

# **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
- Three 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 \$105 million (excluding Technology) for 2015 through 2020.

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 (2015-2018)
- Completing the South Park Development Project (2015-2018)

These projects comprise roughly 70% of the CIP. Other significant projects include the possible replacement of or improvements to the South Household Hazardous Waste facility and the department's annual fleet and equipment investment.

SPU funds a majority of the SWF CIP through the sale of revenue bonds. 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 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 the North Transfer Station. With the new South Transfer Station on line, 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 STS through 2016.

Financial Challenges: Reconstruction of the North Transfer Station 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 and recycling, 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.

- 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.

### 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:

- **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 Phase 2 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.

**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 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 \$37 million annually. Once the stations are completed, the core Solid Waste Fund CIP is expected to return to the lower, historical levels.

Once the North Transfer Station is rebuilt, 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 Source

The majority of Solid Waste CIP is funded through bonds and to a lesser extent current cash contributions, the mix of which is determined by the financial health of the Solid Waste Fund and the best value to ratepayers. Both of these funding sources are paid by Solid Waste ratepayers. SPU also actively seeks grants, low interest loans, and other funding sources whenever possible and prudent. The Solid Waste Utility is currently in the middle of a capital intensive historic landfill rehabilitation process and two transfer station replacement projects. These projects are the primary drivers of CIP spending and have required rate increases to finance them. The currently approved rate increase for 2015 is 4.3%.

## 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	49,393	23,377	15,684	1,157	-	-	<b>89,610</b>
Rehabilitation & Heavy Equipment	30	430	30	30	415	15	<b>950</b>
Shared Cost Projects	2,193	3,147	2,301	2,212	2,288	1,879	<b>14,021</b>
Technology	6,781	4,663	2,443	2,352	1,482	2,346	<b>20,067</b>
<b>Total</b>	<b>58,396</b>	<b>31,617</b>	<b>20,459</b>	<b>5,751</b>	<b>4,185</b>	<b>4,240</b>	<b>124,647</b>

**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 Transfer Station Rebuild and South Park Development projects.

The changes in this BCL are due to programmatic reductions in the South Park Development project and the SRDS HHW Relocation project. The estimate for the South Park Development Project was reduced to reflect the results of the Remedial Investigation/Feasibility Study regarding reductions in the scope of the anticipated site cleanup. The SRDS HHW Relocation project was reduced because the project scope changed from a full facility relocation/rebuild to modifications required to keep the facility in its existing location.

**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.

## SPU – Solid Waste

The proposed budget for this BCL will increase in 2015 and 2016. The key drivers in 2015 are the SWF SCADA project, Operational Facility Construction, and an increase in the 1% for Arts program that dedicates 1% of applicable project funding toward art in public facilities and spaces. The Operational Facility Construction is related to Action Plan OE-06 SPU Facilities Management in the Strategic Business Plan. It will be used to address shortages of adequate space for existing and future operational functions for SPU staff.

**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 2015 and 2016 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

SPU will focus technology spending on the highest priority business needs. Increased spending in 2015 reflects major business changes in Project Delivery & Performance driving the need for several new technology systems as well as improved integration of the various systems in place. The decrease in 2016 is mainly due to the completion of the Utility Customer Billing System/CCSS project.

**SPU-Solid Waste**

**Project Summary**

BCL/Program Name/ Project Title & ID	LTD Actuals	2014	2015	2016	2017	2018	2019	2020	Total
<b>New Facilities</b>									<b>C230B</b>
Miscellaneous Station Improvements (C2303)	2,776	600	600	581	100	100	0	0	4,757
North Transfer Station Rebuild (C2306)	10,427	25,219	46,440	3,057	0	0	0	0	85,143
South Park Development (C2304)	3,280	744	796	10,302	6,108	0	0	0	21,229
South Recycling Disposal Station Household Hazardous Waste Relocation (C2305)	0	0	57	236	476	57	0	0	825
South Transfer Station Rebuild (C2302)	76,630	1,500	1,500	9,200	9,000	1,000	0	0	98,830
<b>New Facilities</b>	93,113	28,063	49,393	23,377	15,684	1,157	0	0	210,786
<b>Rehabilitation and Heavy Equipment</b>									<b>C240B</b>
Kent Highlands Landfill (C2402)	1,102	20	15	15	15	15	415	15	1,612
Midway Landfill (C2403)	109	25	15	415	15	15	0	0	594
<b>Rehabilitation and Heavy Equipment</b>	1,211	45	30	430	30	30	415	15	2,206
<b>Shared Cost Projects</b>									<b>C410B</b>
1% for Art – SWF (C4118-SWF)	852	292	476	124	111	2	1	0	1,859
Heavy Equipment Purchases - SWF (C4116-SWF)	5,975	1,380	1,200	1,200	1,200	1,200	1,200	1,200	14,555
Integrated Control Monitoring Program - SWF (C4108-SWF)	0	200	200	150	0	0	0	0	550
Operational Facility - Construction - SWF (C4106-SWF)	2,554	80	245	1,560	833	848	825	570	7,514
Operations Control Center - SWF (C4105-SWF)	702	152	2	18	63	68	68	14	1,086
Security Improvements - SWF (C4113-SWF)	890	135	70	95	95	95	195	95	1,670
<b>Shared Cost Projects</b>	10,974	2,239	2,193	3,147	2,301	2,212	2,288	1,879	27,234
<b>Technology</b>									<b>C510B</b>
Asset Information Management (C5407)	1,076	460	364	363	379	389	225	270	3,525
Customer Contact & Billing (C5402)	230	3,632	4,048	1,938	572	450	188	375	11,432
Enterprise Information Management (C5403)	23	472	357	383	165	205	394	190	2,189
IT Infrastructure (C5404)	452	524	338	465	293	555	330	458	3,414

\*Amounts in thousands of dollars

**2015 - 2020 Proposed Capital Improvement Program**

## SPU-Solid Waste

### Project Summary

<b>BCL/Program Name/ Project Title &amp; ID</b>	<b>LTD Actuals</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Project Delivery & Performance (C5405)	788	533	925	763	716	426	345	304	4,800
Science & System Performance (C5406)	87	181	750	750	319	327	0	750	3,164
<b>Technology</b>	2,656	5,802	6,781	4,663	2,443	2,352	1,482	2,346	28,524
<b>Department Total*:</b>	107,955	36,149	58,396	31,617	20,459	5,751	4,185	4,240	268,750

*\*Amounts in thousands of dollars*

**2015 - 2020 Proposed Capital Improvement Program**

## SPU-Solid Waste

### Fund Summary

<b>Fund Name &amp; Code</b>	<b>LTD Actuals</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
Solid Waste Fund (45010)	107,955	36,149	58,396	31,617	20,459	5,751	4,185	4,240	268,750
<b>Department Total*:</b>	107,955	36,149	58,396	31,617	20,459	5,751	4,185	4,240	268,750

*\*Amounts in thousands of dollars*

**2015 - 2020 Proposed Capital Improvement Program**

## SPU-Solid Waste

### 1% for Art – SWF

<b>BCL/Program Name:</b>	Shared Cost Projects	<b>BCL/Program Code:</b>	C410B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q1/2001
<b>Project ID:</b>	C4118-SWF	<b>End Date:</b>	ONGOING
<b>Location:</b>	N/A		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	N/A
<b>Neighborhood District:</b>	Not in a Neighborhood District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	852	292	476	124	111	2	1	0	1,859
<b>Total:</b>	852	292	476	124	111	2	1	0	1,859
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	852	292	476	124	111	2	1	0	1,859
<b>Total*:</b>	852	292	476	124	111	2	1	0	1,859
<b>O &amp; M Costs (Savings)</b>			19	19	19	19	19	19	112
<b>Spending Plan by Fund</b>									
Solid Waste Fund		260	476	124	111	2	1	0	974
<b>Total:</b>		260	476	124	111	2	1	0	974

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Heavy Equipment Purchases - SWF

<b>BCL/Program Name:</b>	Shared Cost Projects	<b>BCL/Program Code:</b>	C410B
<b>Project Type:</b>	New Investment	<b>Start Date:</b>	ONGOING
<b>Project ID:</b>	C4116-SWF	<b>End Date:</b>	ONGOING
<b>Location:</b>	N/A		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	N/A
<b>Neighborhood District:</b>	Not in a Neighborhood District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>										
Solid Waste Rates		5,975	1,380	1,200	1,200	1,200	1,200	1,200	1,200	14,555
<b>Total:</b>		5,975	1,380	1,200	1,200	1,200	1,200	1,200	1,200	14,555
<b>Fund Appropriations/Allocations</b>										
Solid Waste Fund		5,975	1,380	1,200	1,200	1,200	1,200	1,200	1,200	14,555
<b>Total*:</b>		5,975	1,380	1,200	1,200	1,200	1,200	1,200	1,200	14,555
<b>O &amp; M Costs (Savings)</b>				146	146	146	146	146	146	873
<b>Spending Plan by Fund</b>										
Solid Waste Fund			410	1,200	1,200	1,200	1,200	1,200	1,200	7,610
<b>Total:</b>			410	1,200	1,200	1,200	1,200	1,200	1,200	7,610

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Integrated Control Monitoring Program - SWF

<b>BCL/Program Name:</b>	Shared Cost Projects	<b>BCL/Program Code:</b>	C410B
<b>Project Type:</b>	New Investment	<b>Start Date:</b>	Q1/2013
<b>Project ID:</b>	C4108-SWF	<b>End Date:</b>	Q4/2014
<b>Location:</b>	Kent, WA		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	N/A
<b>Neighborhood District:</b>	Not in a Neighborhood District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	0	200	200	150	0	0	0	0	550
<b>Total:</b>	0	200	200	150	0	0	0	0	550
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	0	200	200	150	0	0	0	0	550
<b>Total*:</b>	0	200	200	150	0	0	0	0	550
<b>O &amp; M Costs (Savings)</b>			6	6	6	6	6	6	33
<b>Spending Plan by Fund</b>									
Solid Waste Fund		0	200	150	0	0	0	0	350
<b>Total:</b>		0	200	150	0	0	0	0	350

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Kent Highlands Landfill

<b>BCL/Program Name:</b>	Rehabilitation and Heavy Equipment	<b>BCL/Program Code:</b>	C240B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q1/2005
<b>Project ID:</b>	C2402	<b>End Date:</b>	ONGOING
<b>Location:</b>	N/A		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	Outside Seattle
<b>Neighborhood District:</b>	Not in a Neighborhood District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	1,102	20	15	15	15	15	415	15	1,612
<b>Total:</b>	1,102	20	15	15	15	15	415	15	1,612
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	1,102	20	15	15	15	15	415	15	1,612
<b>Total*:</b>	1,102	20	15	15	15	15	415	15	1,612
<b>O &amp; M Costs (Savings)</b>			16	16	16	16	16	16	97
<b>Spending Plan by Fund</b>									
Solid Waste Fund		15	15	15	15	15	415	15	505
<b>Total:</b>		15	15	15	15	15	415	15	505

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### 2015 - 2020 Proposed Capital Improvement Program

# SPU-Solid Waste

## Midway Landfill

<b>BCL/Program Name:</b>	Rehabilitation and Heavy Equipment	<b>BCL/Program Code:</b>	C240B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q1/2005
<b>Project ID:</b>	C2403	<b>End Date:</b>	Q4/2016
<b>Location:</b>	N/A		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	N/A
<b>Neighborhood District:</b>	Not in a Neighborhood District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	109	25	15	415	15	15	0	0	594
<b>Total:</b>	109	25	15	415	15	15	0	0	594
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	109	25	15	415	15	15	0	0	594
<b>Total*:</b>	109	25	15	415	15	15	0	0	594
<b>O &amp; M Costs (Savings)</b>			5,940	5,940	5,940	5,940	5,940	5,940	35,640
<b>Spending Plan by Fund</b>									
Solid Waste Fund		15	15	415	15	15	0	0	475
<b>Total:</b>		15	15	415	15	15	0	0	475

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## 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Miscellaneous Station Improvements

<b>BCL/Program Name:</b>	New Facilities	<b>BCL/Program Code:</b>	C230B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q4/2003
<b>Project ID:</b>	C2303	<b>End Date:</b>	Q4/2015
<b>Location:</b>	8101 2nd Ave S		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	1
<b>Neighborhood District:</b>	Greater Duwamish	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	2,776	600	600	581	100	100	0	0	4,757
<b>Total:</b>	2,776	600	600	581	100	100	0	0	4,757
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	2,776	600	600	581	100	100	0	0	4,757
<b>Total*:</b>	2,776	600	600	581	100	100	0	0	4,757
<b>O &amp; M Costs (Savings)</b>			48	48	48	48	48	48	285
<b>Spending Plan by Fund</b>									
Solid Waste Fund		100	600	581	100	100	0	0	1,481
<b>Total:</b>		100	600	581	100	100	0	0	1,481

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### North Transfer Station Rebuild

<b>BCL/Program Name:</b>	New Facilities	<b>BCL/Program Code:</b>	C230B
<b>Project Type:</b>	New Facility	<b>Start Date:</b>	Q1/2006
<b>Project ID:</b>	C2306	<b>End Date:</b>	Q4/2016
<b>Location:</b>	1350 N 34th St		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	4
<b>Neighborhood District:</b>	Lake Union	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>										
Solid Waste Rates		10,427	25,219	46,440	3,057	0	0	0	0	85,143
<b>Total:</b>		10,427	25,219	46,440	3,057	0	0	0	0	85,143
<b>Fund Appropriations/Allocations</b>										
Solid Waste Fund		10,427	25,219	46,440	3,057	0	0	0	0	85,143
<b>Total*:</b>		10,427	25,219	46,440	3,057	0	0	0	0	85,143
<b>O &amp; M Costs (Savings)</b>				851	851	851	851	851	851	5,109
<b>Spending Plan by Fund</b>										
Solid Waste Fund			21,901	46,440	3,057	0	0	0	0	71,398
<b>Total:</b>			21,901	46,440	3,057	0	0	0	0	71,398

*\*This detail is for information only. Funds are appropriated in the budget at the Budget Control Level. Amounts are in thousands of dollars.*

### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Operational Facility - Construction - SWF

<b>BCL/Program Name:</b>	Shared Cost Projects	<b>BCL/Program Code:</b>	C410B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q1/2004
<b>Project ID:</b>	C4106-SWF	<b>End Date:</b>	ONGOING
<b>Location:</b>	Citywide		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	Multiple
<b>Neighborhood District:</b>	In more than one District	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	2,554	80	245	1,560	833	848	825	570	7,514
<b>Total:</b>	2,554	80	245	1,560	833	848	825	570	7,514
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	2,554	80	245	1,560	833	848	825	570	7,514
<b>Total*:</b>	2,554	80	245	1,560	833	848	825	570	7,514
<b>O &amp; M Costs (Savings)</b>			73	73	75	75	75	75	447
<b>Spending Plan by Fund</b>									
Solid Waste Fund		74	245	1,560	833	848	825	570	4,953
<b>Total:</b>		74	245	1,560	833	848	825	570	4,953

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Operations Control Center - SWF

<b>BCL/Program Name:</b>	Shared Cost Projects	<b>BCL/Program Code:</b>	C410B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	ONGOING
<b>Project ID:</b>	C4105-SWF	<b>End Date:</b>	ONGOING
<b>Location:</b>	2700 Airport Way S		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	2
<b>Neighborhood District:</b>	Greater Duwamish	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	702	152	2	18	63	68	68	14	1,086
<b>Total:</b>	702	152	2	18	63	68	68	14	1,086
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	702	152	2	18	63	68	68	14	1,086
<b>Total*:</b>	702	152	2	18	63	68	68	14	1,086
<b>O &amp; M Costs (Savings)</b>			11	11	11	11	11	11	65
<b>Spending Plan by Fund</b>									
Solid Waste Fund		147	2	18	63	68	68	14	378
<b>Total:</b>		147	2	18	63	68	68	14	378

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### Security Improvements - SWF

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

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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	890	135	70	95	95	95	195	95	1,670
<b>Total:</b>	890	135	70	95	95	95	195	95	1,670
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	890	135	70	95	95	95	195	95	1,670
<b>Total*:</b>	890	135	70	95	95	95	195	95	1,670
<b>O &amp; M Costs (Savings)</b>			17	17	17	17	17	17	100
<b>Spending Plan by Fund</b>									
Solid Waste Fund		170	70	95	95	95	195	95	815
<b>Total:</b>		170	70	95	95	95	195	95	815

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### 2015 - 2020 Proposed Capital Improvement Program

# SPU-Solid Waste

## South Park Development

<b>BCL/Program Name:</b>	New Facilities	<b>BCL/Program Code:</b>	C230B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q2/2006
<b>Project ID:</b>	C2304	<b>End Date:</b>	Q4/2017
<b>Location:</b>	8100 2nd Ave S		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	1
<b>Neighborhood District:</b>	Greater Duwamish	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	3,280	744	796	10,302	6,108	0	0	0	21,229
<b>Total:</b>	3,280	744	796	10,302	6,108	0	0	0	21,229
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	3,280	744	796	10,302	6,108	0	0	0	21,229
<b>Total*:</b>	3,280	744	796	10,302	6,108	0	0	0	21,229
<b>O &amp; M Costs (Savings)</b>			212	212	212	212	212	212	1,274
<b>Spending Plan by Fund</b>									
Solid Waste Fund		1,893	796	10,302	6,108	0	0	0	19,099
<b>Total:</b>		1,893	796	10,302	6,108	0	0	0	19,099

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## 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### South Recycling Disposal Station Household Hazardous Waste Relocation

<b>BCL/Program Name:</b>	New Facilities	<b>BCL/Program Code:</b>	C230B
<b>Project Type:</b>	Improved Facility	<b>Start Date:</b>	Q1/2015
<b>Project ID:</b>	C2305	<b>End Date:</b>	Q4/2018
<b>Location:</b>	8105 5th Ave S		
<b>Neighborhood Plan:</b>	Not in a Neighborhood Plan	<b>Neighborhood Plan Matrix:</b>	N/A
<b>Neighborhood District:</b>	Greater Duwamish	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	0	0	57	236	476	57	0	0	825
<b>Total:</b>	0	0	57	236	476	57	0	0	825
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	0	0	57	236	476	57	0	0	825
<b>Total*:</b>	0	0	57	236	476	57	0	0	825
<b>O &amp; M Costs (Savings)</b>			8	8	8	8	8	8	50

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### 2015 - 2020 Proposed Capital Improvement Program

## SPU-Solid Waste

### South Transfer Station Rebuild

<b>BCL/Program Name:</b>	New Facilities	<b>BCL/Program Code:</b>	C230B
<b>Project Type:</b>	New Facility	<b>Start Date:</b>	Q1/2006
<b>Project ID:</b>	C2302	<b>End Date:</b>	Q4/2017
<b>Location:</b>	8100 2nd AVE S		
<b>Neighborhood Plan:</b>	Duwamish	<b>Neighborhood Plan Matrix:</b>	1
<b>Neighborhood District:</b>	Greater Duwamish	<b>Urban Village:</b>	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	2014 Rev	2015	2016	2017	2018	2019	2020	Total
<b>Revenue Sources</b>									
Solid Waste Rates	76,630	1,500	1,500	9,200	9,000	1,000	0	0	98,830
<b>Total:</b>	76,630	1,500	1,500	9,200	9,000	1,000	0	0	98,830
<b>Fund Appropriations/Allocations</b>									
Solid Waste Fund	76,630	1,500	1,500	9,200	9,000	1,000	0	0	98,830
<b>Total*:</b>	76,630	1,500	1,500	9,200	9,000	1,000	0	0	98,830
<b>O &amp; M Costs (Savings)</b>			988	988	988	988	988	988	5,930
<b>Spending Plan by Fund</b>									
Solid Waste Fund		570	1,500	9,200	9,000	1,000	0	0	21,270
<b>Total:</b>		570	1,500	9,200	9,000	1,000	0	0	21,270

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### 2015 - 2020 Proposed Capital Improvement Program