

Seattle Public Utilities

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Department Overview

Seattle Public Utilities (SPU) provides reliable, efficient, and environmentally conscious utility services to enhance the quality of life and livability in all communities SPU serves. SPU operates three distinct utilities: Drainage and Wastewater, Solid Waste, and Water. The three utilities each have unique revenue sources and capital improvement projects, but share many operations and administration activities within SPU and the City.

Drainage and Wastewater: The Drainage and Wastewater Utility collects and disposes or discharges storm runoff and wastewater from residences, businesses, institutions, and public properties within the City. In addition to handling sewage and storm water runoff, Drainage and Wastewater works with other government agencies and private parties to address EPA-mandated sediment cleanup projects where contamination is linked to storm water or sewage, such as Gas Works Park and the Lower Duwamish Waterway. The drainage and wastewater system includes approximately 448 miles of sanitary sewers, 968 miles of combined sewers, 460 miles of storm drains, 68 pump stations, 90 permitted combined sewer overflow outfalls, 342 storm drain outfalls, 130 storm water quality treatment facilities, 145 flow control facilities, and 38 combined sewer overflow control detention tanks and pipes.

Solid Waste: The Solid Waste Utility collects and processes recycling, compostables, and residential and commercial garbage to promote quality of life, environmental stewardship, public health, and safety. The City owns and operates two transfer stations, two household hazardous waste facilities, a fleet of trucks and heavy equipment, and two closed landfills. The Solid Waste Capital Improvement Plan (CIP) supports the transfer stations, heavy equipment, and post-closure projects on two landfills previously used by the City. In addition, SPU contracts with private companies who collect household refuse, compostable material, and recyclables and deliver the material to recycling and composting facilities and to transfer stations for its ultimate processing or disposal. In concert with its waste handling and disposal activities, Solid Waste engages its customers in environmental sustainability programs that promote recycling, composting and reducing waste generation. Solid Waste also works to keep Seattle clean, by targeting illegal dumping, automobile abandonment, graffiti removal, and providing public litter cans and recycling bins across Seattle.

Water: The Water Utility provides reliable, clean and safe water to more than 1.3 million customers in and around Seattle for consumption and other uses. The water delivery system extends from Edmonds to Des Moines and from Puget Sound to Lake Joy near Duvall. SPU delivers water directly to its customers in Seattle and adjacent areas, and provides wholesale water to 21 suburban water utilities and two interlocal associations for distribution to their customers. The Water Utility includes 1,800 miles of pipeline, 30 pump stations, 15 treated water reservoirs, three wells, and 104,000 acres in two watersheds. The Utility builds, operates, and maintains the City's water infrastructure to ensure system reliability, conserve and enhance the region's environmental resources, and protect public health and safety. SPU engages the community in conservation efforts to reduce water consumption.

SPU monitors its funds using financial targets and employs these metrics to communicate about the financial health of its utilities with the Mayor and Council, Seattle residents and businesses, and the bond rating agencies. Financial performance metrics include net income; year-end cash balance; the amount of cash versus debt

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dedicated to the CIP; debt service coverage, which is the amount of cash available to pay annual debt service after day-to-day system expenses are paid; and, for the Drainage and Wastewater Fund, the debt to asset ratio. As a result of strong financial management and a commitment on the part of elected officials to establishing prudent rates, SPU has some of the strongest bond ratings of any utility in the country. SPU's Water and Drainage and Wastewater bonds are rated one notch below the highest rating by both S&P (AA+) and Moody's (Aa1), while Solid Waste bonds, which traditionally are viewed as more risky by ratings agencies, are just slightly lower and still categorized as High Grade High Quality bonds (AA and Aa3 from the two agencies, respectively). These high ratings help SPU sell revenue bonds to fund infrastructure investments at the lowest costs possible. This benefits the utilities and the rate payers they serve.

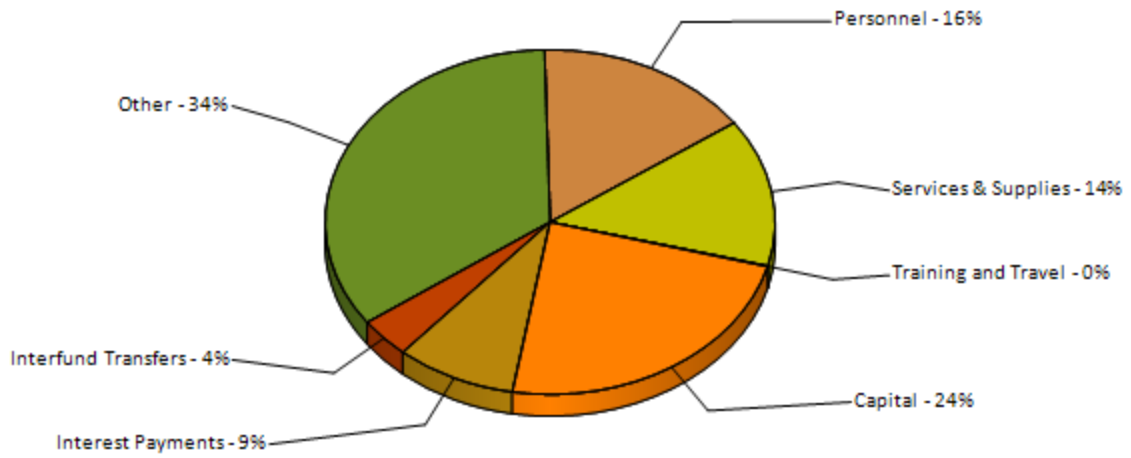
Budget Snapshot

Department Support	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General Fund Support	\$1,193,307	\$1,139,074	\$1,166,568	\$1,213,287
Other Funding - Operating	\$636,609,811	\$678,861,888	\$699,001,246	\$707,061,128
Total Operations	\$637,803,118	\$680,000,962	\$700,167,814	\$708,274,415
Other funding - Capital	\$121,799,391	\$171,868,429	\$208,219,822	\$217,415,899
Total Appropriations	\$759,602,509	\$851,869,391	\$908,387,636	\$925,690,314
Full-time Equivalent Total*	1,411.05	1,400.55	1,400.55	1,403.55

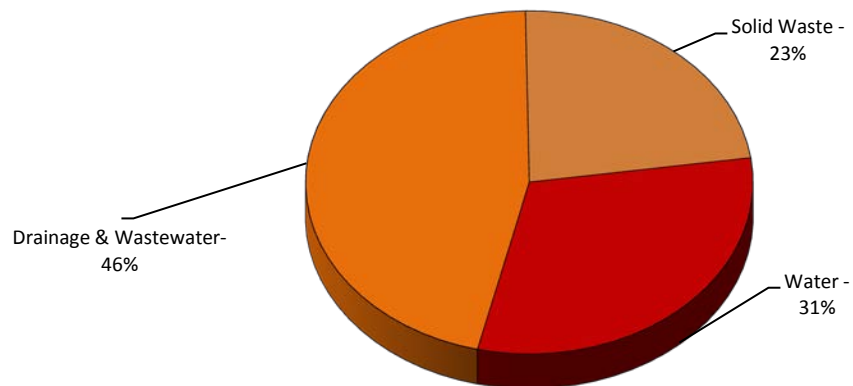
* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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2014 Proposed Budget - Expenditure by Category



2014 Proposed Budget - Revenue by Category



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Budget Overview

Seattle Public Utilities (SPU) is not proposing any significant program changes or rate adjustments from the 2014 Endorsed Budget as it is evaluating and addressing a department-wide long-term vision through a new strategic planning process.

Strategic Business Plan:

SPU embarked on developing a Strategic Business Plan in 2012 to guide the department's operations and investments for the next several years. A nine-member customer panel is overseeing the development of the Strategic Business Plan. The Plan will set a transparent and integrated direction for all SPU utilities and will contain a six-year rate path for water, drainage, wastewater, and solid waste rates. SPU expects to complete the Plan in 2014.

The 2014 Proposed Budget funds increased efforts related to the development and implementation of the Strategic Business Plan, including enhancing community outreach and expanding human resources capacity to transform the workplace by attracting, developing, and retaining a skilled workforce.

Shared SPU Changes:

The 2014 Proposed Budget contains several non-programmatic department adjustments that are shared among the divisions and address the following:

- Costs related to staffing for internal financial controls and capital programs
- A new state mandate regarding underground utility location services
- Increased technology costs to address software licenses, training, and equipment
- City-wide and department technical cost adjustments

These are detailed in the Description of Incremental Budget Changes - Shared SPU Changes.

Drainage and Wastewater Highlights:

The Drainage and Wastewater Utility provides wastewater and stormwater management services to residences and businesses in the City of Seattle. It is supported almost entirely by utility fees. For wastewater, SPU collects charges based on metered water usage via the SPU combined utility bill. For drainage, SPU charges Seattle property owners fees based on property characteristics contributing to stormwater runoff. The drainage fee appears as a line item on King County property tax bills.

Current forecasts suggest that SPU will take in about 3% more in Drainage revenue than it assumed in the 2014 Endorsed Budget due mostly to increased property development. SPU expects a 9% increase in Wastewater revenues for 2014 as compared to the 2014 Endorsed Budget due to increased water consumption. Based on the rate path adopted by City Council in fall 2012 for 2013 through 2015, typical residential bills will increase by 10.3%, or \$2.48 per month, for drainage, and increase by 0.9%, or \$0.43 per month, for wastewater in 2014 relative to 2013.

Environmental Compliance: In 2014, Drainage and Wastewater will continue the efforts identified in the 2014 Endorsed Budget to address environmental compliance through long term issues like Combined Sewer Overflows (CSOs), National Pollutant Discharge Elimination System (NPDES) permits, and contaminated soil cleanups and containments areas. Capital program increases presented in the 2014-2019 Proposed CIP reprioritize and add projects based on recent CSO program decisions and addition of pipeline projects.

Street Sweeping for Drainage: Beginning in 2014, SPU will assume the cost of some street sweeping efforts currently funded through the Seattle Department of Transportation (SDOT). In 2013, the City Auditor identified that the City could legitimately attribute a portion of its street sweeping costs, currently covered by the General

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Fund, to the Drainage Fund. The 2014 Proposed Budget transfers costs from SDOT to SPU to address streets where leaves accumulate during Fall and Winter and leaf removal through street sweeping provides direct drainage and flood management benefits. SPU will fund this sweeping effort through Drainage revenues. SPU and SDOT are also evaluating the benefits of street sweeping for water quality and working to identify benefits, costs, and needed levels of effort for consideration in future budgets.

Solid Waste Highlights:

The Solid Waste Utility provides collection services to residents and businesses within the City of Seattle. Financial support of this service is primarily generated through charges based on the amount of garbage collected from residential and commercial customers. Solid Waste's spending is largely driven by relatively set costs for its major residential and commercial waste collection contracts. Solid Waste will pursue opportunities for efficiencies in service delivery as it continues to experience decreased demand for services as a result of its conservation efforts to reduce solid waste.

Solid Waste established new contracts in 2009 with two private refuse collection companies. These contracts continue through 2019 unless extended by the City. The contracts' terms allow pass-through adjustments for inflation of fuel costs, labor and consumer price indices, resulting in annual adjustments in contract expenses. In 2014, SPU expects these contract adjustments to reduce Solid Waste's general expenses by \$4.8 million because inflation rates were lower than anticipated in the 2014 Endorsed Budget.

Expense Reductions/Savings: SPU expects to collect about the same amount of revenue in 2014 as identified in the 2014 Endorsed Budget. Meanwhile, SPU expects lower expenses due to decreased contract costs and shifts in capital projects to 2015 and 2016, allowing SPU to transfer about \$3.5 million into the Solid Waste Fund's rate stabilization account in 2014.

The City established a rate stabilization account in [1998](#) to allow Solid Waste to set aside extra cash in strong financial years to minimize the size of rate increases or to meet financial needs in leaner years. Following its initial use, SPU did not actively use the account for many years.

In 2012, the City Council adopted solid waste rates for four years (2013-2016), versus the usual two year cycle, to improve revenue predictability. At the same time, Council adopted conditions, through [Ordinance 124056](#), for a mid-term financial evaluation and use of the rate stabilization account to address forecasting uncertainty in demand for services, prices received for recyclables, and contract costs associated with inflation and fuel costs.

Solid Waste collection rates will increase the typical residential solid waste bill by 4.2% or \$1.65 per month in 2014, 4.3% or \$1.75 per month in 2015, and 3.4% or \$1.45 per month in 2016, unless 2015 and 2016 rates are adjusted in mid 2014, when the City Council will evaluate the Solid Waste Fund's financial performance and consider if rate adjustments are needed.

Transfer Station Replacement: Solid Waste will continue to focus on designing and constructing the new North Transfer Station. The project's start of construction has shifted to later in 2014 because the design and stakeholder engagement processes took longer than anticipated. Also, based on a more detailed construction schedule, SPU now anticipates that completion of the station will extend into early 2016.

During construction of the North Transfer Station, SPU will redirect solid waste drop off from the northern service area to the old and new southern facilities. The 2014 Proposed Budget decreases capital spending to address the project shift, but SPU does not anticipate any changes in operating costs in 2014 as a result of the diversion. The shift in completion of the North Transfer Station will mean that the old south transfer station, which was planned for decommissioning in 2015, will remain in use for longer and this may result in additional operations and maintenance costs in 2015 and 2016.

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Water

Water delivers potable water directly to retail customers both inside the City and in adjacent areas. These retail customers provide about 70% of the Utility's revenues, with roughly equal revenues coming from residential and commercial users. SPU also delivers water to districts and agencies who then deliver water to their direct customers. This wholesaling of water represents about 20% of Water's revenues in 2014. Remaining revenues come from charges and reimbursement for services that Water provides on behalf of the City, as well as from grants and contributions.

SPU expects to collect about the same amount of revenues as anticipated in the 2014 Endorsed Budget. The City Council adopted water rates for retail customers in 2011 for 2012 through 2014. Under the adopted rates, the average residential customer will experience a water bill increase of 9.6% or \$2.91 per month in 2014. SPU is evaluating the current structure of water rates for the future and is preparing for development of a new rate study in 2014. Wholesale water rates are set by contracts with customers and no rate change for wholesale water is planned in 2014.

The 2014 Proposed Budget does not include any program changes to the Water utility in 2014. SPU will continue its efforts to complete reservoir covering, water supply and asset preservation projects as detailed in the 2014-2019 Proposed CIP.

Incremental Budget Changes

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	2014	
	Budget	FTE
Total 2014 Endorsed Budget	\$ 908,387,636	1,400.55
Proposed Technical Changes		
Citywide Adjustments for Standard Cost Changes	\$ 123,175	0.00
Shared SPU Changes		
Enhance Community Outreach for Strategic Business Plan	\$ 400,000	0.00
Attract and Retain Workforce	\$ 304,999	3.00
Improve Project Delivery	\$ 231,999	0.00
Fund Operations and Maintenance Costs for Certain Capital and Operating Positions	\$ 430,001	0.00
Fund Internal Control Positions	\$ 650,000	0.00
Increase Support of Fleet Maintenance	\$ 513,999	0.00
Increase Funding for Technical Support of IT Applications and Maintenance Contracts	\$ 476,901	0.00
Add Utility Location Services	\$ 53,000	0.00
Technology CIP	\$ 2,821,624	0.00

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Technical Adjustments	-\$ 9,130,909	0.00
Drainage and Wastewater Utility Changes		
Increase Drainage Funding for Leaf Removal	\$ 47,000	0.00
Adjust and Reduce Engineering Services Support	-\$ 9,330	0.00
Drainage and Wastewater CIP	\$ 3,640,758	0.00
Drainage and Wastewater Technical Adjustments	\$ 10,418,622	0.00
Solid Waste Utility Changes		
Increased Support for Organics Processing	\$ 605,625	0.00
Solid Waste CIP	-\$ 5,620,571	0.00
Solid Waste Technical Adjustments	-\$ 3,360,610	0.00
Water Utility Changes		
Water Fund CIP	\$ 8,354,266	0.00
Water Technical Adjustments	\$ 6,352,129	0.00
Total Incremental Changes	\$ 17,302,678	3.00
2014 Proposed Budget	\$ 925,690,314	1,403.55

Descriptions of Incremental Budget Changes

Proposed Technical Changes

Citywide Adjustments for Standard Cost Changes - \$123,175

Citywide technical adjustments reflect changes due to inflation, central cost allocations, retirement, healthcare, workers' compensation, and unemployment costs. These adjustments typically reflect updates to preliminary cost assumptions established in the 2014 Endorsed Budget.

Shared SPU Changes

Enhance Community Outreach for Strategic Business Plan - \$400,000

This increase funds outreach to customers regarding implementation of SPU's Strategic Business Plan. SPU is currently developing a Strategic Business Plan to guide its future investments, service levels, and rates. The Plan will provide transparency and accountability of SPU's activities to its customers. This funding supports tools, such as advertisements, direct mailing, and consultant support, to create dialogue with customers regarding SPU's business direction. The funding is ongoing to allow SPU to continue this dialogue throughout the implementation of the Strategic Business Plan.

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Attract and Retain Workforce - \$304,999/3.00 FTE

One key area of SPU's Strategic Business Plan is transforming the workplace by attracting, developing, and retaining a skilled workforce. SPU's current human resources staff does not have capacity to increase supervisor and leadership training, talent management, and leave-of-absence management. This funding supports adding three SPU human resources staff who will focus on workforce transformation and fill existing gaps in capacity.

Improve Project Delivery - \$231,999

This funding provides for a project delivery specialist. SPU seeks to improve deliver of capital projects by identifying improvements in project development, cost estimating, accountability and rate of completion. The specialist will develop tools, practices and training to help SPU staff, consultants and contractors deliver projects more efficiently and effectively.

Fund Operations and Maintenance Costs for Certain Capital and Operating Positions - \$430,001

This increase supports costs associated with 11 new positions that were authorized in 2013. SPU was provided with the new positions to help deliver several critical capital projects and core services. Ten of the positions are primarily paid through capital projects, but these positions also incur some operations and maintenance costs, such as paid time off and benefits, that cannot be covered by capital projects. One of the 11 positions is entirely an operations and maintenance position for inspecting certain customer-installed equipment. This position requires full funding for salary, overhead, and benefits. All of the positions are assumed to sunset in 2015 unless they are converted to permanent status at that time.

Fund Internal Control Positions - \$650,000

This funding provides costs for six positions, previously authorized by City Council, to implement an internal controls action plan for SPU. In late 2012, several internal and external audits and assessments of SPU's financial controls identified a four-year work plan. To complete this work plan, SPU was given six positions during the fourth quarter of 2012, but no funding was provided at that time. Two positions will sunset in 2016 and four positions are ongoing.

Increase Support of Fleet Maintenance - \$513,999

This item funds increased costs for fleet maintenance based on the combined effect of SPU's aging heavy equipment fleet and increased FAS labor rates. SPU maintains a fleet of heavy equipment (backhoes, loaders, excavators, and trucks) to perform its operations. As the equipment ages, it requires increased maintenance to keep it operational. SPU anticipates about a 20% increase in maintenance costs based on what it has experienced through the first quarter of 2013. To address increased costs in the future, SPU will review replacement schedules for equipment and fleet size needs.

Increase Funding for Technical Support of IT Applications and Maintenance Contracts - \$476,901

This item increases funding for licensing and support of several software systems that SPU uses to manage its infrastructure and workforce. Increased contract costs are caused by addition or expansion of software technology that the department uses to support its operations. Increases also provide for training and support by vendors to allow SPU staff to effectively use new software tools.

Add Utility Location Services - \$53,000

This increase funds State-mandated utility location services. SPU pays for utility location services to find and mark out underground utilities before private contractors excavate for new construction, relocations or repair work. A recent change in State law now requires SPU to furnish maps of underground infrastructure to excavators. This funding supports compliance with the new state law.

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Technology CIP - \$2,821,624

This item funds increased SPU-specific technology costs. Notable 2014 increases include higher cost of document management software and SPU's portion of City disaster recovery center computer replacement needs. The total Proposed 2014-2019 SPU Technology CIP cost is \$109 million. Additional details are provided in the proposed 2014-2019 CIP documents for the Water, Drainage and Wastewater, and Solid Waste programs.

Technical Adjustments - (\$9,130,909)

This technical adjustment includes department and citywide non-programmatic adjustments. The adjustments include changes in central cost allocations, retirement, health care, workers' compensation, replacement of city anti-spam software with Microsoft Office 365, upgrade of the Utility Discount Program database, and reallocation of idle equipment costs from the CIP to O&M.

The adjustments also reflect SPU's changed method of accounting for employee fringe benefits (retirement, health care, paid time off, etc). Previously, SPU allocated fringe benefits among funds via a rate. In the 2014 Proposed Budget, fringe benefit costs are budgeted in the G&A program in Administration.

Drainage and Wastewater Utility Changes

Increase Drainage Funding for Leaf Removal - \$47,000

This item shifts a portion of street sweeping costs from SDOT Street Maintenance to SPU Drainage and Wastewater. SPU has determined that some leaf pickup work that SDOT performs through street sweeping is attributable to drainage services because it reduces flooding around street drain inlets and capacity and function of the conveyance system.

Adjust and Reduce Engineering Services Support - (\$9,330)

SPU provides engineering and survey-related services, such as managing engineering documents and maintaining field survey monuments, for City departments and the public. This adjustment reflects updated General Fund allocation of costs based on historic and anticipated levels of effort. Most of the costs for these services are allocated to City departments and the General Fund. SPU has evaluated Engineering Services need for General Fund support for 2014 and determined that support can be reduced without a change in service level.

Drainage and Wastewater CIP - \$3,640,758

This item increases 2014 funding for the Proposed Drainage and Wastewater Capital Improvement Program (CIP). SPU's Drainage and Wastewater CIP supports sewer collection and conveyance and drainage collection, conveyance and treatment systems throughout the City of Seattle. The total Proposed 2014-2019 Drainage and Wastewater CIP is \$569 million, excluding technology.

Significant 2014 changes include numerous project shifts related to Combined Sewer Overflow program priorities, delay of the Taylor Creek culvert project to 2016, delayed start of the Thornton Creek project to 2014, added sediments cleanup costs, and addition of Yesler area projects. Additional information is provided in the proposed 2014-2019 CIP document.

Drainage and Wastewater Technical Adjustments - \$10,418,622

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and increased payments to King County for wastewater treatment.

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Solid Waste Utility Changes

Increased Support for Organics Processing - \$605,625

This item funds a one-time increase in organics processing costs associated with new handling contracts. SPU uses private contracted services to process and transport organic waste that it receives as part of its recycling program. In 2013, SPU contracted with two firms to replace its existing provider contract. One-time costs to transition to new contracts include contract termination and service transition expenses. In 2015 and beyond, the new contract services are expected to decrease costs.

Solid Waste CIP - (\$5,620,571)

This item decreases 2014 funding for the Proposed Solid Waste Capital Improvement Program (CIP). The SPU Solid Waste CIP supports collection, handling, and disposal of solid waste, recycling, and hazardous waste in the Seattle area. The total 2014-2019 Solid Waste CIP is \$133.5 million, excluding technology. Delayed construction of the North Transfer station decreases 2014 expenditures. Additional information is provided in the 2014-2019 CIP document.

Solid Waste Technical Adjustments - (\$3,360,610)

This technical adjustment decreases budget authority to reflect taxes, debt, interest rates adjustments, and solid waste contract reductions.

Water Utility Changes

Water Fund CIP - \$8,354,266

This item increases 2014 funding for the Proposed Water Capital Improvement Program (CIP). SPU's Water CIP supports the infrastructure that supplies and delivers potable water to more than 1.3 million regional retail and wholesale customers. The total 2014-2019 Water CIP exceeds \$363 million, excluding technology costs.

Primary drivers for the proposed increase include added water line relocations, funding for construction for Myrtle and Maple Leaf reservoir lid projects, increases in seismic design costs for reservoir lids, and increased facility upgrade project costs. Delays in construction of the Morse Lake pump plant to late 2015 partially offset the increases. Additional information is provided in the 2014-2019 proposed CIP document.

Water Technical Adjustments - \$6,352,129

This technical adjustment decreases budget authority to reflect taxes, debt, and interest rates adjustments.

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Expenditure Overview

Appropriations	Summit Code	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Drainage & Wastewater Utility					
Administration Budget Control					
Administration		13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit		-9,354,339	-9,757,265	-8,927,697	-634,699
Total	N100B-DW	3,991,216	5,135,858	6,248,372	13,241,173
Combined Sewer Overflows Budget Control Level	C360B	22,399,471	43,834,341	49,201,662	47,696,601
Customer Service Budget Control Level	N300B-DW	6,331,397	7,350,019	7,506,712	6,677,477
Flooding, Sewer Back-up, and Landslides Budget Control Level	C380B	14,975,567	16,710,198	17,201,000	17,025,137
General Expense Budget Control					
Debt Service		42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses		139,192,811	153,690,645	153,592,672	157,921,745
Taxes		39,547,195	40,771,868	41,266,670	43,735,743
Total	N000B-DW	221,720,000	237,489,442	240,054,742	244,900,524
Other Operating Budget Control					
Field Operations		19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development		1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery		10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management		18,222,806	19,455,810	20,095,072	13,413,154
Total	N400B-DW	49,691,278	53,671,087	54,825,424	51,066,727
Protection of Beneficial Uses Budget Control Level	C333B	4,031,097	5,108,000	5,141,941	3,195,304
Rehabilitation Budget Control Level	C370B	8,806,106	9,190,498	8,770,000	11,864,169
Sediments Budget Control Level	C350B	2,947,924	1,678,965	2,050,342	3,422,898
Shared Cost Projects Budget Control Level	C410B-DW	5,826,088	10,728,360	11,394,835	14,196,429
Technology Budget Control Level	C510B-DW	3,488,381	8,880,280	7,612,800	9,196,230
Solid Waste Utility					
Administration Budget Control					
Administration		5,651,204	6,033,422	6,150,888	5,968,923

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General and Administrative Credit		-1,517,477	-1,497,301	-1,128,172	545,495
Total	N100B-SW	4,133,727	4,536,121	5,022,716	6,514,418
Customer Service Budget Control Level	N300B-SW	11,765,269	12,896,991	13,048,607	12,213,710
General Expense Budget Control					
Debt Service		9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses		99,720,318	106,396,741	109,552,162	105,675,181
Taxes		18,505,714	19,954,408	20,900,951	20,943,104
Total	N000B-SW	127,266,726	136,635,645	142,950,399	139,559,659
New Facilities Budget Control Level	C230B	12,903,704	8,888,345	32,077,233	26,574,225
Other Operating Budget Control					
Field Operations		10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development		94,475	241,637	246,465	176,762
Project Delivery		819,596	965,252	986,336	692,658
Utility Systems Management		2,571,999	2,668,837	2,756,906	2,314,304
Total	N400B-SW	13,893,214	16,553,512	16,985,077	15,466,657
Rehabilitation and Heavy Equipment Budget Control Level	C240B	290,554	80,483	45,000	45,000
Shared Cost Projects Budget Control Level	C410B-SW	1,055,219	2,179,315	2,356,531	2,238,968
Technology Budget Control Level	C510B-SW	1,166,146	5,612,296	4,891,677	5,337,065
Water Utility					
Administration Budget Control					
Administration		15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit		-5,181,000	-5,861,236	-4,827,591	4,219,434
Total	N100B-WU	10,505,011	9,563,508	10,903,062	18,777,683
Customer Service Budget Control Level	N300B-WU	8,894,069	10,160,012	10,368,549	9,297,641
Distribution Budget Control Level	C110B	15,699,217	19,778,088	20,393,599	22,600,235
General Expense Budget Control					
Debt Service		82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses		18,723,317	23,095,768	23,587,152	24,116,542
Taxes		34,579,191	35,889,946	38,721,489	39,861,945
Total	N000B-WU	135,476,442	137,784,153	143,332,579	143,641,178

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Habitat Conservation Program	C160B	4,813,421	2,506,875	2,490,751	2,610,018
Budget Control Level					
Other Operating Budget Control					
Field Operations		24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development		1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery		4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management		13,723,510	15,142,980	15,270,167	15,337,274
Total	N400B-WU	44,134,768	48,224,613	48,921,573	46,917,566
Shared Cost Projects Budget	C410B-WU	6,942,993	15,795,455	19,402,731	23,387,405
Control Level					
Technology Budget Control	C510B-WU	3,960,798	9,174,364	8,596,072	9,388,878
Level					
Transmission Budget Control	C120B	172,025	1,702,753	3,075,786	2,915,905
Level					
Water Quality & Treatment	C140B	7,853,779	3,333,857	5,303,791	11,279,359
Budget Control Level					
Water Resources Budget	C150B	3,297,791	6,682,957	8,212,072	4,215,073
Control Level					
Watershed Stewardship	C130B	1,169,111	3,000	1,999	227,000
Budget Control Level					
Department Total		759,602,509	851,869,391	908,387,636	925,690,314
Department Full-time Equivalents Total*					
		1,411.05	1,400.55	1,400.55	1,403.55

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Revenue Overview

2014 Estimated Revenues

Summit Code	Source	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
408000	Capital Grants and Contributions (excluding donated assets)	5,069,012	1,100,000	1,100,000	1,321,000
437010	Call Center Reimbursement from SCL	1,671,433	1,607,894	1,640,454	1,640,454
443210	GIS CGDB Corporate Support (N2408 and N2418)	1,833,525	1,110,763	1,138,048	1,138,048
443510	Wastewater Utility Services	223,137,692	225,819,657	220,092,604	239,599,463
443610	Drainage Utility Services	75,537,302	80,429,931	91,162,421	91,162,421
443691	Side Sewer Permit Fees	1,063,593	1,030,318	1,030,318	1,030,318
443694	Drainage Permit Fees	285,645	247,935	247,935	247,935
461110	Build America Bond Interest Income	1,885,646	1,885,646	1,885,646	1,885,646
469990	Other Operating Revenues	92,287	90,775	93,952	93,952
469990	Transfer from Construction Fund	41,052,700	67,559,000	62,727,000	71,037,000
479010	Operating Grants	2,061,761	841,000	841,000	841,000
543210	GF - Various GIS & Eng Svcs (N4303)	0	1,105,086	1,129,271	0
543210	GIS Maps & Publications (N2409 and 2419)	469,433	157,619	157,619	157,619
543210	Parks & Other City Depts. (N4405)	105,986	511,053	511,053	511,053
543210	SCL for ReLeaf	0	132,600	135,653	0
543210	SCL Fund (N4403)	1,131,048	339,176	339,176	339,176
543210	SDOT Fund (N4404)	2,568,956	1,968,685	1,992,870	2,071,956
705000	General Subfund -- Transfer In - - Restore Our Waters	821,275	0	0	1,212,111
705000	GF Reimbursement of Abandoned Vehicles	0	0	0	0
705000	Technical Adjustments	0	0	0	0
	Total Drainage and Wastewater Utility	358,787,294	385,937,138	386,225,020	414,289,152
408000	Other Nonoperating Revenue	311,005	450,536	465,363	2,500,994
416457	Transfer Fee	0	0	0	0
416458	Transfer Fee - Out City	1,495,533	1,529,379	1,736,088	1,567,667
437010	Operating Fees, Contributions and grants	814,296	350,000	350,000	350,000
443450	Recycling Processing Revenues	2,321,175	2,794,000	2,895,600	2,300,000
443710	Commercial Services	46,083,566	49,983,130	51,604,395	51,088,351
443710	Residential Services	97,622,413	105,656,554	110,221,228	110,214,581
443741	Recycling and Disposal Station Charges	9,814,492	10,887,812	10,453,600	10,165,101

Seattle Public Utilities

443745	Comm'l Disposal (Longhaul) Charges	294,291	493,207	516,018	516,018
466990	Recovery Fees/Yellow Pages	76,633	56,070	56,071	0
469990	Other Operating Revenue	78,591	42,161	64,520	67,844
481200	Transfers from Construction Fund	12,312,170	12,028,723	31,890,056	27,524,455
516456	Landfill Closure Fee	0	0	0	0
516457	Transfer Fee - In City	3,288,193	3,454,378	3,753,584	3,922,005
587000	Op Transfer In - Rev Stab Subfund	0	0	0	-3,464,620
705000	Call Center Reimbursement from SCL	1,470,251	1,671,433	1,671,433	1,738,290
705000	GSF - Transfer In - Aband'd Vehicle Calls	0	0	0	0
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	2,812,840	2,625,027	2,625,027	2,730,028
	Total Solid Waste Utility	178,795,449	192,022,410	218,302,983	211,220,714
408000	Other Non-Operating Revenue	305,831	384,128	388,930	388,930
408000	Reimbursement for NS activities	35,868	42,145	43,199	43,199
437010	Operating Grants	0	0	1	0
443410	Retail Water Sales	152,606,122	164,182,504	177,471,810	177,471,810
443420	Water Service for Fire Protection	7,186,677	7,591,239	8,207,424	8,207,424
443420	Wholesale Water Sales	49,524,873	47,267,682	47,102,577	47,102,577
443450	Facilities Charges	450,225	2,199,447	450,000	450,000
443450	Tap Fees	4,689,647	3,325,469	4,097,298	4,097,298
461110	Build America Bond Interest Income	2,135,334	2,135,334	2,135,334	2,135,334
462500	Rentals--Non-City	510,641	425,178	435,807	435,807
469990	Other Operating Revenues	2,371,057	2,037,961	2,238,042	2,238,042
479010	Capital Grants and Contributions	5,451,204	1,883,211	1,915,958	1,915,958
481200	Public Works Loan Proceeds	0	0	0	0
481200	Transfers from Construction Fund	25,499,622	22,442,519	42,065,776	42,065,776
543970	Inventory Purchased by SDOT	458,601	774,618	790,110	790,110
587000	Op Transfer In - Rev Stab Subfnd - BPA Acct	0	0	0	0
587000	Op Transfer In - Rev Stab Subfund	-3,354,239	0	-8,500,000	-8,500,000
705000	Call Center Reimbursement from SCL	1,514,804	1,656,618	1,690,164	1,690,164
705000	GF Reimb Abandoned Vehicles	0	0	1	-1
	Total Water Utility	249,386,267	256,348,053	280,532,431	280,532,428
	Total Revenues	786,969,010	834,307,601	885,060,434	906,042,294
379100	Decrease (Increase) in Working Capital	-14,578,769	13,839,910	23,782,813	8,193,518

Seattle Public Utilities

	Total Drainage and Wastewater Utility	-14,578,769	13,839,910	23,782,813	8,193,518
379100	Decrease (Increase) in Working Capital	-6,320,891	-4,639,702	-925,743	-3,271,012
	Total Solid Waste Utility	-6,320,891	-4,639,702	-925,743	-3,271,012
379100	Decrease (Increase) in Working Capital	-6,466,841	8,361,583	470,133	14,725,513
	Total Water Utility	-6,466,841	8,361,583	470,133	14,725,513
	Total Resources	759,602,509	851,869,392	908,387,637	925,690,313

Seattle Public Utilities

Appropriations By Budget Control Level (BCL) and Program

Administration Budget Control Level

The purpose of the Drainage and Wastewater Utility Administration Budget Control Level is to provide overall management and policy direction for Seattle Public Utilities and, more specifically, for the Drainage and Wastewater Utility, and to provide core financial, human resource, and information technology services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	13,345,556	14,893,123	15,176,069	13,875,872
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699
Total	3,991,216	5,135,858	6,248,372	13,241,173
Full-time Equivalents Total*	59.75	58.75	58.75	61.75

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Administration Budget Control Level:

Administration Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	13,345,556	14,893,123	15,176,069	13,875,872
Full-time Equivalents Total	59.75	58.75	58.75	61.75

General and Administrative Credit Program

The purpose of the Drainage and Wastewater Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-9,354,339	-9,757,265	-8,927,697	-634,699

Seattle Public Utilities

Combined Sewer Overflows Budget Control Level

The purpose of the Drainage and Wastewater Utility Combined Sewer Overflow (CSO) Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan and construct large infrastructure systems, smaller retrofits, and green infrastructure for CSO control.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Combined Sewer Overflows	22,399,471	43,834,341	49,201,662	47,696,601
Total	22,399,471	43,834,341	49,201,662	47,696,601
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Customer Service Budget Control Level

The purpose of the Drainage and Wastewater Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of essential programs and services that anticipate and respond to customer expectations.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	6,331,397	7,350,019	7,506,712	6,677,477
Total	6,331,397	7,350,019	7,506,712	6,677,477
Full-time Equivalents Total*	56.50	56.50	56.50	56.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Flooding, Sewer Back-up, and Landslides Budget Control Level

The purpose of the Drainage and Wastewater Utility Flooding, Sewer Back-up, and Landslides Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to plan, design and construct systems aimed at preventing or alleviating flooding and sewer backups in the City of Seattle, protecting public health, safety, and property. This program also protects SPU drainage and wastewater infrastructure from landslides, and makes drainage improvements where surface water generated from City rights-of-way contributes to landslides.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Flooding, Sewer Back-up, and Landslides	14,975,567	16,710,198	17,201,000	17,025,137
Total	14,975,567	16,710,198	17,201,000	17,025,137
Full-time Equivalents Total*	25.00	25.00	25.00	25.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Seattle Public Utilities

General Expense Budget Control Level

The purpose of the Drainage and Wastewater Utility General Expense Budget Control Level is to appropriate funds to pay the Drainage and Wastewater Utility's general expenses.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Taxes	39,547,195	40,771,868	41,266,670	43,735,743
Total	221,720,000	237,489,442	240,054,742	244,900,524
Full-time Equivalents Total*	0.50	0.50	0.50	0.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in General Expense Budget Control Level:

Debt Service Program

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

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	42,979,994	43,026,929	45,195,400	43,243,036

Other General Expenses Program

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

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other General Expenses	139,192,811	153,690,645	153,592,672	157,921,745
Full-time Equivalents Total	0.50	0.50	0.50	0.50

Taxes Program

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

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Taxes	39,547,195	40,771,868	41,266,670	43,735,743

Seattle Public Utilities

Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Drainage and Wastewater Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
Total	49,691,278	53,671,087	54,825,424	51,066,727
Full-time Equivalents Total*	260.55	264.55	264.55	264.55

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Other Operating Budget Control Level:

Field Operations Program

The purpose of the Drainage and 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.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	19,708,711	21,219,706	21,714,559	26,723,932
Full-time Equivalents Total	105.25	107.25	107.25	107.25

Pre-Capital Planning & Development Program

The purpose of the Drainage and Wastewater Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the drainage and wastewater system. This program will capture all costs associated with a project that need to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pre-Capital Planning & Development	1,403,862	2,246,416	2,281,249	1,937,280

Project Delivery Program

The purpose of the Drainage and Wastewater Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Drainage and Wastewater Utility's capital improvement projects and to the managers of drainage and wastewater facilities.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Project Delivery	10,355,899	10,749,155	10,734,544	8,992,361
Full-time Equivalents Total	67.00	67.00	67.00	67.00

Seattle Public Utilities

Utility Systems Management Program

The purpose of the Drainage and Wastewater Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Expenditures/FTE				
Utility Systems Management	18,222,806	19,455,810	20,095,072	13,413,154
Full-time Equivalents Total	88.30	90.30	90.30	90.30

Protection of Beneficial Uses Budget Control Level

The purpose of the Drainage and Wastewater Utility Protection of Beneficial Uses Budget Control Level, a 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 waters by improving water quality and protecting or enhancing habitat.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Program Expenditures				
Protection of Beneficial Uses	4,031,097	5,108,000	5,141,941	3,195,304
Total	4,031,097	5,108,000	5,141,941	3,195,304
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Rehabilitation Budget Control Level

The purpose of the Drainage and Wastewater Utility Rehabilitation Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to rehabilitate or replace existing drainage and wastewater assets in kind, to maintain the current functionality of the system.

	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Program Expenditures				
Rehabilitation	8,806,106	9,190,498	8,770,000	11,864,169
Total	8,806,106	9,190,498	8,770,000	11,864,169
Full-time Equivalents Total*	30.00	30.00	30.00	30.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Seattle Public Utilities

Sediments Budget Control Level

The purpose of the Drainage and Wastewater Utility Sediments Budget Control Level, a Capital Improvement Program funded by drainage and wastewater revenues, is to restore and rehabilitate natural resources in or along Seattle's waterways.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Sediments	2,947,924	1,678,965	2,050,342	3,422,898
Total	2,947,924	1,678,965	2,050,342	3,422,898
Full-time Equivalents Total*	7.00	7.00	7.00	7.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Shared Cost Projects Budget Control Level

The purpose of the Drainage and Wastewater Utility Shared Cost Projects Budget Control Level, a Drainage and Wastewater Capital Improvement Program, is to implement the Drainage and Wastewater Utility's share of capital improvement projects that receive funding from multiple SPU funds benefiting the Utility.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Shared Cost Projects	5,826,088	10,728,360	11,394,835	14,196,429
Total	5,826,088	10,728,360	11,394,835	14,196,429
Full-time Equivalents Total*	39.00	39.00	39.00	39.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Technology Budget Control Level

The purpose of the Drainage and Wastewater Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of recent technology advances to increase the Drainage and Wastewater Utility's efficiency and productivity.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Technology	3,488,381	8,880,280	7,612,800	9,196,230
Total	3,488,381	8,880,280	7,612,800	9,196,230
Full-time Equivalents Total*	13.00	13.00	13.00	13.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Seattle Public Utilities

Administration Budget Control Level

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.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	5,651,204	6,033,422	6,150,888	5,968,923
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495
Total	4,133,727	4,536,121	5,022,716	6,514,418
Full-time Equivalents Total*	29.50	27.50	27.50	27.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Administration Budget Control Level:

Administration Program

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.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	5,651,204	6,033,422	6,150,888	5,968,923
Full-time Equivalents Total	29.50	27.50	27.50	27.50

General and Administrative Credit Program

The purpose of the Solid Waste Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-1,517,477	-1,497,301	-1,128,172	545,495

Customer Service Budget Control Level

The purpose of the Solid Waste Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	11,765,269	12,896,991	13,048,607	12,213,710
Total	11,765,269	12,896,991	13,048,607	12,213,710
Full-time Equivalents Total*	85.50	84.50	84.50	84.50

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Seattle Public Utilities

General Expense Budget Control Level

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.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181
Taxes	18,505,714	19,954,408	20,900,951	20,943,104
Total	127,266,726	136,635,645	142,950,399	139,559,659

The following information summarizes the programs in General Expense Budget Control Level:

Debt Service Program

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

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	9,040,694	10,284,496	12,497,286	12,941,374

Other General Expenses Program

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.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Other General Expenses	99,720,318	106,396,741	109,552,162	105,675,181

Taxes Program

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

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Taxes	18,505,714	19,954,408	20,900,951	20,943,104

Seattle Public Utilities

New Facilities Budget Control Level

The purpose of the Solid Waste Utility New Facilities Budget Control Level, a Capital Improvement Program funded by solid waste revenues, is to design and construct new facilities to enhance solid waste operations.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
New Facilities	12,903,704	8,888,345	32,077,233	26,574,225
Total	12,903,704	8,888,345	32,077,233	26,574,225
Full-time Equivalents Total*	9.00	9.00	9.00	9.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Solid Waste Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762
Project Delivery	819,596	965,252	986,336	692,658
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
Total	13,893,214	16,553,512	16,985,077	15,466,657
Full-time Equivalents Total*	75.56	76.56	76.56	76.56

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Other Operating Budget Control Level:

Field Operations Program

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 the public's health is protected and opportunities are provided for reuse and recycling.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	10,407,144	12,677,786	12,995,371	12,282,934
Full-time Equivalents Total	56.00	57.00	57.00	57.00

Pre-Capital Planning & Development Program

The purpose of the Solid Waste Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the solid waste system. This program will capture all costs associated with a project that needs to be expensed during its life-cycle, including any post-construction monitoring and landscape maintenance.

Seattle Public Utilities

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Pre-Capital Planning & Development	94,475	241,637	246,465	176,762

Project Delivery Program

The purpose of the Solid Waste Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Solid Waste Fund capital improvement projects, and to solid waste facility managers.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Project Delivery	819,596	965,252	986,336	692,658

Utility Systems Management Program

The purpose of the Solid Waste Utility's Utility Systems Management Program is to ensure that each SPU utility system and associated assets are properly planned, developed, operated, and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

	2012	2013	2014	2014
Expenditures/FTE	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	2,571,999	2,668,837	2,756,906	2,314,304
Full-time Equivalents Total	19.56	19.56	19.56	19.56

Rehabilitation and Heavy Equipment Budget Control Level

The purpose of the Solid Waste Utility Rehabilitation and Heavy Equipment Budget Control Level, 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 household hazardous waste sites.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Rehabilitation and Heavy Equipment	290,554	80,483	45,000	45,000
Total	290,554	80,483	45,000	45,000

Shared Cost Projects Budget Control Level

The purpose of the Solid Waste Utility Shared Cost Projects Budget Control Level, a Solid Waste Capital Improvement Program, is to implement the Solid Waste Utility's share of capital improvement projects that receive funding from multiple SPU funds and will benefit the Solid Waste Fund.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	1,055,219	2,179,315	2,356,531	2,238,968
Total	1,055,219	2,179,315	2,356,531	2,238,968

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Technology Budget Control Level

The purpose of the Solid Waste Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Solid Waste Utility's efficiency and productivity.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Technology	1,166,146	5,612,296	4,891,677	5,337,065
Total	1,166,146	5,612,296	4,891,677	5,337,065
Full-time Equivalents Total*	6.00	6.00	6.00	6.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Administration Budget Control Level

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.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	15,686,011	15,424,743	15,730,653	14,558,249
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434
Total	10,505,011	9,563,508	10,903,062	18,777,683
Full-time Equivalents Total*	96.60	96.10	96.10	96.10

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Administration Budget Control Level:

Administration Program

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.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Administration	15,686,011	15,424,743	15,730,653	14,558,249
Full-time Equivalents Total	96.60	96.10	96.10	96.10

General and Administrative Credit Program

The purpose of the Water Utility General and Administrative Credit Program is to eliminate double-budgeting related to implementation of capital projects and equipment depreciation.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
General and Administrative Credit	-5,181,000	-5,861,236	-4,827,591	4,219,434

Seattle Public Utilities

Customer Service Budget Control Level

The purpose of the Water Utility Customer Service Budget Control Level is to provide customer service in the direct delivery of programs and services.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Customer Service	8,894,069	10,160,012	10,368,549	9,297,641
Total	8,894,069	10,160,012	10,368,549	9,297,641
Full-time Equivalents Total*	84.00	82.00	82.00	82.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Distribution Budget Control Level

The purpose of the Water Utility Distribution Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's water lines, pump stations, and other facilities.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Distribution	15,699,217	19,778,088	20,393,599	22,600,235
Total	15,699,217	19,778,088	20,393,599	22,600,235
Full-time Equivalents Total*	79.00	79.00	79.00	79.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

General Expense Budget Control Level

The purpose of the Water Utility General Expense Budget Control Level is to appropriate funds to pay the Water Utility's general expenses.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542
Taxes	34,579,191	35,889,946	38,721,489	39,861,945
Total	135,476,442	137,784,153	143,332,579	143,641,178

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The following information summarizes the programs in General Expense Budget Control Level:

Debt Service Program

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

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Debt Service	82,173,933	78,798,440	81,023,938	79,662,691

Other General Expenses Program

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.

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Other General Expenses	18,723,317	23,095,768	23,587,152	24,116,542

Taxes Program

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

	2012	2013	2014	2014
Expenditures	Actuals	Adopted	Endorsed	Proposed
Taxes	34,579,191	35,889,946	38,721,489	39,861,945

Habitat Conservation Program Budget Control Level

The purpose of the Water Utility Habitat Conservation Budget Control Level, a Capital Improvement Program funded by water revenues, is to manage projects directly related to the Cedar River Watershed Habitat Conservation Plan.

	2012	2013	2014	2014
Program Expenditures	Actuals	Adopted	Endorsed	Proposed
Habitat Conservation Program	4,813,421	2,506,875	2,490,751	2,610,018
Total	4,813,421	2,506,875	2,490,751	2,610,018
Full-time Equivalents Total*	15.00	15.00	15.00	15.00

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

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Other Operating Budget Control Level

The purpose of the Other Operating Budget Control Level is to fund the Water Utility's operating expenses for Field Operations, Pre-Capital Planning & Development, Project Delivery, and Utility Systems Management programs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
Total	44,134,768	48,224,613	48,921,573	46,917,566
Full-time Equivalents Total*	277.59	268.59	268.59	268.59

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

The following information summarizes the programs in Other Operating Budget Control Level:

Field Operations Program

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.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Field Operations	24,628,170	25,840,052	26,537,844	25,485,259
Full-time Equivalents Total	129.00	122.00	122.00	122.00

Pre-Capital Planning & Development Program

The purpose of the Water Utility Pre-Capital Planning & Development Program is to support business case development, project plans, and options analysis for the water system. This program will capture all costs associated with a project that need to be expensed during the life-cycle of the project, including any post-construction monitoring and landscape maintenance.

Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Pre-Capital Planning & Development	1,038,075	2,435,930	2,195,230	1,433,680

Project Delivery Program

The purpose of the Water Utility Project Delivery Program is to provide engineering design and support services, construction inspection, and project management services to Water Utility's capital improvement projects and to the managers of water facilities.

Expenditures/FTE	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Project Delivery	4,745,013	4,805,650	4,918,332	4,661,353
Full-time Equivalents Total	24.50	24.50	24.50	24.50

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Utility Systems Management Program

The purpose of the Water Utility's Utility Systems Management Program is to assure that each SPU utility system and associated assets are properly planned, developed, operated and maintained and that asset management principles and practices are applied to achieve established customer and environmental service levels at the lowest life-cycle cost.

Expenditures/FTE	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Utility Systems Management	13,723,510	15,142,980	15,270,167	15,337,274
Full-time Equivalents Total	124.09	122.09	122.09	122.09

Shared Cost Projects Budget Control Level

The purpose of the Water Utility Shared Cost Projects Budget Control Level, which is a Water Capital Improvement Program, is to implement the Water Utility's share of capital improvement projects that receive funding from multiple SPU funds.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Shared Cost Projects	6,942,993	15,795,455	19,402,731	23,387,405
Total	6,942,993	15,795,455	19,402,731	23,387,405
Full-time Equivalents Total*	56.00	56.00	56.00	56.00

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Technology Budget Control Level

The purpose of the Water Utility Technology Budget Control Level, a Capital Improvement Program, is to make use of technology to increase the Water Utility's efficiency and productivity.

Program Expenditures	2012	2013	2014	2014
	Actuals	Adopted	Endorsed	Proposed
Technology	3,960,798	9,174,364	8,596,072	9,388,878
Total	3,960,798	9,174,364	8,596,072	9,388,878
Full-time Equivalents Total*	22.00	22.00	22.00	22.00

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Seattle Public Utilities

Transmission Budget Control Level

The purpose of the Water Utility Transmission Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade the City's large transmission pipelines that bring untreated water to the treatment facilities, and convey water from the treatment facilities to Seattle and its suburban wholesale customers' distribution systems.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Transmission	172,025	1,702,753	3,075,786	2,915,905
Total	172,025	1,702,753	3,075,786	2,915,905
Full-time Equivalents Total*	5.00	5.00	5.00	5.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Water Quality & Treatment Budget Control Level

The purpose of the Water Utility Water Quality & Treatment Budget Control Level, a Capital Improvement Program funded by water revenues, is to design, construct, and repair water treatment facilities and remaining open-water reservoirs.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Water Quality & Treatment	7,853,779	3,333,857	5,303,791	11,279,359
Total	7,853,779	3,333,857	5,303,791	11,279,359
Full-time Equivalents Total*	14.00	14.00	14.00	14.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

Water Resources Budget Control Level

The purpose of the Water Utility Water Resources Budget Control Level, a Capital Improvement Program funded by water revenues, is to repair and upgrade water transmission pipelines and promote residential and commercial water conservation.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Water Resources	3,297,791	6,682,957	8,212,072	4,215,073
Total	3,297,791	6,682,957	8,212,072	4,215,073
Full-time Equivalents Total*	12.00	12.00	12.00	12.00

* FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.

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Watershed Stewardship Budget Control Level

The purpose of the Water Utility Watershed Stewardship Budget Control Level, a Capital Improvement Program funded by water revenues, is to implement projects associated with the natural land, forestry, and fishery resources within the Tolt, Cedar, and Lake Youngs watersheds.

Program Expenditures	2012 Actuals	2013 Adopted	2014 Endorsed	2014 Proposed
Watershed Stewardship	1,169,111	3,000	1,999	227,000
Total	1,169,111	3,000	1,999	227,000
Full-time Equivalents Total*	8.00	8.00	8.00	8.00

** FTE totals are provided for information purposes only. Changes in FTEs resulting from City Council or Personnel Director actions outside of the budget process may not be detailed here.*

Seattle Public Utilities

SPU Fund Table

Drainage and Wastewater Utility Fund (44010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	29,482,839	29,034,679	60,207,512	21,081,886	61,983,465
Plus: Actual and Estimated Revenues	358,787,294	385,937,138	395,123,867	386,225,018	414,289,152
Less: Actual and Budgeted Expenditures	344,208,525	399,777,047	386,772,842	410,007,831	422,482,670
CIP Accomplishment Assumptions	0	(14,419,596)	0	(10,137,258)	(10,855,177)
Accounting and Technical Adjustments	16,145,904	(8,532,480)	(6,575,072)	3,833,083	(2,687,123)
Ending Operating Cash	60,207,512	21,081,886	61,983,465	11,269,414	61,958,000

Solid Waste Utility Fund (45010)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	18,533,000	16,776,000	21,142,000	20,912,212	22,248,000
Plus: Actual and Estimated Revenues	178,795,450	192,022,410	190,439,973	218,302,983	211,220,714
Less: Actual and Budgeted Expenditures	172,474,559	187,382,708	188,877,832	217,377,240	207,949,702
CIP Accomplishment Assumptions	0	(1,676,044)	(1,875,604)	(3,937,044)	(3,419,526)
Accounting and Technical Adjustments	(3,711,891)	(2,179,534)	(2,331,745)	(4,258,686)	(4,002,553)
Ending Operating Cash	21,142,000	20,912,212	22,248,000	21,516,314	24,935,985

Seattle Public Utilities

Water Utility Fund (43000)

	2012 Actuals	2013 Adopted	2013 Revised	2014 Endorsed	2014 Proposed
Operating Cash at End of Previous Year	7,223,730	7,345,000	12,373,179	7,561,000	7,590,000
Plus: Actual and Estimated Revenues	249,386,267	256,348,052	245,415,470	280,532,431	280,532,427
Less: Actual and Budgeted Expenditures	242,919,425	264,709,635	261,580,116	281,002,564	295,257,941
CIP Accomplishment Assumptions	0	(8,846,602)	(8,834,000)	(10,121,520)	(11,501,531)
Accounting and Technical Adjustments	(1,317,392)	(269,019)	2,547,467	(9,438,387)	4,082,983
Ending Operating Cash	12,373,180	7,561,000	7,590,000	7,774,000	8,449,000

