

Seattle City Light

Gary Zarker, Superintendent

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Department Description

Created by the citizens of Seattle in 1902, Seattle City Light provides affordable, reliable, and environmentally sound electric power to the City of Seattle and neighboring suburbs. Owned by the community it serves, City Light is a nationally recognized leader in energy efficiency, renewable resource development, and environmental stewardship.

Seattle City Light provides electric power to more than 345,000 residential, business, and industrial customers. Its service area of 131.3 square miles includes the City of Seattle, areas north to the King County boundary including the city of Shoreline and parts of Lake Forest Park, and areas south including the cities of Burien, Tukwila, and SeaTac.

Seattle City Light owns nearly 1,900 megawatts of very low cost, environmentally responsible hydroelectric generation capacity. Seattle City Light owns or contracts for approximately 80% of its own hydroelectric generating demands and obtains the remainder primarily through the Bonneville Power Administration. City Light is now the nation's seventh largest publicly owned electric utility in terms of customers served.

Policy and Program Changes

City Light is now recovering from the devastating effects of the 2000-2001 west coast power crisis. Over the past two years, the Utility spent approximately \$600 million more than planned, purchasing power to keep the lights on in Seattle. Because of this, City Light had to raise rates almost 60%, borrow to finance 100% of its Capital Improvement Program (CIP) plus portions of its operating expenses, and make significant reductions in its operating and maintenance (O&M) expenses as well as deferring portions of its CIP. City Light is now in recovery mode and expects to realize over \$100 million in revenues from surplus power sales on the wholesale market in 2002. This surplus cash must be used to repay the Utility's short-term debt.

Given City Light's financial circumstances, the Mayor directed the utility's leadership to limit new initiatives in the 2003-2004 budget. The department was directed to pursue those measures that enhance service delivery, protect the integrity of the system, and reestablish the Utility's financial health.

One action City Light has taken toward financial recovery is to place funds in a reserve to be used to retire the outstanding revenue anticipation notes (RANs) at the end of March 2003. To further reduce borrowing costs, City Light replaced its access to funds from the City's consolidated cash pool for operating liquidity with additional RANs to be repaid by the end of 2003.

To better serve the customers of the Utility, this budget provides funds for additional staff to mitigate the challenges that plagued the Department in 2002. The Department is committed to eliminating the incidence of incorrect charges and delayed billings, as well as the inappropriate application of the conservation tier charges to customers. This budget also provides funds to upgrade the Combined Customer Service System (CCSS) to incorporate features that support the effort toward excellent customer service.

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To protect the integrity of the Utility's system, this budget proposes a program to refurbish 10 generators that account for 70% of the Utility's generating capacity. This program is expected to be completed in 2013. With this undertaking, City Light hopes to position itself to meet the highest proportion of its load possible from owned resources and avoid generator failures.

This budget reflects City Light's efforts to lower operating and overhead costs through position eliminations, work consolidations, process automations, curtailment of consultant services, reductions in travel and training expenses, and the conversion of contracted information technology professionals to employees of City Light.

Acknowledging the long-term resource contracts that City Light has entered into since mid-2000 and the improved water conditions experienced in 2002, this budget seeks a much smaller appropriation for purchased power. This budget assumes that City Light will have surplus power available to sell on the wholesale market, but due to low market prices, revenues generated will likely be below previous forecasts.

City Council Budget Changes and Provisos

City Council required that \$400,000 and \$500,000, respectively, of City Light's 2003 and 2004 general expense appropriation be used to fund the enhanced Mayor and City Council oversight of the Utility as recommended by the Mayor's City Light Review Committee and Vantage Consulting Incorporated.

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Customer Services Budget Control Level	SCL400	33,993,967	37,948,949	36,162,862	37,038,638
Debt Service Budget Control Level	SCL810	76,112,070	126,852,926	407,265,060	133,237,504
Distribution Budget Control Level	SCL300	99,618,200	118,851,953	104,087,007	106,859,693
Executive Budget Control Level	SCL100	12,362,452	13,512,075	10,581,117	11,233,393
Finance and Administration Budget Control Level	SCL500	52,012,469	46,075,630	41,663,200	42,405,183
General Expense Budget Control Level	SCL800	40,371,164	38,518,060	47,178,638	49,556,252
Generation Budget Control Level	SCL200	25,305,015	31,977,209	32,588,699	27,743,209
Power Management Budget Control Level	SCL600	9,030,131	6,854,307	6,425,143	6,597,841
Purchased Power Budget Control Level	SCL700	685,596,311	513,485,221	337,111,788	356,456,635
Taxes Budget Control Level	SCL820	50,877,761	69,075,142	57,453,808	58,534,390
Department Total		1,085,279,540	1,003,151,472	1,080,517,322	829,662,738
Department Full-time Equivalents Total*		1,660.53	1,798.69	1,786.10	1,780.10

**The department FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Selected Mid-year Performance Measures

Most Reliable:

City Light's indicator for system reliability is its System Average Interruption Duration Index (SAIDI). SAIDI provides the average outage time in minutes/year for customers. A lower number indicates better reliability.

System Average Interruption Duration Index (SAIDI)

2001 Year End Actuals: 64.6

2002 Midyear Actuals: 63.7

2002 Year End Projection: A national survey showed an average SAIDI of over 115. Seattle City Light's target is 50.

Customer Service:

City Light's key customer service performance indicator is the percentage of bills it finds it necessary to adjust.

Percentage of bills adjusted

2001 Year End Actuals: 2.39%

2002 Midyear Actuals: 2.75%

2002 Year End Projection: The year-end 2002 goal is 3% as adjustment activity increases to eliminate backlogs.

Lowest Cost:

Cost is indicated by City Light's power portfolio cost per Megawatt-hour, as well as the cents per kilowatt-hour paid by its customers. A Megawatt-Hour (MWh) is a million watts per hour, an industry-standard measure of electricity generated or bought and sold on the wholesale market. A kilowatt-hour (kWh) is a standard measure of electricity use.

Power portfolio cost (the average cost to produce or acquire a MWh)

2001 Year End Actuals: \$62.26/MWh

2002 Midyear Actuals: \$12.18/MWh

2002 Year End Projection: Projected average for 2002 is \$13.22/MWh.

Comparison of Seattle City Light's average rate with the 25 largest U.S. cities

2001 Year End Actuals: U.S. estimated average:
7.16 cents/kWh

Seattle City Light average:
5.60 cents/kWh

2002 Midyear Actuals: n/a

2002 Year End Projection: Seattle City Light's projected average is 6.29 cents/kWh.

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Environmentally Responsible:

The size of the Chinook salmon population in the water influenced by Seattle City Light

2001 Year End Actuals: Returning adult Chinook salmon
17,900

2002 Midyear Actuals: Returning adult Chinook salmon are counted in the fall.

2002 Year End Projection: While factors beyond City Light's control heavily impact adult returns, the adult Chinook target is 12,000.

Seattle City Light commits to meet 100% of projected load growth over the period 2000 to 2011 with conservation and renewable resources. Wind turbines are an example of renewable power.

2001 Year End Actuals: 8.5% (16 aMW of conservation from years 2000 and 2001) [average megawatts - a measure of average system load in millions of watts.]

2002 Midyear Actuals: 11% (21 aMW of conservation)

2002 Year End Projection: Projected load growth from 2000 to 2011 is 188 aMW

Having achieved 25% of the 2011 target by mid-year 2002, City Light is ahead of its current goal.

Customer Services

Purpose Statement

The purpose of the Customer Services line of business is to manage ongoing business relationships with Seattle City Light customers, provide accurate and timely bills for electric services, and promote conservation as a resource so that customer satisfaction is achieved, revenues owed to the utility are collected, and energy is used wisely.

Program Summary

Fund staff enhancements and technology upgrades to assure timely and accurate customer billing. With these investments, the Utility and its customers should not experience the problems of inordinately large bills or delayed billing of new customers which were chronicled in the media in 2002.

Contribute to the Utility's austerity effort with this budget by eliminating its Appliance Repair Program, streamlining workplans, and reducing the Utility's expenses for memberships in industry associations. Low-income assistance customers and customers who pay their bills at Neighborhood Service Centers will not be affected by these reductions.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	33,993,967	37,948,949	36,162,862	37,038,638
Total	33,993,967	37,948,949	36,162,862	37,038,638
Full-time Equivalents Total*	199.31	216.05	232.50	232.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Debt Service

Purpose Statement

The purpose of the Debt Services program is to borrow funds sufficient to meet City Light's capital expenditure requirements at the lowest possible cost.

Program Summary

Place funds in reserve and authorize expenditures to retire outstanding revenue anticipation notes (RANs) at the end of March, 2003. City Light further reduced borrowing cost by replacing the Utility's use of the City's consolidated cash pool for operating liquidity with additional RANs, to be repaid by the end of 2003.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	76,112,070	126,852,926	407,265,060	133,237,504
Total	76,112,070	126,852,926	407,265,060	133,237,504
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

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Distribution

Purpose Statement

The purpose of the Distribution line of business is to deliver industry-standard, reliable electricity to customers through the efficient and effective planning, design, construction, maintenance, and operation of overhead and underground electrical distribution systems, substations, and transmission systems.

Program Summary

Contribute to the Utility's austerity effort by reducing or deferring tool and equipment purchases; reducing overtime; eliminating positions; and consolidating, redistributing, and automating work practices. Utility management was deliberate in selecting the cost-saving measures the Utility would take, and selected those that would not compromise system reliability. Customer impact resulting from these actions should be negligible.

Support the preparation of a distribution system development plan for the Utility. Distribution system capital projects are purposely restrained and deferred in this budget until such time as they can be guided by the results of the plan development effort. Utility operations are not affected in a way that would adversely impact customer service by this approach.

Support the development of the Sound Transit Link light-rail line connecting downtown Seattle to SeaTac Airport, and fund electrical planning and design efforts related to the Elevated Transit Company (the monorail) and the Alaskan Way Viaduct. Additionally, to the extent that construction is undertaken on these projects, the Utility will make the investment necessary to relocate the lines and to ensure general safety and reliability of the facilities.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	99,618,200	118,851,953	104,087,007	106,859,693
Total	99,618,200	118,851,953	104,087,007	106,859,693
Full-time Equivalents Total*	874.28	939.44	937.60	937.60

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Executive

Purpose Statement

The purpose of the Executive line of business is to provide overall management and policy direction for the Department to ensure the effective delivery of the Utility's fundamental service of providing reliable electric power in an environmentally sound manner. This branch of City Light provides broad departmental policy direction from the Superintendent's Office and leadership in the areas of human resources, environment and safety, strategic planning, and external affairs.

Program Summary

Implement the Utility's austerity measures by eliminating several positions, reducing the use of contracted consultant services, reassigning professional specialty staff to operating branches, and deferring work on relicensing projects, where possible, to reduce the Utility's administrative general expenses.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	12,362,452	13,512,075	10,581,117	11,233,393
Total	12,362,452	13,512,075	10,581,117	11,233,393
Full-time Equivalents Total*	90.75	96.46	87.50	87.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Finance and Administration

Purpose Statement

The purpose of the Finance and Administration line of business is to ensure efficient service delivery by providing leadership, support, and services in financial management, information technology, and facilities management for Seattle City Light.

Program Summary

Convert work formerly performed by contracted information technology professionals to work performed by City Light employees. The funding requirements for City employees, even when full benefits are provided, result in substantial savings per position for the Utility.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	52,012,469	46,075,630	41,663,200	42,405,183
Total	52,012,469	46,075,630	41,663,200	42,405,183
Full-time Equivalents Total*	226.89	247.50	248.00	248.00

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General Expense

Purpose Statement

The purpose of the General Expense program is to budget, track, and monitor general expenses of the Utility, which include payments for insurance, and employee benefits such as medical and retirement costs, intergovernmental services, such as legal services provided by the City's Law Department, and services rendered by the City's General Subfunded departments.

Program Summary

Provide increased funding to cover the increased costs of services provided by other City departments to the Utility. These costs increase the Utility's administrative general expenses and revenue requirements.

Provide increased funding to cover additional medical benefit premiums for Local 77 members. Local 77 member employees constitute one-third of the Utility's workforce. These costs increase total benefits and total Utility personnel-related expenditures.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	40,371,164	38,518,060	47,178,638	49,556,252
Total	40,371,164	38,518,060	47,178,638	49,556,252
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Generation

Purpose Statement

The purpose of the Generation line of business is to operate and maintain the City of Seattle's power generation facilities in a fashion which optimizes their value, while meeting the Utility's legal, contractual, and community obligations.

Program Summary

Initiate a generator rebuild program to refurbish 10 generators, accounting for 70% of the Utility-owned generating capacity. A rebuilt generator has an estimated life expectancy of 30-35 years, and some generators that are scheduled for restoration were rebuilt as long ago as 1962. City Light runs the risk that a generator failure will occur before a scheduled restoration. If a failure occurs, damage to ancillary electrical equipment may result, repairs could become more complicated and time consuming, and generating revenue could be lost.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	25,305,015	31,977,209	32,588,699	27,743,209
Total	25,305,015	31,977,209	32,588,699	27,743,209
Full-time Equivalents Total*	231.92	253.24	237.50	231.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Power Management

Purpose Statement

The purpose of the Power Management branch is to manage Seattle City Light's Power Resource Portfolio to meet load demands at the least possible cost, manage the wholesale purchase and sale of power and transmission to maximize the Utility's financial position, negotiate and administer long-term wholesale power contracts, and develop and administer the Utility's power budget. The branch also leads and participates in regional and national conferences with an objective of maximizing both Seattle's and public power's influence.

Program Summary

Assume lower State of Washington Water Rights fees and lower the administrative cost of the Utility's Power Management Program through reductions in training and travel costs. City Light customers will not be able to discern a difference in how they are served as a result of these actions.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	9,030,131	6,854,307	6,425,143	6,597,841
Total	9,030,131	6,854,307	6,425,143	6,597,841
Full-time Equivalents Total*	37.38	46.00	43.00	43.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Purchased Power

Purpose Statement

The purpose of the Purchased Power Program is to acquire power in a cost-effective manner. This line of business also provides for transmission and other costs associated with wholesale power purchases to meet the electricity needs of our customers.

Program Summary

Reduce the purchased power budget due to long-term contracts and improved water conditions that eliminate the need to purchase wholesale power for much of the year. Spot wholesale power market prices are now about one-tenth of what they were at the height of the "energy crisis," which also means Utility revenues projected from excess energy sales will not be realized.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	685,596,311	513,485,221	337,111,788	356,456,635
Total	685,596,311	513,485,221	337,111,788	356,456,635
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

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Taxes

Purpose Statement

The purpose of the Taxes line of business is to calculate and pay City Light's legally-required tax payments.

Program Summary

Reduce the General Fund revenues and tax expenditures on the Utility's gross retail revenues, as a result of the City's decision not to go forward with a rate increase planned for March 2002, and a downward adjustment in the Utility's load forecast.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	50,877,761	69,075,142	57,453,808	58,534,390
Total	50,877,761	69,075,142	57,453,808	58,534,390
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

2003-2004 Estimated Revenues for the City Light Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
431010	NW Energy Efficiency Alliance	\$ 319,766	\$ 883,224	\$ 740,898	\$ 752,011
431200	BPA Financing	540,720	1,822,080	1,822,080	1,822,080
431200	BPA Payments for Conservation	-	-	13,075,000	13,300,000
443300	Energy Sales to Customers	500,885,847	563,974,905	563,634,281	574,042,118
443310	Seattle Green Power	-	-	154,000	129,000
443310	Out of System Sales	2,551,425	-	-	-
443341	Sale for Resale	844,663	900,400	942,783	976,741
443345	Surplus Energy Sales	75,332,518	146,077,705	130,089,657	139,684,435
443345	SCL Green Tags	-	-	375,000	606,250
443345	South Fork Billing Credits	3,712,558	3,666,500	3,739,656	3,705,205
443345	Box Canyon Forced Outage Reserve	83,860	263,600	263,600	263,600
443345	Pacific Northwest Coordination	-	12,467,800	1,966,462	2,000,478
443380	Account Service Charge	467,146	545,288	544,052	558,279
443380	Water Heaters and Misc Equip Sales	120,360	134,163	133,418	136,920
443380	Other Customer Charges	2,571,241	2,748,574	2,751,593	2,779,790
443380	Property Rentals	1,350,429	1,446,214	1,113,897	1,521,289
443380	Reconnect Charges	250,377	295,076	302,454	310,393
443380	Pole Attachments	774,403	684,241	685,813	703,815
443380	Transmission Attachments	412,357	1,540,059	2,111,933	2,167,371
443380	Tree Trimming	437,366	286,131	375,354	317,419
447910	Skagit Receipts	249,089	291,114	311,699	369,492
461100	Interest	8,251,409	12,253,780	7,081,169	7,625,327
462900	Maple Valley-SnoKing Lease to BPA	699,996	700,000	700,000	700,000
462900	SnoKing - Bothell Lease to BPA	562,500	562,500	562,500	562,500
462900	North Mountain Substation	131,569	252,150	259,068	266,062
462900	Transmission Sales	1,336,573	1,681,000	1,727,118	1,773,750
469100	Miscellaneous	75,346	1,018,182	79,160	81,139
469100	Sale of Property, Material, and Equip.	724,383	452,019	761,055	780,081
482000	Contributions in Aid of Construct.	12,486,786	12,915,199	13,786,351	14,157,794
486000	Conservation Customer Payments	1,549,264	1,503,300	1,460,591	1,646,295
541830	Reimbursement for CCSS (O&M)	560,913	3,012,827	2,991,098	3,091,929
541830	Reimbursement for CCSS (CIP)	-	-	384,375	366,668
543250	Reimbursement for Postage	561,554	314,265	589,983	604,732
587900	Transfers from Construction Fund	467,435,122	230,459,176	325,001,223	51,859,774
Total Revenues		\$ 1,085,279,540	\$ 1,003,151,472	\$ 1,080,517,322	\$ 829,662,738

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Capital Improvement Program Highlights

City Light's Capital Improvement Program (CIP) is the vehicle for upgrading and expanding the Utility's infrastructure in a way that enhances safety and preserves the environment. This infrastructure includes: a distribution system with 14 major substations and more than 2,500 miles of overhead and underground cable; a generation system comprising seven major hydroelectric plants on the Skagit, Cedar, Tolt, and Pend Oreille Rivers with a combined capacity of almost 2,000 megawatts; 650 miles of high-voltage transmission lines linking these plants to Seattle; a state-of-the-art System Control Center to coordinate these activities; and billing and metering equipment to track almost 350,000 accounts. The overriding goal of the CIP is to assure that the facilities required to serve City Light customers with low-cost, reliable power are in place when and where the power is requested.

The table below displays City Light's CIP categorized by lines of business. A few highlights of City Light's CIP include: within Distribution, approximately \$11.1 million is allocated to provide electrical service connections and related improvements in the Downtown, First Hill and University network areas; within Finance and Administration, approximately \$6 million is allocated to technological improvements to the customer service and asset management systems; within Generation, approximately \$6.9 million is allocated to the Boundary Dam Rehabilitation project to rehabilitate major equipment, auxiliary systems, support features and recreational facilities. A detailed list of all programs and projects in City Light's CIP can be found in the separate Capital Improvement Program budget document.

Capital Improvement Program Allocation

Allocations	Fund Source	2003 Adopted	2004 Endorsed
Distribution	Seattle City Light Fund	89,505,000	92,042,000
Executive	Seattle City Light Fund	1,266,000	1,533,000
Finance & Administration	Seattle City Light Fund	13,041,000	12,850,000
Generation	Seattle City Light Fund	25,090,000	17,996,000
Total		128,902,000	124,421,000

Seattle Public Utilities

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Department Description

Seattle Public Utilities (SPU) is comprised of three major, direct-service providing utilities: the Water Utility, the Drainage & Wastewater Utility, and the Solid Waste Utility. The Water Utility provides more than 1.3 million customers in King County with a reliable water supply in a cost-effective and environmentally responsible manner. The Drainage & Wastewater Utility collects and disposes of sewage and stormwater in a cost-effective, innovative, and environmentally responsible manner so that public health is protected and flooding is minimized. The Solid Waste Utility collects and disposes of recycling, yard waste, and residential and commercial garbage in an environmentally responsible manner. Also, SPU houses the Engineering Services line of business, which serves both City departments and outside agencies, providing efficient, customer-oriented engineering services that assist clients with replacing, improving, and expanding facilities in a cost-effective and environmentally responsible manner with the least possible disruption to the community.

Policy and Program Changes

SPU's 2003 Adopted and 2004 Endorsed Budget increases funding for services that benefit customers in a variety of ways. Investments in basic infrastructure and operations will enable SPU to continue to provide reliable and high quality water to customers, manage stormwater and wastewater properly, and safely maintain closed landfills. Providing exceptional customer service is one of SPU's strategic goals, and within this proposed budget, SPU continues its focus on customer service delivery by shortening response times, providing adequate staffing in the Call Center, offering on-line and self-service phone options for customers, and providing one-stop shopping to citizens for information related to construction activities within the right-of-way. Each utility line of business is discussed briefly below.

Seattle's water infrastructure is aging, and day-to-day maintenance has not kept up with the needs of the system. The water system has reached the point where more investments are needed to keep clean water flowing to homes and businesses. Taking care of these issues today will prevent the need for even larger capital investments and maintenance costs in the long run. The Water Utility's Adopted Budget includes funding to reduce maintenance backlogs and shorten response times. SPU is restoring one crew for hydrant repair, one crew for First Response, and one crew member for transmission pipeline maintenance. New budget appropriations will also enable operations to address newly emerging issues. Examples include heightened security, emergency planning and preparation, compliance with the Endangered Species Act (ESA), and compliance with lead and copper requirements. These changes are funded with a system-wide average rate increase of 14.5%, which was adopted by the City Council in August of 2002.

The Drainage & Wastewater budget is driven by regulatory requirements and operational needs. Most of the adopted budget increments will pay for inspections, maintenance, and repair of SPU's natural and built assets. SPU plans to inspect and clean 15,000-20,000 catch basins and 250 water quality flow control structures. SPU will also remove pollutants at four highly impacted stormwater infrastructure sites, and dredge out sediments in Meadowbrook pond to prevent flooding and permit fish passage. These changes are funded by a 6.0% system-wide average rate increase for Drainage and a 6.5% system-wide average rate increase for Wastewater.

The Solid Waste budget provides increased funding for laborer and mechanic positions that are needed due to increases in garbage at City transfer stations, to cover increased transfer station sewer costs, and for leachate at landfills. The Solid Waste Utility is embarking on a facilities plan to outline major improvements at its transfer stations, and to explore an inter-modal facility and partnerships with neighboring jurisdictions. These changes are funded by a system-wide average rate increase of 2.5%.

Additional funding will pay for the restoration of cuts and new fixed costs in Customer Service and Information Technology. Specific examples in Customer Service include maintenance of the customer contact system (self-service, phone-based customer services) and on-line customer service options. Examples in Information Technology include infrastructure hardware replacement and software/hardware maintenance fees.

City Council Budget Changes and Provisos

The City Council added a budget proviso specifying that none of the money appropriated in 2003 for the SPU Water Fund can be spent to pay for any planning or designing for undergrounding Maple Leaf, Roosevelt, Myrtle, or West Seattle reservoirs until the Council explicitly authorizes such expenditures by Ordinance.

During Council review of the Proposed Budget, it was determined that SPU and the Seattle Department of Transportation (SDOT) would continue to work on development of a major initiative to improve utility coordination in the right-of-way, improve right-of-way management to promote mobility, improve drainage in concert with transportation capital projects, and improve construction management. Some elements of this initiative will be funded in 2003, such as adding drainage designers in SDOT and providing improved capital project coordination between SDOT and SPU.

In the course of developing the Adopted Budget, the Council and Mayor determined that additional budget control was needed in several areas. Accordingly, SPU's 2003-2004 Adopted Budget includes new Budget Control Levels for Customer Service and Administration expenditures in the Water Fund, Solid Waste Fund, and Drainage & Wastewater Fund. In concert with changes to Budget Control Levels, the budget procedure for classifying the General and Administrative Credit was changed. Prior to 2003, this credit was double-budgeted; 2003 now includes a budget offset. In addition, the Drainage & Wastewater CIP and budget includes four new Capital Improvement Programs, which replace the Drainage Improvements Program. These new programs provide a combined total of \$20.7 million for flood control, landslide mitigation and drainage improvement projects.

As part of a review of communications funding citywide, the Adopted Budget reflects a reduced level of funding for SPU's communications function. The Adopted Budget maintains staffing and funding for the sidesewer permitting function at close to current levels, provides resources to meet current state and federal stormwater regulations, and provides funding for SPU to maintain a four-year desktop computer replacement cycle.

Drainage & Wastewater Utility

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Budget Control Level					
Administration Program		6,889,056	6,735,730	6,412,748	6,638,656
General & Administrative Credit		0	0	(4,368,377)	(3,667,437)
Appropriation	DWW-TBDC2	6,889,056	6,735,730	2,044,371	2,971,219

Combined Sewer Overflow Budget Control Level

Combined Sewer Overflow		6,966,907	5,065,000	7,671,000	6,866,000
Appropriation	DWW-TBD01	6,966,907	5,065,000	7,671,000	6,866,000

Customer Service Budget Control Level

Customer Service		5,281,781	5,350,022	6,147,356	6,279,644
Appropriation	DWW-TBDC3	5,281,781	5,350,022	6,147,356	6,279,644

Drainage Improvements Budget Control Level

Drainage Improvements		15,039,149	25,423,000	0	0
Appropriation	DWW-TBD02	15,039,149	25,423,000	0	0

Flood Control and Local Drainage Budget Control Level

Flood Control and Local Drainage		0	0	12,601,000	6,335,000
Appropriation	DWW-TBDC4	0	0	12,601,000	6,335,000

General Expense Budget Control Level

Debt Service		11,167,680	13,836,306	15,273,139	19,314,207
Other General Expenses		83,909,467	93,044,185	90,401,192	94,262,865
Taxes		14,739,524	17,077,095	17,780,490	18,871,000
Appropriation	DWW-TBD03	109,816,671	123,957,586	123,454,821	132,448,072

General Wastewater Budget Control Level

General Wastewater		1,550,371	2,612,999	6,413,000	7,432,000
Appropriation	DWW-TBD04	1,550,371	2,612,999	6,413,000	7,432,000

Habitat and Sediments Budget Control Level

Habitat and Sediments		225,716	320,000	359,000	469,000
Appropriation	DWW-TBD05	225,716	320,000	359,000	469,000

Other Drainage CIP Budget Control Level

Other Drainage CIP		0	0	3,506,000	3,306,000
Appropriation	DWW-TBDC1	0	0	3,506,000	3,306,000

Other Operating Budget Control Level

Engineering Services		2,027,588	1,803,687	2,766,172	2,969,070
Field Operations		11,293,100	12,184,379	12,191,490	12,719,253
Resource Management		5,060,857	7,398,093	6,080,789	6,906,185
Appropriation	DWW-TBDC5	18,381,545	21,386,159	21,038,451	22,594,508

Protection of Beneficial Uses Budget Control Level

Protection of Beneficial Uses		0	0	2,253,000	2,398,000
Appropriation	DWW-TBDC6	0	0	2,253,000	2,398,000

Public Asset Protection Budget Control Level

Public Asset Protection		0	0	2,387,000	4,986,000
Appropriation	DWW-TBDC7	0	0	2,387,000	4,986,000

Sewer Rehabilitation Budget Control Level

Sewer Rehabilitation		6,060,363	14,744,000	9,982,000	11,204,000
Appropriation	DWW-TBD07	6,060,363	14,744,000	9,982,000	11,204,000

SPU

Technology Budget Control Level

Technology		3,692,662	1,283,360	2,732,000	2,339,000
Appropriation	DWW-TBD08	3,692,662	1,283,360	2,732,000	2,339,000
Drainage & Wastewater Utility Total		173,904,221	206,877,856	200,588,999	209,628,443

Engineering Services

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Expense Budget Control Level					
Other General Expenses		78,763	0	0	0
Taxes		5,183	0	0	0
Appropriation	ES-TBD01	83,946	0	0	0
Operating Budget Budget Control Level					
Administration		4,535,209	5,011,467	3,742,386	3,860,821
External Customers		8,068,190	8,831,235	8,750,239	8,992,275
General & Administrative Credit		0	0	(2,899,171)	(2,982,693)
Appropriation	ES-TBD02	12,603,399	13,842,702	9,593,454	9,870,403
Engineering Services Total		12,687,345	13,842,702	9,593,454	9,870,403

Solid Waste Utility

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Budget Control Level					
Administration Program		4,601,607	5,023,036	4,917,408	5,057,978
General & Administrative Credit		0	0	(534,558)	(503,705)
Appropriation	SW-TBDC1	4,601,607	5,023,036	4,382,850	4,554,273
Customer Service Budget Control Level					
Customer Service		5,930,354	4,886,809	7,146,147	7,306,666
Appropriation	SW-TBDC2	5,930,354	4,886,809	7,146,147	7,306,666
General Expense Budget Control Level					
Debt Service		5,356,747	5,349,698	5,709,141	6,306,113
Other General Expenses		59,552,956	63,000,790	63,064,695	64,619,996
Taxes		17,102,550	20,880,188	16,883,519	17,426,254
Appropriation	SW-TBD01	82,012,253	89,230,676	85,657,355	88,352,363
New Facilities Budget Control Level					
New Facilities		142,595	381,227	1,153,000	3,504,000
Appropriation	SW-TBD02	142,595	381,227	1,153,000	3,504,000

Other Operating Budget Control Level

Engineering Services		282,049	298,735	266,586	274,477
Field Operations		7,600,242	9,362,707	8,230,921	8,469,750
Resource Management		7,072,871	7,754,302	7,000,650	6,961,427
Appropriation	SW-TBDC3	14,955,162	17,415,744	15,498,157	15,705,654

Rehabilitation and Heavy Equipment Budget Control Level

Rehabilitation and Heavy Equipment		787,698	939,695	4,414,000	6,023,000
Appropriation	SW-TBD04	787,698	939,695	4,414,000	6,023,000

Technology Budget Control Level

Technology		884,228	1,126,193	3,079,000	2,950,000
Appropriation	SW-TBD05	884,228	1,126,193	3,079,000	2,950,000

Solid Waste Utility Total		109,313,897	119,003,380	121,330,509	128,395,956
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Water Utility

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Budget Control Level					
Administration Program		12,857,357	11,507,480	11,611,359	11,963,682
General & Administrative Credit		0	0	(8,745,211)	(8,460,893)
Appropriation	WU-TBDC1	12,857,357	11,507,480	2,866,148	3,502,789
Customer Service Budget Control Level					
Customer Service		7,841,762	7,405,129	9,166,349	9,385,734
Appropriation	WU-TBDC2	7,841,762	7,405,129	9,166,349	9,385,734
Environmental Stewardship Budget Control Level					
Environmental Stewardship		0	0	694,000	1,110,000
Appropriation	WU-TBD01	0	0	694,000	1,110,000
General Expense Budget Control Level					
Debt Service		46,822,518	51,289,000	52,968,050	59,685,300
Other General Expenses		6,864,479	2,926,569	5,583,660	5,975,954
Taxes		10,956,886	12,899,000	14,080,472	15,619,406
Appropriation	WU-TBD02	64,643,883	67,114,569	72,632,182	81,280,660
Habitat Conservation Budget Control Level					
Habitat Conservation Program		3,835,242	8,754,773	8,521,000	8,890,000
Appropriation	WU-TBD03	3,835,242	8,754,773	8,521,000	8,890,000
Infrastructure Budget Control Level					
Infrastructure		28,674,091	33,296,755	34,059,000	42,364,000
Appropriation	WU-TBD04	28,674,091	33,296,755	34,059,000	42,364,000
Other Agencies Budget Control Level					
Other Agencies		1,578,201	2,968,607	5,038,000	3,681,000
Appropriation	WU-TBD06	1,578,201	2,968,607	5,038,000	3,681,000

Provide wastewater and drainage services that safeguard public health, control flooding, maintain infrastructure, and protect, conserve, and enhance our local creek, lake, and Puget Sound water resources.

Number of sewer or drainage mainline backups resulting from uncompleted scheduled maintenance

2001 Year End Actuals: 5 mainline backup events

2002 Midyear Actuals: 4 mainline backup events

2002 Year End Projection: The goal is 0 backups resulting from uncompleted scheduled maintenance.

SPU's customer service provides comprehensive, efficient, one-stop service that anticipates and fully responds to customer expectations.

Percent of Call Center calls answered within a target time of 60 seconds

2001 Year End Actuals: 46%. This departure from the target goal of 80% was principally the result of a dramatic increase in customer call volumes coming into the Call Center.

2002 Midyear Actuals: 61%

2002 Year End Projection: The goal is 80% of calls answered in 60 seconds.

Provide our customers with reliable water supply services that safeguard public health, maintain the City's infrastructure, and protect, conserve, and enhance the region's environmental resources.

Percent of unplanned water outages restored within 8 hours

2001 Year End Actuals: 93%, representing 198 incidents of which 185 were completed on target.

2002 Midyear Actuals: 100%, representing 74 incidents during the first 6 months of 2002. Each time water was restored within 8 hours. The average downtime was 1 hour and 42 minutes.

2002 Year End Projection: The goal is 95%. During the first six months of 2002, 17 less shut downs occurred compared to the same time in 2001.

Percent of new water service installations in single family residences installed within 28 calendar days

2001 Year End Actuals: 62%, representing 538 in 2001.

2002 Midyear Actuals: 88% (262 out of 298).

2002 Year End Projection: The goal is 85% for single-family residences to receive new water service within 28 calendar days. 25 more single-family new water services were installed during the first six months of 2002 compared to the first six months of 2001.

Number of acute water quality public health incidents per year

2001 Year End Actuals: 0

2002 Midyear Actuals: 0

2002 Year End Projection: The goal is 0. Water quality continues to be high and our goal is to have no acute water quality public health incidents or violations.

SPU

Implement 1% water conservation

2001 Year End Actuals: 2.04 million gallons per day (mgd) of estimated long-term water conservation saving.

2002 Midyear Actuals: Measured at year end

2002 Year End Projection: Due to 2002 reductions, the revised target is 1.1 mgd conservation savings.

Drainage & Wastewater Utility

Administration

Purpose Statement

The purpose of the Drainage & Wastewater Utility Administration budget control level is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Drainage & Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Program	6,889,056	6,735,730	6,412,748	6,638,656
General & Administrative Credit	0	0	(4,368,377)	(3,667,437)
TOTAL	6,889,056	6,735,730	2,044,371	2,971,219
Full-time Equivalents Total*	42.49	41.32	45.63	45.63

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: Administration Program

Purpose Statement

The purpose of the Drainage & Wastewater Utility Administration program is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Drainage & Wastewater Utility, and to provide core financial, human resource, and information technology services to the entire Department. In concert with changes to Budget Control Levels, the budget procedure for classifying the General and Administrative Credit was changed. Prior to 2003, this credit was double-budgeted; 2003 now includes a budget offset.

Program Summary

Add new staff for Geographic Information Systems (GIS) support. Add additional staff funded by multiple SPU fund sources (i.e. "corporate" staff) to work on cost accounting, improved organizational performance, rates and financial forecasting and space planning/records management; and abrogate various positions being vacated under the City's Separation Incentive Program (SIP). These abrogations will not impact service levels, as the functions will be absorbed by other staff. Convert information technology contractors to permanent staff, which generates savings for various SPU funds, relative to current costs.

Reduce costs for some City central services (Summit, which is the City's financial system, and the City's Human Resources Information System). Provide funds for higher utility bills and rent. Also provide funds for restoration of some 2002 cuts and for new fixed costs for information technology, including hardware replacement and software/hardware maintenance fees.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	6,889,056	6,735,730	6,412,748	6,638,656
Total	6,889,056	6,735,730	6,412,748	6,638,656
Full-time Equivalents Total*	42.49	41.32	45.63	45.63

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: General & Administrative Credit

Purpose Statement

The purpose of the Drainage & Wastewater Utility General & Administrative Credit program is to eliminate double-budgeting related to implementation of capital projects.

Program Summary

The Drainage & Wastewater Utility General & Administrative Credit program is a new program in 2003-2004, created to more accurately reflect how SPU budgets for its operating and capital programs.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	(4,368,377)	(3,667,437)
Total	0	0	(4,368,377)	(3,667,437)
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Combined Sewer Overflow

Purpose Statement

The purpose of the Drainage & Wastewater Utility Combined Sewer Overflow program (which is a Capital Improvement Program funded by wastewater revenues) is to design and construct facilities to control overflows from the combined drainage and wastewater system.

Program Summary

Provide funding for projects that comply with the City's 2001 Combined Sewer Overflow (CSO) Plan Amendment. Includes funding the South Lake Union Combined Sewer Overflow Phase II project, South Lake Union CSO - King County Payments, and Combined Sewer Overflow Control Facility Retrofits.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	6,966,907	5,065,000	7,671,000	6,866,000
Total	6,966,907	5,065,000	7,671,000	6,866,000
Full-time Equivalents Total*	3.05	7.71	7.71	7.71

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Customer Service

Purpose Statement

The purpose of the Drainage & Wastewater Utility Customer Service program is to provide comprehensive, efficient, one-stop service which anticipates and fully responds to customer expectations.

Program Summary

Provide additional funds to pay for restoration of budget cuts and for new fixed costs. These include costs for maintenance of the customer contact system (which includes self-service phone-based customer services), on-line customer service options, and the Consolidated Customer Service System (CCSS), with costs reimbursed by Seattle City Light. Add staff to provide a contact point for citizens or agencies having drainage-related questions, and to inspect and update King County records to ensure that the City receives the correct assessment amount. Add staff and provide new funds associated with assuming the sidesewer permitting functions previously performed by the Seattle Department of Transportation, to better integrate those functions with other SPU programs and priorities. Convert temporary workers to permanent City employees (as Utility Account Representatives) in response to a sustained increase in call volumes.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,281,781	5,350,022	6,147,356	6,279,644
Total	5,281,781	5,350,022	6,147,356	6,279,644
Full-time Equivalents Total*	59.02	57.63	61.60	61.60

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Drainage Improvements

Purpose Statement

The purpose of the Drainage & Wastewater Utility Drainage Improvements program (which is a Capital Improvement Program funded by drainage revenues) is to make improvements to the City's drainage system to address flooding, restore urban creeks, and reduce the risk from landslides.

Program Summary

In the 2003 Adopted and 2004 Endorsed Budget, the Drainage Improvements program has been replaced by four new drainage programs: Flood Control and Local Drainage; Protection of Beneficial Uses; Public Asset Protection; and Other Drainage.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	15,039,149	25,423,000	0	0
Total	15,039,149	25,423,000	0	0
Full-time Equivalents Total*	28.32	41.87	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Flood Control and Local Drainage

Purpose Statement

The purpose of the Drainage & Wastewater Utility Flood Control and Local Drainage program (which is a new Capital Improvement Program funded by drainage revenues) is to make improvements to the City's drainage system to address flooding and provide neighborhood drainage systems.

Program Summary

Prior to 2003, this program was included in the Drainage Improvement program. Continue SPU's expanded role in addressing flooding and focus on installing Natural System drainage projects to reduce runoff and improve water quality in areas without full street improvements. Natural System projects include vegetated swales and wetlands along road edges in residential areas. Provide funds for completion of the Comprehensive Drainage Plan.

Provide funds for completion of major drainage projects in 2003-2004, including the Westlake Avenue Storm Drain Rehabilitation project and the Jackson Park Detention Phase II project, and for work on the 3rd Ave NW & NW 107th Natural System project. Also provide funds for projects identified in the City's neighborhood plans, such as flood control projects in the Thornton Creek and Densmore Drainage Basins.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	12,601,000	6,335,000
Total	0	0	12,601,000	6,335,000
Full-time Equivalent Total*	0.00	0.00	24.70	24.70

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense

Purpose Statement

The purpose of the Drainage & Wastewater Utility General Expense budget control level is to appropriate funds to pay the Drainage & Wastewater Utility's general expenses.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Debt Service	11,167,680	13,836,306	15,273,139	19,314,207
Other General Expenses	83,909,467	93,044,185	90,401,192	94,262,865
Taxes	14,739,524	17,077,095	17,780,490	18,871,000
TOTAL	109,816,671	123,957,586	123,454,821	132,448,072
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Debt Service

Purpose Statement

The purpose of the Drainage & Wastewater Utility Debt Service program is to provide appropriation for debt service on Drainage & Wastewater Utility bonds.

Program Summary

Increase funding for debt service on Drainage and Wastewater Utility bonds, to support the expanded Drainage and Wastewater CIP.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	11,167,680	13,836,306	15,273,139	19,314,207
Total	11,167,680	13,836,306	15,273,139	19,314,207
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Other General Expenses

Purpose Statement

The purpose of the Drainage & Wastewater Utility Other General Expenses program is to appropriate funds for payment of King County Metro's sewage treatment, the Drainage & Wastewater Fund's share of City Central Costs, claims, and other general expenses.

Program Summary

Provide funding for additional staff to work on improved capital project coordination between SPU and Seattle Department of Transportation. Provide funds for implementation of both the Public Toilet program transferred from the Department of Neighborhoods in 2003 (portable toilets) and the Automatic Public Toilets program. Provide funds for payment to the Department of Design, Construction and Land Use associated with the transfer of the sidesewer permitting function. Relative to 2002, reduce funding for the King County Metro treatment charge, because of an overpayment in 2002, but increase funding in 2004. Increase the budget for claims to be more consistent with historical experience.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	83,909,467	93,044,185	90,401,192	94,262,865
Total	83,909,467	93,044,185	90,401,192	94,262,865
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Taxes

Purpose Statement

The purpose of the Drainage & Wastewater Utility Taxes program is to provide appropriation for payment of city and state taxes.

Program Summary

Increase the budget for state and city taxes associated with the projected increase in Drainage and Wastewater rate revenue.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	14,739,524	17,077,095	17,780,490	18,871,000
Total	14,739,524	17,077,095	17,780,490	18,871,000
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Wastewater

Purpose Statement

The purpose of the Drainage & Wastewater Utility General Wastewater program (which is a Capital Improvement Program funded by wastewater revenues) is to improve the effectiveness of the City's wastewater system and provide new wastewater service to customers.

Program Summary

Continue to emphasize regulatory compliance and asset replacement. Provide funds for pilot projects for wastewater reuse, for planning work in preparation for compliance with the proposed federal Sanitary Sewer Overflow (SSO) rule, and for improvements to the Drainage and Wastewater Operations Center, to accommodate additional office and field staff. Increase funding for improvements to sewer pump stations and force mains, and for purchase of heavy equipment.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	1,550,371	2,612,999	6,413,000	7,432,000
Total	1,550,371	2,612,999	6,413,000	7,432,000
Full-time Equivalents Total*	1.78	8.81	8.81	8.81

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Habitat and Sediments

Purpose Statement

The purpose of the Drainage & Wastewater Utility Habitat and Sediments program (which is a Capital Improvement Program funded by drainage and wastewater revenues) is to restore and rehabilitate natural resources in or along Seattle's waterways.

Program Summary

Continue funding for the Duwamish Sediment Remediation project. The project funds a three-year evaluation of the Lower Duwamish River to determine the extent and degree of contamination and the risk it poses to human health and the environment, in partnership with Seattle City Light, the Port of Seattle, King County, and Boeing.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	225,716	320,000	359,000	469,000
Total	225,716	320,000	359,000	469,000
Full-time Equivalents Total*	0.40	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Drainage CIP

Purpose Statement

The purpose of the Drainage & Wastewater Utility Other Drainage CIP program (which is a new Capital Improvement Program funded by drainage revenues) is to make improvements to the City's drainage system through partnerships with other agencies, and to fund capital costs such as heavy equipment and projects that improve the efficiency of the overall drainage program.

Program Summary

Prior to 2003, this program was included in the Drainage Improvement Program. Continue partnerships that meet SPU's drainage mission and improve the efficiency of program delivery. Provide funds for additional drainage and sewer designers to work on Seattle Department of Transportation (SDOT) design functions and assist with cost estimates for transportation capital project grant applications. Provide funds for improvements to the Drainage and Wastewater Operations Control Center, to accommodate additional office and field staff, and for pilot projects for stormwater reuse. Provide funds for utility work on major transportation projects including the Alaskan Way Viaduct & Seawall, Sound Transit light rail and a new monorail.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	3,506,000	3,306,000
Total	0	0	3,506,000	3,306,000
Full-time Equivalents Total*	0.00	0.00	6.71	6.71

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating

Purpose Statement

The purpose of the Other Operating budget control level is to fund the Drainage & Wastewater Utility's operating expenses for Engineering Services, Field Operations and Resource Management.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Engineering Services	2,027,588	1,803,687	2,766,172	2,969,070
Field Operations	11,293,100	12,184,379	12,191,490	12,719,253
Resource Management	5,060,857	7,398,093	6,080,789	6,906,185
TOTAL	18,381,545	21,386,159	21,038,451	22,594,508
Full-time Equivalents Total*	163.07	177.34	206.84	206.84

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Engineering Services

Purpose Statement

The purpose of the Drainage & Wastewater Utility Engineering Services program is to provide engineering design and support services, construction inspection, and project management services to Drainage and Wastewater Fund capital improvement projects and to the managers of drainage and wastewater facilities.

Program Summary

Add staff to improve SPU's CIP accomplishment rate and regulatory compliance. Tasks for the new staff include designing Natural Drainage System CIP projects. The new staff also address increased regulations for capital projects related to the City's Combined Sewer Overflow permit, the Drainage Comprehensive Plan, Federal Endangered Species Act (ESA) review requirements and other externally driven requirements; provide technical support to the National Marine Fisheries Service to help process City permits; coordinate the processing of other capital project permits; and help develop and manage project control and reporting systems. Convert temporary staff to permanent staff for public outreach on CIP projects.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	2,027,588	1,803,687	2,766,172	2,969,070
Total	2,027,588	1,803,687	2,766,172	2,969,070
Full-time Equivalents Total*	16.86	14.43	25.43	25.43

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Field Operations

Purpose Statement

The purpose of the Drainage & Wastewater Utility Field Operations program is to operate and maintain drainage and wastewater infrastructure that protects the public's health and protects and improves the environment.

Program Summary

Provide additional funds for inspection, maintenance and repair of SPU's natural and built drainage assets--including retaining wall and sidewalk drains--and fund new costs to operate and maintain completed capital projects. Provide funds to inspect and clean 15,000-20,000 catch basins and 250 water quality flow control structures; remove pollutants at four highly impacted stormwater infrastructure sites; and dredge out sediments from Meadowbrook Pond to prevent flooding and permit fish passage. Provide new staff for development of the Asset Management program, infrastructure maintenance, hazardous materials control, and development and implementation of an improved field staff training program to ensure regulatory compliance. Also add new staff for technical support for CIP project development (e.g. project planning and design) and customer service (e.g. claims response). Reclassify existing Maintenance Laborers to be Drainage and Wastewater Collection Workers, a newly proposed title.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	11,293,100	12,184,379	12,191,490	12,719,253
Total	11,293,100	12,184,379	12,191,490	12,719,253
Full-time Equivalent Total*	117.31	123.16	138.66	138.66

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Resource Management

Purpose Statement

The purpose of the Drainage & Wastewater Utility Resource Management program is to plan and develop programs and capital improvement projects to protect public health, water quality, and habitat; control flooding; and preserve Seattle's environmental resources, including local rivers, lakes, streams, creeks, and the Puget Sound.

Program Summary

Provide funding for efforts to ensure compliance by residences, businesses, and the City of Seattle with stormwater and wastewater requirements and regulations. Add staff and funding to work on development of Natural System drainage projects, stormwater pollution source control on the Duwamish River, and development of drainage and wastewater Standard Operating Procedures and Best Management Practices for improved environmental management.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,060,857	7,398,093	6,080,789	6,906,185
Total	5,060,857	7,398,093	6,080,789	6,906,185
Full-time Equivalents Total*	28.90	39.75	42.75	42.75

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Protection of Beneficial Uses

Purpose Statement

The purpose of the Drainage & Wastewater Utility Protection of Beneficial Uses program (which is a new Capital Improvement Program funded by drainage revenues) is to make improvements to the City's drainage system to reduce the harmful effects of stormwater runoff on creeks and receiving water by improving water quality and protecting or enhancing habitat.

Program Summary

Prior to 2003, this program was included in the Drainage Improvement Program. Continue working to improve water quality, protect creeks, meet regulatory requirements, and use best available science to meet community expectations for habitat.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	2,253,000	2,398,000
Total	0	0	2,253,000	2,398,000
Full-time Equivalents Total*	0.00	0.00	5.44	5.44

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Public Asset Protection

Purpose Statement

The purpose of the Drainage & Wastewater Utility Public Asset Protection program (which is a new Capital Improvement Program funded by drainage revenues) is to make improvements to the City's drainage system to reduce the risk to City infrastructure from landslides.

Program Summary

Prior to 2003, this program was included in the Drainage Improvement Program. Continue SPU's role in public asset protection by providing funds for completion of projects such as the Marine View Drive - 47th SW Landslide Mitigation project.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	2,387,000	4,986,000
Total	0	0	2,387,000	4,986,000
Full-time Equivalents Total*	0.00	0.00	5.02	5.02

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Sewer Rehabilitation

Purpose Statement

The purpose of the Drainage & Wastewater Utility Sewer Rehabilitation program (which is a Capital Improvement Program funded by wastewater revenues) is to repair and replace the City's sewer lines and pump stations.

Program Summary

Shift focus from funding sewer full line replacements, point sewer pipe repairs, and pump station rehabilitation to funding Combined Sewer Overflow (CSO) projects and general wastewater projects.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	6,060,363	14,744,000	9,982,000	11,204,000
Total	6,060,363	14,744,000	9,982,000	11,204,000
Full-time Equivalents Total*	13.36	2.87	2.87	2.87

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Technology

Purpose Statement

The purpose of the Drainage & Wastewater Utility Technology program (which is a Capital Improvement Program) is to make use of recent technology advances to increase the Drainage & Wastewater Utility's efficiency and productivity.

Program Summary

Provide funds for improvements to SPU business technology (e.g. core system software upgrades, document management, network enhancements, security initiatives, and server and desktop upgrades) and the shared City Geographic Information System (GIS). Increase funding for Customer Service Technology Improvements, including development of web- and phone-based customer contact technology, a share of upgrades to the City's Consolidated Customer Service System, and development of technologies to keep the call center running in emergencies.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	3,692,662	1,283,360	2,732,000	2,339,000
Total	3,692,662	1,283,360	2,732,000	2,339,000
Full-time Equivalents Total*	3.29	5.38	5.38	5.38

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Engineering Services

General Expense

Purpose Statement

The purpose of the Engineering Services General Expense budget control level is to provide appropriation to pay the Engineering Services Fund's general expenses.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Debt Service	0	0	0	0
Other General Expenses	78,763	0	0	0
Taxes	5,183	0	0	0
TOTAL	83,946	0	0	0
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Other General Expenses

Purpose Statement

The purpose of the Engineering Services Other General Expenses program is to provide appropriation for payment of the Fund's share of City Central Costs and other general expenses.

Program Summary

This program contains no funding in 2003-2004, as the Engineering Services Fund is not expected to incur other general expenses in those years.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	78,763	0	0	0
Total	78,763	0	0	0
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Taxes

Purpose Statement

The purpose of the Engineering Services Taxes program is to provide appropriation for payment of city and state taxes.

Program Summary

This program contains no funding, as the Engineering Services Fund does not receive revenues from utility rates and so does not pay state or local utility taxes.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,183	0	0	0
Total	5,183	0	0	0
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Operating Budget

Purpose Statement

The purpose of the Operating Budget Control Level is to fund the Engineering Services Funds operating expenses.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration	4,535,209	5,011,467	3,742,386	3,860,821
External Customers	8,068,190	8,831,235	8,750,239	8,992,275
General & Administrative Credit	0	0	(2,899,171)	(2,982,693)
TOTAL	12,603,399	13,842,702	9,593,454	9,870,403
Full-time Equivalents Total*	99.20	116.32	116.32	116.32

*The FTE total is provided for information only. All authorized positions are listed in Appendix A.

Operating Budget: Administration

Purpose Statement

The purpose of the Engineering Services Administration program is to provide overall management and policy direction for Seattle Public Utilities (more specifically, for the Engineering Services line of business), and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Due to shortfalls in projected General Fund revenues, reduce General Fund support for the City's Central Geographic Database and shared Geographic Information System (GIS). As a result, delay implementation of several GIS projects, including development of a GIS "hot site" which provides GIS support in the event of a disaster that impacts the City's information technology systems. The Department will identify alternative means of supporting the City's GIS functions in the event of such a disaster. Delay of updates to the City's aerial photography, building outline, and pavement edge GIS layers increase the likelihood that the City's maps will be out of date.

Reduce General Fund support for mapping, and eliminate the General Fund-supported Survey Studies function, which investigates and rectifies inaccuracies and discrepancies in filed legal surveys. These reductions could impact private developers or public works projects, by reducing the City's ability to resolve discrepancies and disputes or provide timely and accurate information or regulatory permits. Reduce support from other funds in 2003, to correct for overbudgeting in 2002. Add funding for support of additional staff funded by multiple SPU fund sources (i.e. "corporate" staff) to work on cost accounting, improved organizational performance, rates and financial forecasting and space planning/records management.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	1,078,000	1,107,002	1,008,000	1,034,000
Other Funds	3,457,209	3,904,465	2,734,386	2,826,821
Total	4,535,209	5,011,467	3,742,386	3,860,821
Full-time Equivalents Total*	25.35	36.12	36.95	36.95

*The program FTE total is provided for information only. All authorized positions are listed in Appendix A.

Operating Budget: External Customers

Purpose Statement

The purpose of the Engineering Services External Customers program is to provide engineering support and construction inspection services to other City departments and non-City agencies.

Program Summary

As part of the City's Separation Incentive Program, abrogate positions associated with Construction Engineering and Engineering Contract Management. These abrogations will not impact service levels, as the functions will be absorbed by other staff. Provide funds for construction management general technical training, environmental quality training (e.g. erosion control and environmental permit compliance during CIP construction), and survey monumentation.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	8,068,190	8,831,235	8,750,239	8,992,275
Total	8,068,190	8,831,235	8,750,239	8,992,275
Full-time Equivalents Total*	73.85	80.20	79.37	79.37

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Operating Budget: General & Administrative Credit

Purpose Statement

The purpose of the Engineering Services General & Administrative Credit program is to eliminate double-budgeting related to implementation of capital projects.

Program Summary

The Engineering Services General & Administrative Credit program is a new program in 2003-2004, created to more accurately reflect how SPU budgets for its operating and capital programs.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	(2,899,171)	(2,982,693)
Total	0	0	(2,899,171)	(2,982,693)
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Solid Waste Utility

Administration

Purpose Statement

The purpose of the Solid Waste Utility Administration budget control level is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Program	4,601,607	5,023,036	4,917,408	5,057,978
General & Administrative Credit	0	0	(534,558)	(503,705)
TOTAL	4,601,607	5,023,036	4,382,850	4,554,273
Full-time Equivalents Total*	36.44	32.89	35.64	35.64

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: Administration Program

Purpose Statement

The purpose of the Solid Waste Utility Administration program is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Solid Waste Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Convert a temporary worker to a permanent employee to work on the Local Hazardous Waste Management Plan. Provide additional funding for data validation on solid waste contracts.

Add additional staff funded by multiple SPU fund sources (i.e. “corporate” staff) to work on cost accounting, improved organizational performance, rates and financial forecasting and space planning/records management; and abrogate various positions being vacated under the City’s Separation Incentive Program (SIP). These abrogations will not impact service levels, as the functions will be absorbed by other staff. Convert information technology contractors to permanent staff, which generates savings for various SPU funds, relative to current costs. Reduce costs for some City central services (Summit, which is the City's financial system, and the City's Human Resources Information System). Provide funds for higher utility bills and rent. Also, provide funds for restoration of some 2002 cuts and for new fixed costs for information technology, including hardware replacement and software/hardware maintenance fees.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	1,144,398	1,181,094	1,369,003	1,415,561
Other Funds	3,457,209	3,841,942	3,548,405	3,642,417
Total	4,601,607	5,023,036	4,917,408	5,057,978
Full-time Equivalents Total*	36.44	32.89	35.64	35.64

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: General & Administrative Credit

Purpose Statement

The purpose of the Solid Waste Utility General & Administrative Credit program is to eliminate double-budgeting related to implementation of capital projects.

Program Summary

The Solid Waste Utility General & Administrative Credit program is a new program in 2003-2004, created to more accurately reflect how SPU budgets for its operating and capital programs.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	(534,558)	(503,705)
Total	0	0	(534,558)	(503,705)
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Customer Service

Purpose Statement

The purpose of the Solid Waste Utility Customer Service program is to provide comprehensive, efficient, one-stop service that anticipates and fully responds to customer expectations.

Program Summary

Provide additional funding for operation of the Consolidated Customer Service System (CCSS), with costs reimbursed by Seattle City Light. Convert temporary workers to permanent City employees (as Utility Account Representatives) in response to a sustained increase in call volumes.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,930,354	4,886,809	7,146,147	7,306,666
Total	5,930,354	4,886,809	7,146,147	7,306,666
Full-time Equivalents Total*	67.36	52.33	54.30	54.30

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense

Purpose Statement

The purpose of the Solid Waste Utility General Expense budget control level is to provide appropriation to pay the Solid Waste Utility's general expenses.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Debt Service	5,356,747	5,349,698	5,709,141	6,306,113
Other General Expenses	59,552,956	63,000,790	63,064,695	64,619,996
Taxes	17,102,550	20,880,188	16,883,519	17,426,254
TOTAL	82,012,253	89,230,676	85,657,355	88,352,363
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Debt Service

Purpose Statement

The purpose of the Solid Waste Utility Debt Service program is to appropriate funds for debt service on Solid Waste Utility bonds.

Program Summary

Increase funding for debt service on Solid Waste Utility bonds, to support the expanded Solid Waste CIP.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,356,747	5,349,698	5,709,141	6,306,113
Total	5,356,747	5,349,698	5,709,141	6,306,113
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Other General Expenses

Purpose Statement

The purpose of the Solid Waste Utility Other General Expenses program is to provide appropriation for payments to contractors who collect the City's solid waste, the Solid Waste Fund's share of City Central Costs, claims, and other general expenses.

Program Summary

Reduce funding associated with City central costs. Continue to provide funding for solid waste long-haul disposal and contractor payments. Increase funding for the Local Hazardous Waste Management Program based on an anticipated increase in hazardous waste fee revenues that the City receives from King County. Increase the budget for claims, to be more consistent with historical experience.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	59,552,956	63,000,790	63,064,695	64,619,996
Total	59,552,956	63,000,790	63,064,695	64,619,996
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

*The program FTE total is provided for information only. All authorized positions are listed in Appendix A.

General Expense: Taxes

Purpose Statement

The purpose of the Solid Waste Utility Taxes program is to appropriate funds for payment of city and state taxes.

Program Summary

Reduce the budget for state and city taxes, reflecting revised projections about the size of the commercial solid waste sector and the resulting solid waste fee revenues to the City.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	17,102,550	20,880,188	16,883,519	17,426,254
Total	17,102,550	20,880,188	16,883,519	17,426,254
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

*The program FTE total is provided for information only. All authorized positions are listed in Appendix A.

New Facilities

Purpose Statement

The purpose of the Solid Waste Utility New Facilities program (which is a Capital Improvement Program funded by solid waste revenues) is to design and construct new facilities to enhance solid waste operations.

Program Summary

Fund development of the Solid Waste Facilities Master Plan, and begin to fund implementation of the plan. The plan recommends improvements to the City's system of solid waste facilities, for at least the next 30 years. The plan will also take into account how the City's system of facilities fits with both County and private solid waste facilities and demand for solid waste services in the region. Provide other improvements at SPU's existing recycling and disposal stations.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	142,595	381,227	1,153,000	3,504,000
Total	142,595	381,227	1,153,000	3,504,000
Full-time Equivalents Total*	0.14	0.38	0.38	0.38

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

SPU

Other Operating

Purpose Statement

The purpose of the Other Operating budget control level is to fund the Solid Waste Utility's operating expenses for Engineering Services, Field Operations and Resource Management.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Engineering Services	282,049	298,735	266,586	274,477
Field Operations	7,600,242	9,362,707	8,230,921	8,469,750
Resource Management	7,072,871	7,754,302	7,000,650	6,961,427
TOTAL	14,955,162	17,415,744	15,498,157	15,705,654
Full-time Equivalents Total*	104.42	121.93	126.95	126.95

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Engineering Services

Purpose Statement

The purpose of the Solid Waste Utility Engineering Services program is to provide engineering design and support services, construction inspection, and project management services to Solid Waste Fund capital improvement projects and to the managers of solid waste facilities.

Program Summary

Provide additional funds for Construction Management General Technical Training and maintenance of SPU's CIP Cost and Scheduling System.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	282,049	298,735	266,586	274,477
Total	282,049	298,735	266,586	274,477
Full-time Equivalents Total*	2.71	2.78	2.78	2.78

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Field Operations

Purpose Statement

The purpose of the Solid Waste Utility Field Operations program is to operate and maintain the City's solid waste transfer stations and hazardous materials disposal facilities, and to monitor and maintain the City's closed landfills so that the public's health is protected and opportunities are provided for reuse and recycling.

Program Summary

Provide funding for existing (but vacant) laborer and mechanic positions, to handle additional workload related to increases in the amount of garbage transferred at City transfer stations, and provide funding to cover increased sewer costs for transfer stations and for leachate at landfills. Add a new position to provide solid waste operations research and support, and abrogate an existing administrative position. This abrogation does not impact service levels, as the functions will be absorbed by other staff.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	7,600,242	9,362,707	8,230,921	8,469,750
Total	7,600,242	9,362,707	8,230,921	8,469,750
Full-time Equivalents Total*	63.08	76.72	76.72	76.72

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Resource Management

Purpose Statement

The purpose of the Solid Waste Utility Resource Management program is to protect the public's health and Seattle's environmental resources by planning and implementing programs that will manage the City's solid waste in an environmentally responsible manner, emphasizing prevention, reuse, and recycling.

Program Summary

Add new staff and funding for graffiti removal, Solid Waste Facilities Master Plan development, and solid waste data analysis and reporting. Also add funding and staff for implementation of the City's sustainable building program, to help reduce construction waste.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	7,072,871	7,754,302	7,000,650	6,961,427
Total	7,072,871	7,754,302	7,000,650	6,961,427
Full-time Equivalents Total*	38.63	42.43	47.45	47.45

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Rehabilitation and Heavy Equipment

Purpose Statement

The purpose of the Solid Waste Utility Rehabilitation and Heavy Equipment program (which is a Capital Improvement Program funded by solid waste revenues) is to implement projects to repair and rehabilitate the City's solid waste transfer stations and improve management of the City's closed landfills, and replace heavy equipment used at the transfer stations.

Program Summary

Fund the design and installation of new waste compactors at the City's two recycling and disposal stations. The compactors have reached the end of their ten-year lives, although SPU may leave the existing compactor at the south station as a back-up system. Provide funds for the Midway Landfill Post-closure Project, which responds to the widening of a highway near the landfill.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	787,698	939,695	4,414,000	6,023,000
Total	787,698	939,695	4,414,000	6,023,000
Full-time Equivalents Total*	1.06	0.48	0.48	0.48

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Technology

Purpose Statement

The purpose of the Solid Waste Utility Technology program (which is a Capital Improvement Program) is to make use of recent technology advances to increase the Solid Waste Utility's efficiency and productivity.

Program Summary

Provide funds for improvements to SPU business technology (e.g. core system software upgrades, document management, network enhancements, security initiatives, and server and desktop upgrades), and the shared City Geographic Information System (GIS). Increase funding for Customer Service Technology Improvements, including development of web- and phone-based customer contact technology, a share of upgrades to the City's Consolidated Customer Service System, and development of technologies to keep the call center running in emergencies.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	884,228	1,126,193	3,079,000	2,950,000
Total	884,228	1,126,193	3,079,000	2,950,000
Full-time Equivalents Total*	0.76	2.97	2.97	2.97

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Water Utility

Administration

Purpose Statement

The purpose of the Water Utility Administration budget control level is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Administration Program	12,857,357	11,507,480	11,611,359	11,963,682
General & Administrative Credit	0	0	(8,745,211)	(8,460,893)
TOTAL	12,857,357	11,507,480	2,866,148	3,502,789
Full-time Equivalents Total*	86.79	76.30	80.42	80.42

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: Administration Program

Purpose Statement

The purpose of the Water Utility Administration program is to provide overall management and policy direction for Seattle Public Utilities, and more specifically, for the Water Utility, and to provide core financial, human resource, and information technology services to the entire Department.

Program Summary

Add staff funded by multiple SPU fund sources (i.e. "corporate" staff) to work on cost accounting, improved organizational performance, rates and financial forecasting and space planning/records management; and abrogate various positions being vacated under the City's Separation Incentive Program. These abrogations will not impact service levels, as the functions will be absorbed by other staff. Convert information technology contractors to permanent staff, which generates savings for various SPU funds, relative to current costs. Reduce costs for some City central services (Summit, which is the City's financial system, and the City's Human Resources Information System). Provide funds for higher utility bills and rent. Also provide funds for restoration of some 2002 cuts and for new fixed costs for information technology, including hardware replacement and software/hardware maintenance fees.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	12,857,357	11,507,480	11,611,359	11,963,682
Total	12,857,357	11,507,480	11,611,359	11,963,682
Full-time Equivalents Total*	86.79	76.30	80.42	80.42

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Administration: General & Administrative Credit

Purpose Statement

The purpose of the Water Utility General & Administrative Credit program is to eliminate double-budgeting related to implementation of capital projects.

Program Summary

The Water Utility General & Administrative Credit program is a new program in 2003-2004, created to more accurately reflect how SPU budgets for its operating and capital programs.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	(8,745,211)	(8,460,893)
Total	0	0	(8,745,211)	(8,460,893)
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Customer Service

Purpose Statement

The purpose of the Water Utility Customer Service program is to provide comprehensive, efficient, one-stop service that anticipates and fully responds to customer expectations.

Program Summary

Provide additional funding for the Consolidated Customer Service System (CCSS), with costs reimbursed by Seattle City Light, and for field inspection services. Convert temporary workers to permanent City employees (as Utility Account Representatives) in response to a sustained increase in call volumes.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	7,841,762	7,405,129	9,166,349	9,385,734
Total	7,841,762	7,405,129	9,166,349	9,385,734
Full-time Equivalents Total*	99.42	91.55	95.55	95.55

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Environmental Stewardship

Purpose Statement

The purpose of the Water Utility Environmental Stewardship program (which is a Capital Improvement Program funded by water revenues) is to implement projects in response to the Endangered Species Act listing of Chinook Salmon.

Program Summary

In 2004, increase funding for the Rock Creek Fishway, which improves fish passage at SPU's culvert crossing under the Lake Youngs Aqueduct north of Landsburg, and for Tolt Fisheries Mitigation projects, which provide fish habitat conservation.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	0	0	694,000	1,110,000
Total	0	0	694,000	1,110,000
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

SPU

General Expense

Purpose Statement

The purpose of the Water Fund General Expense budget control level is to provide appropriation to pay the Water Utility's general expenses.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Debt Service	46,822,518	51,289,000	52,968,050	59,685,300
Other General Expenses	6,864,479	2,926,569	5,583,660	5,975,954
Taxes	10,956,886	12,899,000	14,080,472	15,619,406
TOTAL	64,643,883	67,114,569	72,632,182	81,280,660
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Debt Service

Purpose Statement

The purpose of the Water Utility Debt Service program is to appropriate funds for debt service on Water Utility bonds.

Program Summary

Increase funding for debt service on Water Utility bonds, to support the expanded Water CIP.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	46,822,518	51,289,000	52,968,050	59,685,300
Total	46,822,518	51,289,000	52,968,050	59,685,300
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Other General Expenses

Purpose Statement

The purpose of the Water Utility Other General Expenses program is to appropriate funds for the Water Fund's share of City central costs, claims, and other general expenses.

Program Summary

Increase the budget for claims, to be more consistent with historical experience.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	6,864,479	2,926,569	5,583,660	5,975,954
Total	6,864,479	2,926,569	5,583,660	5,975,954
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expense: Taxes

Purpose Statement

The purpose of the Water Utility Taxes program is to appropriate funds for payment of City and State taxes.

Program Summary

Increase the budget for state and city taxes associated with the projected increase in Water Fund rate revenue.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	10,956,886	12,899,000	14,080,472	15,619,406
Total	10,956,886	12,899,000	14,080,472	15,619,406
Full-time Equivalent Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Habitat Conservation

Purpose Statement

The purpose of the Habitat Conservation Budget Control Level is to appropriate funds to pay for the Habitat Conservation Capital Improvement Program.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Habitat Conservation Program	3,835,242	8,754,773	8,521,000	8,890,000
TOTAL	3,835,242	8,754,773	8,521,000	8,890,000
Full-time Equivalents Total*	10.72	22.74	22.74	22.74

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Habitat Conservation: Habitat Conservation Program

Purpose Statement

The purpose of the Water Utility Habitat Conservation program (which is a Capital Improvement Program funded by water revenues) is to manage projects directly related to the Cedar River Watershed Habitat Conservation Plan.

Program Summary

Provide funds for continued implementation of the Cedar River Habitat Conservation Plan (HCP). Major components include investments in fisheries enhancement projects such as the Landsburg Fish Passage Facilities and the Cedar River Sockeye Hatchery.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	3,835,242	8,754,773	8,521,000	8,890,000
Total	3,835,242	8,754,773	8,521,000	8,890,000
Full-time Equivalents Total*	10.72	22.74	22.74	22.74

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Infrastructure

Purpose Statement

The purpose of the Water Utility Infrastructure program (which is a Capital Improvement Program funded by water revenues) is to repair and upgrade the City's water lines, pump stations, and other facilities.

Program Summary

Focus on replacing aging water pipes and implementing capital projects that meet federal and state regulatory requirements. As part of the Asset Management program, evaluate the water system infrastructure and increase funding in 2003 and 2004 for replacement, rehabilitation, and improvement of the City's water system, in a way that maximizes customer benefit while minimizing life cycle costs. Investing in basic capital improvement enables SPU to continue to provide reliable and high quality water to all of its customers. Provide funds for rehabilitation and replacement of bridges in the Cedar River Watershed, installation of cathodic protection on water system pipes, and seismic upgrading of water tanks and pipelines.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	28,674,091	33,296,755	34,059,000	42,364,000
Total	28,674,091	33,296,755	34,059,000	42,364,000
Full-time Equivalents Total*	110.52	97.50	97.50	97.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Agencies

Purpose Statement

The purpose of the Water Utility Other Agencies program (which is a Capital Improvement Program funded by water revenues) is to design and construct capital improvements for other agencies, or in response to other agencies' projects, usually on a reimbursement basis.

Program Summary

Increase funding for SPU costs associated with implementation of Sound Transit's Light Rail Project, low-income housing development at Holly Park Phase III, and the Renton Franchise/Line Valve along Cedar River Pipeline, which adds line valves east of downtown Renton to reduce flooding in the event of a pipeline failure.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	1,578,201	2,968,607	5,038,000	3,681,000
Total	1,578,201	2,968,607	5,038,000	3,681,000
Full-time Equivalents Total*	7.10	4.74	4.74	4.74

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

SPU

Other Operating

Purpose Statement

The purpose of the Other Operating budget control level is to fund the Water Utility's operating expenses for Engineering Services, Field Operations and Resource Management.

Programs	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Engineering Services	2,433,765	2,520,447	2,466,655	2,538,963
Field Operations	12,338,627	12,301,834	25,315,226	27,153,413
Resource Management	18,584,948	18,206,606	8,298,679	8,300,540
TOTAL	33,357,340	33,028,887	36,080,560	37,992,916
Full-time Equivalents Total*	288.47	278.04	301.40	301.40

**The FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Engineering Services

Purpose Statement

The purpose of the Water Utility Engineering Services program is to provide engineering design and support services, construction inspection, and project management services to Water Fund capital improvement projects and to the managers of water facilities.

Program Summary

Fund new investments and add staff to protect and maintain water system assets and reduce long-term costs and liabilities. Examples include expanding SPU's cathodic protection program (to reduce the corrosion of water pipes), developing design standards to increase consistency in the Utility's facility construction and design process, and providing environmental and technical training for Engineering Services field staff.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	2,433,765	2,520,447	2,466,655	2,538,963
Total	2,433,765	2,520,447	2,466,655	2,538,963
Full-time Equivalents Total*	21.75	21.78	23.34	23.34

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Field Operations

Purpose Statement

The purpose of the Water Utility Field Operations program is to operate and maintain the infrastructure that provides the public with an adequate, reliable, and safe supply of high quality drinking water.

Program Summary

Provide funding and staff to reduce maintenance backlogs and shorten the time to respond to customer needs, including restoring one crew for hydrant repair, one crew for First Response, and one crew member for transmission pipeline maintenance. Add staff to provide support for information technology and electronic systems, and for support of the City's Water Quality Laboratory. Also provide funding and staff to address newly emerging issues, such as emergency planning and preparation and compliance with Endangered Species Act (ESA) and lead and copper regulatory requirements. A reorganization within the Water Fund classified additional expenses to this program.

In 2004, provide new funding for operation and maintenance of the new Cedar Treatment Facility, which is planned to be operational by mid-2004. Provide funding to operate and maintain new fish passage and sorting facilities at Landsburg, and to meet Cedar River Habitat Conservation Plan requirements for recovery actions associated with sockeye hatchery operations and mitigation for coho, chinook and steelhead, such as requirements related to instream flow monitoring and research. Provide increased funds for development and management of SPU's water system security program. Restore funding for the repair of malfunctioning and defective hydrants. Fund increased costs related to street repair, utilities and heavy equipment (to maintain level of service); and rent, utilities, and maintenance for warehousing north of ship canal. Restore funds for watermain flushing and emergency reservoir washing.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	12,338,627	12,301,834	25,315,226	27,153,413
Total	12,338,627	12,301,834	25,315,226	27,153,413
Full-time Equivalents Total*	134.34	132.55	154.15	154.15

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Other Operating: Resource Management

Purpose Statement

The purpose of the Water Utility Resource Management program is to deliver, in a cost-effective manner, an adequate, reliable, high quality supply of drinking water; to protect and preserve Seattle's environmental resources; and to plan and develop programs and capital improvement projects that will improve water quality, habitat, flood control, and water supply.

Program Summary

Restore funding for the water conservation campaign, which is conducted through a variety of media and targeted to indoor and outdoor single family and multi-family residential water use. Provide funding to maintain compliance with the Cedar River Habitat Conservation Plan related to reservoir storage and stream and riparian restoration in the Cedar River Watershed. Abrogate some existing positions associated with the Cedar River Watershed. These abrogations will not impact service levels, as the functions will be absorbed by other staff. Add additional staff for administrative support and equipment maintenance at the Cedar River Watershed Education Center. A reorganization within the Water Fund removed expenses from this program.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	18,584,948	18,206,606	8,298,679	8,300,540
Total	18,584,948	18,206,606	8,298,679	8,300,540
Full-time Equivalents Total*	132.38	123.71	123.91	123.91

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Technology

Purpose Statement

The purpose of the Technology program (which is a Capital Improvement Program) is to make use of recent technology advances to increase the Water Utility's efficiency and productivity.

Program Summary

Increase funding for the Supervisory Control and Data Acquisition (SCADA) upgrade, to improve the acquisition and monitoring of data and the remote operation of water pumps and valves. Provide funds for improvements to SPU business technology (e.g. core system software upgrades, document management, network enhancements, security initiatives, and server and desktop upgrades), and the shared City Geographic Information System (GIS). Increase funding for Customer Service Technology Improvements, including development of web- and phone-based customer contact technology, a share of upgrades to the City's Consolidated Customer Service System, and development of technologies to keep the call center running in emergencies.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	5,882,543	5,291,345	8,954,000	6,560,000
Total	5,882,543	5,291,345	8,954,000	6,560,000
Full-time Equivalents Total*	15.00	16.00	16.00	16.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Water Quality

Purpose Statement

The purpose of the Water Utility Water Quality program (which is a Capital Improvement Program funded by water revenues) is to design, construct and repair water treatment facilities, and upgrade water reservoirs.

Program Summary

Provide funding to complete construction of the Cedar Treatment Facility, which implements water treatment improvements on the Cedar River supply to improve water quality, ensure compliance with drinking water regulations, and improve taste and odor. Provide funding for reservoir undergrounding at the Beacon, Lincoln and Volunteer Reservoirs. Provide increased funding for security and water quality protection at SPU water system facilities.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	19,902,969	44,195,739	55,118,000	15,355,000
Total	19,902,969	44,195,739	55,118,000	15,355,000
Full-time Equivalents Total*	22.83	24.13	24.13	24.13

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

SPU

Water Supply

Purpose Statement

The purpose of the Water Utility Water Supply program (which is a Capital Improvement Program funded by water revenues) is to repair and upgrade water transmission pipelines and promote residential and commercial water conservation.

Program Summary

Increase funding for residential and commercial water conservation, to enable the City to meet the conservation requirements of Ordinance 120532, passed by the City Council and signed by the Mayor in 2001. As stewards of the City's water supply, SPU continues to be a regional and national leader in water conservation. Provide funds to rehabilitate a section of the Tolt I pipeline that crosses the Snoqualmie River Valley.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Other Funds	18,792,849	4,699,456	6,050,000	9,721,000
Total	18,792,849	4,699,456	6,050,000	9,721,000
Full-time Equivalents Total*	22.76	6.50	6.50	6.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

2003-2004 Estimated Revenues for the Drainage and Wastewater Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
433010	Federal Grants-Capital	\$ 1,383,106	\$ -	\$ -	\$ -
477010	Interlocal Capital Contr/Grant	(3,454,415)	-	-	-
437010	Interlocal Grants-Operating	177,581	-	-	-
437010	Interlocal Grants	237,745	-	-	-
443527	Wastewater Service Rates	112,897,180	132,908,069	132,174,873	142,447,598
443631	Drainage Service Rates	22,480,601	22,375,333	23,721,740	27,042,784
443691	Side Sewer Permit Fees	459,052	461,819	459,052	472,365
443694	Drainage Permit Fees	289,252	312,876	293,218	301,721
543970	SCL Call Center Service	-	-	1,213,283	1,235,192
461110	Interest Earnings-Residual Cash	2,286,601	1,693,346	1,943,575	1,561,377
461320	Unreald Gns/Losses	445,293	-	-	-
469990	Other Miscellaneous Revenues	259,899	-	230,345	235,573
	Use of Bond Proceeds	28,280,000	39,550,000	45,616,549	39,899,000
	Total Revenues	\$165,741,895	\$197,301,443	\$205,652,636	\$213,195,610
	Decrease (Increase) in Working Capital	8,162,326	9,576,413	(5,063,637)	(3,567,167)
	Total Resources	\$173,904,221	\$206,877,856	\$200,588,999	\$209,628,443

Note:

The SPU drainage and wastewater revenues and Drainage and Wastewater Fund budget for 2004 in the endorsed budget reflect what would occur if the Council had adopted the Executive's proposed 2003 and 2004 drainage and wastewater rate increases and 2004 budget. The Council will consider possible 2004 rate changes during 2003. The Council may leave 2003 rates unchanged, may adopt rates similar to the Executive's original proposal, or may adopt higher or lower rates. The resulting rates may change the revenues reflected in the 2004 budget.

2003-2004 Estimated Revenues for the Engineering Services Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
441500	Maps and Publication Sales	\$ 134,254	\$ 240,165	\$ 299,928	\$ 308,448
541850	GIS - CGDB Corporate Support	849,865	883,926	995,821	1,079,574
543210	GIS-CGDB Corporate Support-General Fund Share	638,000	557,002	528,000	542,000
543210	Various Engineering Services-General Fund Share	550,000	550,000	480,000	492,000
541490	Administrative Fees	3,014,778	4,571,889	-	-
543210	Transportation Fund	5,429,246	3,917,835	5,765,227	5,477,273
543210	City Light Fund	1,234,586	2,505,832	911,426	1,047,340
543210	Parks and other City Departments	382,532	616,053	575,445	633,414
	Total Revenues	\$ 12,233,261	\$ 13,842,702	\$ 9,555,847	\$ 9,580,049
	Decrease (Increase) in Working Capital	454,084	-	37,607	290,354
	Total Resources	\$ 12,687,345	\$ 13,842,702	\$ 9,593,454	\$ 9,870,403

2003-2004 Estimated Revenues for the Solid Waste Utility Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
416456	Landfill Closure Tax	\$ 1,500,179	\$ 3,361,584	\$ 728,389	\$ 751,401
416457	New Transfer Tax - In City	815,347	956,250	827,137	851,932
416458	New Transfer Tax - Out of City	1,523,802	1,828,125	1,501,897	1,546,554
434010	State Grants - Operating	298,239	400,000	400,000	400,000
443710	Commercial Utility Revenue	28,226,143	41,342,873	37,338,042	38,095,897
443731	Collection Charges	51,551,599	51,191,590	53,189,121	56,056,502
443741	Transfer Station Disposal Charges	9,967,946	9,682,287	9,926,595	10,291,094
443745	Commercial Disposal Charges	4,402,787	1,307,218	537,313	556,200
443875	HHW Regional Fund Reimbursements	-	1,687,000	1,900,000	1,900,000
461100	Interest Earnings	350,678	166,000	236,318	345,151
516456	Landfill Closure Tax	3,538,154	1,595,267	3,887,126	4,044,338
516457	Transfer Tax - In City	2,659,624	2,708,621	2,636,346	2,739,924
587001	General Subfund - Operating Transfer In	1,144,398	1,181,094	1,094,990	1,134,971
587001	General Subfund - Transfer In - Graffiti	-	-	274,013	280,590
543979	City Light for Customer Service	-	-	1,294,375	1,343,888
443990	Other Operating Revenues	180,000	-	-	-
443450	Taxable Revenue	900	-	-	-
224300	Use of Bond Proceeds	-	-	7,985,700	11,130,300
Total Revenues		\$106,159,797	\$117,407,909	\$123,757,362	\$131,468,742
Decrease (Increase) in Working Capital		3,154,100	1,595,471	(2,426,853)	(3,072,786)
Total Resources		\$109,313,897	\$119,003,380	\$121,330,509	\$128,395,956

Note:

The SPU Solid Waste revenues and budget for 2004 in the endorsed budget reflect what would have occurred if the Council had adopted the Executive's proposed 2003 and 2004 Solid Waste rate increases and 2004 budget. The Council will consider possible 2004 rate changes during 2003. The Council may leave 2003 rates unchanged, may adopt rates similar to the Executive's original proposal, or may adopt higher or lower rates. The resulting rates may change the revenues reflected in the 2004 budget.

2003-2004 Estimated Revenues for the Water Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
461100	Investment Interest	\$ 1,743,005	\$ 205,427	\$ 1,298,902	\$ 2,171,633
461400	Other Interest	23,987	42,535	-	-
543979	Call Center Services - City Light	-	-	1,250,050	1,272,622
543979	Inventory Purchases - SDOT	248,644	418,000	291,200	299,062
485110	Sale of Property	1,367,443	-	-	-
485120	Timber Sales	18,092	-	225,000	-
443410	Retail Water Sales	72,876,143	84,174,000	92,727,205	101,719,699
443420	Wholesale Water Sales	30,951,325	35,250,615	36,985,000	42,526,000
443450	Facilities Charges	-	-	325,000	325,000
443480	Misc. Water Service Charges	1,390,193	936,200	1,163,197	1,163,197
443470	Demand Charge Revenue	-	-	-	-
462500	Rentals--Non-City	236,213	111,869	150,000	150,000
443250	Services for Others	-	3,000	-	-
443979	Other Operating Revenues	82,636	80,000	80,000	80,000
459930	NSF Check Charges	28,094	23,500	30,000	30,000
482000	Contributions in Aid of Construction	5,470,681	4,641,386	4,699,246	4,745,206
224300	Use of Bond Proceeds	69,007,966	84,021,000	104,081,474	71,846,459
418200	Surcharge/Leashold Excise Tax	-	18,500	-	-
469100	Salvage	7,913	10,000	10,000	10,000
437010	Interlocal Grants	85,577	-	-	-
469990	Other Miscellaneous Revenue	614,938	-	600,000	600,000
Total Revenues		\$184,152,850	\$209,936,032	\$243,916,273	\$226,938,878
Decrease (Increase) in Working Capital		13,213,387	8,326,708	(4,737,034)	(7,095,779)
Total Resources		\$197,366,237	\$218,262,740	\$239,179,239	\$219,843,099

Capital Improvement Program Overview

Drainage & Wastewater

Seattle Public Utilities (SPU) is responsible for maintaining and developing the City's sewer and drainage collection system. The 2003-2008 Drainage and Wastewater CIP, which is supported by drainage and wastewater fees, includes funding for new Combined Sewer Overflow (CSO) projects to begin in 2003. The CIP also includes funds for SPU to continue to repair and replace failed sewers and rehabilitate sewage pump stations, work with other agencies to address contamination of sediments in the Duwamish River, and complete the Comprehensive Drainage Plan. In areas without full street improvements, such as in the Pipers Creek watershed, SPU is beginning to install "Natural System" drainage projects to reduce runoff and improve water quality. Located along road edges in residential areas, these projects consist of vegetated swales and wetlands that slow the street runoff, promote infiltration into soils, and filter out sediments that would otherwise be washed into creeks and lakes. A detailed list of all programs and projects in Drainage and Wastewater's CIP can be found in the separate Capital Improvement Program budget document.

Allocations		2003 Adopted	2004 Endorsed
Combined Sewer Overflow	SPU Drainage and Wastewater Fund	7,671,000	6,866,000
Flood Control and Local Drainage	SPU Drainage and Wastewater Fund	12,601,000	6,335,000
General Wastewater	SPU Drainage and Wastewater Fund	6,413,000	7,432,000
Habitat and Sediments	SPU Drainage and Wastewater Fund	359,000	469,000
Other Drainage	SPU Drainage and Wastewater Fund	3,506,000	3,306,000
Protection of Beneficial Uses	SPU Drainage and Wastewater Fund	2,253,000	2,398,000
Public Asset Protection	SPU Drainage and Wastewater Fund	2,387,000	4,986,000
Sewer Rehabilitation	SPU Drainage and Wastewater Fund	9,982,000	11,204,000
Technology	SPU Drainage and Wastewater Fund	2,732,000	2,339,000
Total Allocations		47,904,000	45,335,000

Solid Waste

The City-owned infrastructure to provide for the collection and disposal of solid waste consists of two recycling and disposal stations, two household hazardous waste facilities, and a fleet of trucks and heavy equipment. SPU manages and develops this infrastructure, and also manages post-closure projects and operations on two landfills previously used by the City. The 2003-2008 Solid Waste CIP, which is supported by solid waste fees, includes funding to develop and implement a Solid Waste CIP Facilities Master Plan, to guide the construction of facilities that will provide the citizens of Seattle with sufficient recycling and solid waste services for the next 30 years. The CIP also includes funds for replacement of the trash compactors at the recycling and disposal stations, and for post-closure capital improvements at the Midway Landfill. A detailed list of all programs and projects in Solid Waste's CIP can be found in the separate Capital Improvement Program budget document.

Allocations		2003 Adopted	2004 Endorsed
New Facilities	SPU Solid Waste Fund	1,153,000	3,504,000
Rehabilitation and Heavy Equipment	SPU Solid Waste Fund	4,414,000	6,023,000
Technology	SPU Solid Waste Fund	3,079,000	2,950,000
Total Allocations		8,646,000	12,477,000

Water

The City owns and SPU operates a water system that serves a population of approximately 1.3 million people. The 2003-2008 Water CIP, which is funded by water fee revenues, provides funding to complete the Cedar Treatment Facility, which will improve drinking water quality and taste and ensure continued compliance with federal and state water quality requirements. To comply with water quality regulations and create open space, the City's remaining seven open drinking-water reservoirs will be buried underground. Three of these reservoir projects—Lincoln, Volunteer, and Beacon—are currently underway. The remaining four reservoirs at Maple Leaf, Myrtle, Roosevelt, and West Seattle will be undergrounded following the completion of studies that examine funding options and construction contracting options, including design/build. The CIP also includes funds for implementation of the Cedar River Watershed Habitat Conservation Plan (HCP), implementation of projects to respond to the listing of Chinook salmon under the Endangered Species Act, and rehabilitation and replacement of water system infrastructure. A detailed list of all programs and projects in Water's CIP can be found in the separate Capital Improvement Program budget document.

Allocations		2003 Adopted	2004 Endorsed
Environmental Stewardship	SPU Water Fund	694,000	1,110,000
Habitat Conservation Program	SPU Water Fund	8,521,000	8,890,000
Infrastructure	SPU Water Fund	34,059,000	42,364,000
Other Agencies	SPU Water Fund	5,038,000	3,681,000
Technology	SPU Water Fund	8,954,000	6,560,000
Water Quality	SPU Water Fund	55,118,000	15,355,000
Water Supply	SPU Water Fund	6,050,000	9,721,000
Total Allocations		118,434,000	87,681,000

Seattle Transportation

Grace Crunican, Director

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Department Description

The Seattle Department of Transportation (SDOT) develops, maintains, and operates a transportation system that promotes the mobility of people and goods, and enhances the quality of life, environment, and economy of Seattle.

In June 2002, SDOT was created by combining transportation planning from the former Strategic Planning Office with the former Seattle Transportation Department to bring a more comprehensive approach to transportation service delivery. A major element of SDOT's creation was the establishment of the Policy, Planning, and Major Projects division, which is charged with transportation system planning and providing increased control and influence over major projects under construction in Seattle. In addition, a significant initiative to manage the City's right-of-way to promote mobility is under way. SDOT's budget reflects a "back-to-basics" approach to maintaining transportation infrastructure, of which 48-hour pothole repair response and increased funding for paving are a part.

In addition to the Policy, Planning, and Major Projects division, SDOT has four other major operating divisions:

- Traffic Management is responsible for the movement of non-motorized and motorized traffic throughout the city.
- Capital Projects/Roadway Structures is responsible for design and construction of major projects, as well as maintenance of bridges, overpasses, retaining walls, and other structures.
- Street Maintenance is responsible for maintaining city street surfaces.
- Neighborhood Transportation and Right-of-Way Management Services is responsible for traffic engineering and controls on non-arterial streets, street-use permits, and urban forestry.

Policy and Program Changes

In preparing the 2003 Adopted and 2004 Endorsed Budget, SDOT was confronted with increased salary, benefit, and internal services costs combined with reduced discretionary funding. In response, SDOT's budget emphasizes a "back to basics" approach that sustains the existing transportation system while holding the line on operating costs. Although some reductions have been made in street maintenance and administration support, SDOT is still able to maintain acceptable maintenance levels. SDOT's Street Use section is utilizing increased permit fee revenue to enhance management of the public right-of-way.

SDOT increasingly relies on external sources to fund the transportation capital improvement program. A 2003 Limited Tax General Obligation Bond issue will provide additional funds for the State Route 519 and Alaskan Way Viaduct/Seawall Study projects. The new Belltown/Queen Anne Waterfront Connections - Thomas Street project is funded by the Shoreline Park Improvement Fund and the 2000 Parks Levy Fund. Finally, SDOT will

Transportation

work with property owners to establish Local Improvement Districts to provide additional funding for sidewalk construction.

City Council Budget Changes and Provisos

City Council approved a number of revisions to Seattle Transportation's Operating Budget and Capital Improvement Plan to reflect the loss of revenue resulting from the failure of Referendum 51 and the passage of Initiative 776 in the November, 2002 elections. The failure of Referendum 51 resulted in the need to cut over \$20 million out of SDOT's budget, including significant impacts to the Spokane Street Viaduct, Grant Match Opportunity Fund, Phinney/Fremont/50th Street Improvements, and the South Lander Grade Separation projects. The passage of Initiative 776 brought about cuts of over \$4 million, resulting in impacts to a number of CIP projects.

City Council directed SDOT to install approximately 1,600 new parking meters, primarily in the SODO and South Lake Union neighborhoods. SDOT was given additional appropriation to cover installation and maintenance costs associated with the new meters.

The City Council adopted the following budget provisos:

None of the money appropriated for 2003 for Seattle Transportation (and none of the money expected to be appropriated for 2004) can be spent to pay for a program providing tow trucks on or around bridges for the purposes of removing debris or disabled vehicles.

None of the money appropriated in 2003 for Seattle Transportation can be spent for drainage design for transportation projects unless and until the City Council approves a Memorandum of Agreement (MOA) executed by Seattle Transportation and Seattle Public Utilities (SPU) regarding the usage of the funds to be provided by SPU to Seattle Transportation for drainage design for transportation projects, and until SDOT presents a management plan that will establish the appropriateness of doing the work by FTE's or on a consultant basis.

Operations Support and Administration

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Department Management Budget Control Level	18600	1,813,271	1,992,908	2,544,866	2,562,990
Appropriation		1,813,271	1,992,908	2,544,866	2,562,990
General Expenses Budget Control Level	18650	3,474,851	6,359,090	9,653,892	9,846,743
Appropriation		3,474,851	6,359,090	9,653,892	9,846,743
Resource Management Budget Control Level	18320	5,345,363	6,611,088	5,935,780	7,162,281
Appropriation		5,345,363	6,611,088	5,935,780	7,162,281
Operations Support and Administration Total		10,633,485	14,963,086	18,134,538	19,572,014

Transportation

Traffic and Street Use Management

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Manage Street Rights-of-Way Budget Control Level	18100	4,485,233	5,673,664	6,132,089	6,379,633
Appropriation		4,485,233	5,673,664	6,132,089	6,379,633
Neighborhood Traffic Services Budget Control Level	18150	946,891	1,561,866	825,433	935,901
Appropriation		946,891	1,561,866	825,433	935,901
Traffic Management Budget Control Level	18005	16,571,674	15,606,185	15,691,133	15,525,856
Appropriation		16,571,674	15,606,185	15,691,133	15,525,856
Traffic and Street Use Management Total		22,003,798	22,841,715	22,648,655	22,841,390

Transportation Infrastructure

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Capital Projects Budget Control Level	18300	37,197,645	47,727,316	30,180,542	41,774,648
Appropriation		37,197,645	47,727,316	30,180,542	41,774,648
Street Maintenance Budget Control Level	18003	19,227,376	20,492,006	21,183,559	20,662,975
Appropriation		19,227,376	20,492,006	21,183,559	20,662,975
Structure Management, Maintenance, and Operation Budget Control Level	18004	4,977,990	6,057,798	6,095,552	5,759,238
Appropriation		4,977,990	6,057,798	6,095,552	5,759,238
Urban Forestry Budget Control Level	18311	1,948,683	2,654,974	2,448,016	2,467,882
Appropriation		1,948,683	2,654,974	2,448,016	2,467,882
Transportation Infrastructure Total		63,351,694	76,932,094	59,907,669	70,664,743

Transportation Policy and Planning

Resources	Summit Code	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
Policy, Planning, and Major Project Development Budget Control Level	18310	3,031,754	2,400,487	8,745,198	4,017,777
Appropriation		3,031,754	2,400,487	8,745,198	4,017,777
Transportation Policy and Planning Total		3,031,754	2,400,487	8,745,198	4,017,777
Department Total		99,020,731	117,137,382	109,436,060	117,095,924
Department Full-time Equivalents Total*		605.50	609.50	627.50	628.50

*The department FTE total is provided for information only. All authorized positions are listed in Appendix A.

Transportation

Selected Mid-year Performance Measures

The Seattle Department of Transportation (SDOT) manages a diverse capital program that ranges from arterial street paving to major bridge replacement. Fueling the capital program is a similarly diverse range of funding sources. The Department strives to complete each project on time and on budget.

Percent of CIP funding from external (non SDOT) sources

2001 Year End Actuals: 40.3%

2002 Midyear Actuals: 12 month measure

2002 Year End Projection: 57.3%

Amount of grant funds awarded annually

2001 Year End Actuals: \$28.9 million

2002 Midyear Actuals: 12 month measure

2002 Year End Projection: \$15.0 million (2001 amount higher due to Nisqually earthquake projects)

The ability to get around is a key factor influencing quality of life and the attractiveness of Seattle as a hub for business. SDOT works to enhance mobility in the city by optimizing the existing street network through maintenance of freight routes and signage, signal synchronization, better parking management, and development and operation of alternate modes such as transit, bicycle, and pedestrian facilities.

Reduction in travel time for transit on selected corridors

2001 Year End Actuals: -

2002 Midyear Actuals: -

2002 Year End Projection: New measure - SDOT working with Metro to gather and analyze data

Percent of commute trips by non-Single Occupant Vehicle (SOV) modes at Commute Trip Reduction (CTR)-affected sites

2001 Year End Actuals: 58%

2002 Midyear Actuals: 59%

2002 Year End Projection: Central Business District (CBD) non-SOV rate is 74%. Goal is to increase this percentage both citywide and in the CBD.

Percent increase in "wheels and heels" (bikes and pedestrians) measured at selected locations

2001 Year End Actuals: 2%

2002 Midyear Actuals: 12 month measure

2002 Year End Projection: 2% (static target reflects no additional resources provided for this effort in 2002)

Number of signals optimized per year

2001 Year End Actuals: 275

2002 Midyear Actuals: 37 done (3 corridors out of 5 completed)

2002 Year End Projection: 114 (reduction from 2001 reflects \$500K less available for the program in 2002)

Maintenance of the City's transportation infrastructure is a primary charge of the Seattle Department of Transportation (SDOT). From arterial paving, to bridge painting, to landscape maintenance, the Department works to stretch resources so that our roads, bridges, and urban forest remain safe, well maintained, and dependable.

Smoother and safer streets as measured by Pavement Condition Index rating (PCI)

2001 Year End Actuals: 60

2002 Midyear Actuals: N/A (12 month measure)

2002 Year End Projection: SDOT's Pavement Management System is currently undergoing a thorough review to ensure accuracy of data in and results provided. Target will be reset once that work is complete.

Percent of potholes filled within 48 hours of reporting

2001 Year End Actuals: -

2002 Midyear Actuals: 95%

2002 Year End Projection: 95%

Percent of formally landscaped areas rated "excellent" by Sector Gardeners

2001 Year End Actuals: 20%

2002 Midyear Actuals: N/A

2002 Year End Projection: 20% - Static target reflects increase in landscaped area to maintain with no increase in resources.

Number of bridges painted per year

2001 Year End Actuals: 2

2002 Midyear Actuals: 1

2002 Year End Projection: 2

Transportation

Operations Support and Administration

Department Management

Purpose Statement

The purpose of the Department Management program is to provide leadership and human resource services for the accomplishment of the mission and goals of the Department and the City.

Program Summary

Increase emphasis on safety by adding a transferred position to focus on reducing the frequency and severity of injury claims, increased construction site safety, and workplace safety and health programs.

Add staffing to develop an integrated approach between departments to work done in the public right-of-way, and to provide the Director's Office with technical support and analysis.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	920,312	1,021,259	927,806	930,675
Other Funds	892,959	971,649	1,617,060	1,632,315
Total	1,813,271	1,992,908	2,544,866	2,562,990
Full-time Equivalents Total*	19.00	21.00	24.00	24.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

General Expenses

Purpose Statement

The purpose of the General Expenses program is to separately account for certain business expenses that are unique to some City departments.

Program Summary

Increase budget to reflect a revised allocation of the City's central costs.

Transfer in funding from Finance General to pay for 2003 and 2004 Judgment/Claims Subfund expenses allocated to the Department through premiums. The Judgment/Claims Subfund pays for judgments, settlements, claims, and other eligible expenses associated with legal claims and suits against the City. Premiums are based on average percentage of Judgment/Claims expense incurred by the Department over the previous five years.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	2,276,766	4,158,407	5,375,319	5,457,864
Other Funds	1,198,085	2,200,683	4,278,573	4,388,879
Total	3,474,851	6,359,090	9,653,892	9,846,743
Full-time Equivalents Total*	0.00	0.00	0.00	0.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Resource Management

Purpose Statement

The purpose of the Resource Management program is to provide the Department with financial and technology support, ensuring the financial integrity of the Department and the reliability of the technology infrastructure for Department business activities.

Program Summary

Reduce operations support and administrative budget while maintaining existing service levels through efficiencies.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	2,493,943	3,051,703	3,323,271	4,331,969
Other Funds	2,851,420	3,559,385	2,612,509	2,830,312
Total	5,345,363	6,611,088	5,935,780	7,162,281
Full-time Equivalents Total*	46.00	46.00	47.00	47.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Traffic and Street Use Management

Manage Street Rights-of-Way

Purpose Statement

The purpose of the Street Rights-of-Way program is to ensure that street improvements and infrastructure activities are coordinated and meet City specifications and approved plans, to ensure appropriate uses of the rights-of-way, and to enhance mobility, accessibility, and safety of the right-of-way for the public.

Program Summary

Increase funding of the Street Use section to more aggressively manage activities in the public right-of-way and enhance traffic control for construction projects. These enhancements are funded in part by increases in permit fees.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	924,282	1,166,898	1,507,774	1,532,399
Other Funds	3,560,951	4,506,766	4,624,315	4,847,234
Total	4,485,233	5,673,664	6,132,089	6,379,633
Full-time Equivalents Total*	46.00	49.00	48.00	48.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Transportation

Neighborhood Traffic Services

Purpose Statement

The purpose of the Neighborhood Traffic Services program is to provide responses and solutions to residents so that safety along residential streets and the attractiveness of neighborhoods are enhanced.

Program Summary

Reduce funds for contracted work on Sidewalk Repair Assistance and Mid-Block Traffic Control projects. These functions are now to be performed by in-house crews.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	62,792	89,598	375,985	477,494
Other Funds	884,099	1,472,268	449,448	458,407
Total	946,891	1,561,866	825,433	935,901
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Traffic Management

Purpose Statement

Traffic Management ensures the safe and efficient operation of all transportation modes in the City of Seattle. This includes managing the parking, pedestrian, and bicycle infrastructure; implementing neighborhood plans; encouragement of alternative modes of transportation; and maintenance and improvement of signals, intelligent transportation systems, and the non-electrical transportation management infrastructure.

Program Summary

Reduce various infrastructure maintenance activities including the repair and maintenance of crash cushions, guardrails, lane line markers, regulatory signs, traffic signals, and traffic monitoring devices. These reductions result in acceptable maintenance levels and are not likely to be noticeable to citizens.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	8,344,207	7,264,576	8,241,236	8,056,986
Other Funds	8,227,467	8,341,609	7,449,897	7,468,870
Total	16,571,674	15,606,185	15,691,133	15,525,856
Full-time Equivalents Total*	136.50	137.50	133.50	134.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Transportation Infrastructure

Capital Projects

Purpose Statement

The purpose of the Capital Projects Program is to manage, design, and control capital improvements to the transportation infrastructure for the benefit of customers that include commerce, public transit, other public agencies, pedestrians, bicyclists, and motorists.

Program Summary

Decrease funding to reflect the impact that the November, 2002 elections had on SDOT's budget and CIP. The failure of Referendum 51 resulted in the need to cut over \$20 million out of SDOT's budget, including significant impacts to the Spokane Street Viaduct, Grant Match Opportunity Fund, Phinney/Fremont/50th Street Improvements, and the South Lander Grade Separation projects. The passage of Initiative 776 brought about cuts of over \$4 million, resulting in impacts to a number of CIP projects.

Increase funding for paving and a more comprehensive management of the public right-of-way by adding new drainage designers. These new positions, funded by Seattle Public Utilities, are dedicated to drainage design functions and also assist with scoping and cost estimates for grant applications.

Transfer the pavement management function from Capital Projects to Street Maintenance to provide a more coordinated approach towards street condition management. This change will not result in changes in service levels.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	4,743,415	6,155,503	2,799,233	2,807,951
Other Funds	32,454,230	41,571,813	27,381,309	38,966,697
Total	37,197,645	47,727,316	30,180,542	41,774,648
Full-time Equivalents Total*	61.00	61.00	59.00	59.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Transportation

Street Maintenance

Purpose Statement

The Street Maintenance Program keeps Seattle's \$4 billion investment in its roadways and sidewalks safe, clean, and in good repair. Repair and maintenance of the right-of-way promotes safety, enhances mobility, and protects the environment. Through planned maintenance, cleaning, and spot repairs of streets, alleys, pathways, and stairways, Street Maintenance improves the quality of life and business climate.

Program Summary

Reduce funds available in Street Maintenance for the construction of pedestrian improvements. Although the budget for pedestrian improvements is reduced in this program, the City is pursuing new sidewalk construction by encouraging the development of Local Improvement Districts.

Transfer the pavement management function from Capital Projects to Street Maintenance to provide a more coordinated approach towards street condition. This change will not result in changes in service levels.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	9,347,632	10,084,160	9,930,512	10,162,836
Other Funds	9,879,744	10,407,846	11,253,047	10,500,139
Total	19,227,376	20,492,006	21,183,559	20,662,975
Full-time Equivalents Total*	184.00	182.00	185.00	185.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Structure Management, Maintenance, and Operation

Purpose Statement

The purpose of the Structure Management, Maintenance, and Operation Program is to provide safe and efficient use of the City's bridges and structures to all citizens of Seattle and adjacent regions to ensure the movement of people, goods, and services throughout the City.

Program Summary

The proposed budget maintains current service levels.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	2,606,357	3,165,516	3,034,239	3,043,856
Other Funds	2,371,633	2,892,282	3,061,313	2,715,382
Total	4,977,990	6,057,798	6,095,552	5,759,238
Full-time Equivalents Total*	61.00	61.00	61.00	61.00

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Urban Forestry

Purpose Statement

The purpose of the Urban Forestry program is to administer, maintain, protect, and expand the City's urban landscape in street rights-of-way for Seattle's residents and businesses so that environmental, aesthetic, and safety benefits are maximized.

Program Summary

Reduce the funding and staffing for the maintenance of formal landscapes in the public right-of-way.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	1,539,859	2,093,871	1,883,479	1,889,517
Other Funds	408,824	561,103	564,537	578,365
Total	1,948,683	2,654,974	2,448,016	2,467,882
Full-time Equivalents Total*	29.00	29.00	28.50	28.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Transportation Policy and Planning

Policy, Planning, and Major Project Development

Purpose Statement

Provide unity in approach to planning and implementing improvements in Seattle's transportation system, tightening the connection between policy, planning, CIP development, and major project management.

Program Summary

Increase budget to reflect a full year's funding for Policy, Planning, & Major Projects and to allow for one-time pass-through grant money associated with the Kalakala Ferry and Swiftsure Lightship restoration projects.

Transfer a position from Policy, Planning, & Major Projects to the Director's Office to provide technical support and analysis. The 2003 budget reflects the addition of the transportation planning function and related positions previously assigned to the former Strategic Planning Office as well as the creation of the Policy, Planning, and Major Projects division within SDOT.

Resources	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
General Subfund	870,030	549,694	2,516,254	2,491,169
Other Funds	2,161,724	1,850,793	6,228,944	1,526,608
Total	3,031,754	2,400,487	8,745,198	4,017,777
Full-time Equivalents Total*	15.00	15.00	33.50	33.50

**The program FTE total is provided for information only. All authorized positions are listed in Appendix A.*

Transportation

2003-2004 Estimated Revenues for the Transportation Fund

Summit Code	Source	2001 Actual	2002 Adopted	2003 Adopted	2004 Endorsed
422490	Other Street Use & Curb Permit	\$ 136,019	\$ 37,526	\$ 205,727	\$ 210,870
422990	Other Non-Business Licenses/PE	280,050	106,826	269,524	272,223
433010	Federal Grants - Indirect	14,842,736	11,822,405	9,782,105	10,675,648
434010	State Grants	4,808,603	9,633,000	3,038,000	1,962,009
436081	Vehicle License Fees	4,636,702	4,983,340	0	0
436087	City Street Fund (Mtr Veh Fuel Tx)	7,460,781	8,431,889	8,585,305	8,712,648
436088	Arterial City St Subfund (Mtr Veh Fuel Tx)	3,488,414	3,944,273	4,016,038	4,075,606
437010	Interlocal Grants	36,400	2,405,590	695,000	556,000
439090	Other Contributions & Donations	-	600,000	0	0
442490	Other Protective Inspection FE	1,051,193	4,012,529	6,361,874	6,520,921
444100	Street Maintenance & Repair CH	396,053	9,176,420	4,716,948	4,834,872
444900	Other Charges - Transportation	7,958,900	4,919,997	5,876,561	6,025,483
462500	Bldg/Other Space Rental Charge	-	62,728	64,610	66,548
481100	General Obligation Bond Proceeds	4,500,000	-	8,057,000	-
481800	Long-Term Intergovernmental Loan Proc	668,525	2,142,000	404,000	0
541990	If Othr Gen Govtl Svc Chrsgs-MI	8,528,479	4,909,678	4,816,655	4,856,822
543210	Services To DWU (TCIP)	-	866,000	1,957,000	-
587001	Oper Tr IN-FR General Fund	36,070,270	38,801,185	39,915,108	41,182,716
587116	Oper Tr IN-FR Cumulative Rsv S	4,220,134	1,271,000	3,339,000	1,400,000
587118	Oper Tr IN-FR Emergency Subfund	497,689	-	-	-
587316	Oper Tr IN-FR Transport Bond F	479,944	6,981,000	860,000	-
587336	Oper Tr IN-FR Open Space & TRA	202,275	-	-	-
	Oper Tr IN-FR Shoreline Park Imp. Fund	-	-	696,000	-
587338	Oper Tr IN-FR 2000 Parks Levy	43,420	-	2,417,000	963,000
587339	Oper Tr IN-FR Denny Triangle	-	-	300,000	-
541990	Oper Tr IN-FR Seattle Public Utilities	-	-	2,700,000	1,600,000
	To Be Determined	-	-	1,159,000	20,465,000
	Total Revenue	\$ 100,306,586	\$ 115,107,386	\$ 110,232,455	\$ 114,380,366
	Contribution to Cash [Decrease/(Increase)]	(1,285,855)	(1,031,020)	(796,395)	2,715,558
	Grant Revenue Generated by C/O				
	Appropriation	-	(182,984)	-	-
	Total Resources for Expenditures	\$ 99,020,731	\$ 113,893,382	\$ 109,436,060	\$ 117,095,924
	Appropriated Funds Held in CRF	-	3,244,000	-	-
	Total Resources	\$ 99,020,731	\$ 117,137,382	\$ 109,436,060	\$ 117,095,924

Capital Improvement Program Highlights

The Seattle Department of Transportation (SDOT) is responsible for maintaining, upgrading, and monitoring the use of the City's system of streets, bridges, retaining walls, seawalls, bicycle and pedestrian facilities, and traffic control devices. SDOT's Capital Improvement Program (CIP) outlines the Department's plan for repairing, improving, and adding to this extensive infrastructure. The CIP is financed from a variety of revenue sources that include the City's General and Cumulative Reserve Subfunds, state gas tax revenues, grants, Public Works Trust Fund loans, partnerships with private organizations and other public agencies, and bond proceeds.

The 2003-2008 SDOT CIP includes such key projects as preliminary engineering for the replacement of the Magnolia Bridge; environmental, design, and permitting work for the replacement of the Alaskan Way Viaduct/Seawall; preliminary engineering on the approaches to the Fremont Bridge; and continued major maintenance and paving of the City's arterial and non-arterial streets.

Capital appropriations for SDOT are embedded within the line of business appropriations displayed at the start of this chapter. These appropriations are funded by a variety of revenue sources that are not separately appropriated. The one exception to this is the revenue source of the Cumulative Reserve Subfund, commonly referred to as the CRF. While these CRF amounts are included in the line of business appropriations at the start of this chapter, they are appropriated for certain SDOT CIP projects as displayed in the first table below, titled "Capital Improvement Program Appropriation."

The second table, titled "Capital Improvement Program Outlay" shows that portion of the various SDOT appropriations that represent the Department's Capital Improvement Program (CIP) outlays. Consistent with RCW 35.32A.080, if any portion of these outlays remain unexpended or unencumbered at the close of the fiscal year, that portion shall be held available for the following year, except if abandoned by the City Council by ordinance. A detailed list of all programs and projects in SDOT's CIP can be found in the separate Capital Improvement Program budget document.

Capital Improvement Program Appropriation

Budget Control Level	2003 Adopted	2004 Endorsed
12th Avenue Development Project: TC366030		
Cumulative Reserve Subfund-Unrestricted	463,000	0
Subtotal	463,000	0
Arterial Asphalt and Concrete Program: TC365440		
Cumulative Reserve Subfund-REET II	519,000	126,000
Subtotal	519,000	126,000
Bridge Painting Program: TC324900		
Cumulative Reserve Subfund-REET II	265,000	174,000
Subtotal	265,000	174,000
Hazard Mitigation Program - Areaways: TC365480		
Cumulative Reserve Subfund-REET II	500,000	400,000
Subtotal	500,000	400,000
Hazard Mitigation Program - Landslide Mitigation Projects: TC365510		
Cumulative Reserve Subfund-REET II	400,000	400,000
Subtotal	400,000	400,000

Transportation

Budget Control Level	2003 Adopted	2004 Endorsed
NSF/CRF Neighborhood Program: TC365770		
Cumulative Reserve Subfund-REET II	567,000	0
Subtotal	567,000	0
Total Capital Improvement Program Funds Appropriation	2,714,000	1,100,000

Capital Improvement Program Outlay

Program	Summit Code	2003 Adopted	2004 Endorsed
Bridges and Structures	18004	913,000	1,021,000
Capital Projects Management	18300	32,005,000	40,054,000
Major Projects	18310	7,669,000	2,273,000
Neighborhood Traffic Services	18150	673,000	562,000
Street Maintenance	18003	1,142,000	1,229,000
Traffic Management	18005	2,381,000	1,599,000
Total Capital Improvement Program Funds Outlay		44,783,000	46,738,000