

Seattle Public Utilities

Solid Waste

Overview

Seattle Public Utilities (SPU) collects and disposes of solid waste generated within the City of Seattle. To fulfill this responsibility the City owns and manages the following infrastructure:

- Two recycling and disposal stations (transfer stations)
- Two household hazardous waste facilities
- A fleet of trucks and heavy equipment
- Two closed landfills previously used by the City

The Solid Waste Fund (SWF) CIP is the planning tool for rehabilitating, replacing, improving and expanding infrastructure, as well as constructing projects that protect, conserve, and enhance our region's environmental resources. Planned spending in the SWF CIP is approximately \$144 million (excluding Technology) for 2014 through 2019.

The largest anticipated projects over this time period are:

- Rebuilding of the North Transfer Station (2013-2016)
- Constructing a recycling/re-use facility at the South Transfer Station (2015-2017)
- Completing the South Park Development Project

These projects comprise roughly 63% of the CIP. Other significant projects include investigation and closure of the South Park Landfill and replacement of the South Household Hazardous Waste facility.

SPU funds about 90% of the SWF CIP through the sale of revenue bonds. The remaining 10% is funded with cash. By using debt financing through bond sales, SPU is able to distribute the cost of large, expensive system improvements over several years to better address equity between current and future ratepayers. SPU plans Solid Waste Bond issues in 2014, 2015 and 2017. Cash and repayment of debt come predominantly from rate-based charges to customers whose garbage, recycling, and organics are handled by the City's solid waste infrastructure and services. Solid Waste rates were last set in 2012 for the period of 2013-2016.

Summary of Upcoming Budget Issues and Challenges

Solid Waste faces logistical and financial issues as it reconstructs its primary facilities and addresses site cleanup efforts.

Logistics: Solid Waste must continue handling solid waste while it reconstructs its transfer stations. With the new South Transfer Station coming on line in March 2013, Solid Waste is now focused on reconstruction of the North Transfer Station (NTS). To adequately manage waste, the old South Transfer Station will be kept in operation until the North Transfer Station is complete. This will require diversion of waste from the northern station to the old STS. In addition, it will require Solid Waste to maintain the aged old STS through 2016.

Financial Challenges: Reconstruction of both transfer stations along with site remediation efforts puts considerable short-term financial strain on the Solid Waste Fund. At the same time that Solid Waste is funding and building these major projects, it is working to address environmental stewardship by encouraging waste reduction, which results in declining demand for services.

To address the funding needed for transfer station reconstructions and site remediation, SPU is planning bond sales in 2014, 2015, and 2017. The cost to repay or service these bonds will be paid through rate-based revenues, which also support the utility's operations, maintenance, administration, and contract costs. To assure that the SWF has adequate revenues to support debt service and core functions while demand declines, SPU anticipates using a combination of moderate rate increases and operational efficiencies.

Thematic Priorities

The SPU Solid Waste Fund places a high priority on managing environmental issues and addressing regulatory requirements related to current and historic Solid Waste facilities while protecting human health and safety. The Mayor's Walk Bike Ride initiative is also supported through design elements of the two transfer station projects

- Managing environmental issues and regulations: SPU is required to improve former landfill sites and take action as necessary when conditions change. For example,, underground gas levels at these sites are monitored. When high gas levels are detected, SPU implements improvements to extract the excess gas or otherwise mitigate the environmental impacts of the gas increase. Also, the new transfer stations will greatly reduce the environmental impacts of the existing stations on neighboring communities.
- Protecting human health and safety: The old South and existing North transfer stations are at the end of their useful lives. Safety standards at these older facilities will be greatly enhanced once the rebuilds are complete, resulting in greater safety for the public and SPU employees. Well-functioning and efficient transfer stations are part of a solid waste collection system that protects human health.
- Walk Bike Ride: The new South Transfer Station will include a trail on the east side of the property as a community benefit associated with the street vacation. This trail will create a link in the corridor between South Park and the Alki neighborhoods. The design for the new North Transfer Station includes separated traffic, a separate recycling building and approximately 44,000 square feet of publicly accessible green space. SPU engaged neighbors to help program the green space.

Project Selection Criteria

SPU identifies candidate capital projects from several sources – planning (e.g., comprehensive plans, program plans), external projects and opportunities, and emergencies or other unexpected events. Under SPU's Asset Management System, projects must be justified through a business case process that establishes that a problem or opportunity is timely and important, and that the proposed solution is superior to alternatives based on a triple bottom line analysis (economic, environmental and social) of life cycle costs and benefits. The process also recognizes that a project may be a "must do" project (e.g. required by regulations).

SPU prioritizes its capital projects into three categories – Priorities 1, 2 and 3, with 1 being the most important and critical. Some of these projects are part of an externally driven project. Typically, SPU lacks control over the timing of such projects.

Priority rankings are based on the following set of criteria:

2014-2019 Proposed Capital Improvement Program

- **Regulatory Mandates, Legal Agreements:** The degree to which the project is driven by Federal, State, and Local laws, permit and regulatory requirements, and consent decrees; as well as by legal agreements with public and private parties. Examples of highly ranked projects in this category include the South Park Development and Kent Highlands and Midway Landfills programs.
- **External Drivers:** SPU’s responsiveness to, or engagement with, the projects of other Departments or Jurisdictions, and the specific mandates of the City Council and Mayor. Examples of projects in this category include the 1% for Arts program.
- **Infrastructure:** How a project addresses infrastructure conditions or vulnerabilities. Examples of highly ranked projects in this category include the North and South Transfer Station Rebuild projects.
- **Level of Service:** The importance of this project in providing or improving services to customers. Examples of highly ranked projects in this category include the North and South Transfer Station Rebuild projects as well as the Household Hazardous Waste Relocation project.
- **Other Factors:** Other important factors include high net present value or cost-effectiveness, social or environmental benefits which were not otherwise recognized, a project already in progress or near completion, limited time opportunity, demonstration projects, community visibility, outside funding. An example of a project in this category is the SW Comp Plan Update projects.

Every project is rated against each criterion. Criteria ratings are then considered in determining an overall project priority ranking, using expert judgment (rather than a formula). Priority rankings for the CIP are determined by the leads for each Line of Business (LOB), with reviews by key internal stakeholders. The ranking scheme and criteria are the same for all LOBs, and are approved by the SPU Director and Asset Management Committee. Project priority rankings are used to clarify and document which projects are most important and why, to help determine which projects at the margin will be included, excluded or deferred from the CIP, and which projects should receive priority attention if a staff or financial resource constraint should arise.

Aligning Infrastructure with Planned Growth

The City’s Comprehensive Plan incorporates the Solid Waste six-year CIP by reference to provide the infrastructure needed for the solid waste system. In addition, investments in solid waste infrastructure support the Comprehensive Plan’s sustainability and zero waste goals.

The City’s transfer stations are part of a comprehensive waste management system that aims to accommodate population growth while reducing the overall amount of solid waste sent to landfills. The transfer stations balance the capital cost of station construction with convenience and collection cost minimization. This is reflected in optimizing a north end transfer station and a south end transfer station as opposed to one large central station or multiple small neighborhood based stations.

The South Park Development project will result in an approved cleanup of the historic landfill and put approximately 20 acres of unused property back into productive use and create economic opportunities adjacent to the South Park Urban Village.

Future Projects/What is on the Horizon

In the seven years prior to the initiation of the transfer station rebuild projects, the Solid Waste Fund CIP Budget averaged \$4.7 million annually. In the years when the transfer station rebuild projects are included, the SWF CIP Budget averages \$21 million annually. Once the stations are completed, the core Solid Waste Fund CIP is expected to return closer to the lower, historical levels.

Once the North and South Transfer Stations are rebuilt, continued capital investments at the stations will decrease. The old South and existing North stations are at the end of their useful lives. While the old South station is being replaced, the facility continues to need maintenance while the North station continues to require major improvements each year to keep it operational and safe for both the public and SPU employees who work there. Upon completion of the new stations, annual costs for repairs and upkeep are projected to decrease initially and then increase as equipment replacement/renewal projects are required on the new facilities.

CIP Revenue Sources

SPU’s Solid Waste CIP is funded almost entirely by Solid Waste ratepayers. SPU issues bonds, serviced by ratepayers that in the current rate period cover 89% of projected CIP, with the remainder funded by current operating revenues. SPU also actively seeks grants, low interest loans, and other funding sources whenever possible. The Solid Waste Utility has faced challenges since 2008 as a result of fuel prices and the economic downturn, which have reduced demand while increasing required payments to contractors. Approved 2013-16 rates include average annual increases of 4.5% for residential and commercial customers. This includes a \$2.30 monthly increase in 2013 for typical residential customers.

CIP Spending by Major Category

(In ‘000s; total may not sum due to rounding)

Solid Waste Fund	2014	2015	2016	2017	2018	2019	Total
New Facilities	26,574	48,569	25,621	20,608	177	0	121,550
Rehabilitation & Heavy Equipment	45	25	425	25	25	425	970
Shared Cost Projects	2,239	1,682	1,418	1,847	1,910	1,917	11,014
Technology	5,337	5,269	3,122	2,443	2,352	1,482	20,006
Total	34,195	55,546	30,587	24,924	4,463	3,823	153,539

New Facilities: This program plans, designs, and constructs new facilities to enhance solid waste operations. In 2014, SPU will continue the implementation of its Solid Waste Facilities Master Plan, which features a two-station configuration. The key project drivers of the New Facilities budget category are the North and South Transfer Station Rebuild projects.

2014-2019 Proposed Capital Improvement Program

The proposed budget for this BCL has decreased by \$5.5 million for 2014 and increases by \$13.4 million in 2015 as costs shift into future years. Having a preferred design concept that has been recommended by stakeholders and approved by SPU, a design contract for the North Transfer Station (NTS) has been procured and now more is known about the construction schedule. This has resulted in a slight shift in construction timing from 2014 to 2015. The schedule for the South Park Development Project has shifted out as a result of changes to the NTS.

Rehabilitation and Heavy Equipment: This program designs and constructs projects to repair and/or upgrade solid waste facilities. The key driver of this budget category is the Kent Highlands Landfill program. Landfill improvements include the replacement of existing flares, drainage improvements, groundwater protection and water treatment as required by State environmental policy.

Shared Cost Projects: This program includes individual capital improvement projects which typically benefit multiple Lines of Business (e.g. the Water line of business and the Drainage and Wastewater line of business) and whose costs are "shared," or paid for, by more than one of SPU's utility funds.

The proposed budget for this BCL will decrease by \$117K in 2014 and increase by \$189K in 2015 compared to the adopted budget for the respective years. One of the key drivers for the change in 2014 would be the SWF SCADA program. Other changes in the budget for 2014 and 2015 were related to changes that were made in the calculation for the 1% for Arts – Solid Waste Project.

Technology: The Technology capital portfolio is managed in six program areas, which provide a department-wide view of technology investments to address SPU's strategic, business, and City-wide priorities. These areas are:

- Customer Contact and Billing
- Enterprise Information Management
- IT Infrastructure
- Project Delivery & Performance
- Science & System Performance
- Asset Information Management

Investments in 2014 and 2015 address SPU's key initiatives, which focus on:

- Improving Internal Controls,
- Improving Productivity and Performance
- Improving Customer Service
- Transitioning from Data Rich to Knowledge Rich
- Improving Project Delivery

The 2014-2019 Proposed CIP increases Technology CIP spending for all utility funds by \$2.8 million in 2014 and \$10.4 million in 2015 as compared to the 2013-2018 Adopted CIP. Solid Waste Utility's Technology CIP amount increases by \$0.45 million in 2014 and increases by \$2.95 million in 2015. These amounts are based on the Solid Waste Utility's share of benefit from these projects.

Project Summary

BCL/Program Name/ Project Title & ID	LTD Actuals	2013	2014	2015	2016	2017	2018	2019	Total
New Facilities									C230B
Miscellaneous Station Improvements (C2303)	2,776	300	600	581	0	0	0	0	4,257
North Transfer Station Rebuild (C2306)	4,777	7,751	23,731	45,926	3,357	0	0	0	85,542
South Park Development (C2304)	2,427	670	744	385	13,228	9,572	0	0	27,025
South Recycling Disposal Station Household Hazardous Waste Relocation (C2305)	0	0	0	177	1,036	1,036	177	0	2,425
South Transfer Station Rebuild (C2302)	74,186	1,716	1,500	1,500	8,000	10,000	0	0	96,901
New Facilities	84,166	10,436	26,574	48,569	25,621	20,608	177	0	216,151
Rehabilitation and Heavy Equipment									C240B
Kent Highlands Landfill (C2402)	727	253	20	25	25	25	25	425	1,525
Midway Landfill (C2403)	109	25	25	0	400	0	0	0	559
Rehabilitation and Heavy Equipment	835	278	45	25	425	25	25	425	2,084
Shared Cost Projects									C410B
1% for Art – SWF (C4118-SWF)	852	332	292	276	10	82	80	82	2,007
Heavy Equipment Purchases - SWF (C4116-SWF)	5,975	1,525	1,380	1,200	1,200	1,200	1,200	1,200	14,880
Integrated Control Monitoring Program - SWF (C4108-SWF)	0	50	200	0	0	0	0	0	250
Operational Facility - Construction - SWF (C4106-SWF)	2,499	158	80	140	90	392	450	405	4,213
Operations Control Center - SWF (C4105-SWF)	690	24	152	2	18	63	68	68	1,084
Security Improvements - SWF (C4113-SWF)	890	167	135	65	100	110	113	163	1,742
Shared Cost Projects	10,906	2,257	2,239	1,682	1,418	1,847	1,910	1,917	24,177
Technology									C510B
Asset Information Management (C5407)	1,076	630	455	364	363	379	389	225	3,880
Customer Contact & Billing (C5402)	230	4,429	3,382	2,685	548	572	450	188	12,484
Enterprise Information Management (C5403)	23	182	322	357	383	165	205	394	2,031
IT Infrastructure (C5404)	452	379	464	338	465	293	555	330	3,275

*Amounts in thousands of dollars

2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Project Summary

BCL/Program Name/ Project Title & ID	LTD Actuals	2013	2014	2015	2016	2017	2018	2019	Total
Project Delivery & Performance (C5405)	788	559	533	776	613	716	426	345	4,757
Science & System Performance (C5406)	87	68	181	750	750	319	327	0	2,482
Technology	2,656	6,248	5,337	5,269	3,122	2,443	2,352	1,482	28,910
Department Total*:	98,563	19,220	34,195	55,546	30,587	24,924	4,463	3,823	271,322

**Amounts in thousands of dollars*

2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Fund Summary

Fund Name & Code	LTD Actuals	2013	2014	2015	2016	2017	2018	2019	Total
Solid Waste Fund (45010)	98,563	19,220	34,195	55,546	30,587	24,924	4,463	3,823	271,322
Department Total*:	98,563	19,220	34,195	55,546	30,587	24,924	4,463	3,823	271,322

**Amounts in thousands of dollars*

2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

1% for Art – SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	Improved Facility	Start Date:	Q1/2001
Project ID:	C4118-SWF	End Date:	ONGOING
Location:	N/A		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Not in a Neighborhood District	Urban Village:	Not in an Urban Village

This ongoing program provides the Solid Waste funding for Seattle Public Utilities' 1% for Arts contribution. Eligibility is determined at the individual project level, with payment occurring from this program. Funds contributed to the 1% for Art program allow the commission, purchase, and installation of art in City-owned properties that are accessible to the public. The Municipal Arts Plan, prepared annually, describes the status of ongoing art projects and establishes the scope of work and allocations for new art projects.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	852	332	292	276	10	82	80	82	2,007
Total:	852	332	292	276	10	82	80	82	2,007
Fund Appropriations/Allocations									
Solid Waste Fund	852	332	292	276	10	82	80	82	2,007
Total*:	852	332	292	276	10	82	80	82	2,007
O & M Costs (Savings)			20	20	20	20	20	20	120

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Heavy Equipment Purchases - SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	New Investment	Start Date:	ONGOING
Project ID:	C4116-SWF	End Date:	ONGOING
Location:	N/A		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Not in a Neighborhood District	Urban Village:	Not in an Urban Village

This ongoing program provides SPU's Solid Waste Utility crews with new and replacement heavy equipment that is used throughout Seattle and in parts of King County. Typical purchases include loaders, dozers, class 8 trucks, rail container chassis, yard waste and metal trailers, backhoes, and yard "goats" (a type of tractor.) These equipment purchases provide safe and efficient loading, transfer and short haul transportation of garbage, yard waste, metal, and other recyclables to the rail yard for "long haul" to the landfill and to contracted recycling processors. This project is one of four SPU fund-specific heavy equipment CIP projects.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	5,975	1,525	1,380	1,200	1,200	1,200	1,200	1,200	14,880
Total:	5,975	1,525	1,380	1,200	1,200	1,200	1,200	1,200	14,880
Fund Appropriations/Allocations									
Solid Waste Fund	5,975	1,525	1,380	1,200	1,200	1,200	1,200	1,200	14,880
Total*:	5,975	1,525	1,380	1,200	1,200	1,200	1,200	1,200	14,880
O & M Costs (Savings)			149	149	149	149	149	149	893
Spending Plan by Fund									
Solid Waste Fund		794	1,380	1,200	1,200	1,200	1,200	1,200	8,174
Total:		794	1,380	1,200	1,200	1,200	1,200	1,200	8,174

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Integrated Control Monitoring Program - SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	New Investment	Start Date:	Q1/2013
Project ID:	C4108-SWF	End Date:	Q4/2014
Location:	Kent, WA		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Not in a Neighborhood District	Urban Village:	Not in an Urban Village

The current telemetry used to monitor the environmental control systems at the Kent Highlands Landfill and the Midway Landfill, both Superfund sites, are nearly obsolete and the equipment is no longer supported. In addition, the current system only transmits alarm conditions and does not have any data acquisition functionality. This program funds a replacement system that will allow remote data acquisition as well as alarm functionality.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	0	50	200	0	0	0	0	0	250
Total:	0	50	200	0	0	0	0	0	250
Fund Appropriations/Allocations									
Solid Waste Fund	0	50	200	0	0	0	0	0	250
Total*:	0	50	200	0	0	0	0	0	250
O & M Costs (Savings)			3	3	3	3	3	3	15
Spending Plan by Fund									
Solid Waste Fund		0	200	0	0	0	0	0	200
Total:		0	200	0	0	0	0	0	200

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Kent Highlands Landfill

BCL/Program Name:	Rehabilitation and Heavy Equipment	BCL/Program Code:	C240B
Project Type:	Improved Facility	Start Date:	Q1/2005
Project ID:	C2402	End Date:	ONGOING
Location:	N/A		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Not in a Neighborhood District	Urban Village:	Not in an Urban Village

This program funds compliance activities related to the Kent Highlands landfill closure project. These activities include environmental and feasibility studies to demonstrate the effectiveness of the Kent Highlands landfill closure project, as well as various landfill improvements. The environmental and feasibility studies are required under the existing Consent Decree with the State Department of Ecology and validate that current environmental controls are effective and reduce the likelihood of additional capital or O&M expenditures. The landfill improvements include replacement of existing flares, drainage improvements, groundwater protection and water treatment.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	727	253	20	25	25	25	25	425	1,525
Total:	727	253	20	25	25	25	25	425	1,525
Fund Appropriations/Allocations									
Solid Waste Fund	727	253	20	25	25	25	25	425	1,525
Total*:	727	253	20	25	25	25	25	425	1,525
O & M Costs (Savings)			15	15	15	15	15	15	92
Spending Plan by Fund									
Solid Waste Fund		349	20	25	25	25	25	425	894
Total:		349	20	25	25	25	25	425	894

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Midway Landfill

BCL/Program Name:	Rehabilitation and Heavy Equipment	BCL/Program Code:	C240B
Project Type:	Improved Facility	Start Date:	Q1/2005
Project ID:	C2403	End Date:	Q4/2016
Location:	N/A		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Not in a Neighborhood District	Urban Village:	Not in an Urban Village

This program funds compliance activities related to the Midway landfill closure project. These activities include environmental and feasibility studies to demonstrate the effectiveness of the Midway landfill closure project as well as retrofits to the existing Midway flare facility. The studies are required under the existing Consent Decree with the State Department of Ecology and validate that current environmental controls are effective and reduce the likelihood of additional capital or O&M expenditures. The flare improvements are also a regulatory requirement. To ensure that SPU maintains regulatory compliance, a smaller flare or new technology will be required.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	109	25	25	0	400	0	0	0	559
Total:	109	25	25	0	400	0	0	0	559
Fund Appropriations/Allocations									
Solid Waste Fund	109	25	25	0	400	0	0	0	559
Total*:	109	25	25	0	400	0	0	0	559
O & M Costs (Savings)			6	6	6	6	6	6	34

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Miscellaneous Station Improvements

BCL/Program Name:	New Facilities	BCL/Program Code:	C230B
Project Type:	Improved Facility	Start Date:	Q4/2003
Project ID:	C2303	End Date:	Q4/2015
Location:	8101 2nd Ave S		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Greater Duwamish	Urban Village:	Duwamish

This project provides repairs to the existing City solid waste transfer stations. The existing City solid waste transfer stations were constructed in the mid-1960s and are nearing the end of their useful lives. This funding allows short term actions to ensure that these facilities operate reliably and safely, pending construction of the new North and South Transfer Stations. The work includes drainage modifications, emergency equipment rehabilitation, and temporary replacement/refurbishment of aging crew facilities.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	2,776	300	600	581	0	0	0	0	4,257
Total:	2,776	300	600	581	0	0	0	0	4,257
Fund Appropriations/Allocations									
Solid Waste Fund	2,776	300	600	581	0	0	0	0	4,257
Total*:	2,776	300	600	581	0	0	0	0	4,257
O & M Costs (Savings)			43	43	43	43	43	43	255

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

North Transfer Station Rebuild

BCL/Program Name:	New Facilities	BCL/Program Code:	C230B
Project Type:	New Facility	Start Date:	Q1/2006
Project ID:	C2306	End Date:	Q4/2016
Location:	1350 N 34th St		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Lake Union	Urban Village:	Not in an Urban Village

This project provides for the replacement of the existing North Recycling and Disposal Station (NRDS) in Wallingford. The existing station was built in 1967 and is outdated and nearing the end of its useful life. The project includes the demolition of the existing transfer station and warehouse building on the adjacent property to the east. The new transfer station campus includes the tipping floor, recycling facility, educational center, new administrative building and employee facilities.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	4,777	7,751	23,731	45,926	3,357	0	0	0	85,542
Total:	4,777	7,751	23,731	45,926	3,357	0	0	0	85,542
Fund Appropriations/Allocations									
Solid Waste Fund	4,777	7,751	23,731	45,926	3,357	0	0	0	85,542
Total*:	4,777	7,751	23,731	45,926	3,357	0	0	0	85,542
O & M Costs (Savings)			958	958	958	958	958	958	5,751
Spending Plan by Fund									
Solid Waste Fund		7,049	23,731	45,926	3,357	0	0	0	80,063
Total:		7,049	23,731	45,926	3,357	0	0	0	80,063

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Operational Facility - Construction - SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	Improved Facility	Start Date:	Q1/2004
Project ID:	C4106-SWF	End Date:	ONGOING
Location:	Citywide		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	In more than one District	Urban Village:	Not in an Urban Village

This ongoing facilities program renovates, rehabilitates, replaces existing buildings, and constructs new facilities at various locations within the city limits to address deficiencies, failures, and functional changes in the SPU Lines of Business. Typical improvements include, but are not limited to, roof replacements, exterior wall or cladding replacements, and improvements to administrative office space, crew and shop space, lighting, heating and ventilation systems, and facilities structures. These improvements increase the useful life of the facilities, preserve the value of the assets, and provide a safe working environment.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	2,499	158	80	140	90	392	450	405	4,213
Total:	2,499	158	80	140	90	392	450	405	4,213
Fund Appropriations/Allocations									
Solid Waste Fund	2,499	158	80	140	90	392	450	405	4,213
Total*:	2,499	158	80	140	90	392	450	405	4,213
O & M Costs (Savings)			42	42	42	42	42	42	253
Spending Plan by Fund									
Solid Waste Fund		159	80	140	90	392	450	405	1,715
Total:		159	80	140	90	392	450	405	1,715

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Operations Control Center - SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	Improved Facility	Start Date:	ONGOING
Project ID:	C4105-SWF	End Date:	ONGOING
Location:	2700 Airport Way S		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Greater Duwamish	Urban Village:	Duwamish

This ongoing facilities program renovates, rehabilitates, replaces existing buildings, and constructs new facilities at the Operations Control Center located at 2700 Airport Way South to improve the efficiency and effectiveness of the field crews delivering utility services to customers. Typical improvements include, but are not limited to, roof and other exterior replacements, improvements to public spaces, office and crew spaces and lighting, and heating and ventilation systems. These improvements increase the useful life of the facility, preserve the value of the asset, and provide a safe work and public space environment.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	690	24	152	2	18	63	68	68	1,084
Total:	690	24	152	2	18	63	68	68	1,084
Fund Appropriations/Allocations									
Solid Waste Fund	690	24	152	2	18	63	68	68	1,084
Total*:	690	24	152	2	18	63	68	68	1,084
O & M Costs (Savings)			11	11	11	11	11	11	65
Spending Plan by Fund									
Solid Waste Fund		19	152	2	18	63	68	68	389
Total:		19	152	2	18	63	68	68	389

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

Security Improvements - SWF

BCL/Program Name:	Shared Cost Projects	BCL/Program Code:	C410B
Project Type:	Improved Facility	Start Date:	Q1/2007
Project ID:	C4113-SWF	End Date:	ONGOING
Location:	Citywide	Neighborhood Plan Matrix:	N/A
Neighborhood Plan:	Not in a Neighborhood Plan	Urban Village:	Not in an Urban Village
Neighborhood District:	In more than one District		

This ongoing program funds physical, integrated security system components at Solid Waste infrastructure sites throughout the City. Components may include, but are not limited to, fences, gates, access control card readers, intercoms, lighting, door and hatch contacts, CCTV cameras, motion detection devices, and fiber and conduit. In addition, this program enhances protection of SPU's critical infrastructure and addresses vulnerabilities identified in U.S. Environmental Protection Agency (EPA) mandated vulnerability assessments.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	890	167	135	65	100	110	113	163	1,742
Total:	890	167	135	65	100	110	113	163	1,742
Fund Appropriations/Allocations									
Solid Waste Fund	890	167	135	65	100	110	113	163	1,742
Total*:	890	167	135	65	100	110	113	163	1,742
O & M Costs (Savings)			17	17	17	17	17	17	105
Spending Plan by Fund									
Solid Waste Fund		266	135	65	100	110	113	163	951
Total:		266	135	65	100	110	113	163	951

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

South Park Development

BCL/Program Name:	New Facilities	BCL/Program Code:	C230B
Project Type:	Improved Facility	Start Date:	Q2/2006
Project ID:	C2304	End Date:	Q4/2017
Location:	8100 2nd Ave S		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Greater Duwamish	Urban Village:	Duwamish

This project complies with a Washington State Department of Ecology Agreed Order to conduct a Remedial Investigation and Feasibility Study of the historic South Park Landfill site and covers investigation and eventual remediation of the landfill site to protect human health and the environment. Final cost allocation among potentially liable parties will occur at a later stage.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	2,427	670	744	385	13,228	9,572	0	0	27,025
Total:	2,427	670	744	385	13,228	9,572	0	0	27,025
Fund Appropriations/Allocations									
Solid Waste Fund	2,427	670	744	385	13,228	9,572	0	0	27,025
Total*:	2,427	670	744	385	13,228	9,572	0	0	27,025
O & M Costs (Savings)			270	270	270	270	270	270	1,622
Spending Plan by Fund									
Solid Waste Fund		2,425	744	385	13,228	9,572	0	0	26,354
Total:		2,425	744	385	13,228	9,572	0	0	26,354

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

South Recycling Disposal Station Household Hazardous Waste Relocation

BCL/Program Name:	New Facilities	BCL/Program Code:	C230B
Project Type:	Improved Facility	Start Date:	Q1/2015
Project ID:	C2305	End Date:	Q4/2018
Location:	8105 5th Ave S		
Neighborhood Plan:	Not in a Neighborhood Plan	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Greater Duwamish	Urban Village:	Duwamish

This project relocates the South Household Hazardous Waste (SHHW) facility and makes facility improvements required by code and ensures other South Recycling and Disposal Station (SRDS) redevelopment efforts are not constrained. Work on the North Transfer Station and South Transfer Station projects must be completed before this project can start.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	0	0	0	177	1,036	1,036	177	0	2,425
Total:	0	0	0	177	1,036	1,036	177	0	2,425
Fund Appropriations/Allocations									
Solid Waste Fund	0	0	0	177	1,036	1,036	177	0	2,425
Total*:	0	0	0	177	1,036	1,036	177	0	2,425
O & M Costs (Savings)			24	24	24	24	24	24	146

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2014 - 2019 Proposed Capital Improvement Program

SPU-Solid Waste

South Transfer Station Rebuild

BCL/Program Name:	New Facilities	BCL/Program Code:	C230B
Project Type:	New Facility	Start Date:	Q1/2006
Project ID:	C2302	End Date:	Q4/2017
Location:	8100 2nd AVE S		
Neighborhood Plan:	Duwamish	Neighborhood Plan Matrix:	N/A
Neighborhood District:	Greater Duwamish	Urban Village:	Duwamish

This program provides for the replacement of the existing South Recycling and Disposal Station (SRDS) in South Park. The existing solid waste transfer station was built in 1966 and is outdated and nearing the end of its useful life. The design and construction of replacement facilities is a two phase project. The first phase includes the development of a new transfer station and associated facilities adjacent to the existing facility on a 9.1 acre parcel to the northwest of the existing station. The second phase includes demolition of the existing facilities and development of new recycling and reuse facilities, a household hazardous waste facility, and other utility facilities.

	LTD Actuals	2013 Rev	2014	2015	2016	2017	2018	2019	Total
Revenue Sources									
Solid Waste Rates	74,186	1,716	1,500	1,500	8,000	10,000	0	0	96,901
Total:	74,186	1,716	1,500	1,500	8,000	10,000	0	0	96,901
Fund Appropriations/Allocations									
Solid Waste Fund	74,186	1,716	1,500	1,500	8,000	10,000	0	0	96,901
Total*:	74,186	1,716	1,500	1,500	8,000	10,000	0	0	96,901
O & M Costs (Savings)			969	969	969	969	969	969	5,814
Spending Plan by Fund									
Solid Waste Fund		2,550	1,500	1,500	8,000	10,000	0	0	23,550
Total:		2,550	1,500	1,500	8,000	10,000	0	0	23,550

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2014 - 2019 Proposed Capital Improvement Program