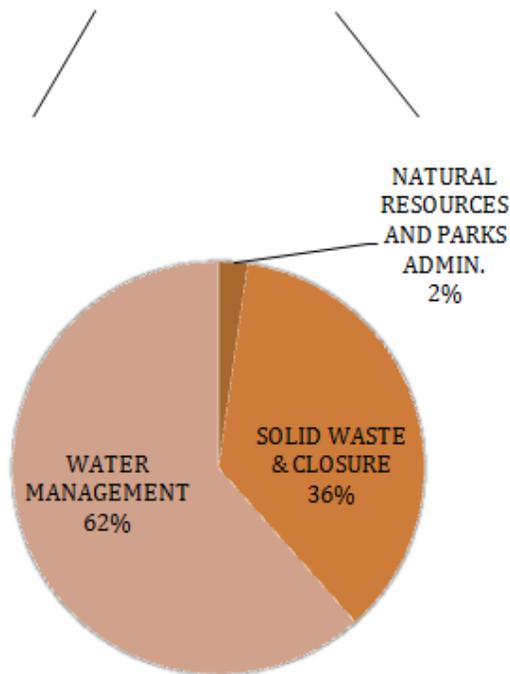
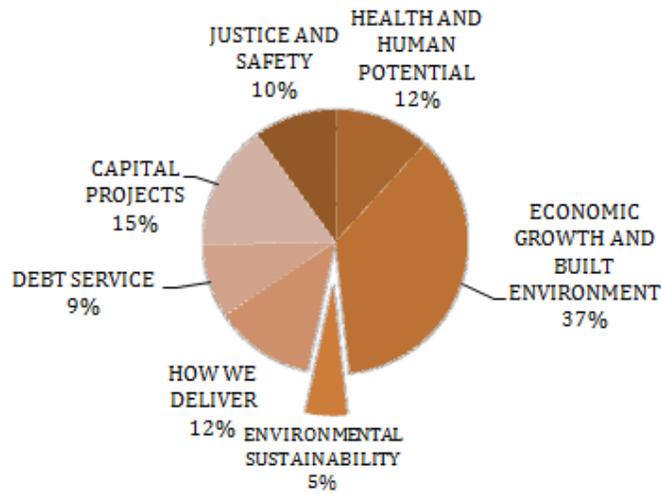

ENVIRONMENTAL SUSTAINABILITY

ENVIRONMENTAL SUSTAINABILITY

\$275 MILLION



Organization of the Pie Chart: The following agencies were combined to make the pie chart more readable.

Solid Waste & Closure: DNR Admin., Solid Waste and Post-Closure Landfill Maintenance.

Water Management: Intercounty River Improvement, River Improvement, Water & Land Resources (SWM), Wastewater Treatment, Noxious Weeds, Rural Drainage, and Flood Control Zone.

Due to rounding, figures may not add to 100%.

Source: Program Plan Summary Page (Found at the end of the section)

INTRODUCTION

The King County Strategic Plan articulates an ambitious environmental agenda for safeguarding and enhancing King County's natural resources and environment. Strategies in the plan focus on both local efforts to reduce the environmental impacts of county operations and regional collaboration to protect threatened salmon, clean-up Puget Sound, reduce climate pollution and energy consumption, and support sustainable agriculture and forestry.

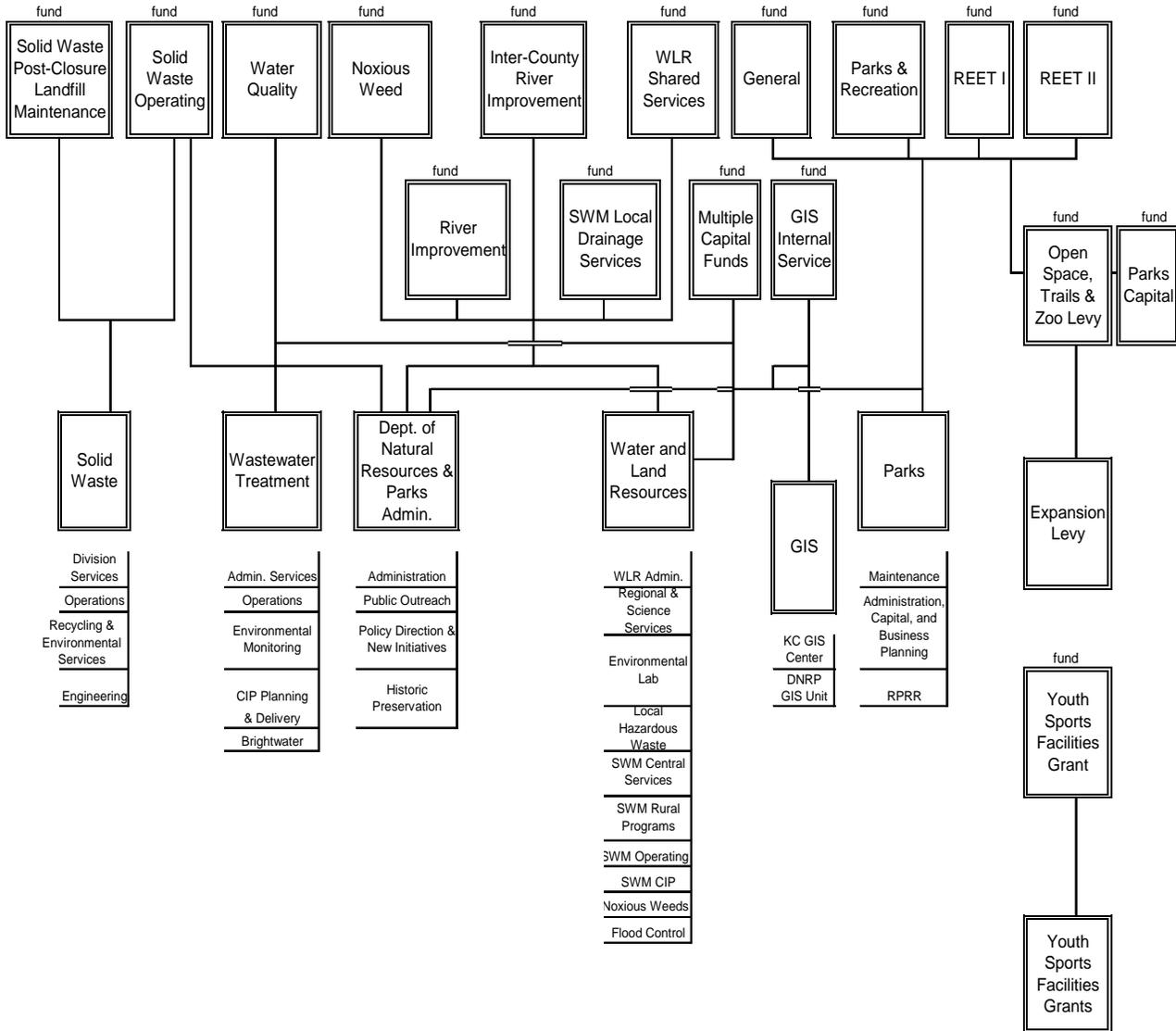
Major lines of business contained and presented within this goal area include the Solid Waste Division (SWD), the Water and Land Resources Division (WLRD) (excluding the Flood Control appropriation units), and the Wastewater Treatment Division (WTD) within the Department of Natural Resources and Parks (DNRP). The Department of Development and Environmental Services (DDES), the Department of Executive Services (DES), the Department of Transportation (DOT), the Department of Public Health (DPH), and the remaining divisions within DNRP are presented within other goal areas of this book, but provide services that are vital to the achievement of the strategies of the Environmental Sustainability goal.

The Environmental Sustainability Goal team, which is comprised of representatives from DDES, DES, DNRP, DOT, DPH, and the Executive Office, is charged with overseeing and integrating agency efforts to implement the Strategic Plan's Environmental Sustainability Goal. The team is focusing on initiatives that require cross-departmental and agency cooperation to be successful and that are particularly complicated or controversial to implement. Priorities for shared work include updating targets for reducing energy use and climate pollution, creating cohesive strategies that are linked with economic development, streamlining environmental reporting and better linking it to performance measurement, removing barriers to energy efficiency investments, and creating a culture of continuous improvement in energy efficiency and resource use. The County will continue to pursue partnerships with business, other local governments, and agencies to leverage county investments in initiatives such as Metro Transit's Rapid Ride implementation, installation of electric car charging stations, completion of habitat restoration projects, and clean-up of the Duwamish River.

The 2012 / 2013 Proposed Budget supports the continued efforts to implement the strategies of the environmental sustainability goal. Despite limited resources, the budget proposal includes support for the purchase of a new electric trolley fleet, continued water quality monitoring, and agriculture and forestry technical assistance. At the same time, the County is working regionally to find more sustainable funding models for agriculture and forestry stewardship programs and energy savings investments. Further descriptions of these programs can be found in the respective divisions' budget narratives.

Natural Resources and Parks

Department of Natural Resources



NATURAL RESOURCES AND PARKS

Mission:

Natural Resources & Parks

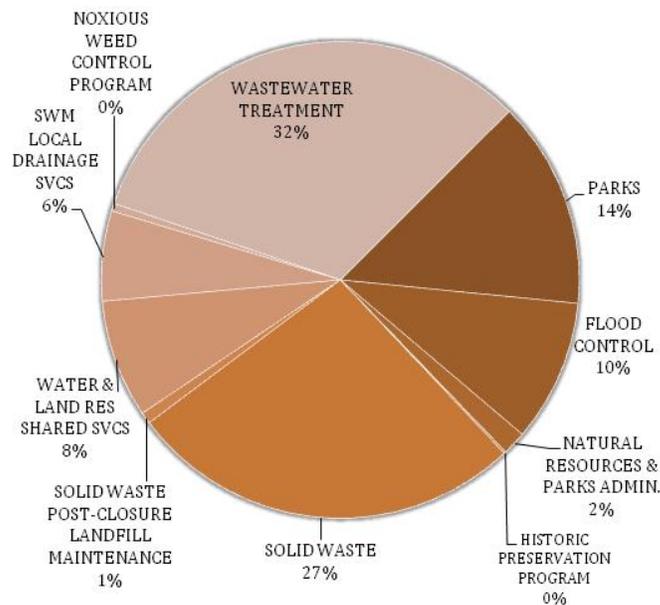
Foster environmental stewardship and strengthen communities by providing regional parks, protecting the region’s water, air, land and natural habitats, and reducing, safely disposing of and creating resources from wastewater and solid waste.

OVERVIEW

The Department of Natural Resources and Parks (DNRP) includes the following divisions: DNRP Administration, Wastewater Treatment Division, Water and Land Resources Division, Solid Waste Division, and Parks and Recreation Division. The 2012 Proposed Budget for DNRP demonstrates the Executive’s continued commitment to preserving our natural resources within funding constraints. Many DNRP divisions continue to experience significant financial pressures resulting from structural deficit issues that have become more severe as a result of the declining economy. This has required austere financial management on the part of all DNRP divisions in order to preserve services to the community and the environment. The 2012 Proposed Budget includes proposals that are designed to respond to these financial constraints.

The Department of Natural Resources and Parks is central in the advancement of the King County Strategic Plan’s Environmental Sustainability Goal, and thus the majority of the appropriation units are included in the Environmental Sustainability section of the Proposed Budget Book. The appropriation units within the Parks Division and the appropriation units that support the work of the Flood Control District, however, are contained in the Economic Growth and Built Environment section of the Executive Proposed Budget Book because they are central in advancing the strategies contained within that goal area.

**Department of Natural Resources Appropriations
\$361 Million**



* King County Flood Control Contract, Inter-County River Improvement, River Improvement, Parks and Recreation, Expansion Levy and Youth Sports Facilities are reported out in the EGBE section of the budget book.

DEPARTMENT OF NATURAL RESOURCES AND PARKS ADMINISTRATION

Mission:

Natural Resources & Parks

Foster environmental stewardship and strengthen communities by providing regional parks, protecting the region's water, air, land and natural habitats, and reducing, safely disposing of and creating resources from wastewater and solid waste.

OVERVIEW

Department of Natural Resources and Parks (DNRP) Administration provides leadership, oversight, and support to the department's four operational divisions: Parks and Recreation, Solid Waste, Wastewater Treatment, and Water and Land Resources, as well as the King County Historic Preservation Program.

DNRP Administration is organized into four main sections: Administration, Policy and New Initiatives, Public Affairs, and the King County Historic Preservation Program. The King County Historic Preservation Program (HPP) is responsible for designating and protecting significant historic and archaeological sites within the unincorporated area of King County and in eighteen cities that have agreements with the county for these services.

DNRP and its divisions advance the County's *Environmental Sustainability* goal by minimizing waste and greenhouse gas emissions, maximizing resource re-use and recovery, and protecting and restoring ecological and aquatic habitats. DNRP Administration staff provides leadership and support services to the department across the range of programmatic goals and objectives. DNRP leadership recently developed a department-wide business plan structure that would allow divisions the flexibility to develop business plans appropriate for each division but also establish strong alignment with the KCSP.

Agency staff in the Historic Preservation Program support and forward the countywide goal of Economic Growth and Built Environment, specifically by preserving and enhancing the unique character of our communities in collaboration with cities, tribal governments, historical societies, and residents.

2012 Key Issues

Pending federal and state decisions on Clean Water Act requirements, Superfund clean-up, and the county's update to the Combined Sewer Overflow Plan will set the stage for actions aimed at the clean-up of Puget Sound and the Duwamish River. There are opportunities to link and leverage clean-up actions, stormwater management, stewardship, habitat restoration and economic development that will require support and leadership from the Director's Office. This work strongly advances the Environmental Sustainability Strategy 1.d: "protect water quality through reducing pollution at its source" and Strategy 1.e: "collaborate to restore Puget Sound and protect vulnerable, threatened, and endangered species". Working with divisions to implement the 2012 Energy Plan and make progress toward meeting climate pollution goals continues to be a high priority for the Director's Office. There is also a continuing need to assist the divisions in their readiness and change management activities related to new countywide information technology systems and initiatives, such as ABT, Equity and Social Justice, product development work, information technology organizational change initiatives, and enterprise architecture.

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive's 2012 priorities to advance the KCSP and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a 3 percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- ***Equity and Social Justice:*** In 2012, DNRP will continue to further the Executive's Equity and Social Justice (ESJ) Initiative. DNRP Administration will provide leadership and support to their divisions' equity and social justice commitments. This includes further countywide mapping of 'determinants of equity', development of a department-wide ESJ strategy for DNRP work in the Duwamish area, and support for the application of Equity Impact Review tools for upcoming actions in all DNRP divisions. DNRP Public Affairs coordinates department implementation of the Written Language Translation Process, and will also ensure a number of important communications and materials are made available in languages other than English.
- ***3 Percent Efficiency:*** Early 2011, the agency reviewed the bodies of work within the department director's office to identify ongoing programmatic work done that could be more effectively performed by division staff and, where possible, streamline processes to allow work to be handled by fewer staff.

2012 Proposed Budget for

Natural Resources and Parks Administration 4040/0381

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	6,329,393	35.10	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	74,333	0.00	0.00
Direct Service Changes				
DS01	Restore HPP Staff to Full Time	31,287	0.00	0.00
Efficiency Reductions				
ER01	Water Policy Unit Reorganization	(412,140)	(3.00)	0.00
ER02	Other Efficiencies	(185,273)	(1.00)	0.00
		(597,413)	(4.00)	0.00
Technology Cost Savings				
CS02	IT Centralization	(1,255,987)	(7.00)	0.00
Program Changes				
PC01	Special Projects Manager	143,546	0.00	1.00
Revenue Backed Changes				
RB01	Energy Technical Professional Training Program	28,873	0.00	0.00
RB02	Historic Preservation Grants	24,200	0.00	0.00
		53,073	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(7,056)	0.00	0.00
CR05	General Fund Overhead Adjustment	12,326	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	1,191	0.00	0.00
CR08	Technology Services Infrastructure Charge	3,624	0.00	0.00
CR09	Geographic Information Systems Charge	(47,131)	0.00	0.00
CR10	KCIT Operations Charge/Rebate	(1,061)	0.00	0.00
CR11	Telecommunications Services	(3,715)	0.00	0.00
CR12	Telecommunications Overhead	(2,014)	0.00	0.00
CR13	Motor Pool Rate Adjustment	905	0.00	0.00
CR16	Radio Access	38	0.00	0.00
CR18	Radio Direct Charges	427	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(10,634)	0.00	0.00
CR22	Long Term Leases	(54,860)	0.00	0.00
CR25	Financial Service Charges	(3,715)	0.00	0.00
CR26	Retirement Rate Adjustment	28,853	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(2,080)	0.00	0.00
CR28	Equipment Repair and Replacement	278	0.00	0.00
CR36	Property Services Lease Administration Fee	(102)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(320)	0.00	0.00
CR38	Major Maintenance Repair Fund	620	0.00	0.00
CR48	Business Resource Center	26,967	0.00	0.00
CR50	IT Re-Organizational Transfer	1,251,052	0.00	0.00
		1,193,593	0.00	0.00
Technical Adjustments				
TA01	Permit Integration Cost Share	5,932	0.00	0.00
TA02	Transfer Resource Conservation Manager to WTD	(129,715)	(1.00)	0.00
TA39	COLA Adjustment	(27,402)	0.00	0.00
TA50	Revenue Adjustment - (\$761,223)	0	0.00	0.00
		(151,185)	(1.00)	0.00
2012 Proposed Budget		5,820,640	23.10	1.00

2012 Proposed Budget for

Natural Resources and Parks Administration 4040/0381

Code/ Item#	Description	Expenditures	FTEs *	TLTs
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* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Department of Natural Resources and Parks Administration

PROGRAM HIGHLIGHTS

The 2012 Proposed Budget for DNRP Administration is \$5,820,640, 23.10 FTEs, and 1.00 TLT.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net increase of \$74,333 from the 2011 Adopted Budget.

Central Rate Changes

Central Rate Adjustments – \$1,193,593. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk. Of the \$1.2 million net increase, \$1.3 million is due to the IT reorganization.

Direct Services

Restore Historic Preservation Program Staff to Full Time - \$31,287. Three positions were funded at 90% salary in 2011 in order to balance to the available recorder's fee revenues. This adjustment restores the positions to full-time.

Efficiency Reductions

Water Policy Unit Reorganization – (\$412,140) / (3.00) FTEs. DNRP has restructured and reorganized the body of work within the Water Policy Unit. Two FTEs are reassigned to the Wastewater Treatment Division (WTD) and the Water and Land Resources Division (WLRD) to work more directly on division specific work such as the Utility Technical Review Committee or Agriculture Drainage Assistance Program. One FTE will remain in the Director's Office for priority policy and coordination duties, and the final FTE is eliminated. The movement of the two FTEs to WTD and WLRD create a net savings of approximately \$0.1 million across the department.

Other Efficiencies – (\$185,273) and (1.00) FTE. DNRP Director's Office is achieving the rest of its 3 percent efficiency from eliminating a copier lease, reducing office supplies, and discontinuing memberships that are not considered essential. This adjustment also eliminates one vacant IT manager from DNRP Director's Office. The FTE authority is transferring separately to KCIT to be dedicated to the more general Information Technology Service Center.

Technology Cost Savings

IT Centralization – (\$1,255,987) / (7.00) FTEs. Salary, benefits and technology resources are transferred from DNRP Administration to the Information Technology (IT) Services fund to consolidate Executive branch IT budgets into one fund with oversight and management by the Chief Information Officer. DNRP Administration will pay for IT services via central rate CR50, which offsets the transfer.

Program Changes

Special Projects Manager – \$143,546 / 1.00 TLT. This adjustment reflects one three-year term limited temporary (TLT) position, who will report to the DNRP Director and work on department wide programs and priorities. In some projects, this position will coordinate work products across departments in King County. This position will be working to develop programs and strategies with the expectation of aligning department work with the KCSP including the planning for the Parks levy renewal and leadership in the development of a cohesive strategy for redeveloping the Lower Duwamish basin.

Revenue Backed

Energy Technical Professional Training Program –\$28,873 Expenditure / \$28,873 Revenue. The Energy Technical Professional Training Program trains technical college graduates in the field of energy management, efficiency, and conservation through practical education and mentoring by County staff with expertise in this area. Each trainee works with a County department that is a major energy user to help identify opportunities to conserve energy and create efficiencies. It is funded by the federal Energy Efficiency and Conservation Block Grant (EECBG). The program began in 2011 with four trainees; this grant allows the program to extend through 2012.

Historic Preservation Grants - \$24,200 Expenditure / \$24,200 Revenue. This adjustment represents a transfer of revenue and expenditure authority from the Miscellaneous Grants Fund to DNRP for grant-funded historic preservation work. This represents the balance of grant-funded work that was initiated in 2011 and requested in a 2011 supplemental budget ordinance. Two grants were awarded to Historic Preservation Program; one from the Preserve America program through the U.S. Department of the Interior and the other from the Certified Local Government program through the state Department of Archaeology.

Technical Adjustments

Permit Integration Cost Share - \$5,932. This adjustment represents an increase to DNRP's portion of the Permit Integration project. Costs are for operations after project implementation.

Transfer Resource Conservation Manager – (\$129,715) / (1.00) FTEs. This adjustment transfers the Resource Conservation Manager position to the Resource Recovery Section of the Wastewater Treatment Division, as there is a strong nexus between the position's body of work and the mission of the Resource Recovery Section. The position will continue to be partially funded by the Parks Division and the Solid Waste Division.

COLA – (\$27,402). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustment – (\$761,223) Revenue. This adjustment aligns the office's revenues to match its expenditures as well as update the recording fee surcharge transfer from the Historic Preservation and Historical Programs Fund.

SOLID WASTE DIVISION

Mission:

Solid Waste Division

To maximize ratepayer value by ensuring that citizens of King County have access to efficient and reliable regional solid waste handling and disposal services at rates as low as reasonably possible, consistent with sound environmental stewardship.

OVERVIEW

The Solid Waste Division (SWD) provides solid waste transfer, disposal, and recycling services for residents and businesses in all of King County, except for Seattle and Milton. The SWD also provides household hazardous waste disposal options, and recycling education and waste prevention programs. Solid waste from King County is buried in the County-owned Cedar Hills Regional Landfill.

SWD uses a combination of incentives, technical assistance, and regulations to promote desirable environmental practices by individuals and businesses in order to advance the KCSP's Environmental Sustainability goal to safeguard and enhance the County's natural resources and environment. SWD provides green building assistance and training to staff throughout the county and in

the suburban cities. All of SWD's waste prevention and recycling programs are intended to educate individuals and businesses about more sustainable practices and encourage them to reduce their waste and recycle more.

SWD supports the County's other What We Do goals by undertaking regional emergency planning (Justice and Safety), reducing exposure to hazardous materials by safely disposing of moderately risky and hazardous waste (Health and Human Potential), and promoting regional economic development through partnerships with regional organizations, other jurisdictions, and the private sector (Economic Growth and Built Environment).

2012 Key Issues

The current recession, with high unemployment, significant under-employment, lowered housing prices, and reduced consumer and business spending has led to an overall drop in waste generation. Garbage tonnage is expected to remain more or less flat over the next several years, with no expectation to return, in the near future, to the higher tonnage levels that existed prior to 2007. The division is actively containing its costs in line with the KCSP Financial Stewardship Objective 1: "keep the county's cost of doing business down, including keeping growth in costs below the rate of inflation".

Part of the decline in tonnage is attributable to the waste prevention education and assistance completed to date. SWD's participation in regional programs such as the Recycle More, Green Schools, LinkUp, EcoConsumer, and the Master Recycler Composter continue to foster recycling and reuse of materials that may have otherwise be thrown away, as well as prevent waste from being created in the first place. Since the division's funding is largely based on tons of garbage entering the solid waste system, waste prevention efforts have an impact on the division's finances. However, waste prevention extends the life of the Cedar Hills landfill which is estimated to be a more cost-effective means of disposal, and also provides many social and environmental benefits, in line with the KCSP Environmental Sustainability goal.

In 2012, the division will continue to collaboratively work with its city partners to revise and extend to its inter-local agreements (ILA), which are currently set to expire in 2028. This is in line with Service Excellence Objective 3: "foster an ethic of working together for One King County, by engaging in partnerships to solve problems, expand services, and inform decision making".

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive's 2012 priorities to advance the KCSP and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a 3 percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- ***Equity and Social Justice:*** In solid waste system planning, the SWD examines ways that the division affects equity and social justice through its programs and services. Fair distribution of transfer facilities and SWD resources, such as the community litter cleanup, school education, and green building programs, helps ensure that everyone has access to services that create safer and healthier communities. The SWD's web site and printed materials are translated to languages other than English, and targeted messages are developed to ensure that all residents have full access to relevant environmental and service information.

In siting new transfer facilities, the SWD focuses on community demographics and ensures that messages are culturally relevant, including the use of languages other than English. Site selection activities for the new northeast and south county facilities are scheduled to begin in late 2011. The division will perform public outreach in ways that are designed to reach affected communities through type of media (meetings versus advertisements) as well as language.

- ***3 Percent Efficiency:*** To keep the cost of doing business down, the Solid Waste Division's 2012 budget addresses duplication of services, maximization of service productivity and value, and the long-term health of financial reserves during implementation of the Transfer and Waste Management and Landfill Operating Plans. SWD plans to change operating hours at one of its transfer stations, change its policy on recycling at the transfer stations, and reduce staff.

PRODUCT TEST CASE: SOLID WASTE DIVISION

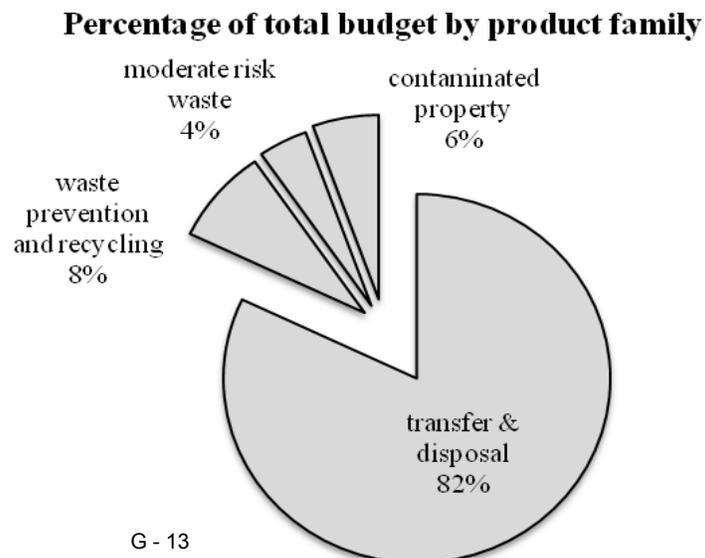
The Solid Waste Division strives for a sustainable solid waste management system that protects public health and the environment. To further this vision SWD provides the following four products:

- **Solid waste transfer and disposal** - The division-operated transfer stations and the drop boxes accept garbage from business and residential self-haulers, and commercial collection companies that pick up curbside garbage. Garbage is then transferred to the Cedar Hills Regional Landfill for disposal. In addition to receiving garbage from the King County transfer facilities, the landfill also receives waste from private transfer facilities and accepts special waste – such as asbestos and contaminated soil – from private citizens and businesses.
- **Moderate risk waste acceptance** - Moderate-risk waste is hazardous waste generated in quantities below the threshold for regulation, and typically includes ingredients that are toxic, flammable, reactive, or corrosive. Moderate risk waste from residents and small quantity generator businesses is accepted at the Factoria Household Hazardous Waste Drop-off Service and at the roving Wastemobile.
- **Waste prevention and recycling assistance and education** - The waste prevention and recycling (WPR) product family is divided into the following sub-products:
 - residential education
 - school-based education (e.g. assemblies)
 - business education and assistance
 - green building education and assistance
 - transfer facility recycling
- **Contaminated property remediation** - The contaminated property product family is divided into the following sub-products:
 - Illegal dumping and junk vehicle removal
 - Closed and custodial landfill maintenance and monitoring
 - Site assessment and remediation

Cost-Per-Product Discussion

The data shown below does not provide precise calculations. This is intended as a beginning point for further exploration.

- All products are fully loaded with apportioned administrative and overhead costs.
- Transfer and disposal includes operating expenses, debt service, and contributions to the landfill reserve fund.
- Waste prevention and recycling includes transfer system costs related to transfer facility recycling.



ENVIRONMENTAL SUSTAINABILITY

The table below shows the estimated 2012 cost per ton for selected products. This type of information will expand as data is refined.

Note: Does not represent total budget.

Product	Estimated loaded cost	Estimated tonnage	Estimated cost per ton
Solid waste transfer and disposal	\$81,000,000	816,000	\$99
Moderate risk waste acceptance	\$4,000,000	800	\$5,000
Illegal dumping removal	\$272,000	100	\$2,720

**2012 Proposed Budget for
Solid Waste 4040/0720**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	90,870,414	388.57	3.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	58,390	0.00	0.00
Direct Service Changes				
DS01	Efficiencies and Other Operations Adjustments	(1,507,005)	(9.02)	0.00
DS02	Reduce Renton Transfer Station Hours	(278,652)	(3.00)	0.00
DS03	Eliminate Free Recycling at Transfer Stations and Landfill	(600,000)	0.00	0.00
		(2,385,657)	(12.02)	0.00
Efficiency Reductions				
ER04	Reduce Administrative Staff	(244,877)	(2.00)	0.00
Technology Cost Savings				
CS02	IT Centralization	(983,594)	(5.00)	0.00
Program Changes				
PC01	Build Emergency Reserve	100,000	0.00	0.00
PC02	City Partnership Reserve	150,000	0.00	0.00
		250,000	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(223,992)	0.00	0.00
CR05	General Fund Overhead Adjustment	120,194	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(8,101)	0.00	0.00
CR08	Technology Services Infrastructure Charge	77,281	0.00	0.00
CR09	Geographic Information Systems Charge	(4,767)	0.00	0.00
CR10	KCIT Operations Charge/Rebate	29,222	0.00	0.00
CR11	Telecommunications Services	(25,337)	0.00	0.00
CR12	Telecommunications Overhead	(10,375)	0.00	0.00
CR13	Motor Pool Rate Adjustment	5,625	0.00	0.00
CR15	Insurance Charges	134,380	0.00	0.00
CR16	Radio Access	2,220	0.00	0.00
CR17	Radio Maintenance	157	0.00	0.00
CR18	Radio Direct Charges	13,343	0.00	0.00
CR19	Radio Reserve Program	(507)	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(78,801)	0.00	0.00
CR21	Debt Service Adjustment	4,813	0.00	0.00
CR22	Long Term Leases	(18,643)	0.00	0.00
CR25	Financial Service Charges	203,331	0.00	0.00
CR26	Retirement Rate Adjustment	81,542	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(36,852)	0.00	0.00
CR33	Credit Enhancement Fee Adjustment	(3,200)	0.00	0.00
CR34	Fixed Asset Data Management	237	0.00	0.00
CR36	Property Services Lease Administration Fee	(288)	0.00	0.00
CR37	Facilities Management Strategic Initiative	33	0.00	0.00
CR38	Major Maintenance Repair Fund	(1,601)	0.00	0.00
CR46	KCIT Technology Projects	101,919	0.00	0.00
CR48	Business Resource Center	342,182	0.00	0.00
CR50	IT Re-Organizational Transfer	879,008	0.00	0.00
		1,583,023	0.00	0.00
Technical Adjustments				
TA01	Landfill Reserve Fund Transfer	2,627,983	0.00	0.00
TA02	Diesel Adjustment	2,149,579	0.00	0.00
TA03	Transfer to Construction Fund	1,000,000	0.00	0.00

**2012 Proposed Budget for
Solid Waste 4040/0720**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
TA04	Further Issuance of Bond Anticipation Notes	856,944	0.00	0.00
TA05	Capital Equipment Replacement Transfer	200,000	0.00	0.00
TA06	Technical Adjustments	822,195	0.00	0.00
TA39	COLA Adjustment	(72,639)	0.00	0.00
TA50	Revenue Adjustment - \$11,229,711	0	0.00	0.00
		7,584,062	0.00	0.00
2012 Proposed Budget		96,731,761	369.55	3.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net increase of \$58,390 from the 2011 Adopted Budget.

Central Rate Changes

Central Rate Adjustments – \$1,583,023. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk. Of the \$1.6 million, \$0.9 million is due to the IT reorganization.

Direct Services

Efficiencies and Other Operational Adjustments – (\$1,507,005) / (9.02) FTEs. This adjustment reflects numerous operational adjustments to improve efficiencies and address financial constraints given low tonnage and the down economy. It eliminates 4 truck driver FTEs that were held vacant for potential upswing in tonnage that did not materialize, as well as further reductions to supplies and maintenance budgets. Other efficiencies in this change item include reconfiguring landfill equipment operators work schedules in order to reduce overtime expenditures and using a connection to the sewer system at the new Bow Lake Transfer Station rather than transferring wastewater via truck.

Reduce Renton Transfer Station Hours - (\$278,652) / (3.00) FTEs. This adjustment reflects shortened weekday hours at the Renton Transfer Station as well as closure on the weekends. Division staff often review transfer station usage data, and have found a steady trend of reduced facility use at the Renton Transfer Station compared to other transfer stations in the area. Renton Transfer Station collects the lowest weekend tonnage compared to all other King County transfer stations in the urban area.

Eliminate Free Recycling Outside Transfer Stations and Landfill Gates – (\$600,000). This adjustment reflects the discontinuation of collecting bottles, cans, and paper for recycling at the urban transfer stations. This is seen as a duplicative service because curbside garbage and recycling services are available in the urban area and the free recycling service is not heavily used. Free recycling of other materials offered at some stations would continue at current levels including textiles and reusable household items. Fee-based recycling services currently offered at some transfer stations will continue. In 2010, curbside residential recycling programs throughout King County collected over 125,000 tons of recyclables excluding organics; compared to only 3,400 tons brought to the free recycling areas. The division concluded urban transfer stations are not the primary means through which King County citizens recycle their bottles, cans, and paper; curbside recycling is more convenient and effective. The division is shifting what gets recycled at its transfer stations as it rebuilds the system. The new stations will recycle materials not commonly recycled in curbside programs such as scrap metal, wood, and other bulky materials.

Efficiency Reductions

Reduce Administrative Staff – (\$244,877) / (2.00) FTEs. This budget reflects the reduction of one project manager in the Planning and Communication Section, and one database administrator in the Information Technology (IT) section. The work will be absorbed amongst remaining staff in the sections.

Program Changes

Building Emergency Reserve - \$100,000. This adjustment is the start of an annual set-aside until a total of \$500,000 is built up to be dedicated for unanticipated natural disasters in the future.

City Partnership Reserve - \$150,000. As proposed in the 2011 Comprehensive Solid Waste Management Plan, the division has created a financial reserve to work with cities and other stakeholders to develop a new competitive grant program. The grants will be available to cities and collection companies to support programs that eliminate disposal of materials with economic value. The division will continue to develop the grant program through the 3rd quarter of 2012.

Technology Cost Savings

IT Centralization – (\$983,594) / (5.00) FTEs. Salary, benefits and technology resources are transferred from Solid Waste Division to the Information Technology (IT) Services fund to consolidate Executive branch IT budgets into one fund with oversight and management by the Chief Information Officer. Solid Waste Division will pay for IT services via central rate CR50, which offsets the transfer. One FTE will be dedicated to the more general Information Technology Service Center.

Technical Adjustments

Landfill Reserve Fund Transfer - \$2,627,983. The Solid Waste Division Landfill Reserve Fund is a capital fund that supports new area development, facility improvements, cell closures, and anticipated post-closure maintenance at the Cedar Hills Landfill. The Solid Waste Division transfers funds to the Landfill Reserve capital fund via a per-ton rate on all waste disposed in the Cedar Hills Landfill. This per-ton rate is based on the projected life of the landfill, projected tonnage, projected interest earnings, and the work program for the landfill. The rate is increasing from \$5.92 to \$9.22 in 2012. This rate will cover development of a new disposal area, as approved by the County Council in 2010, and takes into account lower than previously anticipated interest earnings on the fund.

Diesel Adjustment - \$2,149,579. This adjustment increases the division’s diesel budget due to escalations in current and projected diesel prices from what was budgeted in 2011.

Transfer to Construction Fund – \$1,000,000. This adjustment restores the annual transfer from the Operating Fund to the Construction Fund to \$2 million. The transfer was temporarily reduced to \$1 million in 2011 in order to maintain lower tipping fees in the short term.

Bond Anticipation Note Interest Payment – \$856,944. This adjustment represents an incremental increase to the interest payment on the bond anticipation notes (BANs) issued in 2011. The division will pay the total interest payment of \$1,096,944 on the \$41 million of BANs in 2012. SWD is using BANs to partially finance major construction projects in order to reduce the amount of debt service paid out of the Operating Fund. The division intends to borrow an additional \$18 million in 2012.

Capital Equipment Recovery Fund Transfer - \$200,000. This adjustment increases the annual transfer from \$3.1 million to \$3.3 million. The Capital Equipment Recovery Program (CERP) is a capital program that accumulates financial resources for the replacement of division rolling stock (trucks and other vehicles),

ENVIRONMENTAL SUSTAINABILITY

stationary compactors, and other significant fixed assets with a direct operational use. This practice levels out the impact of equipment purchases on the operating fund. Contributions are adjusted annually to reflect changes in facilities and operations that affect equipment needs.

Technical Adjustments - \$822,195. The division uses zero-based budgeting to effectively manage expenditures to reduced revenue projections. This adjustment is approximately one percent of the SWD's 2011 Adopted Budget. Technical adjustments include position reclassifications, a net reduction to consulting and other professional services, a reduction to loan-out labor, an increase to business taxes, an increase to waste disposal, an increase to shift differentials, and a decrease to the DNRP Director's Office overhead.

COLA – (\$72,639). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustment - \$11,229,711 Revenue. This adjustment updates the division's revenue from tipping fees and grants to match current projections. The County Council recently approved an increase in the solid waste fees charged at recycling and transfer facilities and at the Cedar Hills regional landfill. The 2012 Executive Proposed Budget is based on a \$109/ton basic fee.

**2012 Proposed Financial Plan
Solid Waste Fund 4040/0720**

	2010 Actual ¹	2011 Adopted	2011 Estimated ²	2012 Proposed ³	2013 Projected ³	2014 Projected ³
Beginning Fund Balance	\$ 19,440,013	\$ 9,704,256	\$ 15,686,452	\$ 10,017,159	\$ 10,047,964	\$ 11,685,208
Revenues						
Net Disposal Fees ⁴	79,776,240	78,387,000	76,922,806	88,538,269	95,948,758	97,428,530
Moderate Risk Waste (MRW)	2,551,138	3,211,288	3,211,288	3,303,870	3,303,870	3,303,870
Recycling Revenues (excluding MRW)	467,243	335,000	551,000	296,900	239,724	244,686
Grants	589,846	495,000	595,721	568,000	250,000	275,000
Interest Earnings	157,141	61,741	61,700	32,849	18,731	25,609
Landfill Gas to Energy	31,559	884,000	277,000	1,057,000	1,127,000	1,200,000
Harbor Island Rent Income ⁵	-	-	-	876,000	876,000	876,000
Other Revenues ⁶	1,057,210	187,148	167,148	118,000	198,545	204,502
DNRP Administration (0381)	5,628,485	6,329,393	6,283,049	5,820,640	6,007,290	6,159,813
Total Revenues	90,258,861	89,890,570	88,069,712	100,611,528	107,969,918	109,718,010
Expenditures						
SWD Operating Expenditures	(65,062,555)	(68,681,110)	(69,308,863)	(69,594,443)	(71,515,250)	(73,338,888)
Landfill Reserve Fund Transfer	(4,029,909)	(4,884,000)	(4,884,000)	(7,511,983)	(7,857,720)	(8,128,640)
CERP Fund Transfer ⁷	(3,020,024)	(3,100,000)	(2,100,000)	(3,300,000)	(4,322,144)	(4,322,144)
Debt Service - Existing LTGO Debt	(5,923,466)	(4,356,187)	(4,356,187)	(4,361,000)	(3,251,700)	(3,248,500)
Debt Service - BAN Payments Anticipated ⁸	-	(240,000)	-	(1,096,944)	(3,960,000)	(4,920,000)
Construction Fund Transfer ⁹	(2,000,000)	(1,000,000)	(1,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Rent, Cedar Hills Landfill ¹⁰	(8,358,372)	(8,609,117)	(8,609,117)	(8,867,391)	(9,133,412)	(3,356,901)
Benefit and retirement savings - SWD			929,300			
ABT Debt Service ¹¹					(350,000)	(350,000)
DNRP Administration (0381)	(5,599,535)	(6,329,393)	(6,349,393)	(5,820,640)	(5,981,290)	(6,133,813)
3rd Omnibus Ordinance - DNRP Admin			(25,800)			
Benefit and retirement savings - DNRP Admin			92,144			
ABT Debt Service DNRP Admin ¹¹					(26,000)	(26,000)
Total Expenditures	(93,993,861)	(97,199,807)	(95,704,060)	(102,552,401)	(108,371,515)	(105,798,886)
Estimated Underexpenditures ¹²		1,949,245	1,965,056	1,971,677	2,038,841	2,092,801
Other Fund Transactions						
Adjustment by Finance	(18,561)	-	-	-	-	-
Total Other Fund Transactions	(18,561)	-	-	-	-	-
Ending Fund Balance	15,686,452	4,344,264	10,017,159	10,047,964	11,685,208	17,697,132
Reserves & Designations						
DO Encumbrance Carryovers (0381)	(8,905)					
SWD Encumbrance Carryovers (0720)	(1,893,818)					
Total Reserves & Designations	(1,902,723)	-	-	-	-	-
Ending Undesignated Fund Balance	\$ 13,783,729	\$ 4,344,264	\$ 10,017,159	\$ 10,047,964	\$ 11,685,208	\$ 17,697,132
Target Fund Balance ¹³	\$ 8,132,819	\$ 8,585,139	\$ 8,663,608	\$ 8,699,305	\$ 8,939,406	\$ 9,167,361

Financial Plan Notes:

¹ 2010 Actuals are from the 2010 CAFR.

² 2011 Estimated is based on preliminary estimates from the Solid Waste Division made in June and tonnage of 828,000 tons

³ 2012 assumes a rate increase of the basic fee \$109.00 per ton effective January 1, 2012. 2013 and 2014 Projected outyears assume a placeholder disposal rate of \$115.00 per ton. Outyear operating expenditures assume expenditure growth targets calculated by PSB.

⁴ Revenue is based on a June 2011 forecast. Forecast disposal is 820,900 tons in 2012, 830,900 tons in 2013, and 835,900 tons in 2014.

⁵ Revenue from renting out the division-owned property. Revenue will be used to offset costs associated with the Harbor Island property

⁶ Other revenue is comprised of intra-county contributions and other miscellaneous revenues

⁷ Based on CERP policy to maintain sinking fund contribution for equipment replacement

⁸ The Division intends to begin nominal interest only payments on new debt issuance for initial year borrowing and later fix as conventional long term debt. The 2011 payment is delayed to 2012, when the division will pay off the entire interest payment on the \$41 million BANs.

⁹ This is a scheduled transfer to provide the Construction Fund, 3901, with necessary resources to fund transfer station capital upgrades which will significantly improve current operations and facilitate an efficient transition to future waste handling.

¹⁰ Assumes that the current rent schedule ends in 2014. A new appraisal will be done in 2011 to reassess value.

¹¹ This charge represents estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

¹² Assumed under-expenditures equal 3% of the Solid Waste Division's operating expenditures excluding grant-funded expenditures

¹³ Target fund balance is based on a 45 day cash reserve policy (SWD operating expenditures x 45/360).

2012 Proposed Budget for

Solid Waste Post-Closure Landfill Maintenance 1040/0715

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	2,589,377	1.00	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	7	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(636)	0.00	0.00
CR05	General Fund Overhead Adjustment	166	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(143)	0.00	0.00
CR08	Technology Services Infrastructure Charge	121	0.00	0.00
CR10	KCIT Operations Charge/Rebate	78	0.00	0.00
CR25	Financial Service Charges	(3,267)	0.00	0.00
CR26	Retirement Rate Adjustment	145	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(105)	0.00	0.00
CR37	Facilities Management Strategic Initiative	1	0.00	0.00
CR46	KCIT Technology Projects	257	0.00	0.00
CR48	Business Resource Center	4,147	0.00	0.00
		764	0.00	0.00
Technical Adjustments				
TA01	Technical Adjustments	236,339	0.00	0.00
TA39	COLA Adjustment	(48)	0.00	0.00
		236,291	0.00	0.00
2012 Proposed Budget		2,826,439	1.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Solid Waste Post-Closure Landfill Maintenance

PROGRAM HIGHLIGHTS

Solid Waste Post-Closure Landfill Maintenance provides environmental monitoring and maintenance for closed landfills the County owns or for which the County has custodial responsibility. One FTE is assigned to this fund, while other work is loaned-in from the Solid Waste Division's Operations and Engineering sections. The 2012 Proposed Budget for this fund is \$2,826,439 and 1.00 FTE.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net increase of \$7 from the 2011 Adopted Budget.

Central Rate Changes

Central Rate Adjustments – \$764. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

Technical Adjustments

Technical Adjustments - \$236,339 Expenditures / \$21,249 Revenue. The Post-Closure Landfill Maintenance Fund pays for the maintenance and environmental monitoring of nine closed and custodial landfills in the county for which the division has responsibility. In 2012, the fund's anticipated work program includes less need for loaned-in labor (with associated costs), and a greater consulting budget for evaluating the environmental monitoring network at the Enumclaw and Hobart Landfills, installing monitoring wells at the Vashon Landfill, and raising gas header and extending the gas extraction system at the Puyallup Landfill.

COLA – (\$48). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

**2012 Proposed Financial Plan
Solid Waste Post-Closure Landfill Maintenance Fund 1040/0715**

	2010 Actual ¹	2011 Adopted	2011 Estimated²	2012 Proposed	2013 Projected³	2014 Projected³
Beginning Fund Balance	17,040,310	13,347,679	14,958,823	11,910,043	9,162,767	6,294,550
Revenues						
Interest income	178,141	107,272	84,144	57,707	23,132	14,416
Lease income	20,224	-	20,831	21,456	22,100	22,763
Total Revenues	198,365	107,272	104,975	79,163	45,231	37,179
Expenditures						
Expenditures	(2,279,852)	(2,589,377)	(2,589,377)	(2,826,439)	(2,904,449)	(2,978,512)
Carryover items	-	-	(566,560)	-	-	-
Benefit and retirement savings			2,182			
ABT Debt Service ⁴					(9,000)	(9,000)
Total Expenditures	(2,279,852)	(2,589,377)	(3,153,755)	(2,826,439)	(2,913,449)	(2,987,512)
Estimated Underexpenditures		-	-	-	-	-
Other Fund Transactions						
Total Other Fund Transactions	-	-	-	-	-	-
Ending Fund Balance	14,958,823	10,865,574	11,910,043	9,162,767	6,294,550	3,344,216
Reserves & Designations						
Custodial landfill post closure	(3,885,911)	(2,933,705)	(3,215,712)	(2,473,947)	(1,699,528)	(902,938)
Closed landfill post closure	(10,074,584)	(7,605,902)	(8,337,030)	(6,413,937)	(4,406,185)	(2,340,951)
Program contingency	(431,768)	(325,967)	(357,301)	(274,883)	(188,836)	(100,326)
Carryover reserve	(566,560)					
Total Reserves & Designations	(14,958,823)	(10,865,574)	(11,910,043)	(9,162,767)	(6,294,550)	(3,344,216)
Ending Undesignated Fund Balance	-	-	-	-	-	-
Target Fund Balance ⁵	-	-	-	-	-	-

Financial Plan Notes:

¹ 2010 Actuals are taken from the 2010 CAFR or 14th Month ARMS/IBIS.

² 2011 Estimated is based on 2011 Adopted.

³ 2013 and 2014 Projected are based on expenditure growth targets from PSB.

⁴ This charge represents estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

⁵ Target fund balance - no targeted fund balance other than what is reflected in reserves and designations.

Solid Waste Division Capital Improvement Program

The purpose of the Solid Waste Division capital program is to maintain the transfer and disposal system's ability to meet service demands. The program also ensures that these facilities are maintained and operated in accordance with applicable regulations and in a safe and environmentally responsible manner.

Development of waste handling facilities as recommended in the *Solid Waste Transfer and Waste Management Plan* is continuing for northeast and south King County areas. Site preparation at the Bow Lake Recycling and Transfer Station was completed in 2010 and construction of the new facility began in late 2010. Roofs have been replaced or upgraded at three sites to address safety concerns with the completion of the upgrade at the Houghton Transfer Station in 2010. These projects represent important steps in the process of providing safe and efficient service.

The total 2012 Proposed CIP Budget for the Solid Waste Division is \$ 3,482,109. Significant project proposals include:

Capital Equipment Replacement Program (CERP) Equipment Purchase: \$1,535,000. The Solid Waste Division is minimizing new expenditures and maintaining existing equipment to be cost-efficient when investing in equipment and reviewing capital needs at the new transfer stations. The division maintains an equipment replacement plan and provides long-term financing by making annual contributions to the Capital Equipment Replacement Fund.

CERP Capital Repairs: \$1,560,000. The Solid Waste Division is minimizing new expenditures and maintaining existing equipment to be cost-efficient when investing in equipment and reviewing capital needs at the new transfer stations. The division maintains an equipment replacement plan and provides long-term financing by making annual contributions to the Capital Equipment Replacement Fund.

Bow Lake Recycling and Transfer Station: \$567,000. This is an existing project. The 2012 budget is primarily for additional costs related to institutional network (I-net) and cashiering equipment, as well as for enhanced project control requirements. The total estimated project cost is \$92.2 million, of which \$91.3 million has been appropriated prior to 2012 and \$567,000 is proposed for 2012. The remaining \$300,000 is projected to be proposed later in the six-year plan.

WATER AND LAND RESOURCES DIVISION

Mission:

Water and Land Resources

To protect King County’s water and lands so that its citizens can enjoy them safely today, and for generations to come.

OVERVIEW

The King County Water and Land Resources Division (WLRD) improves water quality and protects the environment by administering the surface water drainage utility for unincorporated King County, regional flood control programs and facilities, and programs that provide economic and technical support for forestry and agriculture, acquiring open space, restoring habitat and control of noxious weeds. The division’s budget includes six special revenue operating funds and nine Capital Improvement Program (CIP) funds. Operating funds include: Water and Land Resources Shared Services, Surface Water Management (SWM) Rural Drainage, Noxious Weed Control Fund, King County Flood Control Contract, River Improvement Fund (RIF), and the Inter-County River Improvement Fund (ICRIF).

By improving water quality and protecting natural resources throughout King County, WLRD helps the County achieve its KCSP Environmental Sustainability Objective 1: “protect and restore water quality, biodiversity, open space, and ecosystems.”

The Rivers and Floodplain Management Group -- Flood Control Contract, RIF, and ICRIF – aligns with the Economic Growth and Built Environment (EGBE) goal by protecting regional economic centers, public and private properties, and transportation corridors from the risk of flooding. This group also “decreases damage or harm in the event of a regional crisis” (Justice and Safety Objective 4) by coordinating and implementing direct responses to floods and severe weather responses and managing the King County Flood Warning System. Budget information for these funds is found in the EGBE section of this book.

2012 Key Issues

WLRD will complete a SWM rate study in 2012 to identify multi-year SWM program needs and costs, incorporate findings the SWM fee discount program analysis, incorporate updated parcel data, and evaluate the option for including a water quality element in the SWM rate model. This aligns with the Environmental Sustainability Strategy 1.b: “use a combination of incentives, technical assistance, and use regulations to promote desirable environmental practices by individuals and businesses.”

The current National Pollutant Discharge Elimination System (NPDES) municipal stormwater permit expires in June 2012 with the new five-year NPDES permit starting in July 2012. WLRD has reviewed both sets of permit conditions and evaluated the legal requirements as compared to other SWM funded services to determine if there are any services that are more appropriate to fund in lieu of permit conditions and is discussing changes with the state Department of Ecology. This budget submittal contains proposals as a result of this review. In line with the KCSP, the division is “build[ing] a culture of performance and improve[ing] the effectiveness and efficiency of county programs, services, and system” (Service Excellence Objective 2) as well as “engag[ing] in partnerships to solve problems, expand services, and inform decision-making.” (Service Excellence Strategy 3.a)

WLRD is expanding the programmatic work of 0.5 FTE in the King County Forestry Program and will fund workshops and marketing activities for new forest products businesses, using General Fund support. The proposed program will work in partnership with community-based groups to assist landowners in forest management and forest product marketing, create job opportunities for forestry consultants and small contractors by connecting them to the market and providing skills training, provide opportunities for forestry students to recognize the small-scale market potential in rural King County, and promote local forest products and address regulatory barriers to forest product processing. The proposal promotes rural economic development and encourages stewardship of rural forestlands as described in the KCSP EGBE Strategy 4.b: “encourage stewardship of rural landscapes including agricultural and forest land.”

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive’s 2012 priorities to advance the KCSP and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a 3 percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- ***Equity and Social Justice:*** In 2012, WLRD will evaluate its service delivery and communications to ensure that it is reaching key communities that may have language, cultural, or economic barriers to public safety information for flood risk reduction, drainage, protection and mitigation for exposure to hazardous materials, and access to technical assistance for agriculture. This evaluation will focus on the following elements in 2012:
 - Public education and information system enhancements
 - Building community trust and capacity for stormwater services, agricultural services including access to purchasing farmers’ market products and ability to protect jobs in the Kent Valley;
 - Promotion of internal communications and training for awareness and visibility for the equity and social justice initiative;
 - Evaluation of contracting practices for equity access within WLRD and in partnership with Procurement, staff training and education including ESJ posters for WLRD facilities;
 - Supporting the Regional Food Policy Council’s equity work for food access and distribution including improved access to farmers markets.

- ***3 Percent Efficiency:*** WLRD worked with employees from all levels and within each section to identify opportunities for efficiencies. Division staff provided a remarkable list of ideas for increased productivity and cost savings. Efficiencies include streamlining the processing of accounts payable vouchers via the use of purchase cards and bringing Environmental Lab sub-contracted work in-house such as custom-built samplers and lab testing. A complete list of the efficiencies is included in the division’s business plan.

2012 Proposed Budget for

Water and Land Resources Shared Services 1210/0741

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	28,434,998	182.49	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	101,110	0.00	0.00
Administrative Service Changes				
AS01	WLR Administration	(285,420)	0.00	0.00
AS02	Special Projects Coordinator	137,107	1.00	0.00
		(148,313)	1.00	0.00
Efficiency Reductions				
ER01	Eliminate Low-Value Outfall Monitoring	(271,391)	(1.83)	0.00
ER03	In-House Social Marketing and Communications	(75,000)	0.00	0.00
		(346,391)	(1.83)	0.00
Technology Cost Savings				
CS02	IT Centralization	(3,089,689)	(23.00)	0.00
Central Rate Changes				
CR01	Flexible Benefits	(122,448)	0.00	0.00
CR05	General Fund Overhead Adjustment	80,044	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	57,451	0.00	0.00
CR08	Technology Services Infrastructure Charge	122,835	0.00	0.00
CR09	Geographic Information Systems Charge	54,752	0.00	0.00
CR10	KCIT Operations Charge/Rebate	16,103	0.00	0.00
CR11	Telecommunications Services	(76,494)	0.00	0.00
CR12	Telecommunications Overhead	(20,571)	0.00	0.00
CR13	Motor Pool Rate Adjustment	10,241	0.00	0.00
CR15	Insurance Charges	3,759	0.00	0.00
CR16	Radio Access	28	0.00	0.00
CR18	Radio Direct Charges	56	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(30,974)	0.00	0.00
CR21	Debt Service Adjustment	(1)	0.00	0.00
CR22	Long Term Leases	(54,269)	0.00	0.00
CR25	Financial Service Charges	434,976	0.00	0.00
CR26	Retirement Rate Adjustment	34,542	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(14,880)	0.00	0.00
CR28	Equipment Repair and Replacement	7,203	0.00	0.00
CR29	Wastewater Vehicles	(3,130)	0.00	0.00
CR36	Property Services Lease Administration Fee	(616)	0.00	0.00
CR37	Facilities Management Strategic Initiative	378	0.00	0.00
CR38	Major Maintenance Repair Fund	(4,108)	0.00	0.00
CR46	KCIT Technology Projects	47,278	0.00	0.00
CR48	Business Resource Center	108,550	0.00	0.00
CR50	IT Re-Organizational Transfer	3,089,689	0.00	0.00
		3,740,394	0.00	0.00
Technical Adjustments				
TA02	WLR Regional Service Changes	53,253	.21	0.00
TA03	WLR Local Hazardous Waste Changes	96,952	.20	0.00
TA04	WLR Science Changes	24,113	.33	0.00
TA05	WLR Environmental Lab Changes	164,792	1.75	0.00
TA39	COLA Adjustment	(76,754)	0.00	0.00
TA50	Revenue Adjustment - \$414,983	0	0.00	0.00
		262,356	2.49	0.00

2012 Proposed Budget for

Water and Land Resources Shared Services 1210/0741

Code/ Item#	Description	Expenditures	FTEs *	TLTs
	2012 Proposed Budget	28,954,465	161.15	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Water and Land Resources Shared Services

PROGRAM HIGHLIGHTS

The 2012 Executive Proposed Budget is \$28,954,465 and 161.15 FTEs. WLR Shared Services is a reimbursable fund that completes environmental monitoring and analysis work on behalf of the Surface Water Management Fund and Wastewater Treatment Division, as well as other programs and services for other internal and external partners.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net increase of \$101,110 from the 2011 Adopted Budget.

Administrative Services

WLRD Administration – (\$285,420). WLRD Administration includes the director's office, human resources, finance, accounting, and central charges for the division's internal operations. The adjustments in this change item are technical in nature and include changes to miscellaneous hardware and supply accounts and adjustments to merit reserves.

Special Projects Coordinator – \$137,107 / 1.00 FTE. As a part of the Department of Natural Resources and Parks' reprogramming of its Water Quality Unit, one government relations administrator is reassigned to WLRD. The body of work will continue to focus on inter-jurisdictional coordination for projects such as Agriculture Drainage Assistance Program, salmon recovery, and flood control and habitat capital projects. This position will also serve as project lead for WLRD's Customer Service and Sustainability initiatives.

Central Rate Changes

Central Rate Adjustments – \$3,740,394. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk. Of this amount, \$3,089,689 is related to the IT reorganization.

Technology Cost Savings

Information Technology Reorganization – (\$3,089,689) / (23.00) FTEs. Salary, benefits and technology resources are transferred from WLRD to the Information Technology (IT) Services fund to consolidate Executive branch IT budgets into one fund with oversight and management by the Chief Information Officer. WLRD will pay for IT services via central rate CR50, which offsets the transfer.

Efficiency Reductions

Eliminate Low-Value Outfall Monitoring – (\$271,391) / (1.83) FTEs. King County has been working with the Washington State Department of Ecology regarding requirements for the new National Permit Discharge Elimination System (NPDES) stormwater permit. The division believes there is limited scientific value to continuing to collect data on stormwater outfalls, as the monitoring to date has shown that stormwater quality is highly variable and within the range of previously published values. The 2012 Proposed Budget does not assume this body of work will be required by the NPDES permit in 2012. The affected staff will be redeployed in 2012 for EPA grant funded work and loan-out the Wastewater Treatment Division (WTD) capital projects.

In-House Social Marketing and Communications – (\$75,000). The Local Hazardous Waste program within WLRD is reducing its contracting budget by leveraging social marketing and communications in-house rather than contracting out for the services.

Technical Adjustments

WLR Regional Services Changes – \$53,253 / 0.21 FTE. WLR Regional Services coordinates several countywide services such as the various watershed and salmon recovery forums and the Groundwater program. This adjustment is largely miscellaneous account adjustments, but also increases an existing position to 0.80 FTE to support grant administration, labor loaned into the regional programs, and contract services.

WLR Local Hazardous Waste Changes - \$96,952 / 0.20 FTE. WLRD participates in the regional Local Hazardous Waste partnership to protect and enhance environmental quality and public health. This adjustment is largely miscellaneous account adjustments, but also increases an existing educator position to 0.80 FTE. It also includes additional budget for increased IT labor loaned into the program for applications development.

WLR Science Changes – \$24,113 / 0.33 FTE. The WLR Science section collects, analyzes models, and interprets data that drive land use, habitat management, sewage treatment, and other natural resource decisions. The adjustments in this change item are technical in nature. It includes the redeployment of an existing position from NPDES monitoring to EPA grant funded activities.

WLR Environmental Lab Changes - \$164,792 / 1.75 FTEs. The Environmental Lab provides field, laboratory, and advisory services in support of King County and other publicly-sponsored programs that protect and enhance water quality. The adjustments in this change item are technical in nature including adding environmental scientist staff-time equivalent to 1.75 FTEs, increased budget for lab supplies, and increased reimbursement – shown as a negative appropriation – for staff loaned out to various capital projects and for SWM funded activities in WRIA 7.

COLA – (\$76,754). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustments – \$414,983 Revenue. The WLR Shared Services Fund provides staffing and services on behalf of local jurisdictions and County agencies on a reimbursement basis. The fund also includes central management and support costs for WLRD. Major revenue adjustments reflect changes to the administrative cost distribution methodology and two EPA grants which will partially offset reductions to WTD operating and capital projects.

**2012 Proposed Financial Plan
WLRD Shared Services Fund 1210/0741**

	2010 Actual ¹	2011 Adopted	2011 Estimated ²	2012 Proposed	2013 Projected ³	2014 Projected ³
Beginning Fund Balance	769,747	355,466	520,639	882,688	526,879	-
Revenues						
WTD Operating	12,078,384	9,791,538	9,770,945	10,225,602	10,507,829	10,775,778
WTD Capital	238,240	632,726	623,235	381,967	392,509	402,518
Local Hazardous Waste	4,317,264	4,830,515	4,758,057	4,918,288	5,054,033	5,182,911
Surface Water Management	5,716,399	6,603,037	6,682,831	6,281,695	6,193,930	5,872,478
Other Revenues	4,757,588	6,325,857	7,031,196	6,791,104	6,978,538	7,156,491
Total Revenues	27,107,875	28,183,673	28,866,264	28,598,656	29,126,839	29,390,177
Expenditures						
Operating Expenditures	(27,356,983)	(28,434,998)	(28,746,356)	(28,954,465)	(29,480,718)	(29,217,177)
ARMS Encumbrance Reinstatements	-	-	(66,927)	-	-	-
IBIS PO Reinstatements	-	-	(146,497)	-	-	-
Benefit and Retirement Savings			455,565			
ABT Debt Service ⁴					(173,000)	(173,000)
Total Expenditures	(27,356,983)	(28,434,998)	(28,504,215)	(28,954,465)	(29,653,718)	(29,390,177)
Estimated Underexpenditures		-	-	-	-	-
Other Fund Transactions						
	-	-	-	-	-	-
Total Other Fund Transactions	-	-	-	-	-	-
Ending Fund Balance	520,639	104,141	882,688	526,879	-	-
Reserves & Designations						
ARMS Encumbrance Reserve	(66,927)	-	-	-	-	-
IBIS PO Reserve	(146,497)	-	-	-	-	-
Total Reserves & Designations	(213,424)	-	-	-	-	-
Ending Undesignated Fund Balance	307,215	104,141	882,688	526,879	-	-
Target Fund Balance ⁵	-	-	-	-	-	-

Financial Plan Notes:

¹ 2010 Actuals are from preliminary 2010 CAFR numbers provided by KC Finance.

² 2011 Estimated is based on midyear projection updates and supplemental appropriations.

³ 2013 and 2014 Projected are based on the following

Revenues

All revenues except SWM transfers are assumed to increase by growth targets calculated by PSB.

SWM transfers are assumed to decrease commensurate with loss of SWM revenues due to projected annexations in 2013 and 2014.

Expenditures

Expenditures are assumed to equal revenues. Fund operates on a reimbursement basis and expenditures are programmed based on anticipated revenues.

⁴ This charge represents estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

⁵ There is no minimum target fund balance. Fund operates on a reimbursement basis.

2012 Proposed Budget for

Surface Water Management Local Drainage Services 1211/0845

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	25,642,779	104.80	.68
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(2,840,399)	0.00	0.00
Direct Service Changes				
DS02	King County Agriculture Program	(157,413)	(.46)	0.00
DS03	Changes to NPDES Permit	(612,466)	(3.00)	0.00
DS04	Reduce CIP Transfer	(517,098)	0.00	0.00
DS06	Annualize Annexation Reductions	(358,831)	(1.80)	0.00
		(1,645,808)	(5.26)	0.00
Efficiency Reductions				
ER01	PBRs Public Notice Requirements	(13,065)	0.00	0.00
ER02	Reduce Low-Value Inspection Frequency	(103,583)	0.00	0.00
ER03	Burden Rate Changes	491,432	0.00	0.00
		374,784	0.00	0.00
Annexations				
AX05	Remove Annexation Reduction Placeholder	856,000	0.00	0.00
Program Changes				
PC01	KC Forest Stewardship	40,000	0.00	0.00
Revenue Backed Changes				
RB01	Stormwater City Contract Reductions	(521,348)	(2.00)	(.68)
Central Rate Changes				
CR01	Flexible Benefits	(55,452)	0.00	0.00
CR05	General Fund Overhead Adjustment	13,484	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(15,803)	0.00	0.00
CR08	Technology Services Infrastructure Charge	17,692	0.00	0.00
CR10	KCIT Operations Charge/Rebate	9,905	0.00	0.00
CR13	Motor Pool Rate Adjustment	(4,308)	0.00	0.00
CR16	Radio Access	208	0.00	0.00
CR18	Radio Direct Charges	(193)	0.00	0.00
CR19	Radio Reserve Program	(362)	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	27,501	0.00	0.00
CR21	Debt Service Adjustment	30,562	0.00	0.00
CR25	Financial Service Charges	6,863	0.00	0.00
CR26	Retirement Rate Adjustment	31,267	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(10,703)	0.00	0.00
CR28	Equipment Repair and Replacement	71,275	0.00	0.00
CR33	Credit Enhancement Fee Adjustment	(1,859)	0.00	0.00
CR37	Facilities Management Strategic Initiative	65	0.00	0.00
CR46	KCIT Technology Projects	25,063	0.00	0.00
CR48	Business Resource Center	149,429	0.00	0.00
		294,634	0.00	0.00
Technical Adjustments				
TA02	Technical Adjustments	27,263	0.00	0.00
TA03	Other Rural Program Changes	(140,634)	0.00	0.00
TA39	COLA Adjustment	(33,101)	0.00	0.00
TA50	Revenue Adjustment - (\$718,485)	0	0.00	0.00
		(146,472)	0.00	0.00
2012 Proposed Budget		22,054,170	97.54	0.00

2012 Proposed Budget for

Surface Water Management Local Drainage Services 1211/0845

Code/ Item#	Description	Expenditures	FTEs *	TLTs
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* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Surface Water Management (SWM) Local Drainage Services

PROGRAM HIGHLIGHTS

The 2012 Proposed Budget for SWM Local Drainage Services is \$22,054,170 and 97.54 FTEs.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net decrease of \$2,840,399 from the 2011 Adopted Budget. Of the \$2.8 million reduction, \$1.8 million is due to a technical error in the capital improvement program transfer, which was subsequently corrected in a supplemental budget ordinance.

Central Rate Changes

Central Rate Adjustments – \$294,634. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

Direct Services

King County Agriculture Program – (\$157,413) / (0.46) FTE. In 2012, the King County Agriculture Program will continue to fund staff time for the Agriculture Commission, Farmland Preservation Program, technical assistance to farmers, regional agriculture coordination, and livestock management. This continued funding advances the Environmental Sustainability Objective 2: “encourage sustainable agriculture and forestry.” Grant funds supporting 0.5 FTE and consulting work for the Farmers Market Access Project will expire March 2012. This adjustment reflects a reduction to match the remaining grant dollars. The reduction is offset by an increased pass-through to Puget Sound Fresh.

Changes to NPDES Permit – (\$612,466) / (3.00) FTEs. The 2012 Proposed Budget assumes the new National Pollution Discharge Elimination System (NPDES) permit will lengthen the time period to perform outfall reconnaissance. This assumption, plus the expected completion of grant funded stormwater planning and mapping work and a large number of drainage facility retrofits in the capital program, reduces the need for engineering staff in the Stormwater Services section. This adjustment eliminates three engineers in the SWM Fund and reduces the transfer to WLR Science and the Environmental Lab in the WLR Shared Services fund.

CIP Transfer – (\$517,098). This change reduces the transfer of SWM fee revenue to the capital improvement program (CIP) fund 3292 from \$4.87M to \$4.35M. The 2012 transfer plus the capital debt service continues to meet the division’s policy goal to commit at least 30% of annual estimated SWM revenues to CIP.

Annualize Annexation Reductions – (\$358,831) / (1.80) FTEs. Annualization of the Kirkland annexation results in additional SWM revenue reductions of about \$610,000. This reduction includes both direct drainage services in the annexation area and area-wide service reductions. The entire \$610,000 revenue reduction is met by efficiencies and reductions described elsewhere in the budget.

Efficiency Reductions

Public Benefit Rating System Public Notice Requirements – (\$13,065). King County Ordinance 17052 revised the King County Code regarding the Public Benefit Rating System (PBRs), streamlining public notice requirements to align with state law. Previously, the public notice procedures for the PBRs approval process are more extensive than the requirements in state law. The adjustment reflects the streamlining by reducing program costs for posting and mailing public notices.

Reduce Low-Value Inspection Frequency – (\$103,583). The division will reduce inspection frequency for county-owned and privately-owned stormwater control facilities constructed under design standards from before 1990. These facilities are simpler in design and operation. The minimum frequency of inspection for a county-owned facility will be once every five years, instead of once every three years. The inspection of a privately-owned facility will be once every three years, instead of once every two years. This is more frequent than county-owned facilities because of the added purpose of determining eligibility for a SWM fee discount. The division will also reduce inspection frequency on county-owned regional drainage facilities since maintenance issues are not typically an issue for these facilities, from annually to biennially.

Burden Rate Changes – \$491,432. The SWM fund utilizes burden rates to allocate indirect costs for labor that is shared with other operating and CIP funds. Due to various administrative changes and efficiencies in recent years, the overhead or burden rate as calculated by the King County Finance Business and Operations Division for SWM Fund 1211 has decreased from 83% to 58%. This lowers costs to agencies receiving WLR loan-out services, specifically SWM capital projects, despite increasing costs in the operating fund. With this change, the division is able to redistribute about \$0.2 million to other projects in the 2012 SWM CIP budget.

Annexation Changes

Remove Annexation Reduction Placeholder – \$856,000. This adjustment reflects an additional six months of reduced revenue, commensurate with a full year’s reduction of revenue from the Juanita-Finn Hill-Kingsgate annexation to Kirkland. The 2011 Adopted Budget only eliminated six months of SWM revenue and expenditures because the annexation took place mid-year.

Program Changes

King County Forest Stewardship and Economic Development - \$40,000 Expenditure / \$124,212 Revenue. This adjustment reflects General Fund support to retain a 0.5 FTE in the Forestry Program to coordinate an expanded version of the Stewardship in Action program, and provide on-site technical assistance, workshops and referrals to funding sources. The 0.5 FTE is within the base budget of the SWM request. This adjustment adds budget for WSU Extension to provide two annual classes for landowners and workshops for forestry consultants and labor contractors. The classes and workshops will assist planning forest management and restoration activities, help landowners find funding and resources to connect the landowners with the forestry consultants. King County Forestry Program will use the Puget Sound Fresh website and Cascade Harvest Coalition’s marketing program to promote forest products as well.

Revenue Backed

Stormwater City Contracts – (\$521,348) Expenditure / (\$714,329) Revenue / (2.00) FTEs / (0.68) TLT.

WLRD provides contracted stormwater drainage and engineering services for several cities which include Woodinville, Sammamish, Burien, Lake Forest Park, and Kenmore. The adjustment reflects early feedback from the cities of Woodinville and Sammamish that they will be discontinuing their contracts with King County. The revenue reduction includes reductions for direct and indirect costs. The division is addressing this loss in contract revenues by finding efficiencies documented elsewhere in the budget.

Technical Adjustments

Technical Adjustments - \$27,263. This adjustment is technical in nature including revising the transfer to WLR Shared Services for division overhead and services purchased, increasing the Business and Occupation tax for SWM fees, and revised merit assumptions.

Other Rural Program Changes – (\$140,634). This adjustment is technical in nature including loaning out half of a basin steward’s staff time to an Ecological Services CIP project, decreasing the consulting budget in Forestry Program to fit revenues, and minor supply adjustments to the Public Benefit Rating System program.

COLA – (\$33,101). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustment – (\$718,485) Revenue. This adjustment updates revenues assumptions from the 2012 Base Budget including updating the SWM fee projections and grant assumptions.

2012 Proposed Financial Plan
Surface Water Management Local Drainage Services Fund 1211/0845

	2010 Actual ¹	2011 Adopted	2011 Estimated ²	2012 Proposed	2013 Projected ³	2014 Projected ³
Beginning Fund Balance	\$ 598,268	\$ 78,729	\$ (77,043)	\$ 1,058,783	\$ 1,281,916	\$ 918,722
Revenues						
SWM Fees	19,723,724	20,459,707	20,625,000	19,849,000	18,374,442	17,420,848
General Fund Transfer	160,947	656,230	666,230	653,441	671,476	688,599
Other Revenues	2,239,176	3,116,601	2,269,498	1,424,862	1,464,188	1,501,525
Total Revenues	22,123,847	24,232,538	23,560,728	21,927,303	20,510,106	19,610,972
Expenditures						
Operating Expenditures	(17,454,141)	(17,200,043)	(16,418,681)	(15,911,970)	(15,649,968)	(14,721,397)
CIP PAYG	(3,667,190)	(6,681,098)	(4,867,098)	(4,350,000)	(3,720,133)	(3,434,054)
CIP Debt Service	(1,677,827)	(1,761,638)	(1,749,638)	(1,792,200)	(1,792,200)	(1,792,200)
Benefit and Retirement Savings			260,515			
ABT Debt Service ⁴					(61,000)	(61,000)
Total Expenditures	(22,799,158)	(25,642,779)	(22,774,902)	(22,054,170)	(21,223,300)	(20,008,651)
Estimated Underexpenditures		385,497	350,000	350,000	350,000	350,000
Other Fund Transactions						
Corrections Ordinance Offset	-	1,969,000	-	-	-	-
Total Other Fund Transactions	-	1,969,000	-	-	-	-
Ending Fund Balance	(77,043)	1,022,985	1,058,783	1,281,916	918,722	871,042
Reserves & Designations						
Total Reserves & Designations	-	-	-	-	-	-
Ending Undesignated Fund Balance	\$ (77,043)	\$ 1,022,985	\$ 1,058,783	\$ 1,281,916	\$ 918,722	\$ 871,042
Target Fund Balance⁵	\$ 984,127	\$ 1,022,985	\$ 1,022,985	\$ 992,450	\$ 918,722	\$ 871,042

Financial Plan Notes:

¹ 2010 Actuals are taken from Preliminary CAFR figures from FBOD.

² 2011 Estimated is based on mid-year projections and proposed supplemental ordinances.

³ 2013 and 2014 Projected include the following key assumptions: GF Transfer and Other Revenues are based on targeted growth rates calculated by PSB. SWM fee and operating expenditures are reduced based on annexation assumptions from PSB. CIP transfer set to equal 30% of SWM revenues.

⁴ This charge represents estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

⁵ Minimum target fund balance policy for the SWM fund is 5% of annual estimated SWM revenues.

SWM Capital Improvement Program

Water and Land Resources capital projects are drawn from regionally adopted salmon recovery plans, national and regional mandated water quality regulation (NPDES), the County's acquisition strategy, and other local planning documents and processes. The primary funding sources are SWM fee, state and federal grants (including King Conservation District grants) and inter-local agreements. In 2012, WLRD will meet its policy goal of committing at least 30 percent of annual SWM collections for capital construction through its "pay as you go" (PAYG) transfer and debt service payment. The proposed CIP includes two sub-projects, Seola Pond and Vashon Park and Ride that reflect improving and changing technology for stormwater management including Low Impact Development approaches that use the natural capacity of soil and vegetation to filter stormwater.

Sub-projects with the largest budget requests this year include:

McElhoe-Person Levee Setback: \$1,822,000

P23000 – WRIA 7 Program

This appropriation request is funded by state and federal grants, inter-local agreements, and the King Conservation District. The project will set back approximately 1,300 feet of levee to reconnect floodplain habitat to the Snoqualmie River, while still providing protection to public and private properties. The McElhoe-Person levee is an important location for improving habitat conditions for rearing and out-migrating salmon and trout. The project currently has \$781,000 in existing appropriation.

Seola Pond Flood Reduction: \$967,544

P20000 – Public Safety and Major Property Protection

Of this appropriation request, \$750,000 comes from a Department of Ecology Stormwater Retrofit and Low Impact Development grant. This project will retrofit the existing Seola Regional Detention Pond, a regional King County stormwater facility. The retrofit will include adding wet pool volume, transforming an open channel upstream into a bioswale, modifying the outlet pipe system, and will check dams as necessary.

Wilderness Rim Buyout Phase 2: \$564,141

P20000 – Public Safety and Major Property Protection

Of this appropriation request, \$400,000 comes from a Federal Emergency Management Agency and Federal Mitigation Assistance grants. This project will acquire and demolish two flood damaged homes in the Wilderness Rim area, north of North Bend. Properties will be used to store flood water in order to mitigate flooding at other neighborhood homes and roads. The project's current total estimate at completion is \$911,317; the remainder of the project estimate is already appropriated.

**2012 Proposed Budget for
Noxious Weed Control Program 1311/0384**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	1,929,735	12.84	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(24,484)	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(8,268)	0.00	0.00
CR05	General Fund Overhead Adjustment	2,429	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(1,842)	0.00	0.00
CR08	Technology Services Infrastructure Charge	1,562	0.00	0.00
CR10	KCIT Operations Charge/Rebate	1,009	0.00	0.00
CR13	Motor Pool Rate Adjustment	(19,493)	0.00	0.00
CR25	Financial Service Charges	1,499	0.00	0.00
CR26	Retirement Rate Adjustment	1,619	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(1,239)	0.00	0.00
CR37	Facilities Management Strategic Initiative	14	0.00	0.00
CR46	KCIT Technology Projects	3,299	0.00	0.00
CR48	Business Resource Center	6,609	0.00	0.00
		(12,802)	0.00	0.00
Technical Adjustments				
TA01	Technical Adjustments	(29,394)	0.00	0.00
TA39	COLA Adjustment	(1,283)	0.00	0.00
		(30,677)	0.00	0.00
2012 Proposed Budget		1,861,772	12.84	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Noxious Weeds Control Program

PROGRAM HIGHLIGHTS

The King County Noxious Weed Control Program focuses on education, prevention, technical assistance and control of noxious weeds through voluntary compliance. Once an infestation is identified, the landowner is given a variety of options, including hand pulling, mowing or cutting, advice on better pasture management, and using the most effective and least harmful methods of applying herbicides. King County agencies are notified of and are required to control noxious weed infestations, much the same way private landowners are notified. The 2012 Executive Proposed Budget for this program is \$1,861,772 and 12.84 FTEs.

Adjustments to the 2011 Adopted Budget

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and other select operating costs. All of the adjustments result in a net decrease of \$24,484 from the 2011 Adopted Budget.

Central Rate Changes

Central Rate Adjustments – (\$12,802). This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

Technical Adjustments

Technical Adjustment – (\$29,394) Expenditure / \$18,362 Revenue. The Noxious Weed Control Program is maintaining existing programs and service levels in 2012 within its current rate. This adjustment increases loan-out labor, and reduces budget for capital equipment purchases and furniture.

COLA – (\$1,283). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

**2012 Proposed Financial Plan
Noxious Weed Fund 1311/0384**

	2010 Actual¹	2011 Adopted	2011 Estimated²	2012 Proposed	2013 Projected³	2014 Projected³
Beginning Fund Balance	\$ 626,431	\$ 659,282	\$ 710,622	\$ 524,177	\$ 472,422	\$ 376,485
Revenues						
Noxious Weed Fee	1,501,061	1,521,196	1,521,196	1,536,408	1,551,772	1,567,290
Interest Income	5,837	8,706	8,706	5,895	5,895	5,895
Grants and Other Income	121,240	205,900	205,900	211,861	217,158	222,586
Total Revenues	1,628,138	1,735,802	1,735,802	1,754,164	1,774,825	1,795,771
Expenditures						
Operating Expenditures	(1,543,947)	(1,929,735)	(1,929,735)	(1,861,772)	(1,913,157)	(1,961,942)
Encumbrance Carryover	-	-	(22,138)	-	-	-
Benefit and Retirement Savings			29,626			
ABT Debt Service ⁴					(15,000)	(15,000)
Total Expenditures	(1,543,947)	(1,929,735)	(1,922,247)	(1,861,772)	(1,928,157)	(1,976,942)
Estimated Underexpenditures		-	-	55,853	57,395	58,858
Other Fund Transactions						
	-	-	-	-	-	-
Total Other Fund Transactions	-	-	-	-	-	-
Ending Fund Balance	710,622	465,349	524,177	472,422	376,485	254,172
Reserves & Designations						
Rate Reserve	(538,378)	(313,229)	(372,057)	(318,781)	(221,308)	(112,443)
Encumbrance Carryover Reserve	(22,138)	-	-	-	-	-
Total Reserves & Designations	(560,516)	(313,229)	(372,057)	(318,781)	(221,308)	(112,443)
Ending Undesignated Fund Balance	\$ 150,106	\$ 152,120	\$ 152,120	\$ 153,641	\$ 155,177	\$ 141,729
Target Fund Balance⁵	\$ 150,106	\$ 152,120	\$ 152,120	\$ 153,641	\$ 155,177	\$ 156,729

Financial Plan Notes:

¹ 2010 Actuals are taken from the 2010 Preliminary CAFR from FBOD.

² 2011 Estimated is based on 2011 Adopted plus encumbrance carryovers, supplementals and projections developed in May 2011.

³ 2013 and 2014 Projected are based on expenditure growth targets set by PSB and 1% increase in Fee revenues. Grant and other revenues are assumed to increase annually by 2.5%. A 3% underexpenditure assumption is included.

⁴ This charge represents estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

⁵ Target fund balance is based on 10% of Noxious Weed Fee revenue and is intended to meet cash flow needs.

WASTEWATER TREATMENT DIVISION

Mission:

**Wastewater Treatment
Division**

To protect public health and enhance the environment by treating and reclaiming water, recycling solids, and generating energy

OVERVIEW

The Wastewater Treatment Division (WTD) provides wastewater treatment for 17 cities, 16 sewer districts, and 1 tribe in the central Puget Sound region. It treats wastewater for nearly 1.5 million residents of King County and parts of Pierce and Snohomish counties, including maintaining and operating the equipment and facilities that collect and treat wastewater before it is reused or released into Puget Sound.

The division's financing is generated primarily through customer charges including use charges on residential and commercial customers and capacity charges on new sewer connections. The King County Council via Ordinance 16858 adopted a 2011 sewer rate of \$36.10 in June 2010, with the stated intention of maintaining this rate for two years. The council approved the extension of this rate for 2012 through the adoption of Ordinance 17102.

2012 Key Issues

The Wastewater Treatment Division furthers the King County Strategic Plan Environmental Sustainability Goal. The division does this by reducing pollution at its source, collaborating to restore Puget Sound, and collaborating on environmental remediation of polluted sites, thereby implementing strategy 1.d. "Protect water quality through reducing pollution at its source, wastewater treatment, low impact development practices, and stormwater management." WTD also uses environmentally sound practices in the operation of its facilities by incorporating sustainable practices into the design and construction of its new facilities by participating in countywide energy conservation efforts and by creating resources from the waste products of its processes, most notably use of biosolids as soil amendment, use of reclaimed water, and conversion of methane gas to an energy source. This work also advances the Health and Human Potential Goal strategy 2.a. "Ensure the safety of food, air, and water." The division not only provides clean water infrastructure today, but plans and builds for the future with 2012 being the first full year of operations at the new Brightwater Treatment Facility, enabling environmentally sustainable economic growth in the region. Wastewater treatment operations as well as a large capital improvement program provide hundreds of living wage job opportunities and investment in the local economy.

WTD's main objectives in 2012 include continuing emphasis on prudent financing to help protect bond ratings, controlling capital and operating expenditures while protecting public health and the environment, and continuing WTD's capital program. Achieving these goals will enable the division to continue to deliver high quality services to the region while minimizing impacts to rate payers and maximizing investment in infrastructure and the economy.

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive’s 2012 priorities to advance the KCSP and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a 3 percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- ***Equity and Social Justice:*** Wastewater Treatment Division maintains, builds, and operates facilities in close proximity to county residents and workers; thus it is critical to ensure that no populations are disproportionately impacted by the division’s operations or capital improvement program. WTD employs extensive mitigation with all projects to reduce impacts and enhance the community that hosts the project. WTD recently conducted analysis to compare historical capital project cost data with King County demographic data; this analysis helps identify and address the relative fairness in distribution of benefits and burdens across their service area. This analysis verified that the location of WTD facilities has no correlation to factors of race, ethnicity, or economic status of the host community. WTD is currently conducting a deeper demographic assessment regarding mitigation spending and is looking at other ways the “King County Equity Impact Review Tool” can be applied to WTD work.

WTD has a long-standing commitment towards public involvement, community outreach, and education. WTD actively uses the King County Translation Policy and uses multiple forms of communication to foster a two-way dialog with its customers. In addition to outreach to the public, WTD actively seeks a diverse workforce and participates in the Regional Contracting Forum, designed to provide small, minority, women, and veteran-owned businesses direct access to regional contracting representatives.

- ***3 Percent Efficiencies:*** In accordance with Executive initiatives to contain costs and in an effort to mitigate sewer rate increases at a time of continuing economic uncertainty, WTD has taken numerous steps to reduce costs including the following:
 - Continuing the operation of Brightwater with no new FTEs, a savings of \$2.6 million.
 - Maintaining \$1.7 million in ongoing operating reductions taken in 2010.
 - Improving collection efforts in septage and capacity charges to increase revenues by \$344,000.
 - Reducing external legal support by \$291,000.
 - Receiving a preferred customer rate from Seattle City Light, saving \$156,000.
 - Reducing the scope of the annual financial audit, saving \$150,000.
 - Reducing the size of WTD’s fleet, saving approximately \$37,000.
 - Reducing IT equipment replacement, saving \$11,500.
 - Reducing Surface Water Management (SWM) fees to Snohomish County, saving \$45,000.
 - Eliminating the contract with the City of Edmonds for flow swaps, saving \$118,000.

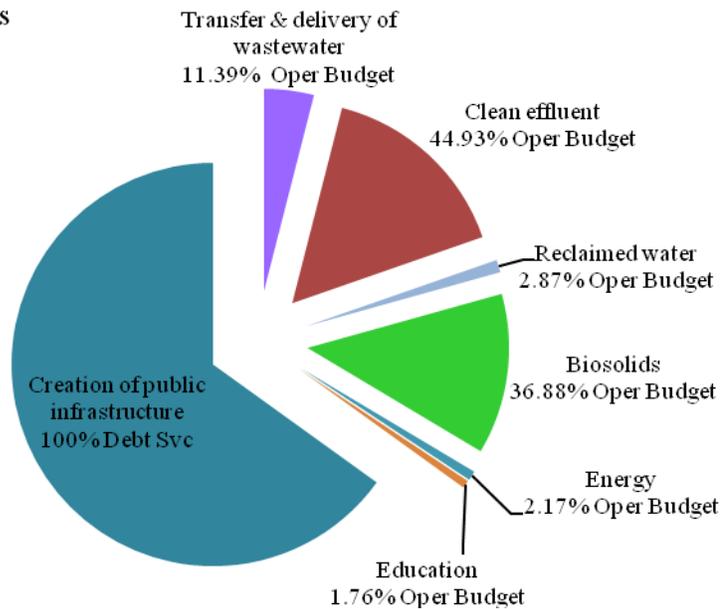
PRODUCT TEST CASE: WASTEWATER TREATMENT DIVISION

The Wastewater Treatment Division's primary product is implied in the division name. The primary mission is to protect public health and enhance the environment by removing harmful pollutants from wastewater and creating *clean effluent* for discharge into the receiving waters of our community. In the last few years, WTD has expanded that mission to include beneficial use of the byproducts of the wastewater treatment process – reclaimed water, biosolids and biogas. WTD's stated vision is to turn the byproducts of the wastewater treatment process into valuable, recyclable resources for the community and the environment. In order to accomplish this mission and vision, it is vital to engage the public so that they can be informed participants in that mission and understand the benefits of WTD's products.

Test Case Products: To facilitate appropriate levels of accountability WTD has defined seven primary products that further the WTD mission:

- **Transfer and delivery of wastewater for treatment** – through operation and maintenance of the conveyance system, WTD accepts wastewater streams from 34 component agencies for further treatment.
- **Clean effluent for discharge** – through operation and maintenance of its treatment plants, WTD removes pollutants from wastewater and discharges treated effluent that meets or exceeds regulatory environmental standards and benefits the health and safety of the Puget Sound region.
- **Creation of public infrastructure** – through system-wide planning and implementation of projects to meet the capacity requirements of regional growth and to keep existing infrastructure operating efficiently and safely, WTD creates and safeguards valuable public assets.
- **Reclaimed water (for non-potable uses)** - through treatment and disinfection to such a high level it can be used safely and effectively for non-potable purposes (such as landscape and agricultural irrigation, heating and cooling, and industrial processing), WTD makes reclaimed water available during dry summer months or when a drought strains other water resources, as well as using it for its own facilities' needs.
- **Biosolids** – through processing at the wastewater treatment plants to meet environmental standards for land application and through professional management of a recycling program, WTD returns carbon to the soil and makes valuable nutrients available for use in agriculture, forestry and landscaping applications.
- **Energy (harvested from wastewater processes)** – energy conservation and renewable power generation using digester gas and excess heat reduces the public energy demand of WTD's facilities and enables the division to sell resources to public utilities when generation exceeds needs.
- **Educational information and facilities tours** – through the creation of interesting and informative materials and interactive programs, WTD educates the public about water quality and public health protection and promotes desirable environmental practices.

WTD 2012 Products



2012 WTD Debt Service = \$219,179,000

2012 WTD Operating Budget = \$117,665,311

Cost-Per-Product Discussion:

Creation of public infrastructure is at an all time high in the history of WTD with the scheduled completion of Brightwater in 2012. WTD has chosen to assign annual debt service on the financing for its capital program as representative of the ongoing costs incurred to build and maintain these critical public assets.

The 2012 WTD Operating Budget was allocated in incremental steps to arrive at total product costs:

- Central King County services and section management were allocated to each section based on FTEs.
- Section indirect costs (supplies, etc.), division management, human resources, finance and other administrative functions were pooled and allocated based on total direct costs per product.
- Direct costs were allocated to products, including direct staff labor, chemicals, power, direct service contracts, the services of Industrial Waste, Facilities Inspection and Water and Land Resources.

Caution should be used in comparing the numbers developed for this test case to any figures made public in the past for these products and services. Those used publicly in the past have represented direct costs with some overhead costs; whereas, in this exercise, the entire operating budget was allocated among products.

ENVIRONMENTAL SUSTAINABILITY

The goal of WTD is to achieve maximum beneficial reuse of the byproducts (biosolids, reclaimed water, energy) of its primary products (conveyance and treatment of wastewater) in order to reduce overall costs to the ratepayer and to provide environmental benefits wherever possible.

Product	Customer	Quantity
Transfer and Delivery of Wastewater for Treatment	WTD Component Agencies – sewer districts, cities, tribes that deliver wastewater into the King County wastewater system	63,339 million gals. – 2012 budgeted flow assumption
Clean Effluent for Discharge	End users of water ratepayers, component agencies, residents of Puget Sound area	63,339 million gals. – 2012 budgeted flow assumption
Creation of Public Infrastructure	End users of water ratepayers, component agencies, residents of Puget Sound area	\$219,170,000 – annual debt service on fixed assets development and procurement
Reclaimed Water (for non-potable use)	Internal (WTD’s own facilities) and external (golf courses, irrigators, street cleaners, etc.) customers	312.6 million gallons
Biosolids	Farmers, foresters and landscapers	119,890 wet tons
Energy (harvested from wastewater processes)	Internal (WTD’s own facilities) and external (PSE, Seattle City Light, etc) customers	611,027 million BTUs produced
Educational Information and Facility Tours	Members of the public that receive education about water quality and public health protection	5,025 – 2011 projected participants, all programs

**2012 Proposed Budget for
Wastewater Treatment 4610/4000M**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	111,115,816	594.70	20.43
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	4,238,060	1.00	(14.18)
Direct Service Changes				
DS01	Elimination of Support for Greenhouse Program	(92,500)	0.00	0.00
Efficiency Reductions				
ER01	Data/Information Management Cost Avoidance/Reductions	(50,000)	0.00	0.00
ER02	Operational Improvement Cost Avoidance	0	0.00	0.00
ER03	Administratively-Driven Cost Reductions	(502,726)	0.00	0.00
ER04	Revenue Collection Improvements - \$344,203 Revenue	63,627	0.00	1.00
ER05	Elimination of City of Edmonds Flow Swap	(117,500)	0.00	0.00
		(606,599)	0.00	1.00
Technology Cost Savings				
CS02	Information Technology Reorganization	(1,450,776)	(10.00)	0.00
Central Rate Changes				
CR01	Flexible Benefits	(372,549)	0.00	0.00
CR05	General Fund Overhead Adjustment	215,332	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	80,899	0.00	0.00
CR08	Technology Services Infrastructure Charge	164,975	0.00	0.00
CR10	KCIT Operations Charge/Rebate	46,292	0.00	0.00
CR11	Telecommunications Services	(16,907)	0.00	0.00
CR12	Telecommunications Overhead	(14,196)	0.00	0.00
CR13	Motor Pool Rate Adjustment	2,317	0.00	0.00
CR15	Insurance Charges	440,754	0.00	0.00
CR16	Radio Access	(9,089)	0.00	0.00
CR17	Radio Maintenance	(14,092)	0.00	0.00
CR18	Radio Direct Charges	3,067	0.00	0.00
CR19	Radio Reserve Program	5,947	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	118,395	0.00	0.00
CR21	Debt Service Adjustment	(7)	0.00	0.00
CR22	Long Term Leases	4,937	0.00	0.00
CR25	Financial Service Charges	11,674	0.00	0.00
CR26	Retirement Rate Adjustment	156,762	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	31,256	0.00	0.00
CR28	Equipment Repair and Replacement	110	0.00	0.00
CR29	Wastewater Vehicles	(310,709)	0.00	0.00
CR34	Fixed Asset Data Management	5,771	0.00	0.00
CR36	Property Services Lease Administration Fee	80	0.00	0.00
CR37	Facilities Management Strategic Initiative	940	0.00	0.00
CR38	Major Maintenance Repair Fund	(857)	0.00	0.00
CR46	KCIT Technology Projects	153,064	0.00	0.00
CR48	Business Resource Center	155,434	0.00	0.00
CR50	IT Re-Organizational Transfer	1,450,776	0.00	0.00
		2,310,376	0.00	0.00
Technical Adjustments				
TA01	Operating Budget Reduction	(111,418)	0.00	0.00
TA02	TLT Reconciliation Technical Adjustment	44,468	0.00	1.50
TA03	Miscellaneous Technical Adjustments	(357,745)	(1.00)	0.00
TA04	Transfer of Energy Position from DNRP Admin	84,108	1.00	0.00
TA05	Miscellaneous Revenue Adjustments - (8,146,564) Revenue	0	0.00	0.00

**2012 Proposed Budget for
Wastewater Treatment 4610/4000M**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
TA06	Woodinville Pump Station Reorganization	0	0.00	0.00
TA07	PSE Electricity Rate Increase	221,529	0.00	0.00
TA08	Energy Efficiency Conservation Block Grant for Energy Audit - \$190,000 Revenue	190,000	0.00	0.00
TA09	Project Planning & Delivery Reorganization/Brightwater Adjustments	15,107	0.00	0.00
TA10	Vacancy Savings	34,367	0.00	0.00
TA11	Loan Out Labor Adjustments	649,538	0.00	0.00
TA12	Salary and Wage Reserve	(11,161)	0.00	0.00
TA13	Adjustment to Biosolids Hauling Costs	380,040	0.00	0.00
TA14	Anticipated Radio Costs for Brightwater	24,476	0.00	0.00
TA15	Adjustment to DNRP Admin Overhead Rate	38,513	0.00	0.00
TA39	COLA Adjustment	(95,996)	0.00	0.00
		1,105,826	0.00	1.50
2012 Proposed Budget		116,620,203	585.70	8.75

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

WTD Operating Budget

PROGRAM HIGHLIGHTS

The total 2012 Proposed budget for WTD is \$116,620,203, with funding for 585.7 FTEs and 8.75 TLTs. This proposed budget amount, which represents a 5 percent increase from the 2011 Adopted Budget, includes the first full year of costs associated with Brightwater operations as well as increases in salaries and benefits, the Local Hazardous Waste fee, and biosolids hauling and application costs.

Adjustments to Adopted Budget

2011 Service Levels Adjusted for 2012 Costs - \$4,238,060 / 1.00 FTE / (14.18) TLTs. Included in this change item are adjustments to the 2011 Adopted Budget made to incorporate inflation in labor costs (+\$1,039,589), implement other salary and benefit changes¹ (-\$837,630), and remove items funded for 2010 only (-\$988,408).

In addition, each year a new sewer rate must be approved by the County Council by June 1. This requires WTD to conduct detailed out-year expenditure and revenue planning several months prior to actual budget submittal. Consequently, significant changes to the WTD operating budget are typically contained in the adjustment to the base budget. Therefore, in addition to the typical salary and one-time changes noted above, the base budget adjustments for WTD include extensive changes to various operating costs. Base budget adjustments are detailed below. In total, all of the base budget adjustments (excluding central rate adjustments, discussed below) result in a net change of \$4,238,060 from the 2011 Adopted Budget.²

Additional WTD Salary and Benefit Changes – Salary and benefits changes also included the following adjustments: loan out labor (+\$337,419); benefit time cashouts, night shift, and standby time (+\$52,288); vacancy savings (-\$897,594); TLT reconciliation (-\$135,848); additional Brightwater Environment Education and Community Center position funding (+\$101,441); and funding to support personnel moved from the DNRP Administration division to WTD (\$117,511).

Annualization of Brightwater Environmental Education and Community Center (BWEECC) Costs – \$55,575. This item annualizes the 2011 costs associated with the BWEECC, as 2012 will commence the first full year of operation of this facility.

Manager's Section Adjustments – (\$95,500). This adjustment consists primarily of a reduction in legal fees.

Finance and Administration Section Adjustments – (\$63,680). This adjustment makes small changes to various costs, but is driven primarily by a decrease in consulting services.

WTD Central Services Adjustments – \$1,354,378. This item represents changes in the internal central services costs within WTD and transfers to other King County agencies. This adjustment consists primarily of a decrease in the overhead costs to the Department of Natural Resources and Parks Administration and increases in taxes/assessments, surface water management, and local hazardous waste fee costs.

¹ Salaries and benefits were adjusted and COLA and merit accounts were removed.

² Including central rate adjustments implemented during the rate setting process, the change from the 2011 Adopted Budget totaled an increase of \$6,660,912.

East Section Adjustments – \$85,322. This change involves adjustments to various East Section operational costs, including South Plant, Carnation, and Vashon facility costs but excluding Brightwater cost adjustments. Significant changes include decreases in sodium hypochlorite and caustic soda prices and increases in electricity and maintenance parts and materials expenditures.

Brightwater Section Adjustments – \$3,326,229. This change annualizes operating costs associated with the Brightwater treatment plant, which will commence its first full year of operation in 2012. This annualization of operating costs includes increases to various chemical expenditures (primarily annualization of sodium hypochlorite and dewatering polymer use as well as an increase in dewatering polymer price), grit haul/disposal costs, natural gas costs, miscellaneous leases/rentals, and miscellaneous services and charges, but is driven by approximately \$2.84 million in additional electricity charges. The change item also includes reductions in various supply and material costs.

West Section Adjustments – \$1,076,132. This change involves adjustments to various West Section operational costs. Cost increases are driven by significant increases in electricity expenditures (approximately \$0.9 million) and increases in miscellaneous services, maintenance parts and materials, dewatering polymer, and odor control chemical expenditures. This item also includes reductions in costs associated with sodium hypochlorite and caustic soda and miscellaneous supplies.

Resource Recovery Management and Program Adjustments – \$711,031. This item includes minor changes to the Resource Recovery management budget and an approximately \$0.5 million increase in costs associated with biosolids hauling and application. This increase in biosolids hauling and application costs is significantly influenced by increasing fuel costs.

Miscellaneous Rate Setting Adjustments - \$117,496. These proposals make minor changes to the following sections: Environmental and Community Services, Project Planning and Delivery, and Brightwater CIP. This change item also balances the total budget amount to that used to establish the sewer rate.

Capitalization of Central Rates – (\$1,117,691). In an effort to align budget with actual expenditures, this item capitalizes several staffing-related central rate costs – including information technology, long term leases, and telecommunications – based on the percent of staff costs loaned out to capital projects.

Revenue Adjustments – \$44,644,322 Revenue. This item involves changes to various revenue accounts including increases in capacity charge and sewer rate revenues and a decrease in anticipated investment interest.

Direct Service Changes

Elimination of Support for Greenhouse Program – (\$92,500). This change item eliminates resources budgeted for support of the Greenhouse Program. The Greenhouse Program is a program run out of the Parks Division that employs developmentally disabled employees to grow plants and produce other landscaping materials. When Wastewater receives services from this program, it reimburses Parks for those services. Wastewater has not received a significant amount of such services in the last several years.

Efficiency Reductions

Data/Information Management Cost Avoidance/Reductions – (\$50,000). This item involves changes to improve data/information management activities and thereby reduce/avoid costs. Data/information management improvements include developing and implementing an electronic records management system, resulting in cost

ENVIRONMENTAL SUSTAINABILITY

avoidance of \$68,976 in off-site storage; developing and implementing a property database, resulting in cost avoidance for real property agent time of \$26,929; improving fixed asset inventory accounting procedures, resulting in the elimination of a TLT for a cost savings of \$83,000 and also resulting in the reductions of \$95,000 in audit costs; streamlining the procedure to respond to public requests for information and using phone calls for response instead of letters, resulting in the repurposing of one third of an administrative FTE to other backlogged tasks (cost avoidance of \$28,995); and implementing direct time entry into payroll system resulting in the repurposing of one half of a payroll clerk to other backlogged tasks (cost avoidance of \$50,524 and a cost avoidance in paper of \$500). The TLT reduction (\$83,268) as well as \$45,000 of the audit cost reduction were taken in the rate setting process. The total cost reduction for this change item (including rate setting reductions) is \$177,268, and the cost avoidance is \$175,425, for a total change item efficiency savings of \$352,693.

Operational Improvement Cost Avoidance – (\$0). This change item documents cost avoidance efficiencies in WLRD's environmental lab associated with the addition of Brightwater National Pollution Discharge Elimination System permit sampling and testing at no extra cost, with an estimated cost avoidance of \$250,000.

Administratively-Driven Cost Reductions – (\$502,726). This change item includes several cost reductions associated with WTD administrative functions. Cost reductions include savings associated with a reduction in computer equipment, primarily servers at South Plant (savings of \$11,500); a reduction in outside legal fees as a result of the quality testimony provided in the Jurca lawsuit (savings of \$290,554); a reduction in electricity costs resulting from negotiations for preferred rates with SPU (cost savings of \$155,672); and a reduction in SWM fees paid to Snohomish County based on negotiations that acknowledged reduced impermeable surface at Brightwater and the provision of qualifying detention facilities (cost savings of \$45,000). Lastly, one other administratively-driven cost reduction efficiency – a decrease in fleet usage resulting in a cost reduction of \$36,672 – is included in the central rate cost changes.

Revenue Collection Improvements – \$63,627 / \$344,203 Revenue. This change involves implementation of more aggressive revenue collection practices. To facilitate the change in practices and obtain additional revenue, WTD will employ a TLT position in order to (1) collect delinquent septage bills without diversion of revenue to collection agents and (2) file more intents and liens for delinquent capacity charges. These actions are anticipated to result in additional septage revenue of approximately \$244,203 and additional capacity charge revenue of approximately \$100,000. Taking into account the additional costs associated with this change (one TLT at \$63,627), this item represents an efficiency of \$280,576 in net new revenue.

Elimination of City of Edmonds Flow Swap – (\$117,500). This change item involves the termination of the agreement with the City of Edmonds regarding flow swaps. In the past, the agreement helped WTD manage flows in the north end of the system, primarily during wet weather events. With the initiation of operations at Brightwater and implementation of new flow management practices at West Point, the flexibility provided by this agreement is no longer required. This item anticipates a reduction of \$117,500 in costs, to be achieved once the ILA termination is successfully negotiated. The proposed budget assumes the negotiations will be successful. If they are not, WTD will need to seek efficiencies elsewhere.

Technology Cost Savings

Information Technology Reorganization – (\$1,450,776) / (10.00 FTEs). Salary, benefits and technology resources are transferred from WTD to the Information Technology (IT) Services fund to consolidate Executive branch IT budgets into one fund with oversight and management by the Chief Information Officer. WTD will pay for IT services via central rate CR50, which offsets the transfer.

Central Rate Changes

Central Rate Adjustments – \$2,310,376. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget, and results in a \$2,310,376 increase in charges to WTD. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

Technical Adjustments

Operating Budget Reduction – (\$111,418). In support of maintaining a sewer rate below \$40 per month per residential customer equivalent in 2013 and 2014, this change item eliminates the contingency reserve contained in the rate setting budget.

TLT Reconciliation Technical Adjustment – \$44,468 / 1.50 TLTs. This proposal is a result of May TLT Reconciliation and makes adjustments to reflect all TLTs approved by HRD as of May 10, 2011. Included in this change is the addition of a Program/Project Manager I position to support climate change projects.

Miscellaneous Technical Adjustments – \$377,988 / (1.00) FTE. This proposal makes technical adjustments to WTD's 2012 PSQ budget that are a result of changes that have occurred since the 2011 rate proposal was developed. This proposal includes moving an Administrative Assistant position from the Director's Office to Environmental & Community Services Management; eliminating a vacant LAN Administrator position for Information Systems; adding longevity pay per the most recent ASEUC labor agreements; adding COLA for standby pay (inadvertently removed in PSQ); moving all IT Equipment Replacement budgets from current cost centers in East Section, West Section, and Industrial Waste to the Information Systems cost center and making adjustments per the most recent Equipment Replacement Plans; moving IT telephone, cell phone and pager costs from central charges to Information Systems; implementing a negative expenditure in lieu of reimbursement revenue for climate change reimbursements; adjusting vacancy savings, loan out labor, and salary and wage contingency; adjusting climate change memberships and shifting climate change revenue to an expenditure reimbursement; adjusting Brightwater radio charges; adjusting DNRP overhead and Executive policy staff charges; and adjusting expenditures to those established in the rate setting process.

Transfer of Energy Position from DNRP Administration – \$84,108 / 1.00 FTE. This change item transfers a Project/Program Manager IV from DNRP Admin to assist WTD in energy-related issues. This position is partially supported by Solid Waste and Parks.

Miscellaneous Revenue Adjustments – (\$8,146,564) Revenue. This proposal makes technical adjustments to WTD's 2011 PSQ budget that are a result of changes that have occurred since the 2011 rate proposal was developed. This proposal adjusts sewer rate revenue and interest income to revised forecasts. It also remove climate change revenue, which, beginning in 2012, will be reflected as a climate change expenditure reimbursement (negative expenditure) rather than a revenue.

Woodinville Pump Station Reorganization – (\$0). This net-zero change represents a minor reorganization, transferring the Woodinville Pump Station operations from West Section to East Section. The Woodinville Pump Station is being transferred to the East Section because of its proximity to the new Brightwater Treatment Plant; when Brightwater operations commence the Woodinville Pump Station will pump flows to Brightwater instead of West Point.

PSE Electricity Rate Increase – \$221,529. These changes represent costs associated with a PSE electricity rate increase, the amount of which was finalized after the PSQ ratesetting adjustments.

Energy Efficiency Conservation Block Grant for Energy Audit – \$190,000 / \$190,000 Revenue. This proposal supports the use of EECBG funding for the performance of an energy audit. WTD has obtained the services of Johnson Controls (JCI) via a performance-based contract obtained through the State of Washington General Administration (GA) energy performance contracting program. Negotiating the scope and price of this contract took longer than originally expected because the GA program rules specify that JCI must produce a finished energy audit and energy services proposal that meets the performance criteria before JCI can invoice for the work. The grant funds cannot be drawn down until then. Also, because of the complexity of the scope at the West Point Plant, the audit will take 300 days to complete. The deliverable is scheduled to be finished by early May 2012. This change carries forward grant revenues awarded in 2009.

Project Planning and Delivery Reorganization/Brightwater Adjustments - \$15,107. This change item implements a reorganization in Project Planning and Delivery and makes adjustments to Brightwater staff as construction and startup work draws to a close. When WTD reorganized more than three years ago, there was a commitment to review the structure to validate it was working effectively and to determine if other changes were needed. This change places technical flow modeling within the planning work unit to better support long range strategic planning. It moves the technical assessment of the condition of our structures within Engineering. In addition, it aligns the work of the existing pipeline inspections with ongoing flow measurement within those pipelines. Finally, as the Brightwater project nears completion, career service staff will be transitioned to other work units within WTD. This is consistent with the staff plan developed for the Brightwater project.

Adjustment to Biosolids Hauling Costs - \$380,040. This change item adjusts biosolids costs for actual costs anticipated per bid process.

COLA Adjustment – (\$95,996). The Cost of Living Adjustment (COLA) is calculated at 1.63 percent for 2012.

**2012 Propose Financial Plan
Wastewater Treatment Division 4610/4000M**

(dollar values in thousands)	2010 Audited ¹	2011 Adopted	2011 Estimated ²	2012 Proposed	2013 Projected ³	2014 Projected ³
CUSTOMER EQUIVALENTS (RCEs)	704.39	682.82	704.39	704.39	704.39	706.15
MONTHLY RATE	\$31.90	\$36.10	\$36.10	\$36.10	\$39.88	\$39.93
BEGINNING OPERATING FUND	45,462	61,684	61,368	87,462	66,662	45,010
OPERATING REVENUE:						
Customer Charges	269,534	295,798	305,142	305,142	337,114	338,367
Investment Income	3,426	5,272	2,299	1,327	1,050	1,051
Capacity Charge	41,363	40,171	40,902	42,415	45,285	49,020
Rate Stabilization ⁴	(15,850)	(7,000)	(25,500)	21,500	22,000	29,000
Other Income	9,778	7,854	7,971	8,743	8,665	9,995
TOTAL OPERATING REVENUES	308,250	342,095	330,815	379,127	414,113	427,433
OPERATING EXPENSE ⁵	(103,682)	(111,116)	(109,616)	(116,620)	(120,101)	(124,893)
DEBT SERVICE REQUIREMENT PARITY DEBT	(146,492)	(169,282)	(168,077)	(195,546)	(221,049)	(227,376)
SUBORDINATE DEBT SERVICE	(12,307)	(19,346)	(14,135)	(16,074)	(16,674)	(16,666)
DEBT SERVICE COVERAGE RATIO PARITY DEBT ⁶	1.40	1.36	1.32	1.34	1.33	1.33
DEBT SERVICE COVERAGE RATIO TOTAL PAYMENTS	1.29	1.15	1.15	1.15	1.15	1.15
INTER-FUND LOAN REPAYMENTS	(20,447)	(20,625)	(20,300)	(20,590)	(20,500)	(470)
LIQUIDITY RESERVE CONTRIBUTION	(56)	(427)	(593)	(700)	(348)	(479)
TRANSFERS TO CAPITAL	(25,266)	(21,299)	(18,093)	(29,597)	(35,442)	(57,550)
RATE STABILIZATION RESERVE ⁴	51,000	58,000	76,500	55,000	33,000	4,000
OPERATING LIQUIDITY RESERVE BALANCE	10,368	11,112	10,962	11,662	12,010	12,489
OPERATING FUND ENDING BALANCE	61,368	69,112	87,462	66,662	45,010	16,489
CONSTRUCTION FUND						
BEGINNING FUND BALANCE	5,000	108,051	5,000	48,758	6,282	5,000
REVENUES:						
Parity Bonds	300,000	115,987	245,000	0	90,559	102,300
Variable Debt Bonds	101,986	0	78,380	60,000	25,000	0
Grants & Loans	6,340	4,024	8,957	15,217	14,510	784
Other	196	500	500	500	500	500
Transfers From Operating Fund	25,266	21,299	18,093	29,597	35,442	57,550
TOTAL REVENUES	433,788	141,810	350,930	105,314	166,011	161,134
CAPITAL EXPENDITURES	(400,427)	(209,956)	(278,682)	(147,472)	(159,712)	(152,501)
DEBT ISSUANCE COSTS	(2,615)	(2,320)	(3,621)	(300)	(1,936)	(2,046)
BOND RESERVE TRANSACTIONS	(9,281)	(3,182)	(15,834)	7,348	(5,644)	(6,586)
DEBT SERVICE, CAPITALIZED INTEREST RESERVE	(29,484)	(29,403)	(28,795)	(7,366)	0	0
ADJUSTMENTS	8,019	0	19,760	0	0	0
ENDING FUND BALANCE	5,000	5,000	48,758	6,282	5,000	5,000
CONSTRUCTION FUND RESERVES						
Bond & Loan Reserves	171,971	175,467	187,805	180,457	186,101	192,687
Policy Reserves	22,500	22,500	15,000	15,000	15,000	15,000
TOTAL FUND RESERVES	194,471	197,967	202,805	195,457	201,101	207,687
CONSTRUCTION FUND BALANCE	199,471	202,968	251,564	201,739	206,102	212,688

Financial Plan Notes:

¹ 2010 actual costs are from the 2010 CAFR or 14th Month ARMS/IBIS.

² 2011 Estimated is based on estimates made in August and September 2011, incorporating various changes since adopted.

³ 2013 and 2014 Projected are based on prior years plus inflation and other anticipated cost changes.

⁴ This revenue is accounted for as a regulatory asset to be deferred to future years in accordance with FAS-71.

⁵ Expenditures for 2013 and beyond include ABT debt service of approximately \$883,400.

⁶ This includes a Regulatory Asset for a \$50.3 million estimate of Environmental Remediation Liability in accordance with FAS-71 which will be amortized over a 30 year average bond term.

Wastewater Capital Improvement Program

The mission of the Wastewater Treatment Division (WTD) is to protect public health and enhance the environment by treating and reclaiming water, recycling solids and generating energy. In accordance with WTD's mission, the objectives of the wastewater capital program are:

- Ensuring continued operation and reliability of existing wastewater conveyance and treatment assets;
- Enhancing regional water quality in compliance with federal, state, and local regulations;
- Providing sufficient wastewater conveyance and treatment capacity to meet the long-term needs of people and businesses in the WTD service area; and
- Creating renewable resources from wastewater.

These objectives are the basis for the \$212 million of project budgets included in the 2012 CIP budget request. WTD capital spending returns to more typical long-term levels as Brightwater approaches completion during 2011-2012. The planned spending for 2012-2017 shows a substantial decrease from the peak of capital program spending of \$455.5 million in 2009 and \$400 million in 2010. WTD has continued to exert effective control on capital expenditures during the period of maximum impact from the Brightwater Project. In the process of defining capital priorities for the 2012 capital budget, WTD critically reviewed project scopes, schedules, cash flow projections, and risk analyses to prioritize projects for funding while meeting future rate goals.

Updates to Wastewater's current and forecasted residential customer equivalent (RCE) totals, operating expenditure savings and the \$3 million annual and on-going debt service savings from a recent bond refunding has allowed work to begin on eight capital projects that were going to be postponed, including the Fremont Siphon (\$4.4 million), West Point Solids and Liquids Control System Replacement (\$20.4 million), North Creek Interceptor (\$2.9 million) and Sunset/Heathfield Pump Station Replacement and Forcemain Upgrade (\$1.6 million). Reinstating these projects improves system reliability, addresses capacity needs and reduces sewer overflows by replacing and upgrading old and obsolete equipment and infrastructure. It also creates additional design and construction employment to boost the regional economy.

The WTD CIP appropriation request for 2012 is \$211,932,145. This appropriation request consists of:

- \$167,270,857 in projected 2012 expenditures;
- Plus \$97,501,249 in out-year expenditures associated with construction contracts going to bid in 2012;
- Less \$62,525,812 in contract spending previously appropriated; and
- An additional \$9,685,851 to replenish the WTD CIP Fund Contingency Project.

WTD Debt Service

PROGRAM HIGHLIGHTS

The 2012 Executive Proposed Budget for WTD Debt Service includes \$195,545,816 for parity debt and \$16,074,087 for subordinated debt service, for a total debt service of \$211,619,903. The parity debt service includes approximately \$39.0 million for general obligation bonds and \$155.2 million for revenue bonds in addition to a general obligation bond credit enhancement fee of \$1.3 million. The subordinated debt service is comprised of approximately \$5.5 million for general obligation and revenue variable debt and \$10.6 million for State Revolving Fund and Public Works Trust Fund debt service.

WTD sold \$175 million in sewer revenue bonds in January of 2011 at an interest rate of 4.9 percent. WTD also sold \$70 million in new sewer revenue bonds at an interest rate of 4.24 percent in August of 2011 in conjunction with a refunding bond issue. In view of the 2011 bonding activity, no additional long-term fixed rate debt will be issued in 2011 and 2012. The 2012 rate setting process assumed issuance of \$50 million in bonds in January of 2012 at an interest rate of 5.5 percent.

WTD currently anticipates issuing \$100 million in variable-rate sewer revenue bonds in October of 2011 and an additional \$70 million in variable-rate sewer revenue bonds in 2012. The anticipated interest rate of 1.25 percent for both variable-rate issues is consistent with the interest rate assumed during the rate setting process.

The net result is lower debt service requirements for 2012 than originally anticipated during the rate setting process. All financial impacts of the bond sales have been incorporated into the financial plan.

Adjustments to the Adopted Budget

2011 Service Levels Adjusted for 2012 Costs – \$30,513,451. Adjustments to the 2011 Adopted Budget were made to costs anticipated during the rate setting process. As noted above, each year a new sewer rate must be approved by County Council by June 1, requiring detailed out-year planning several months prior to actual budget submittal. Therefore, as with the operating budget, significant changes to the WTD debt service budget are typically contained in the adjustment to the base budget, and only minor changes are contained in the proposed budget phase. During the rate setting process, the base budget for WTD debt service was increased by \$30,513,451, consisting of an increase of \$28,164,665 in anticipated parity debt service and an increase of \$2,348,786 in subordinated debt service.

Technical Adjustments

Debt Service Technical Adjustment – (\$7,521,261). This proposal makes technical adjustments to WTD's 2012 PSQ budget that are a result of changes that have occurred since the 2012 rate proposal was developed, implementing a \$1,900,728 reduction in parity debt and a \$5,620,533 reduction in subordinated debt costs.

Environmental Sustainability Strategic Plan Area

	2010 ADOPTED		2011 ADOPTED		2012 PROPOSED	
	EXPENDITURES	FTEs	EXPENDITURES	FTEs	EXPENDITURES	FTEs
NATURAL RESOURCES						
NATURAL RESOURCES AND PARKS ADMINISTRATION	\$ 6,139,487	34.60	\$ 6,329,393	35.10	\$ 5,820,640	23.10
HISTORIC PRESERVATION PROGRAM	"0"	"0"	456,339	"0"	461,500	"0"
SOLID WASTE	93,836,562	401.72	90,870,414	388.57	96,731,761	369.55
SOLID WASTE POST-CLOSURE LANDFILL MAINTENANCE	3,781,330	1.00	2,589,377	1.00	2,826,439	1.00
WATER & LAND RES SHARED SVCS	27,065,169	184.12	28,434,998	182.49	28,954,465	161.15
SWM LOCAL DRAINAGE SVCS	23,047,852	107.40	25,642,779	104.80	22,054,170	97.54
NOXIOUS WEED CONTROL PROGRAM	1,727,817	12.84	1,929,735	12.84	1,861,772	12.84
WASTEWATER TREATMENT	108,872,937	593.70	111,115,816	594.70	116,620,203	585.70
TOTAL ENVIRONMENTAL SUSTAINABILITY	\$ 264,471,154	1,335.38	\$ 267,368,851	1,319.50	\$ 275,330,950	1,250.88

Wastewater Treatment Debt Service can be found in the Debt Service section of the budget book.

Parks and Flood Control can be found in the EGBE section of the budget book.

**Environmental Sustainability
by Budget Transparency Section**

APPRO NAME		SECTION NAME	2012 Proposed Expenditures	2012 Proposed Revenues	2012 Proposed FTEs	2012 Proposed TLTs
38 Natural Resources & Parks						
0381	Natural Resources and Parks Administration					
	0381.3115	DNRP Public Outreach	621,153		5.00	
	0381.3124	DNRP Policy Direction and New Initiatives	634,947	58,873	3.60	
	0381.7070	DNRP Administration	4,067,363	5,264,590	11.00	1.00
	0381.7073	DNRP Historic Preservation	497,177	497,177	3.50	
	Natural Resources and Parks Administration Total		5,820,640	5,820,640	23.10	1.00
0384	Noxious Weed Control Program		1,861,772	1,754,164	12.84	
0715	Solid Waste Post-Closure Landfill Maintenance		2,826,439	79,163	1.00	
0720	Solid Waste					
	0720.1453	Solid Waste Division Services	33,788,649	81,849	47.80	2.00
	0720.1455	Solid Waste Engineering	5,081,364	1,960,000	35.70	1.00
	0720.7071	Solid Waste Operations	48,959,578	88,755,169	262.30	
	0720.7072	Recycling and Environmental Services	8,902,170	3,993,870	23.75	
	Solid Waste Total		96,731,761	94,790,888	369.55	3.00
0741	Water and Land Resources Shared Services					
	0741.2700	WLR Shared Services Administration	10,639,247	6,055,166	20.50	
	0741.3200	WLR Regional and Science Services	6,306,945	8,403,831	49.63	
	0741.4210M	WLR Environmental Laboratory	7,692,568	9,221,371	64.52	
	0741.4820M	WLR Local Hazardous Waste	4,315,705	4,918,288	26.50	
	Water and Land Resources Shared Services Total		28,954,465	28,598,656	161.15	
0845	Surface Water Management Local Drainage Services					
	0845.6915	SWM Transfer to CIP	6,142,200			
	0845.6958	SWM Central Services	7,880,251	20,086,669	1.50	
	0845.6959	SWM Rural Programs	2,129,242	1,079,721	44.04	
	0845.6961	SWM Operating	5,902,477	760,913	52.00	
	Surface Water Management Local Drainage Services Total		22,054,170	21,927,303	97.54	
0846	Historic Preservation Program		461,500	461,500		
4000M	Wastewater Treatment					
	4000M.WB410	WTD Administration	33,643,060	379,127,264	49.00	2.83
	4000M.WB440	WTD Operations	67,690,653		310.00	1.66
	4000M.WB460	WTD Environmental and Community Services	13,134,783		65.00	0.08
	4000M.WB480	WTD Capital Improvement Projects Planning and Delivery	2,104,085		154.70	4.18
	4000M.WB490	WTD Brightwater	47,622		7.00	
	Wastewater Treatment Total		116,620,203	379,127,264	585.70	8.75
38 Natural Resources & Parks Total			275,330,950	532,559,578	1,250.88	12.75
Grand Total			275,330,950	532,559,578	1,250.88	12.75