

# Seattle Public Utilities Solid Waste

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## Division Overview

The Solid Waste Utility:

- collects, processes, and disposes of solid waste from residents and businesses in Seattle to support public health and safety;
- provides customer service, education, and outreach;
- complies with regulatory requirements;
- develops and implements policies and programs that promote recycling, composting, and other waste diversion, to help the City of Seattle meet its goal of diverting all waste from landfills; and,
- manages historic landfill sites to ensure protection of human health and the environment, as required by regulation.

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The Solid Waste Utility's budget includes funding to operate the South Transfer Station, which is replacing the South Recycling and Disposal Station (SRDS), and rebuild the North Transfer Station. Built in the mid-1960s, the older transfer stations have experienced close to half a century of hard industrial use that has worn out the buildings considerably and caused significant increases in ongoing maintenance on electrical and other systems. The current aged stations are not designed for possible future earthquakes, are overcrowded given the current size of Seattle's population, and have limited space for recycling. The new North Transfer Station will likely be completed in 2015. The new South Transfer Station will finish construction in 2012 and will require increased operating costs beginning in 2013.

The Solid Waste Utility's budget also includes funding for collection, processing, and disposal of the city's waste including recyclables and compostables. After rising for seven straight years, by 2011 Seattle's recycling rate had reached an all-time high of 55.4% overall and 70.6% for single family households. Seattle is among the national leaders in municipal recycling, clearly surpassing the national recycling average of 33.8%. Part of this success is due to the Solid Waste Utility's program to collect compostable waste and food scraps from homes, apartments, and condominiums. Continued policy innovation will be required to meet the City's recycling goals, however, as approximately half of the city's garbage is still made up of recyclable or compostable material, including food waste, paper, and construction materials. SPU will continue to work with the Mayor and Council on policy and program innovations in 2013-2014 to help the City meet these goals.

The Solid Waste Utility's revenue is primarily generated through charges based on the amount of garbage collected from residential and commercial customers. The Solid Waste Utility has been under financial stress since 2008 as a result of the economic downturn, which curbed the volume of waste and recyclables, and caused prices for recyclable materials to dip considerably for several months. To respond to the downturn, various reductions were implemented in the 2010-2012 budgets, impacting customer education, community waste prevention grants, and enforcement for recycling requirements.

Four-year rates for the Solid Waste Fund were adopted to improve rate predictability and contain costs over a longer period of time. The rate increases are driven largely by declining volumes and costs related to replacement of the City's two transfer stations. Specific drivers of the solid waste rate increase include capital financing expenses, inflationary pressures, new operating and maintenance expenses, and higher taxes.

Under the Executive's solid waste rate proposal, submitted to the City Council in June 2012, typical monthly residential bills were proposed to increase by 4.6% or \$1.70 in 2013 (starting in April 2013), 2.2% or \$0.85 in 2014, 2.5% or \$1.00 in 2015, and 1.6% or \$0.65 in 2016. The Executive also proposed a pass-through mechanism to allow annual adjustments to solid waste rates for inflationary increases in contract expenses, with the intent of revising SPU's budget authority as the amount of these increases became known. This pass-through mechanism was intended to mitigate the risk of forecasting increases in externally-imposed expenses over a longer four-year rate cycle. The Executive's proposed rates were modified during the City Council review process, as described further below.

The 2013 Adopted and 2014 Endorsed budgets preserve SPU's ability to perform its core services of operating the transfer stations, household hazardous waste sites, and closed landfills, and paying contractors to pick up garbage, yard waste, and recycling. The Adopted Budget also allows SPU to continue to provide related programs and services, such as recycling education and waste reduction promotion. SPU is also continuing Clean City programs such as community cleanup, graffiti control, illegal dumping and litter pickup that are funded through a general purpose tax on garbage transferred within city boundaries.

### Identifying Efficiencies and Reducing Lower Priority Activities

The 2013 Adopted and 2014 Endorsed budget reflect the results of a department-wide effort by SPU to evaluate and prioritize its staffing resources. For the Solid Waste Utility, SPU eliminates three positions. SPU is also achieving efficiencies by temporarily decreasing ground water monitoring and reporting frequency at Kent Highlands and Midway Landfills, directing off-hours garbage disposal from Waste Management's transfer station

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to the new South Transfer Station, and reducing equipment maintenance, paving and other costs at the transfer stations.

The 2013 Adopted and 2014 Endorsed budgets also reduce funding for outreach and education for waste reduction and recycling. These reductions may impact SPU's ability to reach the City's recycling goals. However, SPU remains committed to reaching those goals, and has preserved funding for the direct services and programs that are most critical in achieving them, such as expanding multi-family food waste services and implementing disposal bans for specific materials.

### Capital Spending

SPU's Adopted Solid Waste CIP budget, excluding Technology, is approximately \$11.1 million in 2013 and \$34.5 million 2014. This is \$2.6 million lower than the planned spending for 2013 and \$13.3 million lower than the planned spending for 2014, as compared to the 2012-2017 Adopted CIP. Additional detail is provided in the 2013-2018 Adopted CIP.

### City Council Changes to Proposed Budget

In adopting the budget, Council acted to directly adjust SPU's rates and budget authority to address future inflationary increases in solid waste contract expense. Council took this approach in lieu of approving a pass-through mechanism to adjust rates and planning to address these costs through future budget actions. Specifically, the Council included in the adopted rates a 3% per year increase to cover the projected cost of contract inflation, and increased SPU's budget authority to pay this cost. These changes to SPU's budget and rates also resulted in a small corresponding increase in SPU's payment of General Subfund utility taxes.

In addition, Council reduced the Solid Waste Utility's operating and maintenance budget in order to achieve cost efficiencies. Council's changes included reducing the budget for claims and emergency response, realizing operational savings, and reducing funding for some efforts related to waste reduction and separation.

The Adopted and Endorsed budgets will increase the typical monthly residential bills for solid waste by 6.2% or \$2.30 in 2013, 4.2% or \$1.65 in 2014, 4.3% or \$1.75 in 2015, and 3.4% or \$1.45 in 2016.

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### Incremental Budget Changes

#### Seattle Public Utilities – Solid Waste Utility

	2013		2014	
	Budget	FTE	Budget	FTE
<b>Total 2012 Adopted Budget</b>	<b>\$ 183,065,307</b>	<b>205.56</b>	<b>\$ 183,065,307</b>	<b>205.56</b>
<b>Baseline Changes</b>				
Citywide Adjustments for Standard Cost Changes	\$ 3,398,846	0.00	\$ 42,188,440	0.00
Departmental Technical Changes	-\$ 155,609	0.00	-\$ 155,609	0.00
<b>Proposed Policy Changes</b>				
South Transfer Station Operating Costs	\$ 828,999	1.00	\$ 917,000	1.00
North Transfer Station Diversion	\$ 0	0.00	\$ 414,120	0.00
Solid Waste Fund Position Adjustments	-\$ 363,700	-3.00	-\$ 363,700	-3.00
Historical Landfill Temporary Savings	-\$ 76,000	0.00	-\$ 73,000	0.00
Private Garbage Transfer Reduction	-\$ 250,000	0.00	-\$ 250,000	0.00
Maintenance and Disposal Cost Savings	-\$ 830,000	0.00	-\$ 830,000	0.00
Waste Reduction and Recycling Program Reductions	-\$ 441,499	0.00	-\$ 441,499	0.00
Geographic Information Service Reductions	-\$ 10,164	0.00	-\$ 10,570	0.00
State of Washington Contract Savings	-\$ 91,000	0.00	-\$ 91,000	0.00
Reduce Professional Service and Other Departmental Support Costs	-\$ 597,470	0.00	-\$ 597,471	0.00
Rat Control Program Enhancement	\$ 73,000	0.00	\$ 73,000	0.00
Common Operating Picture Initiative	\$ 18,630	0.00	\$ 18,849	0.00
Solid Waste Fund CIP	-\$ 2,605,629	0.00	-\$ 13,339,283	0.00
Technology CIP	\$ 1,277,836	0.00	-\$ 233,930	0.00
<b>Proposed Technical Changes</b>				
Solid Waste Collection Contract Costs	\$ 195,989	0.00	-\$ 2,477,499	0.00
Taxes Budget Adjustment	\$ 573,096	0.00	\$ 819,837	0.00
Debt Service Budget Adjustment	\$ 1,246,102	0.00	\$ 3,453,042	0.00
Technical Adjustments	-\$ 413,025	0.00	-\$ 495,793	0.00
<b>Council Phase Changes</b>				
Solid Waste Contract Inflation	\$ 2,739,000	0.00	\$ 5,987,000	0.00
Solid Waste Cost Efficiencies	-\$ 200,000	0.00	-\$ 200,000	0.00
<b>Total Incremental Changes</b>	<b>\$ 4,317,401</b>	<b>-2.00</b>	<b>\$ 34,311,933</b>	<b>-2.00</b>
<b>2013 Adopted - 2014 Endorsed Budget</b>	<b>\$187,382,708</b>	<b>203.56</b>	<b>\$217,377,240</b>	<b>203.56</b>

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## Description of Incremental Budget Changes

### Baseline Changes

#### **Citywide Adjustments for Standard Cost Changes and CIP Allocation Changes - \$3,398,846**

Citywide technical adjustments made in the "Baseline Phase" reflect changes due to inflation, central cost allocations, retirement, health care, workers' compensation, employment costs, and debt service. These adjustments reflect initial assumptions about these costs and inflators early in the budget process. Also included here are adjustments to reconcile SPU's appropriations to the 2013-2014 allocations shown in the 2012-2017 Adopted CIP.

#### **Departmental Technical Changes – (\$155,609)**

Budget adjustments remove one-time costs associated with the "One-Less Truck" initiative and re-align the cost associated with the Neighborhood Payment Information System, as described in the Drainage and Wastewater Fund.

#### **South Transfer Station Operating Costs - \$828,999 / 1.0 FTE**

SPU plans to begin operating the new South Transfer Station (STS) in the fourth quarter of 2012. During a brief transition, SPU will operate the STS and South Recycling and Disposal Station (SRDS) concurrently in order to train staff and resolve any operational issues without disrupting service levels. The SRDS will be closed for 2013, but will reopen in 2014 to serve as the City's second transfer station while construction begins on the new North Transfer Station. This adjustment provides funding and staff for SPU to operate the new South Transfer Station facility, including maintenance, utility costs, and a new Scale Attendant position to support the operations of the new facility.

#### **North Transfer Station Diversion - \$414,120 in 2014**

The North Transfer Station (NTS) will be closed for approximately 18-24 months during 2014 and 2015 to tear down and rebuild the station. During this time, SPU will direct the collection contractors to use the City's South Transfer Station. The SPU collection contract requires that the collection companies be compensated for increased drive time. This is a temporary add; it is anticipated that by 2016 these costs will go away as the new NTS is opened and operational. The temporary cost for additional drive time payments will ensure SPU complies with existing service contracts and agreed upon service levels.

#### **Solid Waste Fund Position Adjustments - (\$363,700) / (3.0)**

This adjustment eliminates three positions in the Solid Waste Utility's Customer Service Branch and Director's Office. The impacts of this adjustment include reduced efforts on sustainability activities. There will be minimal impacts on service levels as the work will be absorbed by existing staff.

#### **Historical Landfill Temporary Savings - (\$76,000)**

SPU owns two landfills on the Superfund Cleanup List: Kent Highlands and Midway Landfills. The Washington State Department of Ecology (DOE) is the lead regulatory agency for both sites. DOE has granted permission to temporarily decrease the ground water monitoring frequency and reporting requirements at both sites, which provides savings to SPU in consultant and laboratory costs. Landfill staff will maintain contact with DOE to ensure there are no impacts to environmental protection as a result of the temporary decrease in data collection. If reduced monitoring is successful in the short term, SPU may be able to work with DOE to reduce monitoring permanently.

#### **Private Garbage Transfer Reduction - (\$250,000)**

Currently, SPU pays to send all waste disposed at the South Transfer Station at night outside of operating hours to a private Waste Management transfer station in South Park. SPU's new STS facility will have available capacity and will be able to accept collected garbage with little or no staff onsite with automated scale and security

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functions. With the new facility coming on line, SPU will direct an estimated 50,000 tons of nighttime garbage each year to the new station rather than the Waste Management transfer station. This adjustment reflects the estimated net savings to SPU of accepting nighttime garbage at the new South Transfer Station rather than having customers take their materials to Waste Management, and reduced payments by SPU to Waste Management for transfer costs.

### **Maintenance and Disposal Cost Savings - (\$830,000)**

This adjustment reduces maintenance costs at SPU's two transfer stations without impacting operations or service levels. Changes include performing some equipment repairs in-house (rather than contracting out the work), and reducing the frequency of paving maintenance due to better paving, and in recognition that SPU's old south transfer station will not be in use in 2013. This adjustment also reflects savings in SPU's disposal costs, reflecting a reduction in the volume of material being brought to the transfer station.

### **Waste Reduction and Recycling Program Reductions - (\$441,499)**

SPU provides a variety of outreach and education to different targeted customers to increase waste reduction and recycling, and education and outreach is an important part of SPU's ability to meet its recycling goals. However, in an effort to achieve savings, SPU reduces several non-labor expenditures in its waste reduction and recycling programs. These reductions represent less than half of SPU's non-labor budget for waste reduction and recycling. The budget that remains provides funding for numerous programs, including school grants, grasscycling, restaurant food bins, junk mail and yellow pages opt-out vendor payments, business greening, in-city government green purchasing, residential food waste compost collection promotion, and Resource Venture commercial customer outreach.

### **Geographic Information Service Reductions - (\$10,164)**

Consistent with the description in the Drainage and Wastewater Fund, this adjustment reflects the Solid Waste Fund's portion of the reduction in the City Geographic Information System Program.

### **State of Washington Contract Savings - (\$91,000)**

This adjustment brings SPU's costs to contract with the Washington State Department of Corrections (DOC) into line with recent historical spending and with better-than-projected contract terms. The DOC collects, contains and delivers illegally dumped materials to the transfer stations, and picks up materials collected from volunteer community clean-up activities. This adjustment will not change service levels or negatively impact the DOC.

### **Reduce Professional Service and Other Departmental Support Costs - (\$597,470)**

This adjustment represents the Solid Waste Fund's portion of reducing support costs, including costs for professional services, administration, and travel and training.

### **Rat Control Program Enhancement - \$73,000**

SPU maintains an agreement with Public Health - Seattle King County (PHSKC) to carry out above ground rat control. This increase brings the program back up to 2011 service levels and enables PHSKC to implement other initiatives, including implementation of GIS complaint mapping as a tool toward gauging equitable outcomes across the city's diverse neighborhoods. Additionally, this increase supports a small increase in King County program staff from 1.5 to 2.0 FTE; reduce complaint response time; and create a public website for viewing the mapped complaints.

### **Common Operating Picture Initiative - \$18,630**

As described in the Drainage and Wastewater Fund, this adjustment provides for the Solid Waste Fund's portion of operating and maintenance costs to implement a Common Operating Picture system (COP).

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## **Solid Waste Fund CIP - (\$2,605,629)**

This adjustment revises 2013 funding for the six-year Solid Waste Fund capital program, relative to the 2013 spending shown in the 2012-2017 Adopted CIP. The revision primarily relates to changes in project schedules. Additional detail is provided in the 2013-2018 Adopted CIP.

## **Technology CIP - \$1,277,836**

This adjustment provides funding for the Solid Waste Fund's portion of SPU's six-year Technology Capital program. Additional detail is provided in the 2013-2018 Adopted CIP.

## **Solid Waste Collection Contract Costs - \$195,989**

SPU's contracts with private haulers include provisions for annual inflationary adjustments tied to specific indicators such as Consumer Price Index-Urban (CPI-U), fuel and labor indices. Contract payments are the single largest expense component of the Solid Waste Fund revenue requirement, representing approximately 66% of the total 2013 operating and maintenance expense. The increase for the 2013 contracts budget is expected to cover changes to contract payments. Funding is decreased in 2014, because no inflation is assumed at this time. Once the various indices are published for 2013, SPU will have a better sense as to what these costs will be for 2014.

## **Taxes Budget Adjustment - \$573,096**

This adjustment provides the Solid Waste Fund with provide sufficient budget authority to pay city and state taxes. This adjustment is projected to be needed for 2013-2014 due to higher projected revenues, consistent with SPU's increase in solid waste rates.

## **Debt Service Budget Adjustment - \$1,246,102**

This technical adjustment provides increased budget authority to pay debt service costs. The increase primarily reflects paying new debt service on an anticipated debt issuance by the Solid Waste Fund of \$48 million in 2013.

## **Technical Adjustments – (\$413,025)**

Technical adjustments in the 2013 Adopted and 2014 Endorsed Budget include departmental and citywide non-programmatic adjustments that do not represent fundamental changes in the Solid Waste Utility's programs and services. Adjustments include changes in central cost allocations, retirement, health care, workers' compensation, and unemployment costs; the distribution of overhead costs between SPU funds; changes to fees charged by SPU's vendor for processing on-line payments; and the shift of labor dollars from the CIP to the O&M budget based on the latest CIP planning.

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## City Council Changes

### **Solid Waste Contract Inflation – \$2,739,000**

SPU contracts with private companies for garbage and organics collection, processing and disposal. These contracts are multi-year contracts and represent a significant driver of Solid Waste rates. As part of the budget process, the City Council adopted solid waste rates for 2013 through 2016 which assume 3% per year contract inflation based on past inflation and projections for the Consumer Price Index (CPI), labor cost increases and fuel cost increases during the rate period. This adjustment reflects the budget addition for the projected cost for contract inflation and an increase of City and State tax payments associated with these changes.

### **Solid Waste Cost Efficiencies – (\$200,000)**

This adjustment achieves savings by reducing the 2013 operations and maintenance budget for claims and emergency response contingencies, realizing operational savings at the South Transfer Station, reducing program stipends for the One-Less Truck pilot, reducing the construction and demolition waste separation pilot and processing plant certification funding, reducing funding for community waste reduction and recycling grants, and reducing the natural soils building program. SPU also realized increased revenue from a new transfer station recyclables contract, which is reflected in the Solid Waste Utility revenue table.

## **City Council Provisos**

The City Council adopted the following budget proviso:

- *Of the appropriation in the 2013 budget for the Seattle Public Utilities' (SPU's) Other Operating BCL, \$100,000 is appropriated solely to pay for consulting services to identify cost efficiencies at SPU in support of a strategic plan that sets long-term rate growth policy, and may be spent for no other purpose.*

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### Expenditure Overview

Appropriations	Summit Code	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
<b>Solid Waste Utility</b>					
<b>Administration Budget Control</b>					
Administration		5,364,336	6,605,546	6,033,422	6,150,888
General and Administrative Credit		-843,406	-1,425,950	-1,497,301	-1,128,172
<b>Total</b>	<b>N100B-SW</b>	<b>4,520,930</b>	<b>5,179,597</b>	<b>4,536,121</b>	<b>5,022,716</b>
<b>Customer Service Budget Control Level</b>	<b>N300B-SW</b>	<b>10,889,418</b>	<b>13,310,285</b>	<b>12,896,991</b>	<b>13,048,607</b>
<b>General Expense Budget Control</b>					
Debt Service		6,340,406	9,039,460	10,284,496	12,497,286
Other General Expenses		97,957,053	101,838,996	106,396,741	109,552,162
Taxes		17,907,541	18,789,522	19,954,408	20,900,951
<b>Total</b>	<b>N000B-SW</b>	<b>122,205,000</b>	<b>129,667,978</b>	<b>136,635,645</b>	<b>142,950,399</b>
<b>New Facilities Budget Control Level</b>	<b>C230B</b>	<b>40,890,597</b>	<b>13,845,159</b>	<b>8,888,345</b>	<b>32,077,233</b>
<b>Other Operating Budget Control</b>					
Field Operations		10,372,746	12,428,380	12,677,786	12,995,371
Pre-Capital Planning & Development		134,029	183,036	241,637	246,465
Project Delivery		781,618	836,905	965,252	986,336
Utility Systems Management		2,400,989	3,016,107	2,668,837	2,756,905
<b>Total</b>	<b>N400B-SW</b>	<b>13,689,381</b>	<b>16,464,429</b>	<b>16,553,512</b>	<b>16,985,077</b>
<b>Rehabilitation and Heavy Equipment Budget Control Level</b>	<b>C240B</b>	<b>244,323</b>	<b>397,000</b>	<b>80,483</b>	<b>45,000</b>
<b>Shared Cost Projects Budget Control Level</b>	<b>C410B-SW</b>	<b>1,036,847</b>	<b>2,536,055</b>	<b>2,179,315</b>	<b>2,356,531</b>
<b>Technology Budget Control Level</b>	<b>C510B-SW</b>	<b>1,165,331</b>	<b>1,664,804</b>	<b>5,612,296</b>	<b>4,891,677</b>
<b>Division Total</b>		<b>194,641,827</b>	<b>183,065,307</b>	<b>187,382,708</b>	<b>217,377,240</b>
<b>Division Full-time Equivalents Total*</b>		<b>210.06</b>	<b>205.56</b>	<b>203.56</b>	<b>203.56</b>

\* 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

#### 2013 Estimated Revenues

Summit Code	Source	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
443710	Commercial Services	46,692,923	46,933,145	49,983,130	51,604,395
	<b>Total Commercial Rates</b>	<b>46,692,923</b>	<b>46,933,145</b>	<b>49,983,130</b>	<b>51,604,395</b>
705000	GSF - Transfer In - Aband'd Vehicle Calls	40,293	0	0	0
	<b>Total General Subfund Support</b>	<b>40,293</b>	<b>0</b>	<b>0</b>	<b>0</b>
705000	Call Center Reimbursement from SCL	1,365,115	1,671,433	1,671,433	1,671,433
	<b>Total Interfund Services</b>	<b>1,365,115</b>	<b>1,671,433</b>	<b>1,671,433</b>	<b>1,671,433</b>
408000	Other Nonoperating Revenue	0	0	450,536	465,363
416457	Transfer Fee	0	0	0	0
437010	Operating Fees, Contributions and grants	718,148	0	350,000	350,000
443745	Comm'l Disposal (Longhaul) Charges	339,730	470,954	493,207	516,018
469990	Other Operating Revenue	0	2,135	42,161	64,520
516456	Landfill Closure Fee	0	0	0	0
705000	KC Reimb for Local Hzrd Waste Mgt Prgm	2,625,027	2,418,262	2,625,027	2,625,027
	<b>Total Other Revenues</b>	<b>3,682,905</b>	<b>2,891,351</b>	<b>3,960,931</b>	<b>4,020,928</b>
443741	Recycling and Disposal Station Charges	9,072,579	11,943,879	10,887,812	10,453,600
	<b>Total Recycling &amp; Disposal Stations</b>	<b>9,072,579</b>	<b>11,943,879</b>	<b>10,887,812</b>	<b>10,453,600</b>
443450	Recycling Processing Revenues	4,660,651	2,000,000	2,794,000	2,895,600
	<b>Total Recycling Processing Revenues</b>	<b>4,660,651</b>	<b>2,000,000</b>	<b>2,794,000</b>	<b>2,895,600</b>
443710	Residential Services	91,472,741	97,733,848	105,656,554	110,221,228
	<b>Total Residential Rates</b>	<b>91,472,741</b>	<b>97,733,848</b>	<b>105,656,554</b>	<b>110,221,228</b>
416458	Transfer Fee - Out City	0	0	1,529,379	1,736,088
516457	Transfer Fee - In City	0	4,669,514	3,454,378	3,753,584
	<b>Total Tonnage Tax</b>	<b>0</b>	<b>4,669,514</b>	<b>4,983,757</b>	<b>5,489,672</b>
481200	Transfers from Construction Fund	44,047,926	16,945,990	12,028,723	31,890,056
	<b>Total Transfer from Construction Fund</b>	<b>44,047,926</b>	<b>16,945,990</b>	<b>12,028,723</b>	<b>31,890,056</b>
466990	Recovery Fees/Yellow Pages	56,069	234,000	56,070	56,071
	<b>Total Yellow Pages Fees</b>	<b>56,069</b>	<b>234,000</b>	<b>56,070</b>	<b>56,071</b>
	<b>Total Revenues</b>	<b>201,091,201</b>	<b>185,023,160</b>	<b>192,022,410</b>	<b>218,302,983</b>

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379100	Decrease (Increase) in Working Capital	-6,447,968	-1,957,853	-4,639,702	-925,743
	<b>Total Decrease (Increase) in Working Capital</b>	<b>-6,447,968</b>	<b>-1,957,853</b>	<b>-4,639,702</b>	<b>-925,743</b>
	<b>Total Resources</b>	<b>194,643,232</b>	<b>183,065,307</b>	<b>187,382,708</b>	<b>217,377,240</b>

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### Appropriations By Budget Control Level (BCL) and Program

#### **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.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Administration	5,364,336	6,605,546	6,033,422	6,150,888
General and Administrative Credit	-843,406	-1,425,950	-1,497,301	-1,128,172
<b>Total</b>	<b>4,520,930</b>	<b>5,179,597</b>	<b>4,536,121</b>	<b>5,022,716</b>
Full-time Equivalents Total*	31.50	29.50	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.

<b>Expenditures/FTE</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Administration	5,364,336	6,605,546	6,033,422	6,150,888
Full-time Equivalents Total	31.50	29.50	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.

<b>Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
General and Administrative Credit	-843,406	-1,425,950	-1,497,301	-1,128,172

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### 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.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Customer Service	10,889,418	13,310,285	12,896,991	13,048,607
<b>Total</b>	<b>10,889,418</b>	<b>13,310,285</b>	<b>12,896,991</b>	<b>13,048,607</b>
Full-time Equivalents Total*	88.00	85.50	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.*

### 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.

<b>Program Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Debt Service	6,340,406	9,039,460	10,284,496	12,497,286
Other General Expenses	97,968,634	101,838,996	106,396,741	109,552,162
Taxes	17,907,541	18,789,522	19,954,408	20,900,951
<b>Total</b>	<b>122,216,581</b>	<b>129,667,978</b>	<b>136,635,645</b>	<b>142,950,399</b>

**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.

<b>Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Debt Service	6,340,406	9,039,460	10,284,496	12,497,286

#### **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.

<b>Expenditures</b>	<b>2011 Actual</b>	<b>2012 Adopted</b>	<b>2013 Adopted</b>	<b>2014 Endorsed</b>
Other General Expenses	97,968,634	101,838,996	106,396,741	109,552,162

## Seattle Public Utilities – Solid Waste

### Taxes Program

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

Expenditures	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Taxes	17,907,541	18,789,522	19,954,408	20,900,951

### 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	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
New Facilities	40,890,597	13,845,159	8,888,345	32,077,233
<b>Total</b>	<b>40,890,597</b>	<b>13,845,159</b>	<b>8,888,345</b>	<b>32,077,233</b>
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	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Field Operations	10,371,746	12,428,380	12,677,786	12,995,371
Pre-Capital Planning & Development	134,029	183,036	241,637	246,465
Project Delivery	781,618	836,905	965,252	986,336
Utility Systems Management	2,400,989	3,016,107	2,668,837	2,756,906
<b>Total</b>	<b>13,688,381</b>	<b>16,464,429</b>	<b>16,553,512</b>	<b>16,985,077</b>
Full-time Equivalents Total*	76.56	75.56	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.*

## Seattle Public Utilities – Solid Waste

*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	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Field Operations	10,371,746	12,428,380	12,677,786	12,995,371
Full-time Equivalents Total	56.00	56.00	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.

Expenditures	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Pre-Capital Planning & Development	134,029	183,036	241,637	246,465

### 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.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Project Delivery	781,618	836,905	965,252	986,336
Full-time Equivalents Total	1.00	0.00	0.00	0.00

### 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.

Expenditures/FTE	2011 Actual	2012 Adopted	2013 Adopted	2014 Endorsed
Utility Systems Management	2,400,989	3,016,107	2,668,837	2,756,906
Full-time Equivalents Total	19.56	19.56	19.56	19.56

## Seattle Public Utilities – Solid Waste

### **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.

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Program Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Rehabilitation and Heavy Equipment	244,323	397,000	80,483	45,000
<b>Total</b>	<b>244,323</b>	<b>397,000</b>	<b>80,483</b>	<b>45,000</b>

### **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.

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Program Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Shared Cost Projects	1,036,847	2,536,055	2,179,315	2,356,531
<b>Total</b>	<b>1,036,847</b>	<b>2,536,055</b>	<b>2,179,315</b>	<b>2,356,531</b>

### **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.

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Program Expenditures</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Endorsed</b>
Technology	1,165,331	1,664,804	5,612,296	4,891,677
<b>Total</b>	<b>1,165,331</b>	<b>1,664,804</b>	<b>5,612,296</b>	<b>4,891,677</b>
Full-time Equivalent Total*	6.00	6.00	6.00	6.00

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## Seattle Public Utilities – Solid Waste

### Solid Waste Fund Table (45010)

	2011 Actuals	2012 Adopted	2012 Revised	2013 Adopted	2014 Endorsed
<b>Operating Cash at End of Previous Year</b>	<b>10,252,187</b>	<b>8,203,188</b>	<b>18,533,000</b>	<b>16,776,000</b>	<b>20,912,212</b>
Plus: Actual and Estimated Revenue	201,091,201	185,023,160	182,150,335	192,022,410	218,302,983
Less: Actual and Budgeted Expenditures	194,643,232	183,065,307	183,065,308	187,382,708	217,377,240
CIP Accomplishment Assumptions	0	(1,844,302)	(1,844,302)	(1,676,044)	(3,937,044)
Accounting and Technical Adjustments	1,832,845	(4,478,992)	(2,686,329)	(2,179,534)	(4,258,685)
<b>Ending Operating Cash</b>	<b>18,533,000</b>	<b>7,526,351</b>	<b>16,776,000</b>	<b>20,912,212</b>	<b>21,516,314</b>