1,709,436
Capital Outlays	524,856	141,304	141,304	141,304	290,348
Interfund Services & Charges	144,359	117,382	117,382	117,382	131,878
Debt Service	322,017	332,683	332,683	332,683	333,883
Total Expenditures	3,958,940	4,231,062	4,231,062	4,231,062	4,504,390
Ending Balance	150,111	0	0	305,592	0

2016 Budget Appropriation	4,504,390
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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	\$	30,000	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 \$30,000. This split is a 15:11:10 ratio between, Everett, Woodinville Water District and Northshore Utility District respectively.

INVENTORY OF SERVICES

DEPARTMENT	450/Snohomish River Regional Water Authority	ACTIVITY	1 - Snohomish River Regional Water Authority
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M&O	\$30,000
Revenue Offset	(30,000)
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

RESULTS

- Completed process to put water right into Washington Water Trust.
- Completed process to secure a certificate for of the Regional Water Authority water right.

BUDGETED EXPENDITURES

	2014	2015	2015	2015	2016
	Actual	Adopted	As Amended	Estimate	Adopted
Fund 450: Regional Water Authority	Actual	Budget	12/2/2015	Estimate	Budget
Revenue					
Beginning Balance	-	-	-	-	-
Contributions	80,285	54,000	54,000	30,000	30,000
Total Available	80,285	54,000	54,000	30,000	30,000
Expenditures					
M & O	80,285	54,000	54,000	30,000	30,000
Total Expenditures	80,285	54,000	54,000	30,000	30,000
Ending Balance	0	0	0	0	0
2016 Budget Appropriation					30,000

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	\$	95,000	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	\$95,000
Transfer Out	(95,000)
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
-
- 2015 ACCOMPLISHMENT**
- Construction of segment 1S; Design of segment 2
-
- 2016 GOALS**
- Goal #1
- Go out to bid for segment 2 (last of 8 segments)
-

BUDGETED EXPENDITURES

	2014	2015	2015	2015	2016
	Actual	Adopted Budget	As Amended 12/2/2015	Estimate	Adopted Budget
Fund 451: Everett Tulalip Joint Water Line					
Revenue					
Interlocal Revenue - Tulalips	823,357	680,000	680,000	600,000	95,000
Total Available	823,357	680,000	680,000	600,000	95,000
Expenditures					
Construction Projects	823,357	680,000	680,000	600,000	95,000
Total Expenditures	823,357	680,000	680,000	600,000	95,000
Ending Fund Balance	0	0	0	0	0
2016 Budget Appropriation					95,000