



# Public Works Budget Update October 2023

 Snohomish County



# Public Works

- Public Works Mission, Vision, and Values aligned with County
  - PW strives to provide a healthy, connected, safe, resilient and sustainable community for all who live, work or play in Snohomish County.
- Balancing budget to historic cost escalation and lagging revenues
- Growth management, concurrency, and ST2/ST3 focus
- Innovative solutions/CI
  - Cartegraph asset maintenance management expand to enterprise
  - Automated Vehicle Location (AVL) RFP for new system
  - Customer Relationship Management (CRM) implementation
  - Public facing records depository implementation
  - Traffic review with PDS & OPEX
- Title VI Plan implementation and equity & inclusion focus
- Notable facilities improvements:
  - Arlington Operations Center - Phase 1
  - Intermodal Facility Property Improvements - Phase 1 & 2



## Mission

**Our mission is to meet opportunities and needs of Snohomish County's residents efficiently, equitably, creatively, and collaboratively.**

- As a provider, we are easy to work with and deliver efficient, quality services.
- As a collaborator, we work with regional partners to expand our effectiveness.
- As a steward, we support natural conservation and economic prosperity through innovation.

**We do our work with honesty, transparency, respect, empathy, and teamwork.**

# Solid Waste Management

Solid Waste, in coordination with many service providers, oversees county programs and facilities for the proper management of garbage, recycling and household hazardous waste.

- Admin, Planning, Finance, Environmental Services, Household Haz Waste
- Operations and Waste Export
- Submitted budget: \$98.5 million and 163 FTEs





# 2024 Budget Questions – Solid Waste

**1. Please provide a breakdown by: Permanent FTE and Temporary/Project (total FTE, how many are new in 2023, requested in 2024).**

- 160 Current FTEs (includes 3 FTEs added in 2023 budget)
- Plus 3 new FTEs in 2024 budget for 163 total FTEs

**2. Of those positions, how many are filled, actively recruiting, or vacant? What unfunded positions from the 2023 budget are you requesting to fund/fill in 2024?**

- All regular positions are funded in 2024 budget
- Currently 4 vacant positions (3%)
  - Historically, vacancies hover around 7%
  - Actively recruiting to fill vacant positions



# 2024 Budget Questions – Solid Waste

### 3. What are your experiences with a hybrid/remote working environment?

- Operations and field staff remain fully operable and report to a SW disposal location
  - Approximately 90% of staff are primarily field/operations
- Administrative and planning staff work various hybrid schedules
  - Approximately 10% of staff are primarily office/hybrid

### 4. Please describe how much CARES/ARPA funds your department has requested or received in 2023 and 2024, and the utilization of those funds.

- \$50k ARPA funds anticipated for workforce development



# Expenditures – Solid Waste

Fund	Division/Program	2023 Adopted	2024 Proposed	Change
402	Debt	\$ 820,586	\$ 446,258	\$ (374,328)
402	Capital	\$ 6,085,000	\$ 16,950,000	\$ 10,865,000
402	Admin	\$ 6,743,839	\$ 7,693,266	\$ 949,427
402	Planning	\$ 1,378,936	\$ 2,003,546	\$ 624,610
402	Household Haz Waste	\$ 1,410,046	\$ 1,575,948	\$ 165,902
402	Operations	\$ 23,213,130	\$ 25,586,656	\$ 2,373,526
402	Waste Export	\$ 41,572,526	\$ 40,009,955	\$ (1,562,571)
402	Env Services Section	\$ 2,312,140	\$ 2,554,892	\$ 242,752
402	Vactor / Sweepings	\$ 1,456,301	\$ 1,682,362	\$ 226,061
<b>402</b>	<b>Total Expense</b>	<b>\$ 84,992,504</b>	<b>\$ 98,502,883</b>	<b>\$ 13,510,379</b>

# Revenues – Solid Waste

Fund	Funding Source	2023 Adopted	2024 Proposed	Change
402	Waste Disposal (tip fees)	\$ 70,886,890	\$ 70,149,284	\$ (737,606)
402	Other Revenue	\$ 5,158,135	\$ 5,276,222	\$ 118,087
<b>402</b>	<b>Total Revenue</b>	<b>\$ 76,045,025</b>	<b>\$ 75,425,506</b>	<b>\$ (619,519)</b>

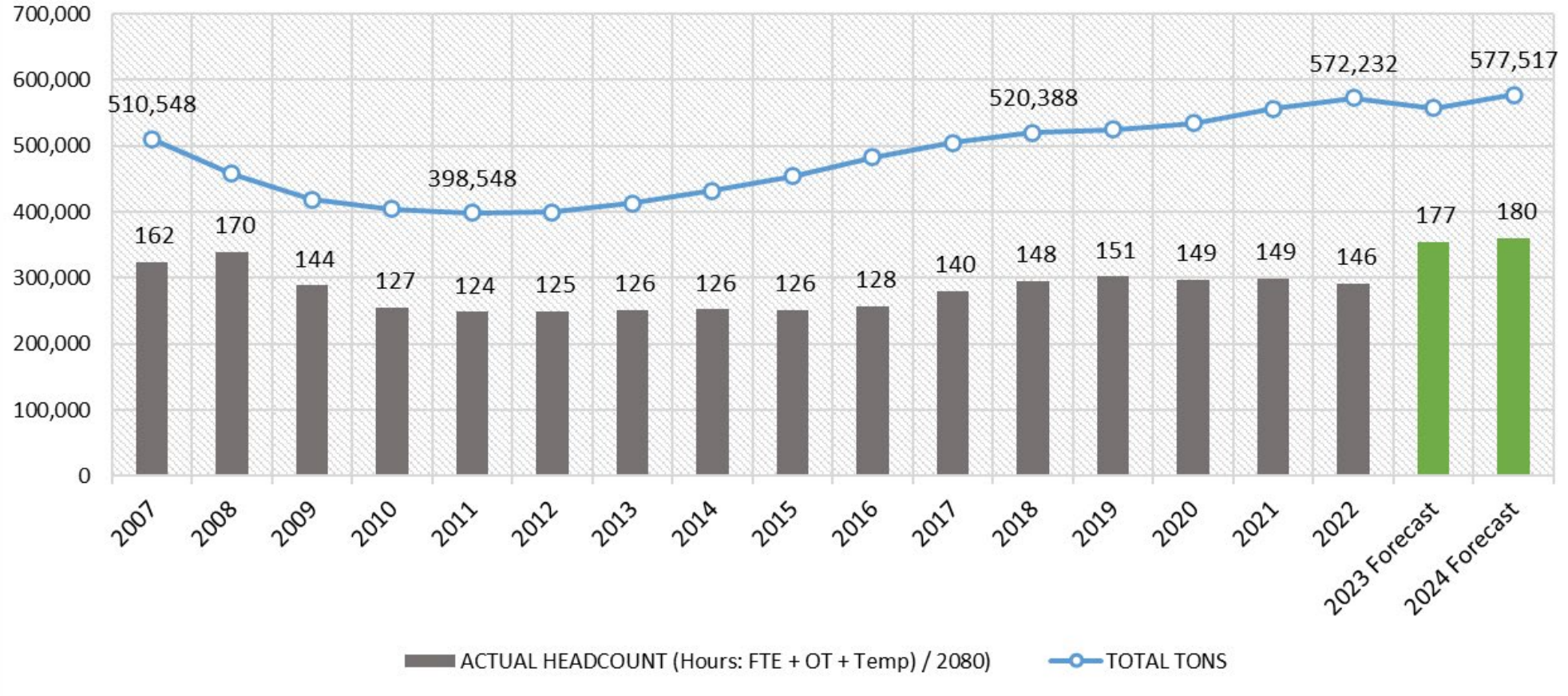
- 2024 Municipal Solid Waste (MSW) tonnage estimated at 577,517 (-3.8% decrease from 2023 budget)
- 2024 Residual Recycling Waste (RRW) tonnage estimated at 145,000 (20.8% increase from 2023 budget)
- 2024 Vector truck loads estimated at 8,250 (-9.5% decrease from 2023 budget)

# Staffing Changes (FTEs) – Solid Waste

Fund	Division/Program	2023 Adopted	2024 Proposed	Change
402	Solid Waste Management	160	163	+3



## Solid Waste Tonnage (Blue Line) and Headcount



- Actual time worked (staffing "headcount") finally improving in 2023 (FTEs & Seasonal/Temp)
- Three (+3) new FTEs requested in 2024: brings total budgeted FTEs to 163 (+1.9%)
- Ongoing challenges: difficulty hiring and retaining employees and high overtime





# Solid Waste ACP/ 6-Year CIP

 Snohomish County





# Solid Waste ACP/CIP - Current Year Update

## Projects to be completed in 2023:

- ARTS Scale Replacement
- NCRTS Stationary Crane Replacement
- SWRTS Tipping Floor Resurfacing
- Sultan Drop Box Improvements

# CIP Questions – ACP (2024) Changes from Prior Year

- Funding for ACP/CIP is from Solid Waste tip fees and dedicated funds for landfill closures
- Total \$16.95M Annual Construction Program (\$11M increase from prior year)
- 2024 Project Highlights:
  - Intermodal Facility Improvements Phase 1 & 2
  - Scale Automation Upgrades
  - ARTS Tipping Floor Repairs
  - SWRTS Scale Replacement
  - Building K Retrofit (Cathcart)
  - NCRTS Leachate System Improvements





# Solid Waste – CIP (2024 - 2029) Changes from Prior Year

- Total \$109.3 million 6-year CIP
  - \$18M increase from prior CIP
- 2024-2029 CIP Highlights:
  - Intermodal Facility Expansion / Improvements
  - Sisco Landfill Closure
  - Dubuque Dropbox Improvements
  - Compactor Replacements
  - NCRTS Transfer Station Replacement

# Solid Waste CIP – Resources/Grants

- **Resources to deliver:**

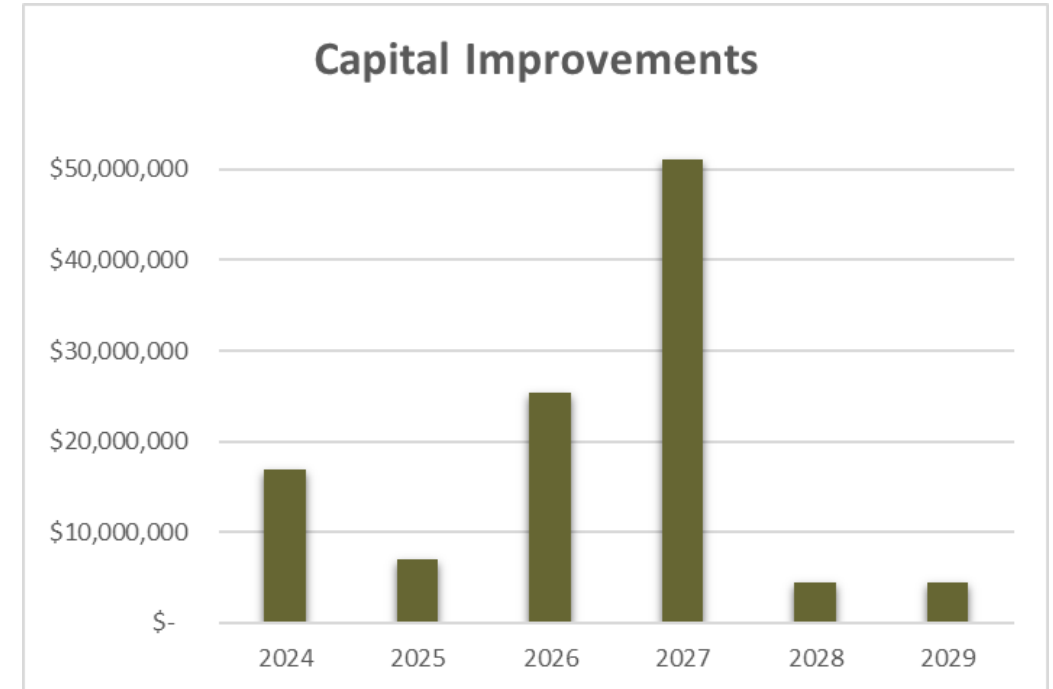
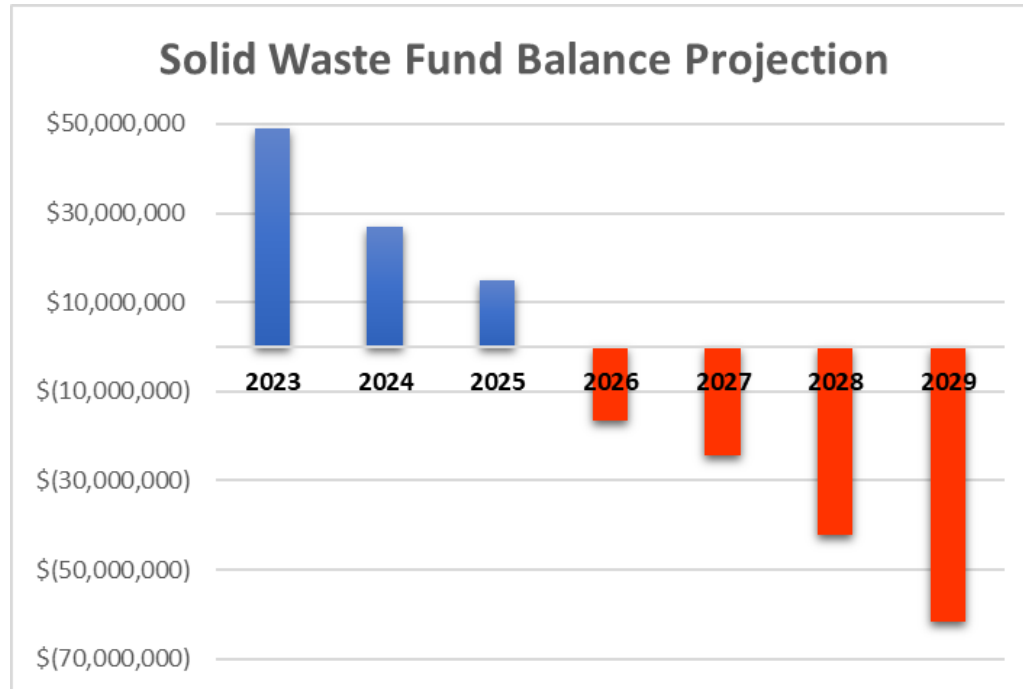
- Funding shortage projected to deliver 6-year CIP needs at current rate levels
- Funding options and strategies to be assessed in 2024 via a comprehensive cost of service and rate design study
- System activity (tons and customer count) are continuously being evaluated to determine future staffing and other resource needs

- **Grants:**

- Department of Ecology
  - 2021-2023 Community Litter Cleanup Program grant - \$236K
  - 2021-2023 Local Solid Waste Financial Assistance grant - \$1.3M



# Five Year Outlook - Solid Waste Management



- The Solid Waste fund balance will be spent down year-by-year as waste export expenses grow with the annual CPI escalator and increased spending on needed capital improvements for aging infrastructure
- 2027 includes planned \$51M NCRTS replacement (offset by bond issuance)

# Solid Waste CIP – Comprehensive Plan Progress

The County's Comprehensive Solid and Hazardous Waste Management Plan:

- 2021-2026 update of the plan is completed and has been adopted by all partner cities/towns and by the Department of Ecology
- The plan was approved by County Council through motion number 23-127 on April 12, 2023
- Elements of the Solid and Hazardous Waste Management Plan were integrated in the County-wide Comprehensive Plan







# Solid Waste Questions

 Snohomish County



### Admin Operations

- Director/County Engineer
- Contract Administration
- Budget/Fiscal
- Technology/Public Records
- HR/Payroll
- Special Projects
- Transfer out/SWM Fees
- Debt payments
- \$42M (36.5 FTE)

### Road Maintenance

- Pavement Preservation
- Road Signs/Markings
- Bridges
- Drainage/NPDES
- Routine Maintenance
- \$47M (184.5 FTE)

**Road Fund**  
**\$161M Budget**  
**(410 FTEs)**

### Transportation & Environmental Services

- Project Planning/Programming
- Environmental Permitting
- Public Involvement
- Traffic Operations
- \$14M (72 FTE)

### Engineering Services

- Design
- Survey
- Right Of Way
- Geotech
- Construction
- \$59M (117 FTE)





# 2024 Budget Questions – County Road

**1. Please provide a breakdown by: Permanent FTE and Temporary/Project (total FTE, how many are new in 2023, requested in 2024).**

- 410 current FTEs (includes 8 FTEs added in 2023 budget)
- No new FTEs or project positions requested in 2024 budget

**2. Of those positions, how many are filled, actively recruiting, or vacant? What unfunded positions from the 2023 budget are you requesting to fund/fill in 2024?**

- All regular positions are funded in 2024 budget
- Currently 43 vacant positions (10%)
  - Historically, vacancies hover around 10%
  - Actively recruit to fill vacant positions



# 2024 Budget Questions – County Road

## 3. What are your experiences with a hybrid/remote working environment?

- Operations and field staff remain fully operable
  - Approximately 56% of staff are primarily field/operations
- Launched Public Works hybrid work program in 2023 for eligible positions
  - Reduced office space footprint and consolidated space
  - Office staff in-office minimum of one day per week
  - Certain positions and new hires require more days in-office
  - Currently assessing future business needs and best balance

## 4. Please describe how much CARES/ARPA funds your department has requested or received in 2023 and 2024, and the utilization of those funds.

- \$50k ARPA funds anticipated for workforce development

# Expenditures – County Road Fund

Fund	Division/Program	2023 Adopted	2024 Proposed	Change
102	Admin Operations	\$ 39,885,506	\$ 42,090,507	\$ 2,205,001
102	Transp. & Environ. Services	\$ 13,853,982	\$ 14,120,757	\$ 266,775
102	Engineering Services	\$ 50,619,386	\$ 58,667,741	\$ 8,048,355
102	Road Maintenance	\$ 43,469,871	\$ 46,530,468	\$ 3,060,597
	Road Fund Total	\$ 147,828,745	\$ 161,409,473	\$ 13,580,728

\*Budget increase supported by one-time revenues in 2024 (grants, PWTF, property sales)

# Revenues – County Road Fund

Fund	Funding Source	2023 Adopted	2024 Proposed	Change
102	County Road Levy	\$ 73,000,000	\$ 74,500,000*	\$ 1,500,000
102	Grants	\$ 15,820,000	\$ 31,867,000*	\$ 16,047,000
102	Other Revenue	\$ 45,374,773	\$ 52,652,871*	\$ 7,278,098
102	Fund Balance Use	\$ 13,633,972	\$ 2,389,602	\$ (11,244,370)
	Road Fund Total	\$147,828,745	\$ 161,409,473	\$ 13,580,728

\*County Road Levy includes 1% annual increase plus new construction

\*Grants - big year for grants received in 2024! - Largely funds the ACP

\*Other Revenue includes \$10M boost in one-time revenues from property sales

# FTE – County Road Fund

Fund	Division/Program	2023 Adopted	2024 Proposed	Change
102	Admin Operations	36.5	36.5	-
102	Transp. & Environ. Services	72	72	-
102	Engineering Services	117	117	-
102	Road Maintenance	184.5	184.5	-
	Road Fund Total	410	410	-

\*Added pressure on staff from struggle to hire seasonal workers and more limited consultant availability

# Expenditures – Other Funds

Fund	Division/Program	2023 Adopted	2024 Proposed	Change
188	Facility Construction	\$ 2,755,000	\$ 43,000,000	\$ 40,245,000
192	Mitigation Fund used in ACP	\$ 7,824,000	\$ 6,764,000	\$ (1,060,000)
306	PW Construction Fund	\$ -	\$ 40,000,000	\$ 40,000,000
507	Pits & Quarries	\$ 10,427	\$ -	\$ (10,427)

\*Fund 188 is being eliminated and replaced by Fund 306: transferring fund balance to new fund

\*Fund 192 is mitigation fees used on ACP/TIP projects (using ~\$2.75M fund balance reserves in 2024)

\*Fund 306 is new fund for Arlington Operations Center project (year one of ~\$43M multi-year project)

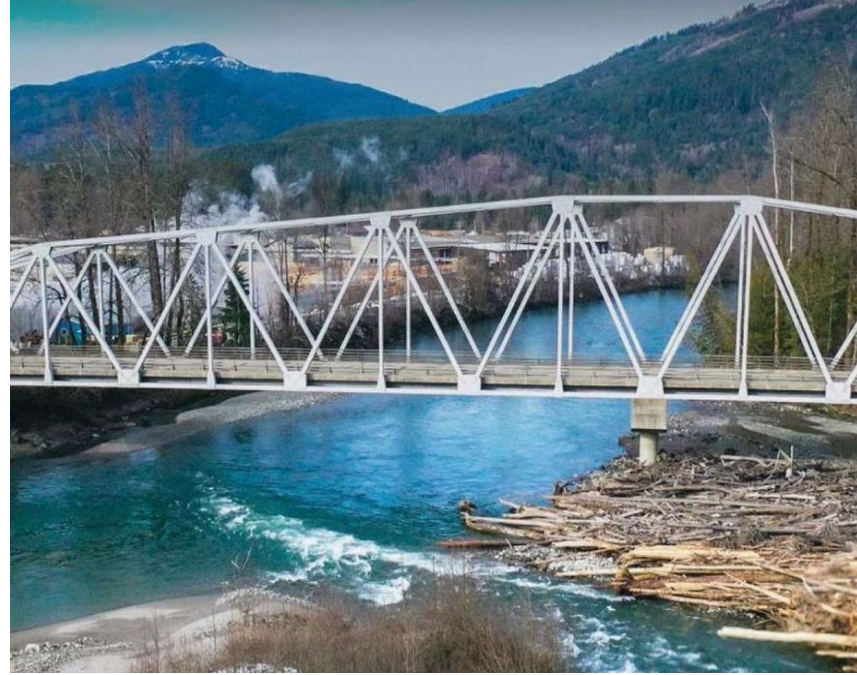
\*Fund 507 is being eliminated: no active pits and quarries





# Road Fund ACP/ 6-Year TIP

 Snohomish County





# ACP - Current Year Update

## Under construction in 2023:

- Pioneer Highway Rural Road Preservation
- Index Galena Flood Repair
- Mann Road and Ben Howard Road Improvements
- Advanced Mitigation Site Development
- SR524 Widening at Yew Way

## Advertising later in 2023:

- 132 St SE/134 Pl SE/Cathcart Way Overlay: Seattle Hill Road to SR9
- 164 St SW overlay: Spruce Way to Ash Way
- Larch Way/Logan Rd and Locust Way Intersection
- 84th St NE / 163 Ave NE Intersection Improvement
- 36 Ave W / 35 Ave W: 164th St SW to SR 99
- Swamp Creek Bridge #503

# TIP Questions – ACP (2024) Changes from Prior Year

## Annual Construction Plan (2024 ACP)

- Total ACP \$52.1M (\$9M increase (+20%) from 2023)
  - A. Engineering & Studies \$1.1M
  - B. Pavement Preservation & ADA \$10.7M
  - C. Non-Motorized/Transit/HOV \$2M
  - D. Safety & Intersections \$13M
  - E. Capacity \$15.3M
  - F. Bridges \$7.7M
  - G. Drainage & Fish Blockage \$2.3M
- Total Construction - \$31.9 million
- Total Grants - \$31.9 million
  - 2024 Ratio: \$3.7 grants: \$1 CRF
- Total Other: County Road Fund \$8.6M; Mitigation Use \$6.8M; REET II \$538k

## Construction – 2024 Highlights:

- 36 Ave W / 35 Ave W Ph I & II (2023 ad)
- 132 St SE/134 Pl SE/Cathcart Way Overlay: Seattle Hill Rd to SR 9 (2023 ad)
- 164 St SW Overlay: Spruce Way to Ash Way (2023 ad)
- Larch Way / Logan Rd & Locust Way Intersection Improvements (2023 ad)
- 84 St NE / 163 Ave NE Intersection Improvements (23 ad)
- Swamp Creek Bridge #503 Replacement (2023 ad)
- Red Bridge #537 (Mtn Loop Hwy) Preventative Maint.
- 67 Ave NE at 112 St NE Drainage Improvement Ph I & II
- Hilltop Elementary School Sidewalk Gap Improvements



# TIP Questions – TIP (2024-29) Changes from Prior Year

## Transportation Improvement Program (6-Year TIP)

- Total TIP \$239.8M (**\$28.7M decrease (-11%) from 2023**)
  - A. Engineering & Studies \$1.5M
  - B. Pavement Preservation & ADA \$33.7M
  - C. Non-Motorized/Transit/HOV \$19.9M
  - D. Safety & Intersections \$27.5M
  - E. Capacity \$86.8M
  - F. Bridges \$57.9M
  - G. Drainage & Fish Blockage \$12.4M
- Total Construction - \$151.6 million
- Total Funding:
  - Grants - \$128.3 million
    - Average Ratio: \$2.8 grants: \$1 CRF
  - County Road Fund \$46M; Mitigation Used \$41.9M; REET II \$5.4M
    - Reduction in County Road Fund and Traffic Mitigation available for TIP resulting from cost escalation & lagging revenues

### Six-Year TIP Highlights:

- 140 St NW/NE Overlay
- I-5 / 164 St SW Direct Access Improvements
- Interurban Trail Improvements: 167 Pl SW to 160 St SW
- S Machias Rd / Dubuque Rd Intersection Improvements
- 84 St NE / 123 Ave NE Intersection Improvements
- Ash Way/Gibson Rd Ph 2: Admiralty Way to 134 St SW
- 43 Ave SE Phase 1 & Phase 2
- Alderwood Mall Parkway: SR 525 to 168 St SW
- Granite Falls Bridge #102 Replacement
- Pilchuck Creek Bridge #626 Replacement
- Goodman Creek Culvert Flood Repair at MLH MP 46.5



# TIP Questions – Comprehensive Plan Progress

## TE Projects Scheduled for Completion in 2024-2029 TIP

Projects Completed (2015-23)	Construction Fully Funded (2024-29)	Construction Grant Dependent (2024-29)	Projects Remaining (2030 onward)
<b>4</b>	<b>7</b>	<b>5</b>	<b>17</b>
<b>12%</b>	<b>21%</b>	<b>15%</b>	<b>52%</b>



# TIP Questions – Resources to Deliver

## Six-year TIP proposed (\$240M)

- Includes \$151.6 million construction
- Current FTEs augmented with consultants
- Reductions to 2024 – 2029 TIP (and some projects delayed) due to availability of local dollars
  - \$22M reduction of County Road Fund dollars
  - \$11M reduction of traffic mitigation fees
  - Local dollars are necessary to match grants and meet cash flow needs



# TIP Questions – Grants

## Aggressively seek out grant opportunities

- Total Grants \$128.3M
  - \$94.3M awarded grants
  - \$34M future anticipated grants
  - Ratio of \$2.8 grants: \$1 CRF
  - 54% of TIP!
- Closely monitor federal and state grants
  - \$16.9M awarded from 2022 applications
  - \$7.3M awarded in 2023 to-date
  - Bipartisan Infrastructure Law (BIL) grants
  - TIB revenue back to pre-COVID levels
- Risk of missing future grant opportunities due to lack of sufficient local dollars to match





# Road Fund Questions?

 Snohomish County

