

19

CORE SERVICES  
CONTINUOUS IMPROVEMENT  
CREDIBILITY

CITY OF TACOMA  
ADOPTED BIENNIAL  
OPERATING & CAPITAL  
**BUDGET**

20

# **CITY OF TACOMA**

## **State of Washington**



**2019-2020**

## **ADOPTED BIENNIAL OPERATING & CAPITAL BUDGET**

**CITY MANAGER**

Elizabeth Pauli

**ASSISTANT CITY MANAGER**

Tadd Wille

PREPARED BY

**OFFICE OF MANAGEMENT AND BUDGET**

Katie Johnston, Budget Officer

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Sam Bencoter

Christina Watts Curran

Jared Eyer

Hayley Falk

Cindy Johnson

David Nash-Mendez





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished  
Budget Presentation Award

PRESENTED TO

City of Tacoma  
Washington

For the Biennium Beginning

January 1, 2017

*Christopher P. Morill*

Executive Director



# TABLE OF CONTENTS

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## INTRODUCTION

Mayor, City Council, and City Manager ..... 1  
Executive Leadership ..... 2  
Citywide Organizational Chart ..... 3  
Mission, Vision, & Guiding Principles ..... 4  
Tacoma 2025 & Departmental Goals..... 5  
City of Tacoma at a Glance ..... 7

## BUDGET HIGHLIGHTS

Budget Transmittal Letter ..... 17  
Budget Highlights ..... 18  
Employee Compensation & Benefits ..... 39  
Budget Calendar ..... 49

## DEPARTMENT SUMMARIES

Overview ..... 51  
City Attorney’s Office ..... 53  
City Council ..... 59  
City Manager’s Office ..... 63  
Community & Economic Development..... 79  
Environmental Services ..... 93  
Finance ..... 103  
Fire..... 117  
Hearing Examiner ..... 131  
Human Resources..... 137  
Information Technology ..... 151  
Library..... 163  
Municipal Court ..... 171  
Neighborhood & Community Services ..... 177  
Non-Departmental ..... 187  
Planning & Development Services ..... 191  
Police..... 205  
Public Works ..... 217  
Retirement..... 233  
Tacoma Public Utilities..... 237  
Tacoma Venues & Events..... 255

## FUND SUMMARIES

Summary of Financial Policies.....	269
Revenue Forecasting.....	277
Debt Service.....	287
Fund Types.....	297
Fund Balance Schedules.....	302
Department and Fund Matrix.....	309
Revenue & Expenditure Summary.....	313
General Fund Revenues by Category.....	314
General Fund Expenditures by Department.....	315
Revenues & Expenditure by Fund with Category.....	317
Expenditures by Department & Fund with Category.....	345

## CAPITAL BUDGET

Overview.....	365
Capital Projects Summary.....	367
Capital Projects Appropriation Plan.....	371
Utilities Capital Spending Plan.....	391
Capital Budget Funding Summary Report.....	395
Capital Budget Funding Detail Report.....	397
Capital Budget Operating Impacts Report.....	403

## APPENDIX

Additional Resources and Information.....	405
Holidays.....	407
Glossary.....	409
Acronyms.....	413
Biennial Budget Ordinances.....	415

# TACOMA

## CITY COUNCIL



**Victoria Woodards**  
Mayor



**Anders Ibsen**  
Deputy Mayor



**Robert Thoms**  
District 2



**Justin Camarata**  
District 2 (Interim)



**Keith Blocker**  
District 3



**Catherine Ushka**  
District 4



**Chris Beale**  
District 5



**Lillian Hunter**  
At-Large



**Conor McCarthy**  
At-Large



**Ryan Mello**  
At-Large



**Elizabeth Pauli**  
City Manager

# EXECUTIVE LEADERSHIP

---

## GENERAL GOVERNMENT

### CITY MANAGER'S OFFICE

**Elizabeth Pauli**  
City Manager

**Tadd Wille**  
Assistant City Manager

**Celia Holderman**  
Executive Assistant to the City Manager

### EXECUTIVE LEADERSHIP TEAM

**Bill Fosbre**  
City Attorney's Office

**Gary Buchanan**  
Human Resources

**Kathryn Johnston**  
Office of Management & Budget

**Jeff Robinson**  
Community & Economic  
Development

**Daniel Key**  
Information Technology

**Peter Huffman**  
Planning & Development Services

**Mike Slevin**  
Environmental Services

**Kate Larsen**  
Library

**Chief Don Ramsdell**  
Police

**Andy Cherullo**  
Finance

**Tanisha Jumper**  
Media & Communications

**Kurtis Kingsolver**  
Public Works

**Chief James Duggan**  
Fire

**Michelle Petrich**  
Municipal Court

**Timothy Allen**  
Retirement

**Randy Lewis**  
Government Relations

**Linda Stewart**  
Neighborhood &  
Community Services

**Kim Bedier**  
Tacoma Venues & Events

**Jeff Capell**  
Hearing Examiner

**Diane Powers**  
Office of Equity and  
Human Rights

## TACOMA PUBLIC UTILITIES

**Jackie Flowers**  
Director and CEO

### MANAGEMENT TEAM

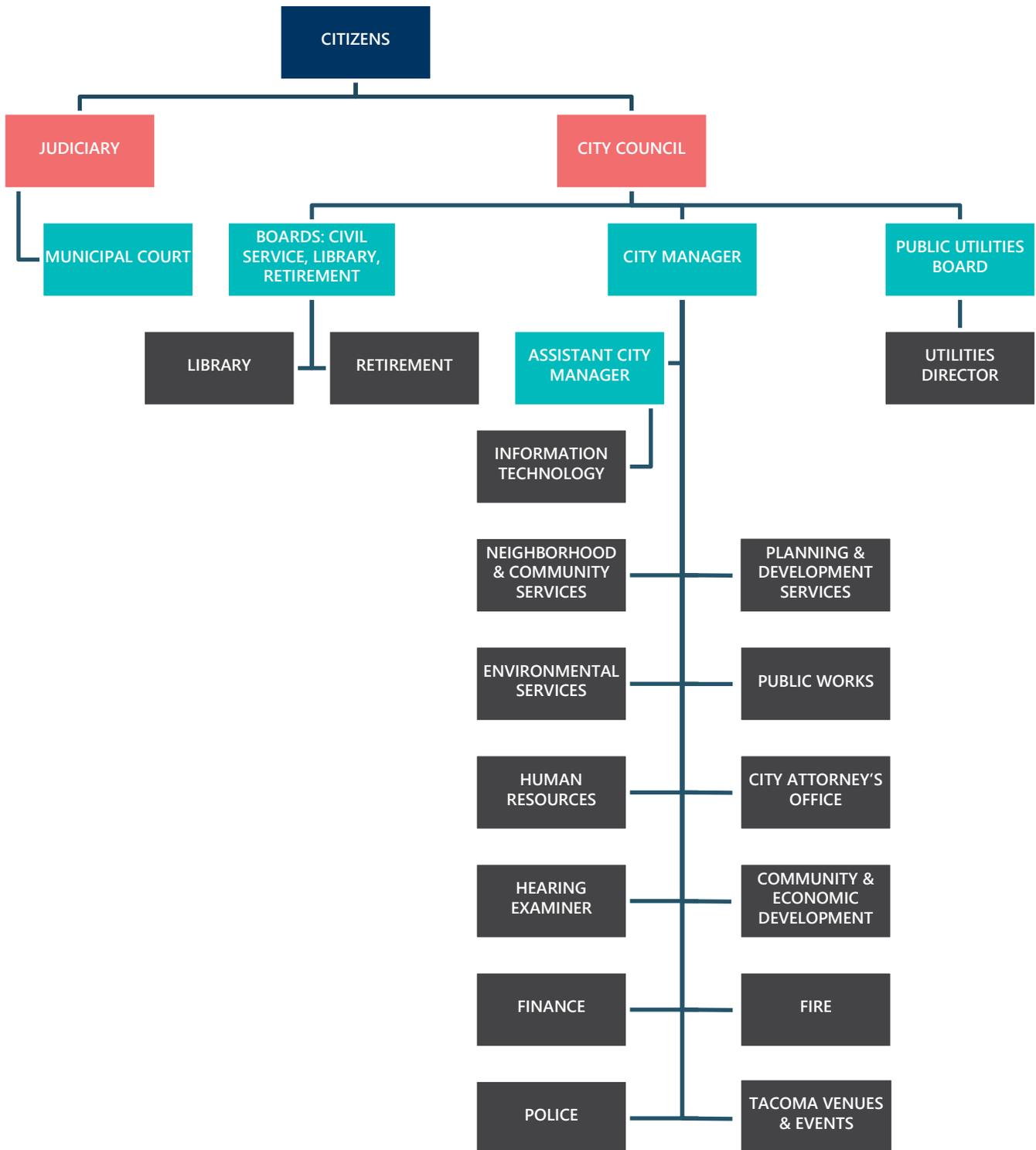
**Chris Robinson**  
Tacoma Power Superintendent

**Dale King**  
Tacoma Rail Superintendent

**Scott Dewhirst**  
Tacoma Water Superintendent

**Steven Hatcher**  
Customer Services Manager

# CITYWIDE ORGANIZATIONAL CHART



# MISSION, VISION & GUIDING PRINCIPLES

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## OUR MISSION

The City of Tacoma provides high-quality, innovative, and cost-effective municipal services that enhance the lives of its citizens and the quality of Tacoma's neighborhoods and business districts.

## OUR VISION

Tacoma is a livable and progressive international city, regarded for the richness of its diverse population and its natural setting.

## OUR GUIDING PRINCIPLES

**INTEGRITY.** We conduct our personal, work group, and organizational actions in an ethical and honest manner, and we serve as responsible stewards of the public resources entrusted to us.

**SERVICE.** We treat everyone with courtesy and empathy. We provide customer-focused municipal services that produce high value and results.

**EXCELLENCE.** We achieve the highest performance possible. We use collaborative and inclusive approaches to organizational and community issues. We are accountable for individually and collectively meeting high standards.

**EQUITY.** We understand and reflect the community we serve. We ensure every community member has services and opportunities that will enable people to satisfy their essential needs and advance their well-being.

# TACOMA 2025 & DEPARTMENTAL GOALS

---

Tacoma's Strategic Plan is based on a vision the community set for the city. The plan guides the City of Tacoma's efforts and resources toward a common vision for its future that reflects community desires, current and future trends, and bolsters the unique position of Tacoma within the Puget Sound region.

Community workshops were held between November 2014 and January 2015. More than 2,000 residents gave their input about what the vision for the future of Tacoma should be. On January 27, 2015, the City Council approved Resolution 39016: A Resolution approving the City of Tacoma's Ten-Year Citywide Strategic Vision, Tacoma 2025.

Since the City Council approved the community vision, the 2025 Advisory Committee has reviewed the Strategic Vision document and developed five community-wide goal areas, all with a foundation of equity, to help guide City departments and community partners to actionable plans.



## Education

Ensure that Tacoma has talented and educated citizens with opportunities for lifelong learning.



## Livability

Build and sustain high-quality neighborhoods that are thriving and connected throughout the city.



## Economy & Workforce

Develop a strong economy that provides growth and attracts and retains talent and opportunities.



## Government Performance

In addition to the community goals articulated by the vision, it is clear that citizens wanted a government that works for them – one that is efficient, fiscally responsible, and effective.



## Civic Engagement

Engage in meaningful opportunities for community input, feedback, and leadership for all Tacoma citizens.



## Equity & Accessibility

Enable access and ensure equitable distribution of resources to citizens.

# STRATEGIC FRAMEWORK ALIGNMENT TO DEPARTMENTAL GOALS & BUDGET

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## Priority Areas Defined by Advisory Committee



## 2025 Departmental Goals and 2020 Targets

Set by Departments and related to  
Tacoma 2025 Priority Areas

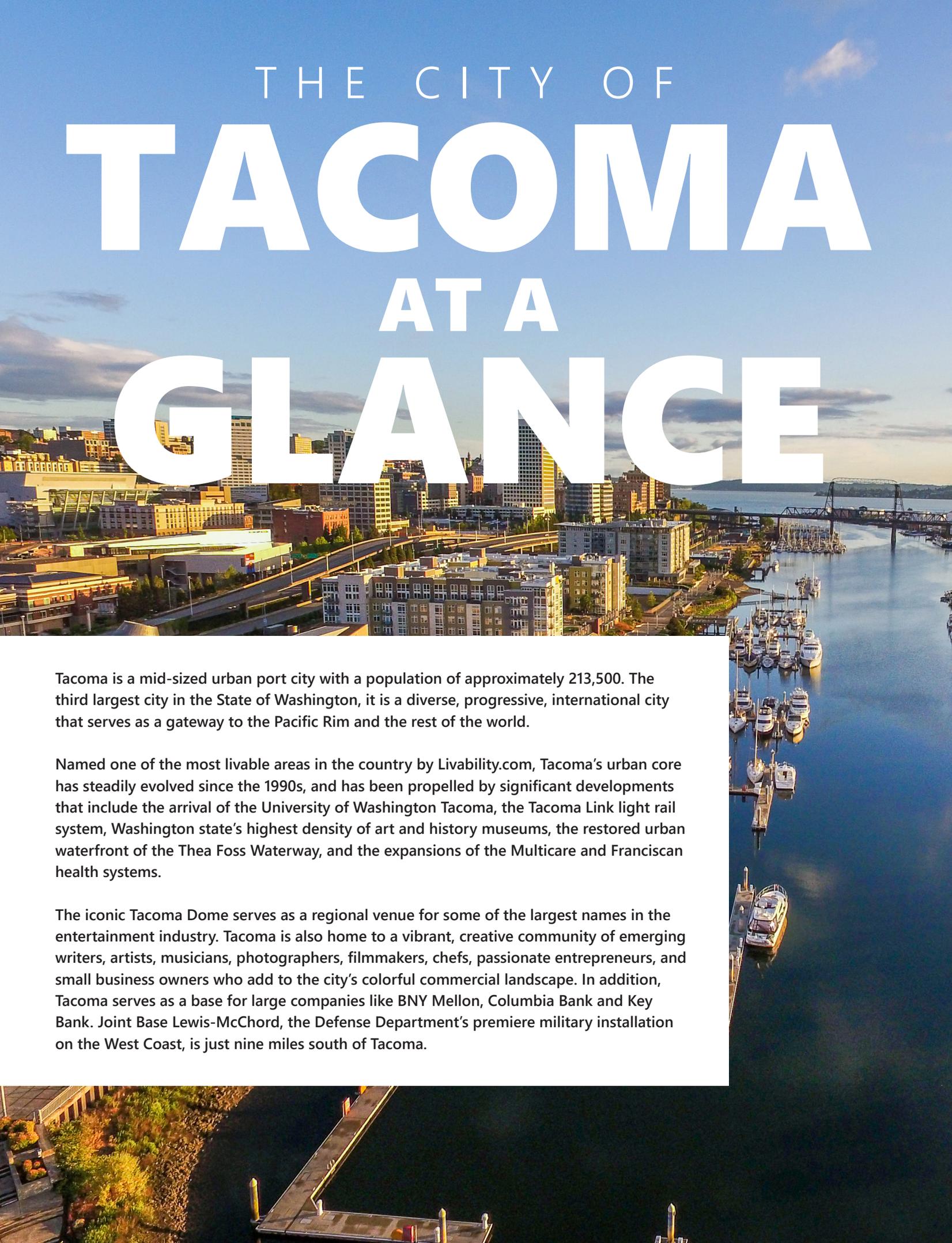
## Department Programs and Activities

What will we do?

## Performance Measures

How will we know our  
actions support the goal?

City departments developed biennial goals and performance measures based on the following City Council and City Manager priorities: Public Safety, Affordable Housing, Economic Development, Homelessness, Digital Equity, and Walkability. The 2019-2020 departmental goals and performance measures will help the City track its progress towards its vision of Tacoma 2025. More information about specific goals and measures can be found in each of the department sections.



# THE CITY OF TACOMA AT A GLANCE

Tacoma is a mid-sized urban port city with a population of approximately 213,500. The third largest city in the State of Washington, it is a diverse, progressive, international city that serves as a gateway to the Pacific Rim and the rest of the world.

Named one of the most livable areas in the country by [Livability.com](#), Tacoma's urban core has steadily evolved since the 1990s, and has been propelled by significant developments that include the arrival of the University of Washington Tacoma, the Tacoma Link light rail system, Washington state's highest density of art and history museums, the restored urban waterfront of the Thea Foss Waterway, and the expansions of the Multicare and Franciscan health systems.

The iconic Tacoma Dome serves as a regional venue for some of the largest names in the entertainment industry. Tacoma is also home to a vibrant, creative community of emerging writers, artists, musicians, photographers, filmmakers, chefs, passionate entrepreneurs, and small business owners who add to the city's colorful commercial landscape. In addition, Tacoma serves as a base for large companies like BNY Mellon, Columbia Bank and Key Bank. Joint Base Lewis-McChord, the Defense Department's premiere military installation on the West Coast, is just nine miles south of Tacoma.



Attracting families who have invested in the area for its charming neighborhoods and big city amenities, Tacoma is a magnet for downtown dwellers looking for competitively priced condominiums and apartments with picturesque mountain and water views.

A playground for hikers, runners, bicyclists and maritime enthusiasts, Tacoma is full of activity at every turn that is further accelerated by the young people attending the University of Washington, Tacoma, the University of Puget Sound, and local trade and technical colleges.

Located just 20 minutes away from the Seattle-Tacoma International Airport and easily accessible from downtown Seattle and other neighboring cities, Tacoma is a city on the rise.



# AT A GLANCE

## LAND AREA OF TACOMA



Source: Washington Office of Financial Management

## COUNCIL-MANAGER

City Council consists of an elected mayor and 8 elected council members. The Council adopts and amends city laws, approves the City's biennial budget, establishes city policy, and appoints citizens to boards and commissions. The City's day-to-day operations are administered by the city manager, who is appointed by the city council.



## EDUCATIONAL ATTAINMENT

Source: US Census

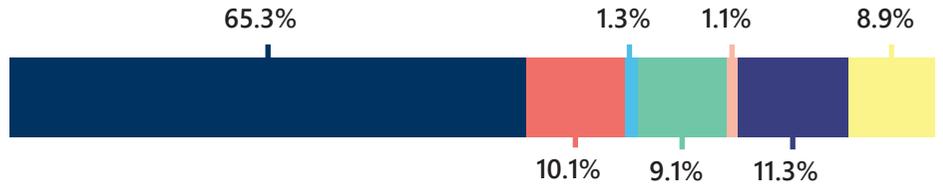


**213,418**  
POPULATION

# POPULATION DIVERSITY

Source: (Census 2016 Estimate)

- White:
- Black or African American:
- American Indian:
- Asian:
- Native Hawaiian and Pacific Islander:
- Hispanic or Latino:
- Two or more races:



\*Percentages add to over 100% because Hispanics may be of any race, and are reported in multiple categories where applicable.



## 32,407

LICENSED BUSINESSES  
Source: US Census



## 3,324

MINORITY-OWNED BUSINESSES  
Source: US Census



## 4,727

WOMEN-OWNED BUSINESSES  
Source: US Census



## UNEMPLOYMENT RATE (2015 AVERAGE)

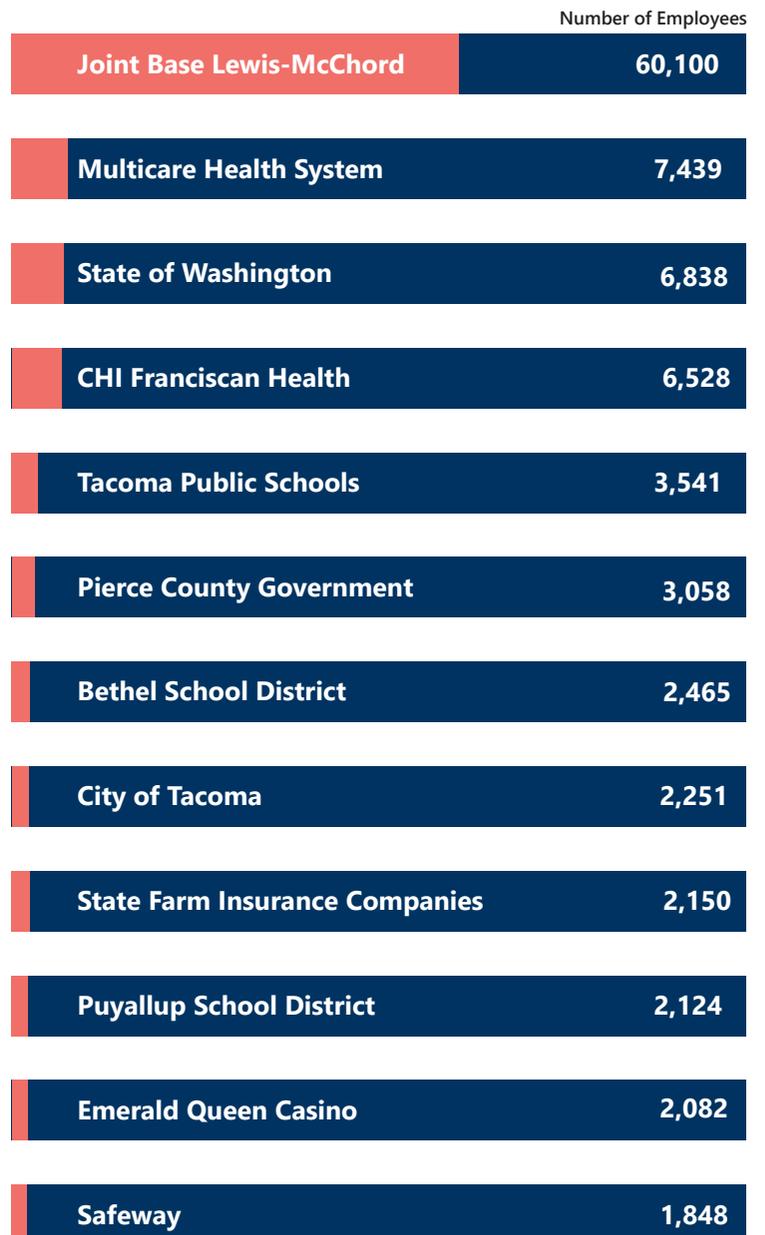
**TACOMA** 5.4%

**U.S.** 4.35%

Source: US Bureau of Labor Statistics

## TOP 10 EMPLOYERS (2017)

Source: Economic Development Board 2014



# TOTAL NUMBER OF HOUSING UNITS

## 87,632

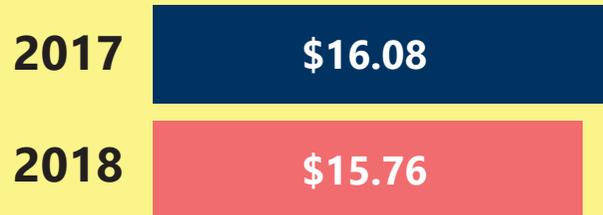
Source: US Census



## HOUSE VALUES/TAX RATES COMPARISON

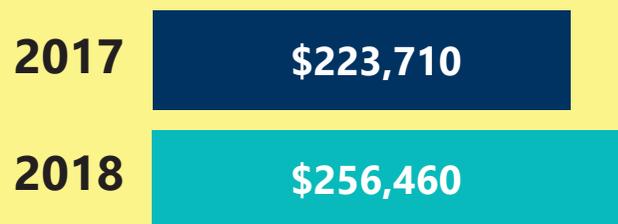
Source: Pierce County Assessor - Treasurer's Office

Tax rate (per \$1,000):



## AVERAGE ASSESSED VALUE OF SINGLE FAMILY RESIDENTIAL HOMES IN TACOMA

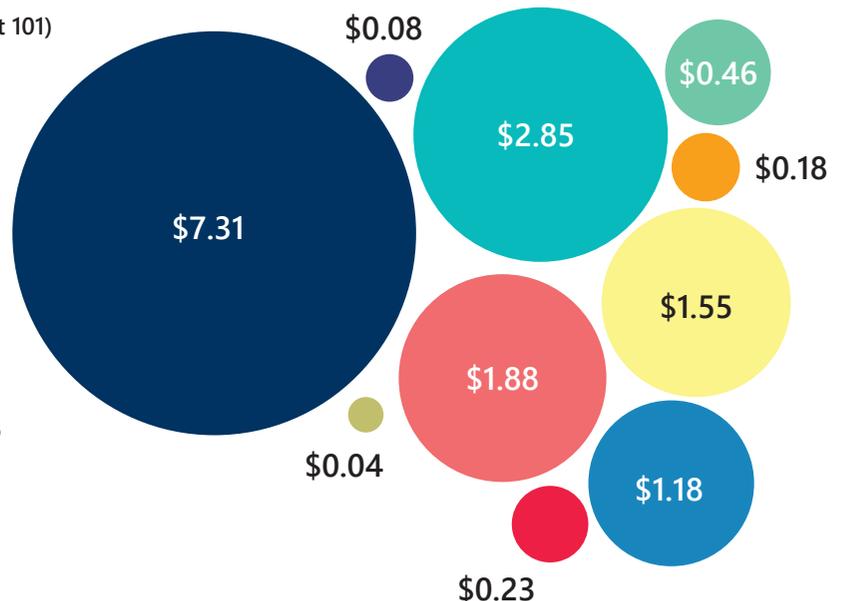
Source: Pierce County Assessor - Treasurer's Office Residential Revaluation Report



## 2017 PROPERTY TAX RATES

Source: (Pierce County Assessor-Treasurer's Office/Budget 101)

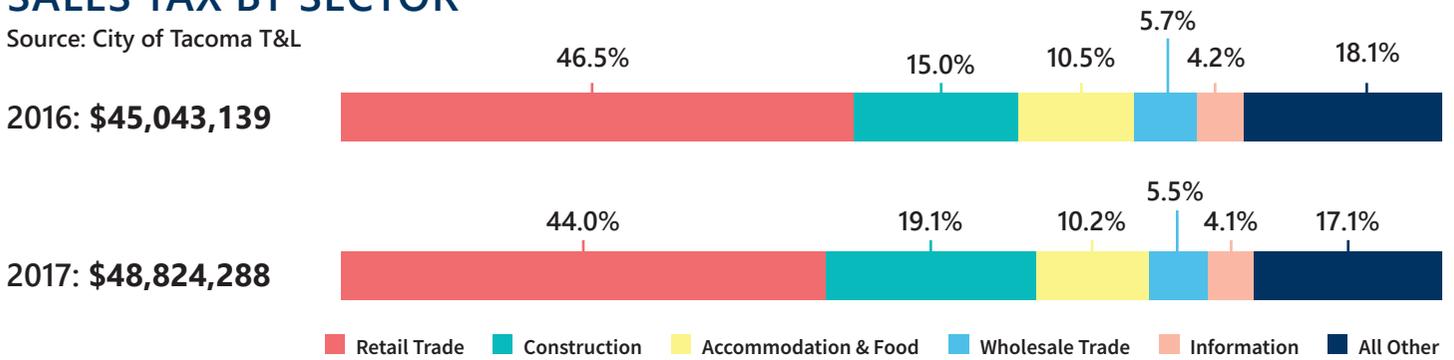
- SOUND TRANSIT
- PORT OF TACOMA
- METRO PARKS
- PIERCE COUNTY
- STATE OF WASHINGTON
- TACOMA SCHOOL DISTRICT
- TACOMA EMERGENCY MEDICAL SERVICES
- CITY OF TACOMA
- FLOOD CONTROL DISTRICT:
- CONSERVATION FUTURES
- EMS



2018 TOTAL RATE DOLLARS PER \$1,000 OF ASSESSED VALUE = \$15.76

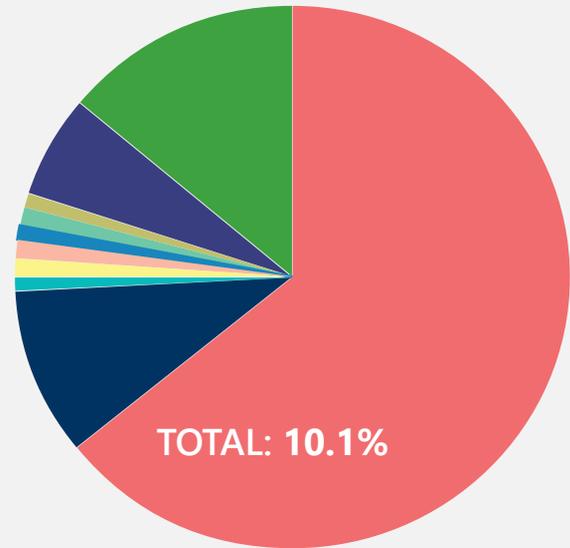
## SALES TAX BY SECTOR

Source: City of Tacoma T&L



## SALES & USE TAX

- 6.5% State of Washington
- 1.0% City of Tacoma
- 0.1% County Criminal Justice
- 0.1% Transportation Benefit District
- 0.1% City Mental Health and Chemical Dependency
- 0.1% South Sound 911
- 0.1% Juvenile Detention
- 0.1% Metro Parks
- 0.6% Pierce Transit
- 1.4% Sound Transit



Source: Washington Department of Revenue/Budget 101

## B&O TAX REVENUES

Source: City of Tacoma T&L

2016: \$46,382,386  
2017: \$49,173,850

## TOP 10 B&O TAXPAYERS

COMPANIES	INDUSTRIES	# OF EMPLOYEES
AT&T MOBILITY	WIRELESS TELECOMMUNICATIONS	15
COMCAST CABLE COMMUNICATIONS MANAGE	CABLE TELECOMMUNICATIONS	13
MULTICARE HEALTH SYSTEM	HEALTHCARE SERVICES	5,200
PUGET SOUND ENERGY INC	NATURAL GAS	215
QWEST CORPORATION	TELECOMMUNICATIONS	0
SOUND INPATIENT PHYSICIANS INC	MANAGEMENT OF HEALTHCARE SERVICES	187
ST. JOSEPH HOSPITAL	HEALTHCARE SERVICES	4,766
T MOBILE WEST LLC	WIRELESS TELECOMMUNICATIONS	9
US OIL & REFINING CO	PETROLEUM REFINERY	199
VERIZON WIRELESS	WIRELESS TELECOMMUNICATIONS	2

NUMBER OF EMPLOYEES IN TACOMA

**AGGREGATE TOTAL \$18,688,258**

Source: City of Tacoma T&L



## POLICE



2017  
**131,831 CALLS**



**6:52 MINUTES**  
AVERAGE RESPONSE TIME FOR  
EMERGENCY CALLS (PRIORITY 1 & 2)



**1.6 OFFICERS**  
PER 1,000 RESIDENTS \*



**340**  
ACTIVE COMMISSIONED OFFICERS  
\* Using 2017 population estimate of 208,100



## FIRE



**6:36**  
AVERAGE RESPONSE TIME TO  
EMERGENCY CALLS



**37,998**  
EMERGENCY MEDICAL DISPATCHES



**1,298**  
CONFIRMED FIRES

# SOLID WASTE

**55,608**

RESIDENTIAL  
CUSTOMERS  
SERVED

**5,363**

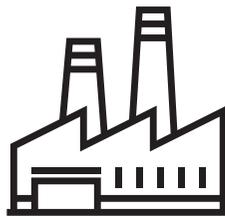
COMMERCIAL  
CUSTOMERS  
SERVED



# SURFACE WATER



RESIDENTIAL  
CUSTOMERS



**11,083**

COMMERCIAL  
CUSTOMERS

# WASTEWATER

**58,859**

RESIDENTIAL  
CUSTOMERS  
SERVED

**3,764**

COMMERCIAL  
CUSTOMERS  
SERVED

**14,236**

INTERLOCAL  
CONTRACT  
CUSTOMERS  
SERVED

# LIBRARY



**683,232**

2017  
LIBRARY  
VISITS

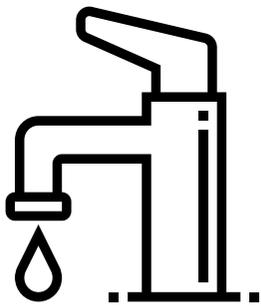
**1,502,851**

ITEMS  
CHECKED  
OUT

# PUBLIC WORKS



# TACOMA WATER



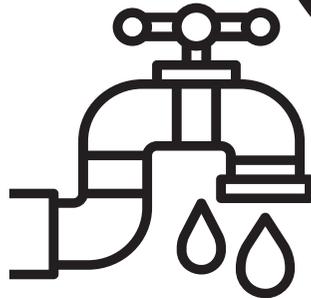
**7,120**

COMMERCIAL/INDUSTRIAL CUSTOMERS



**1,367**

MILES OF WATER MAINS



**AVERAGE DAILY HOUSEHOLD USE**



# TACOMA POWER



**157,813**

RESIDENTIAL  
CUSTOMERS  
SERVED



**18,415**

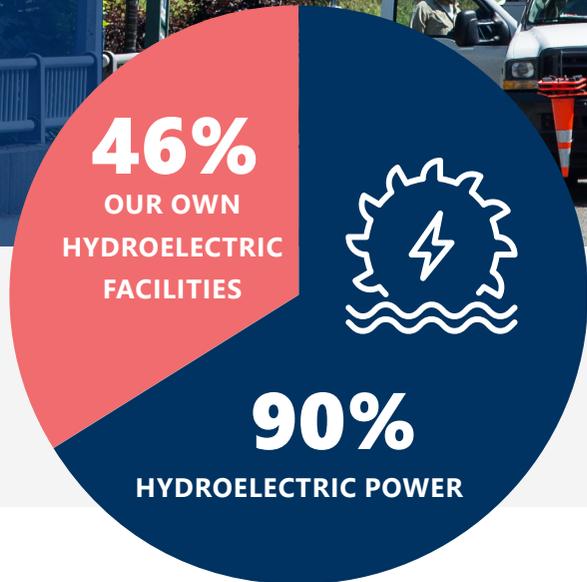
COMMERCIAL  
CUSTOMERS  
SERVED



**SERVICE AREA**

**180**

SQUARE MILES



## ENERGY SOURCES

**1,526**

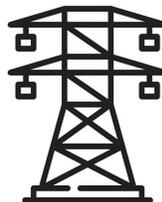
OVERHEAD

+

**848**

UNDERGROUND

=



**2,374**

MILES TRANSMISSION  
& DISTRIBUTION LINES



February 15, 2019

To the Honorable Mayor and City Council:

I am pleased to transmit the 2019-2020 Adopted Biennial Budget. The Budget is balanced and reflects the policy direction of the City Council, service priorities of the community, and maintains the City's strong financial health.

The City has actively managed its expenditure growth, kept long-term liabilities low, and preserved solid operating performance and service levels. The City projects it will end the 2017-2018 biennium with surplus savings to help fund one-time expenses in the 2019-2020 biennium and increase reserves to 16.7% of annual expenditures, meeting financial best practices. The 2019-2020 Adopted Budget aligns ongoing General Fund expenses with recurring revenues.

The Adopted 2019-2020 Budget prioritizes funding between existing services, deferred maintenance, and new or expanded services. The Budget reflects and is focused on the City's core mission and services. It enhances public safety, improves housing and homeless services, begins to address major deferred maintenance and infrastructure needs, and expands several key service areas. The Budget also includes an enhanced program-based view of expenses to provide increased transparency of services.

Carefully developed to balance City Council and community priorities with a sustainable, forward-looking, and equitable financial plan, I am pleased to transmit to you the 2019-2020 Adopted Biennial Budget for the City of Tacoma. I would like to express my gratitude to the City Council, Tacoma residents, department directors, and all those who assisted in preparing this document.

Elizabeth Pauli  
City Manager

# BUDGET HIGHLIGHTS

The City's 2019-2020 Adopted Budget reflects a continued commitment to strong fiscal responsibility and is a framework for how the City uses its resources to better serve the community. Thanks to careful, ongoing reviews of expenses, targeted reductions, and revenue growth, the City will maintain and expand existing core service levels in the 2019-2020 biennium, especially in the areas of affordable housing, homelessness, public safety, and infrastructure.

The 2019-2020 Adopted Budget is the result of a community-driven process. The Adopted Budget advances the priorities of the City Council and the community. The budget recommends funding to expand existing core services in Police and Fire, pilot new programs and services in Economic Development, and improves the City's maintenance of its fleet and facilities assets through repair and replacement programs.



Incorporates Long Term Perspective



Establishes Alignment with Organizational Goals



Focuses on Results & Outcomes Given Available Public Resources



Involves & Promotes Effective Communication with Community

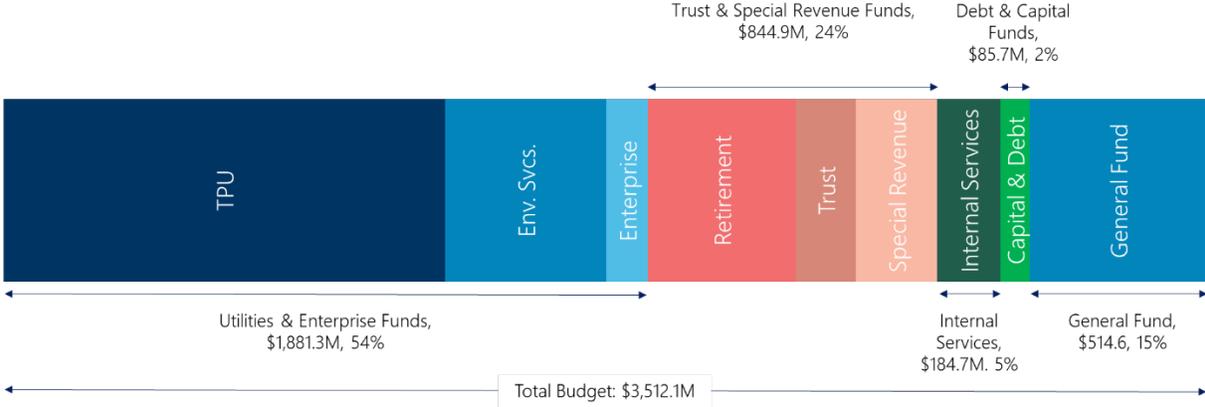


Reflects Equity Principles

## BUDGETING PRINCIPLES

As part of the City's ongoing commitment to Fiscal Sustainability, the City Manager followed a set of principles to translate the community and City Council priorities into the 2019-2020 Adopted Budget.

# CITYWIDE BUDGET



The City’s total 2019-2020 Adopted Budget is \$3.5 billion. Within that budget, the City provides a variety of services, ranging from public safety to street repair to utilities to funding for human services. The City manages these services using accounts – called funds – to track expenditures and revenue sources. Of the total Adopted Budget, \$514.6 million, or 15%, is allocated to the General Fund, which is associated with traditional City services such as Police, Fire, and Libraries. Below are examples of key services and related funds:

**POLICE** provides patrol services, community-based policing, criminal investigations, and manages dispatch services.  
General Fund and Special Revenue Funds

**LIBRARIES** includes eight municipal libraries that provide access to traditional library services as well as computers and electronic items.  
General Fund and Special Revenue Funds

**FIRE** provides fire suppression, emergency medical services, and assists in planning for emergency management and fire prevention.  
General Fund and Special Revenue Funds

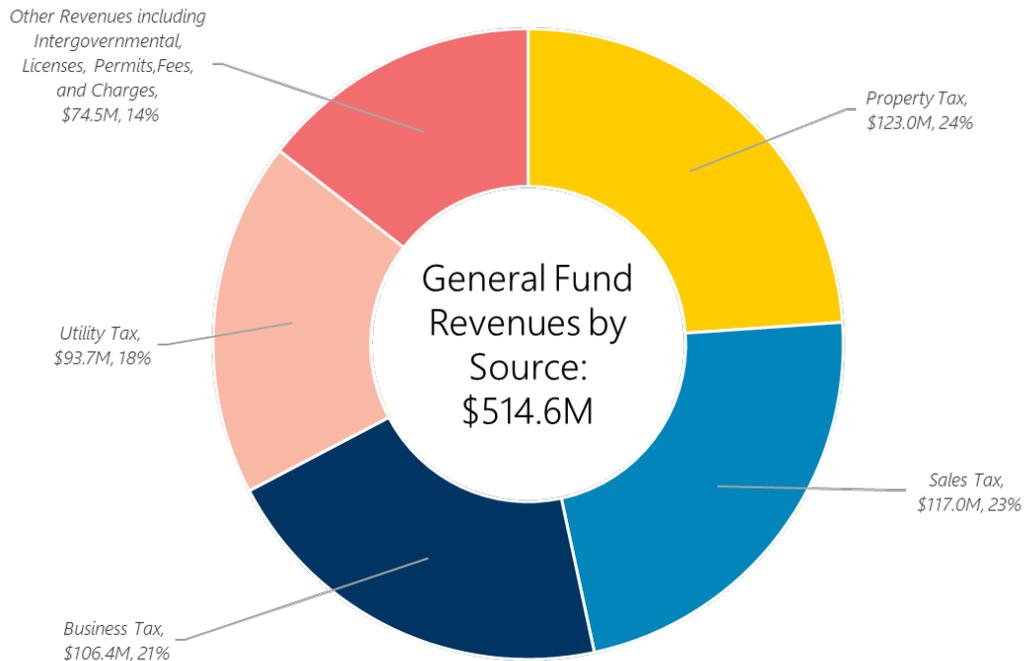
**NEIGHBORHOOD & COMMUNITY SERVICES** manages the City’s human services contracts and ensures compliance with City codes by property owners.  
General Fund and Special Revenue Funds

**UTILITIES** provide services for power, water, surface water, wastewater, rail, and solid waste, all funded through user rates.  
Enterprise Funds

**PUBLIC WORKS** manages the City’s facilities, parking system, fleet, most capital projects, and street and maintenance operations.  
General Fund, Enterprise Funds, Internal Services, and Special Revenue Funds

## GENERAL FUND REVENUES

Major revenue sources for the General Fund include property tax, business tax, sales tax, and utility tax. The City continually monitors these revenue sources throughout the biennium to ensure compliance with existing tax codes.



**PROPERTY TAXES** represent \$123 million or 24% of General Fund Revenues. Property tax revenues are limited by state law. The City's levy can only increase by 1% from year to year, as well as adding the value of new construction.



**UTILITY TAXES** represent \$93.7 million or 18% of General Fund Revenues. Utility taxes are paid by both private and public utilities and are calculated based on the total operating revenues earned by the utilities.



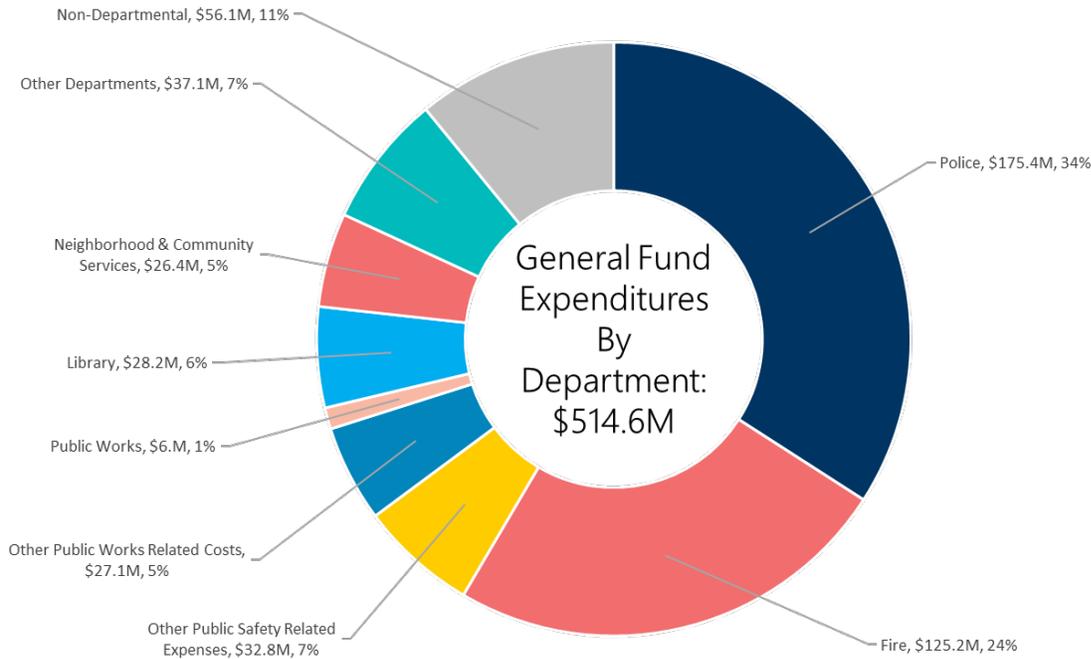
**SALES TAXES** represent \$117 million or 23% of General Fund Revenues. Tacoma consumers pay a sales tax rate of 10.1% of which 1.0% is the City's General Fund portion and 0.1% each for the Transportation Benefit District and for Mental Health & Chemical Dependency Services. These revenues are highly variable depending on economic conditions.



**BUSINESS TAXES** represent \$106.4 million or 21% of General Fund Revenues. Business taxes are paid based on the total income of a business. The City offers exemptions from business taxes for businesses whose gross receipts are less than \$250,000 annually. These revenues are dependent on economic conditions.

# GENERAL FUND EXPENDITURES

Police and Fire services with related expenses, like pensions and jail contracts, represent approximately 65% of the General Fund Budget. Other core services include Libraries, Public Works, Neighborhood & Community Services, and Community & Economic Development. In these core areas, the 2019-2020 Adopted Budget invests in:



**PUBLIC SAFETY** represents 65% of the General Fund. New funding in 2019-2020 includes seven new positions to the Police Department, adds two new Fire Engines for emergency services, converts Engine 13 to a full-time company, and builds Fire Station 5.



## NEIGHBORHOOD & COMMUNITY SERVICES

represents 5% of the General Fund. The 2019-2020 budgets maintains services related to homelessness and expands the Tenant Relocation program.



**PUBLIC WORKS** represents 6% of the General Fund and includes funding for the Safe Routes to School program, sidewalk repairs, signal improvements, new streetlights, and deferred facilities maintenance.

**NON-DEPARTMENTAL** represents 11% of the General Fund and includes miscellaneous costs of City operations such as contributions to MetroParks, repaying bonds, funding capital projects, and providing assigned counsel.

# 2019-2024 FORECAST

In May 2018, staff from the Office of Management & Budget presented the City Council with a six-year forecast using current levels of service. The shortfall between revenues and expenditures in the General Fund was projected to be \$5.3 million in 2019-2020. The gap in funding was projected to grow further if the City were to address its deferred maintenance needs or add enhanced services.



While finalizing the 2019-2020 Adopted Budget, the Office of Management & Budget updated revenue projections based on trends through 2018 and health care rates. These updates, along with targeted reductions, allowed the City to balance its ongoing revenues and ongoing expenses.

Over the last three biennia, the City has carefully reviewed expenditures and monthly financial reports to monitor its budget. As a result, the City's Adopted Budget includes General Fund reserves equivalent to two months of expenditures, or 16.7%, which is a best practice of the Government Finance Officer Association. It also sets aside savings to fund one-time projects in 2019-2020, and funds recurring expenditures with recurring revenues.

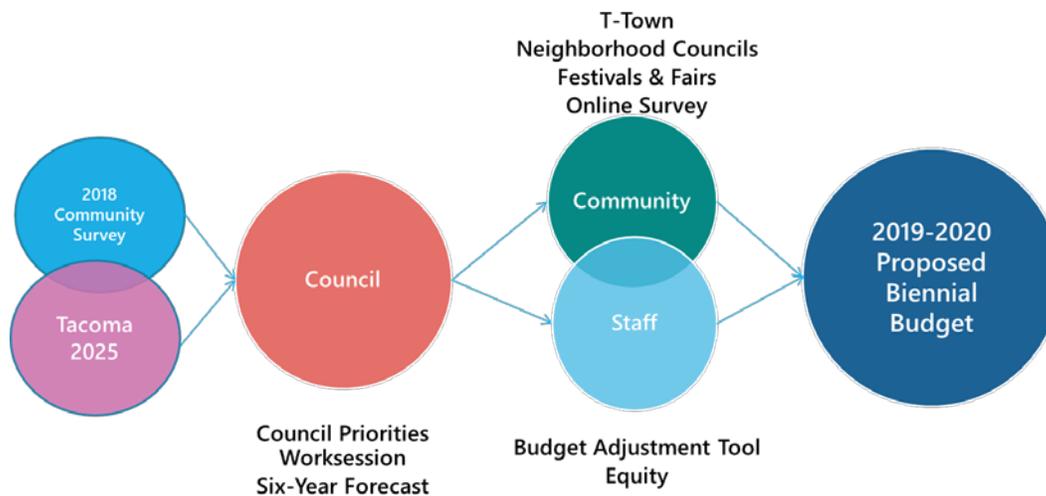
## ECONOMIC CONDITIONS

The City of Tacoma has experience robust growth over the last two years, but concerns remain about the longevity of the current growth cycle, which is now one of the longest on record. Property, Sales, and Business taxes have returned to, and in some cases, exceeded pre-recession levels, fueled in part by increasing property values and a construction boom. However, wage growth has not kept pace with housing inflation, creating affordability concerns. State and local unemployment rates have fallen to levels not seen since before the Great Recession, yet wage growth has not kept pace. Additionally, some uncertainty remains regarding national and international economic conditions. This uncertainty could impact the Puget Sound region as well as some services provided by the City of Tacoma.

## 2019-2020 CITY COUNCIL PRIORITIES

Public Safety  
 Affordable Housing  
 Economic Development  
 Homelessness  
 Digital Equity  
 Walkability  
 Regional Coordination  
 Civic Engagement  
 All Include a Focus on Equity

The process to develop the 2019-2020 Adopted Budget started with Tacoma 2025, the community vision guiding the direction of the City for the next decade. In the 2018 Community Survey, residents of Tacoma shared their priorities with City Council via a randomized phone survey. These strategic goals were carefully balanced with emerging needs identified by the City Council at their February 2018 Strategic Planning Worksession. The City used the priority areas identified by the City Council to ground the rest of the budget engagement strategy.



Throughout the Budget Development process, the City provided opportunities for residents to provide feedback in different ways and through different processes. A specific emphasis was placed on increasing accessibility to the process, with new opportunities to provide feedback online, by hosting booths at festivals and fairs, and by expanding access to the process in five languages other than English.

- 2,100 Residents participated in the T-Town City Services Expo.
- 579 Residents interacted with the City’s Budget process on social media.
- 409 Residents contributed to our Budget Art at a street festival or fair.
- 335 Residents attended a Listening Session at their local neighborhood council.
- 179 Residents provided feedback on an online survey.
- 45 Residents attended a Budget Town Hall.

For a full breakdown of feedback and responses, a Budget Engagement Report Out is available at [budget.cityoftacoma.org](http://budget.cityoftacoma.org).

# 2019-2020 ADOPTED BUDGET HIGHLIGHTS

The following sections highlight the services enhanced in the 2019-2020 Adopted Budget based on priorities identified by the City Council and the community. The 2019-2020 budget also maintains services of significance to both the City Council and community. For additional detail regarding continued and enhanced services, beyond those found in the budget highlights section of this document, please review the Departmental Pages.

## AFFORDABLE HOUSING

Based on the recommendations of the Affordable Housing Action Strategy presented to City Council in July 2018, the 2019-2020 Adopted Budget includes \$1.2 million in new funding to seed the creation of an Affordable Housing Trust Fund for Tacoma and two new full-time positions to implement the City's strategy.

The Adopted Budget also includes \$221,000 for a Neighborhood Planning Program. This will expand the capacity of the City to proactively improve engagement and education in the community around issues of growth and development and further assist the City in addressing neighborhood concerns.

## HOMELESSNESS

Recognizing the ongoing impacts of the homelessness crisis, the 2019-2020 Adopted Budget expands support for those experiencing homelessness, while also providing increased support to prevent individuals from entering homeless. This includes \$200,000 in new funds to assist low-income tenants with relocation into other affordable housing options when faced with rents rising above their income levels.



The Adopted Budget includes \$2.3 million to continue funding the Stability Site on Puyallup Avenue for one year, which provides shelter to more than 80 individuals every night and includes \$200,000 to help existing homeless shelter operators increase their capacity to provide shelter to more individuals experiencing homelessness. Additional funding is allocated to address needs related to homelessness.

To address the increase of youth homelessness in Tacoma since 2016, the Adopted Budget includes an additional \$800,000 for the establishment of a crisis residential center to help provide stability and shelter for youth experiencing homelessness. This funding is in addition to the \$1.2 million in previously planned investments.



In cooperation with the Tacoma Municipal Court, the Adopted Budget includes \$150,000 for the creation of a Therapeutic Mental Health Court, which will help individuals experiencing both homelessness and mental health issues by diverting them from the criminal justice system and connecting them with financial benefits, housing, community, and other supportive services.

## PUBLIC SAFETY

The 2019-2020 Adopted Budget enhances public safety services through additional resources for both the Fire and Police Departments.

### Fire

To improve system-wide emergency response, the City will redirect four positions and dedicate \$180,000 in new funding to provide a 24-hour engine response out of Station 13, making it full-time and available in the evening hours.

The Adopted Budget also includes \$1.2 million to replace two Fire Engines in the Department’s aging fleet and \$1 million for the development of a Facility Master Plan for the Tacoma Fire Department. The Master Plan will provide a long-term strategy for the maintenance and construction of fire facilities. The Fire Department has 24 facilities with an average age of 67-years.

The 2019-2020 Adopted Budget also includes an additional \$1.7 million for the construction of a new

### Ground Emergency Medical Transport Funding

Washington State recently approved a new program allowing public agencies that provide Ground Emergency Medical Transport (GEMT) to collect a supplemental payment from the State when they provide service to Medicaid participants. This program will support the Emergency Medical Response Fund, which would otherwise have needed support from the General Fund in 2019-2020 to continue providing life-saving service to some of our most vulnerable community members.



Fire Station #5 in the Tideflats. This brings the total funding for the project to \$7 million, which includes a \$4.5 million contribution from Puget Sound Energy based on the development agreement. The station will provide fire and EMS response as well as advanced capabilities to respond to hazardous materials in and around the Port.

## Police

To enhance the Police Patrol Division and increase service levels, the 2019-2020 Adopted Budget includes \$1 million for five new patrol officers, as well as increased funding for training, equipment, and officer wellness.

In alignment with the City's Equity & Empowerment platform and the Action Items established through Project PEACE, the Adopted Budget includes funding for a Hiring Sergeant to supervise hiring and recruiting. This officer will actively work to support the department's goal of a 20% increase in department personnel from under-represented communities by 2020. The Adopted Budget also includes \$500,000 to further the implementation of Project PEACE Action Items.

At the recommendation of the Property Crimes Task Force, the 2019-2020 Adopted Budget also includes \$500,000 to increase resources for criminal investigations. This includes an improved forensic lab evidence management system, a digital evidence management system, forensics lab equipment, crime scene mapping laser technology, and resources to help track sales of stolen goods online.

## Cybersecurity

To increase the ability of the City to protect critical systems and infrastructure, maintain the confidentiality of sensitive data, and ensure continuity of service from advanced cyber-attacks, the 2019-2020 Adopted Budget includes \$150,000 for intrusion protection enhancements to the City's cybersecurity program.



## ECONOMIC DEVELOPMENT

The 2019-2020 Adopted Budget includes \$50,000 for the development of an Economic Development Strategic Plan for the City of Tacoma. Organizational changes with the Community & Economic Development Department will better align its resources to support City Council priorities.

The Adopted Budget also includes a new Marketing Program to focus on growing businesses through the economic development services and opportunities available in Tacoma; funding for program(s) to encourage walking, biking, or bussing to work city-wide; and a Downtown Retail Advocate to encourage vibrant retail businesses downtown.



### Tacoma Dome

The Tacoma Dome received \$21.3 million in capital funding in the 2017-2018 Budget to provide a number of needed improvements. Upon re-opening in Fall 2018, the Tacoma Dome will be well-positioned to take advantage of changes in the large-event landscape of the Puget Sound.

The Adopted Budget includes funding for six new positions at the Tacoma Dome in anticipation of the increased event bookings. These new positions will cost \$1.9 million for the biennium, a cost expected to be offset by \$2.4 million in additional revenue. The Adopted Budget also includes \$1.5 million in security and infrastructure upgrades to improve crowd flow.



### Green Building and Climate

To further the 2008 Climate Action Plan and 2015 Environmental Action Plan, the Adopted Budget includes a Green Building Program. The Program will be a partnership between Tacoma Public Utilities, Environmental Services, and Planning & Development Services to encourage environmentally sustainable development in Tacoma by identifying incentives and removing barriers to low impact development, sustainable materials use, reuse, and recycling of construction materials. Also included within the Adopted Budget is an Energy Management position to help lower the energy footprint of our City wastewater facilities.



## Permitting

Based on the recommendations of the Permit Advisory Task Force, the 2019-2020 Adopted Budget includes a significant investment in Permitting Services, making Tacoma an easier place to build and grow. The budget includes \$1.2 million in staffing to meet customer needs for faster response times, in some cases improving permit levels of service by more than a week.

The Adopted Budget enhances permitting customer service and includes \$1.2 million to renovate the public spaces in the permitting division, translate key documents, interpret public meetings, and develop tools to make the permitting process more accessible and easy-to-understand. A Tenant Improvement Program is also included in the Adopted Budget to make it easier to flexibly adapt commercial spaced to meet emerging needs.



## TRANSIT ACCESS

In partnership with Pierce Transit and Pierce County, the City will invest \$1.3 million to support rapid bus services along Pacific Avenue and 6<sup>th</sup> Avenue on Pierce Transit's Route 1, connecting Tacoma Community College with Spanaway, and \$250,000 for improvements along Pierce Transit's Route 2, connecting Downtown Tacoma with Lakewood. This project includes the repair and replacement of outdated traffic signals along Pierce Transit's top corridors. The project will improve transit efficiency, reduce greenhouse gasses, and improve traffic safety.

Focusing on the Pacific Avenue portion of the corridor, the 2019-2020 Adopted Budget also includes \$200,000 for a corridor study to capitalize on the infrastructure investments in a traditionally underserved community. This study will identify ways to encourage transit-oriented development, health equity, and enhanced community engagement along Pacific Avenue.

## WALKABILITY

The 2019-2020 Adopted Budget includes \$4 million in new funding to make Tacoma a safer place for active transportation on foot and wheels. Mary Lyon Elementary School and Whitman Elementary School are included as the next two schools prioritized in the Safe Routes to School Action Plan with approved funding of \$700,000. 23 flashing school beacons will be installed at nine schools at a cost of \$1 million, completing the priority list developed in coordination with Tacoma Public Schools.



To ensure the safety of those coming to or from the newly constructed Eastside Community Center, the Adopted Budget includes \$500,000 to install sidewalks along East 56<sup>th</sup> Street from McKinley Ave. to Portland Ave. The Adopted Budget also includes \$1 million for asphalt sidewalks along Sheridan Ave. between South 72<sup>nd</sup> to South 84<sup>th</sup>, providing access to Birney Elementary and Baker Middle School.

The City will invest an additional \$1.2 million in funding for the Residential Sidewalk Reconstruction program, which leverages partnerships with property owners to lower the cost of rebuilding sidewalks. This funding will assist in the reconstruction of approximately 300 to 420 residential sidewalk sites in the biennium.

## REGIONAL COORDINATION

As a part of a \$2 billion regional project, the 2019-2020 Adopted Budget includes a \$500,000 contribution to complete the highway connection between SR 167 in Puyallup and SR 509 in Tacoma. This project will improve the connection of the Port of Tacoma to the light manufacturing and shipping hub of the Kent Valley and the agricultural products of Eastern Washington, while improving traffic conditions between Tacoma and eastern Pierce County.

To bring Tacoma in alignment with the Vision 2050 Regional Transportation Plan, the Adopted Budget includes a major update to Tacoma's Transportation Master Plan. This will include the addition of a Vision Zero Safety Plan to have zero traffic deaths in Tacoma. The updated plan will also support sidewalk planning, the Safe Routes to School initiative, and Bus Rapid Transit efforts.



The Adopted Budget includes a \$750,000 contribution toward the Melanie Jan LaPlant Dressel Park, a partnership project between MetroParks, Foss Waterway Development Authority, City of Tacoma, and the broader community.

## DIGITAL EQUITY

To ensure that all residents of Tacoma have access to the internet, to devices that connect to the internet, and to the skills and knowledge to access services and information online, the City is investing in bridging the digital divide. The Adopted Budget includes a \$400,000 investment in installing and providing public Wi-Fi along the Hilltop Light Rail expansion route, providing internet access to a neighborhood with high barriers to access.



The Adopted Budget also includes \$500,000 for upgrading key software that powers more than 100 forms residents and businesses use to access City services. The current software is no longer supported by the manufacturer and does not allow for mobile browsing, a problem for the many residents who access the internet from their tablets and smartphones. The upgrade will also allow online forms to be translated, providing greater language access.

## Libraries and Technology

The Tacoma Public Library serves as the primary access point to the internet for many residents without internet at home. The City will invest \$1 million to improve digital infrastructure at the Tacoma Public Libraries and \$200,000 to return to six days of library service. The Remote Library program, discussed in the Equity Highlight, will also provide Wi-Fi hotspots and tablets for checkout for those needing access at home. Two new Library kiosks will be installed in the community.



## CIVIC ENGAGEMENT

The City is building its capacity for civic engagement. The 2019-2020 Adopted Budget includes a dedicated Language and Engagement Coordinator. As a part of Tacoma's commitment to being a Welcoming City, this coordinator will help expand access to City services and information to those who are not native speakers of English through the strategic use of interpretation and translation. This coordinator will also help the City provide equitable opportunities to become civically engaged, regardless of neighborhood, race, language, or income level.

The City will expand the Youth Explorer Program offered by the Tacoma Police Department, which grew as a result of Project PEACE. Through the program, police officers mentor Tacoma youth from underrepresented communities with a goal of inspiring an interest in a law enforcement career.

To ensure more equitable spending, greater transparency and accountability, and increased levels of participation from traditionally marginalized communities, the City will develop a participatory budgeting pilot in the 2019-2020 biennium.

## ASSET MANAGEMENT

Even as the City invests in important services, it remains a steward of many assets vital to day-to-day functions of the organization. These assets require resources and a management plan in order to deliver the essential services to city residents.

The 2019-2020 Adopted Budget includes \$1.9 million for modernizing security at venues owned by the City. Security improvements improved lighting at the Tacoma Dome and a new digital video safety system and servers for the Greater Tacoma Convention Center (GTCC). The GTCC will also replace carpeting that is showing signs of age. The replacement will also improve the connection to the hotel, planned to open adjacent to the GTCC in spring 2020.



The Adopted Budget includes \$3.3 million in funding to address the backlog of deferred maintenance issues at City facilities, such as Fire Department facilities, Public Works facilities, and the Tacoma Municipal Building. The work will include items such as roof replacements, HVAC upgrades, window replacements and exterior repairs. In addition, the Adopted Budget includes \$2.1 million for tenant improvements. The Adopted Budget dedicates \$8.4 million in vehicle replacements: \$5 million for Police, \$1.2 million for Fire, and \$2 million for General Government vehicles, such as Public Works vehicles.

Tacoma Public Libraries constitute an important asset for both the City and its residents. In the 2019-2020 biennium, the City will invest \$1.7 million in several library branches by upgrading HVAC systems as well as replacing outdated equipment, roofs, and windows. A Library Services and Feasibility Study for the Hilltop and Eastside will be performed to ensure equitable access to library services for Tacoma residents.

### Streets Initiative

The City will continue to execute the voter-approved Streets Initiative which dedicated increases in property, utility, and sales tax revenues to the repair and improvement of Tacoma's streets. The 2019-2020 Adopted Budget includes \$43 million of tax and general fund revenue for capital improvements and the maintenance of approximately 1,200 City blocks. The City will also perform a Corridor Study of 84<sup>th</sup> Street South.

# EQUITY IN THE BUDGET PROCESS

## Equity & Empowerment Framework

1. The City of Tacoma Workforce Reflects the Community it Serves
2. Purposeful Community Outreach and Engagement
3. Equitable Service Delivery to Residents and Visitors
4. Commitment to Equity in Local Government Decision Making
5. Support Human Rights and Opportunities for Everyone to Achieve their Full Potential

The City of Tacoma is dedicated to advancing equity through its budget process, ensuring that Tacoma is a more inclusive and welcoming place for individuals of all backgrounds, and a place where everyone has the power and tools to achieve their full potential. Following the Equity and Empowerment Framework adopted by City Council, every new program included in the 2019-2020 Budget has been evaluated through an equity lens. This approach required each department to ask how budget decisions affected communities that have been historically underserved or underrepresented.

## Major Equity Initiatives include:

- The development of an Equity Workgroup at Tacoma Public Utilities to expand equity principles throughout the organization and build a workplace reflecting the diversity of our community.
- The establishment of a Remote Library Program in partnership with organizations in the Hilltop and in the Eastside to expand access to programming, books, media, Wi-Fi hotspots, and tablets.
- The expansion of Environmental Equity focused programming in Tacoma. The program will focus on planting and maintaining trees in underserved neighborhoods, improving the inventory of City-maintained trees, and assisting low-income property-owners with the removal of hazardous trees
- Funding for the Asia Pacific Cultural Center Capital Campaign.



In addition to these major initiatives, the 2019-2020 Adopted Budget contains major equity investments in walkability, transit access, language access, equitable hiring, civic engagement, homelessness services, and affordable housing.

# RATE & FEE CHANGES

## PERMITTING & DEVELOPMENT FEES

As a part of the City’s ongoing commitment to both financial sustainability and timely customer service, the Planning & Development Services Department has worked with stakeholders on the Tacoma Permit Advisory Task Force to develop a series of new fees that allow for greater cost recovery of permitting services while improving the level of service provided to those wanting to build or expand homes and businesses in Tacoma.

### Residential Construction Permit Fees

The 2019-2020 Adopted Budget reflects a new fee schedule. The new fees are a part of a new permitting program that reduces the amount of construction permits required for building or altering a single-family home and increases the speed at which permits are issued. The time to issue a permit is expected to drop from 28 days to 24 days for new homes and from 21 days to 16 days for home renovations. These higher service levels will be paid for with a 5% increase in the various Residential Right of Way Construction Permit fees and an increase in the Residential Building Permit Fee from 1.11% of construction value to 1.17%. Staff estimates that these updates will raise \$160,000 biennially to pay for staff to maintain higher levels of service.



### Commercial Permit Fees

The 2019-2020 Adopted Budget also includes enhancements to commercial permit services. Work Order Permits, which are used for reviewing and inspecting public improvements like roads and utilities, will also be issued in 21 days instead of 28 days. This service increase will be paid for by increasing inspection costs from \$110 per hour to \$178 per hour, raising an estimated \$820,000 biennially.

Site Development Permits, which include the review and inspection of onsite infrastructure and utilities, will be issued in 21 days instead of 28 days. A new, simpler cost methodology has been developed which will range from \$600 for a small addition to \$5,000 or more for a large commercial building. This new site development fee structure will raise \$264,000 biennially.

## Pre-Application Services Fee

The 2019-2020 Adopted Budget includes an enhancement of the permitting pre-application program. This program allows developers and landowners to work with City permitting specialists before a building permit is filed. This process will allow for red flags to be identified before the application stage and reduce the total time needed to issue a permit. While the current pre-application program is free, it can take between 28 and 42 days for an applicant to receive a response.



With the adopted Pre-Application Services Fee, Type A permits will cost \$1,250 and have a response time of 14 days. Type B permits will cost \$2,500 and have a response time of 28 days. Both fee levels will count as a credit toward a building permit plan review fee if plans are filed within a year. Neither pre-application service fee will be required to file a building permit application. The fee will raise an estimated \$1.1 million biennially.

## Land Use Permits Fee

Land Use permits are for development permits where special consideration is required from the City. This can include variances to City code, like building closer to a property line, or where extra levels of review are required, such as building along shorelines. The 2019-2020 Adopted Budget includes enhancements for increasing the levels of services for land use permitting, speeding up the process by 30 days in many cases. New fees vary by permit type and will raise an estimated \$500,000 biennially. These new funds will be used to hire new staff, which, in turn, will decrease the response times and improve service levels.



## FIRE



Public Safety remains a top concern for City Council and residents alike. The 2019-2020 Adopted Budget includes fee proposals designed to expand the capacity of the Fire Department to respond to emergencies by reducing the number of non-emergency calls, increasing community and firefighter safety, and allowing for a greater staff focus on proactive prevention.

### Fire False Alarm Fine

Tacoma Fire responds to more than 1,300 false fire alarms every year, reducing the response capacity for real emergencies. Most of these false alarms are triggered automatically at commercial locations by preventable causes such as improper maintenance or smoking in non-designated areas. The Adopted Budget includes a fine of \$150 per residential incident and \$250 per commercial incident. These rates are comparable with many other jurisdictions in Washington State and estimated to provide \$489,000 in revenue biennially.

### Non-Emergency Lift Assist Fine

Tacoma Fire responds to approximately 350 non-emergency calls for assistance each year from assisted living facilities and skilled nursing facilities to help lift residents who have fallen, but do not need emergency medical attention.

These non-emergency calls reduce the capacity for Tacoma Fire to respond to emergencies.

The Adopted Budget includes a fine in 2019 of \$350 for first occurrence, \$500 for second occurrence, and \$850

for each additional occurrence with all occurrences at \$850 each in 2020.

This fine is estimated to raise \$509,000 in revenue biennially. This fine would not apply to individuals calling for assistance in adult family homes or private residences.



### Commercial Fire Protections Systems Compliance

Following the International Fire Code, Tacoma Fire Department is required by law to inspect all commercial properties and ensure that all fire protection systems are functional. These systems include alarms, fire escapes, commercial kitchen hoods and ducts, and fire sprinklers. Currently, limited funds prevent Tacoma Fire from inspecting these systems as often as is needed to ensure compliance. The Adopted Budget includes a \$25 fee for testing and inspecting these systems, which will raise an estimated \$330,000 biennially and pay for

increased inspections that, consequently, will dramatically increase compliance and community safety. This fee is comparable to other Puget Sound Fire jurisdictions.

### Fire Code Inspection Program (FCIP)

The International Fire Code also requires Tacoma Fire Department to inspect all commercial buildings for compliance with Fire Code regulations. This includes identification of fire hazards such as poor wiring, improper storage of fuels and highly flammable substances, blocked exits, and other hazardous conditions. Currently, the Fire Code inspection program has a range of fees for inspections based on a combination of building square footage and/or



risk profiles ranging from \$37 to \$574, which are automatically adjusted according to inflation as reflected in the Consumer Price Index. Due to increases in personnel costs, the 2019-2020 Adopted Budget includes a 15%-20% inspection fee increase in 2019, followed by a return to fees adjusted by the Consumer Price Index. The fees are lower than neighboring jurisdictions and will raise an estimated \$271,000 biennially.

### Utility Rates

The City operates several large utilities under the direction of the Tacoma Utility Board, including Tacoma Power, Tacoma Water, and Tacoma Rail. The City of Tacoma also manages utility services through its Environmental Services Department, which includes Solid Waste, Wastewater, and Surface Water management.

The following system average rate increases were accepted for the 2019-2020 biennium:

Utility	2019	2020
Power	2.0%	2.0%
Water	2.5%	2.5%
Rail	Varies	Varies
Solid Waste	3.0%	3.0%
Wastewater	4.0%	4.0%
Surface Water	3.5%	3.5%



# MAJOR CHANGES IN THE 2019-2020 ADOPTED BUDGET

## PROGRAM BASED BUDGETING

A major change included in the 2019-2020 Adopted Budget is the method by which the City presents and manages its budget. Beginning in 2019, the City will move to a Program Based Budgeting approach. Prior budgets showed Department costs by expense type (personnel, maintenance and operations, etc.), and it was difficult to determine the cost of any given program or service. By grouping costs by program, the City will more transparently show the cost of the City's different programs and services offered to its residents and businesses.

Departments adjusted their budgets to Program Based Budgeting by identifying their existing programs and estimating the cost of providing these programs. Programs and the associated costs will be refined and adjusted over time as Departments monitor and track the costs of their programs moving forward.

## ORGANIZATIONAL STRUCTURE CHANGES

One of the advantages of Program Based Budgeting is the ability to more efficiently align programs and departments to better serve residents and address emergent needs.

Organizational structure changes that are reflected in the 2019-2020 Adopted Budget include moving:

- Continuous Improvement Program from Finance to Human Resources
- Risk from Human Resources to Finance
- Office of Arts and Cultural Vitality from Community & Economic Development to Tacoma Venues & Events
- GIS and Demographics Programs from Community & Economic Development to the Information Technology Department
- Neighborhood Council Program from Community & Economic Development to Neighborhood & Community Services
- Tax & License Compliance from Neighborhood & Community Services to Finance
- Road Use Compliance from Neighborhood & Community Services to Public Works
- Workforce Development from Neighborhood & Community Services to Community & Economic Development
- Site Development from Environmental Services to Planning & Development Services
- Labor Relations from Human Resources to City Attorney's Office



## CHANGES IN INTERNAL COST METHODOLOGY

In addition to changes in how costs are evaluated, monitored, and shown, the 2019-2020 Adopted Budget reflects changes to how costs are distributed for internal service departments, such as Human Resources, Information Technology, and Finance. These internal services assess (distribute) their costs to other departments based on the services they provide. For example, Human Resources assesses its costs to the Fire Department based on the number of Fire Department employees.

In preparation for the 2019-2020 Adopted Budget, the City performed an evaluation of internal service costs and the methods by which they were being distributed/assessed across the City to ensure both the utilization of best practices in its methodologies and that the distribution of costs were stable and predictable with a clear connection to the services being received. Among others, major methodology changes for 2019-2020 Biennium include the Finance Department's assessments charged based on the receiving department's budget size as a portion of the City's budget, and the Information Technology Department's assessments quantified as a standard unified service for enterprise-wide services, such as SAP. These changes shifted costs across City departments resulting in higher costs for some departments and lower costs for others.

# EMPLOYEE COMPENSATION & BENEFITS

The 2019-2020 Adopted Budget includes contractually obligated pay increases for represented employees. For union contracts yet to be settled, the Budget includes projected increases based on history and other known factors. Non-represented salary increases included in the Adopted Budget are based on growth in consumer prices and, for specific classifications, market data and/or compression. The City Council will review the final 2019 salary schedule for non-represented employees in December 2018. The Adopted Budget projects health and benefit costs similar to those budgeted in 2017-2018.

The 2019-2020 Adopted Biennial Budget includes a total of 3,874.5 authorized Full-Time Equivalents (FTEs) in all funds. The table below illustrates the annualized FTEs for each biennium listed as well as the difference between the 2017-2018 Adopted Budget and the 2019-2020 Adopted Budget. The second table illustrates FTEs and changes by department, followed by a description of the changes.

## FULL TIME EQUIVALENTS BY FUND

Personnel Complement	2015-2016 Adopted	2017-2018 Adopted	2019-2020 Adopted	2019-2020 O/(U) 2017-2018
<b>General Fund</b>				
City Attorney's Office	48.7	17.0	17.5	0.5
City Council	13.0	-	-	-
City Manager's Office	22.1	2.9	3.0	0.1
Community & Economic Development	16.2	14.9	15.7	0.8
Environmental Services	2.2	-	-	-
Finance	93.1	24.0	25.5	1.5
Fire	297.3	321.3	330.9	9.6
Hearing Examiner	2.5	-	-	-
Human Resources	28.4	-	-	-
Library	103.7	106.4	110.6	4.2
Municipal Court	24.9	24.9	24.9	-
Neighborhood & Community Services	29.4	31.3	32.2	0.9
Planning & Development Services	8.0	7.9	7.2	(0.7)
Police	348.4	381.6	396.0	14.4
Public Works	15.5	17.3	17.7	0.4
Tacoma Venues & Events	1.8	2.8	4.3	1.5
<b>General Fund Total</b>	<b>1,055.2</b>	<b>952.2</b>	<b>985.4</b>	<b>33.2</b>

	2015-2016	2017-2018	2019-2020	2019-2020 O/(U)
<b>Personnel Complement</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>2017-2018</b>
<b>Special Revenue Funds</b>				
1020 - Courts Special Revenue	0.7	0.7	0.7	-
1065 - PW Street Fund	85.5	92.7	110.0	17.3
1085 - 2015 Voted Streets Initiative Fund	-	26.4	26.3	(0.1)
1090 - TFD Special Revenue	15.4	1.5	9.0	7.5
1100 - PW Property Mgmt	1.1	0.9	0.4	(0.5)
1110 - LI Guaranty	0.5	0.1	0.1	-
1145 - NCS Demolition	-	0.4	-	(0.4)
1155 - TFD EMS Special Revenue	75.5	77.5	77.2	(0.3)
1185 - HRHS Special Revenue	18.2	10.2	7.5	(2.7)
1195 - CED Special Revenue	6.4	6.2	8.3	2.1
1236 - CED Small Bus Entrp	2.0	2.3	1.1	(1.2)
1267 - TPD Special Revenue	17.1	5.0	-	(5.0)
1431 - IT Municipal CableTV	18.8	18.8	21.0	2.2
1500 - CED Loc Emp Apprent	2.0	2.3	2.0	(0.3)
1650 - Traffic Enforcement	17.3	18.1	18.8	0.7
<b>Special Revenue Funds Total</b>	<b>260.4</b>	<b>260.4</b>	<b>282.3</b>	<b>21.9</b>
<b>Capital Project Funds</b>				
1060 - Transportation Captl	24.4	21.1	36.3	15.2
1140 - PWE Paths & Trails	0.3	-	-	-
3211 - Capital Project Fund	0.2	-	-	-
<b>Capital Project Funds Total</b>	<b>24.8</b>	<b>21.1</b>	<b>36.3</b>	<b>15.2</b>
<b>Enterprise Funds</b>				
4110 - Permit Services Fund	53.8	52.5	84.7	32.2
4140 - PWE Prking Operating	17.6	14.5	18.8	4.3
4165 - Convention Center	15.3	16.3	22.8	6.6
4180 - PAF Dome	24.8	25.8	28.2	2.5
4200 - ES Solid Waste	188.6	190.5	196.5	5.9
4300 - ES Wastewater	239.0	227.6	231.3	3.7
4301 - ES Surface Water	105.8	98.3	81.1	(17.3)
4500 - Tacoma Rail	121.5	118.0	126.0	8.0
4600 - Water	256.2	273.5	289.3	15.8
4700 - Power	1,056.3	1,066.8	1,055.4	(11.3)
<b>Enterprise Funds Total</b>	<b>2,078.8</b>	<b>2,083.7</b>	<b>2,134.0</b>	<b>50.3</b>

<b>Personnel Complement</b>	<b>2015-2016 Adopted</b>	<b>2017-2018 Adopted</b>	<b>2019-2020 Adopted</b>	<b>2019-2020 O/(U) 2017-2018</b>
<b>Internal Service Funds</b>				
5050 - TPU Fleet Service	29.5	29.0	30.0	1.0
5400 - Equipment Rental	38.4	39.2	43.2	4.0
5453 - PWS Asphalt Plant	2.0	2.0	1.9	(0.1)
5540 - Comms Equip Res	5.1	5.1	5.0	(0.1)
5550 - ThirdPartyLiabClaims	0.3	0.3	-	(0.3)
5570 - Workers Compensation Fund	8.4	7.9	-	(7.9)
5700 - Muni Bldgs Acq & Ops	20.7	16.5	16.5	-
5800 - General Government Internal Ser	98.2	292.3	329.1	36.9
<b>Internal Service Funds Total</b>	<b>202.4</b>	<b>392.1</b>	<b>425.6</b>	<b>33.5</b>
<b>Trust &amp; Agency Funds</b>				
6050 - Deferred Comp Trust	1.0	1.0	1.0	0.0
6100 - Employees Retirement	7.8	7.7	7.8	0.1
6120 - Rel & Pens Police	1.6	1.1	1.1	(0.1)
6150 - Rel & Pens Fire	1.6	1.1	1.1	(0.1)
<b>Trust &amp; Agency Funds Total</b>	<b>12.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>
<b>Grand Total</b>	<b>3,633.5</b>	<b>3,720.4</b>	<b>3,874.5</b>	<b>154.2</b>

## FULL TIME EQUIVALENTS BY DEPARTMENT

Personnel Complement	2015-2016	2017-2018	2019-2020	2019-2020 O/(U)
	Adopted	Adopted	Adopted	2017-2018
City Attorney's Office	48.7	49.7	53.8	4.1
City Council	13.0	13.0	14.0	1.0
City Manager's Office	40.9	44.6	48.5	3.9
Community & Economic Development	26.4	25.4	27.1	1.7
Environmental Services	535.6	519.8	512.8	(7.0)
Finance	94.1	107.4	107.0	(0.4)
Fire	388.2	400.3	419.0	18.7
Hearing Examiner	2.5	2.5	2.5	-
Human Resources	37.7	41.2	47.5	6.3
Information Technology	107.5	112.0	128.1	16.1
Library	103.7	106.4	110.6	4.2
Municipal Court	36.3	36.3	36.3	-
Neighborhood & Community Services	47.6	37.4	34.7	(2.7)
Planning & Development Services	61.8	60.4	91.9	31.5
Police	375.5	394.1	406.3	12.1
Public Works	197.6	227.8	268.8	40.9
Retirement	11.0	10.0	10.0	-
Tacoma Public Utilities	1,463.5	1,487.2	1,500.7	13.5
Tacoma Venues & Events	42.0	45.0	55.3	10.3
<b>Grand Total</b>	<b>3,633.5</b>	<b>3,720.4</b>	<b>3,874.5</b>	<b>154.2</b>

# EXPLANATION OF DEPARTMENTAL STAFFING CHANGES

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## CITY ATTORNEY'S OFFICE (+4.1)

- Moved the Labor Relations division and all positions from Human Resources to the City Attorney's Office (+5.0)
- Eliminated a Paralegal Position from the Civil General Government Division (-1.0)
- Added Legal Assistant positions to the Civil General Government Division (+1.4)
- Moved Public Disclosure positions from the Clerk's Office to Tacoma Public Utilities (-2.0)
- Moved Management Analyst II position dedicated to Tacoma Information Management Systems to Information Technology (-1.0)
- Added Deputy City Attorney to expedite the Tort Litigation claims (+0.2)
- Added Administrative Assistant in City Clerk's Office to maintain current service levels for internal and external customers (+1.0)
- Added Office Assistant position to the Civil General Government Division (+0.5)

## CITY COUNCIL (+1.0)

- Moved Management Analyst III from City Manager's Office to City Council Support program to serve as Chief Policy Assistant to the Mayor (+1)

## CITY MANAGER'S OFFICE (+3.9)

- Increased Assistant to the City Manager Position in the City Manager's Office to full FTE (+0.7)
- Added new Customer Service position in the 311 Customer Support Center starting in 2020 (+0.5)
- Added new Equal Employment Opportunity investigator in the City Manager's Office starting in 2020 (+0.5)
- Added Management Analyst III position in Workforce Equity Program in the Office of Equity and Human Rights to support workforce equity at TPU (+1.0)
- Added Management Analyst II position to the Media and Communications Office to coordinate Language and Engagement (+1.0)
- Ended cost distribution of Media and Communications Director and Community Relation Specialists to Environmental Service utilities (+1.2)
- Moved Management Analyst III from City Manager's Office to City Council Support in 2017 (-1.0)

## COMMUNITY & ECONOMIC DEVELOPMENT (+1.7)

- Removed CED Supervisor position from Workforce Development programs (-0.5)
- Moved GIS & Information staff, CED Supervisor, IT Analyst, Senior Technical, and IT Senior Analyst, to Information Technology Department (-3.0)
- Added two Contract & Program Auditors for Affordable Housing programming and one for SBE/MBDA programs (+3.0)
- Moved one Contract & Program Auditor from NCS to CED to support workforce development (+1.0)
- Added Management Analyst II to support economic development and department analytics (+1.0)
- Added a Project Specialist (+0.5) to support the Minority Business Development Agency.
- Moved part of Special Events, Program Development Specialist and Program Technician, to Tacoma Venues & Events Department (-1.3)
- Added a Program Technician to support Neighborhood Business District program (+1.0)

## ENVIRONMENTAL SERVICES (-7.0)

- Moved Active Transportation Manager to Public Works (-1.0)
- Added Resource Conservation Manager (+1.0)
- Added IT Analyst (+1.0)
- Added Management Analyst II for Environmental and Sustainability Management System (+1.0)
- Added Management Analyst II for Envirochallenger (+1.0)
- Added Management Analyst II to Strategic Plan Implementation (+1.0)
- Added Management Analyst II to assist with budget management and preparation (+1.0)
- Added Customer Service Representative to focus on Surface Water collections and delinquent accounts (+1.0)
- Added Source Control Representative for additional industrial discharge review (+1.0)
- Added Wastewater TP Elec/Inst Tech to address increased automation improvements (+1.0)
- Added additional Solid Waste Collection staff to help meet increased service demand (+4.0)
- Added Grounds Maintenance Workers to maintain green stormwater infrastructure (+2.0)
- Added Energy Management position to oversee energy usage at the Central Treatment Plant (+1.0)
- Added Professional Engineer to focus on asset management related to wastewater assets (+1.0)
- Added Sustainability Outreach and Engagement Coordinator for the Office of Environmental Policy & Sustainability (+1.0)
- Reduce Street Sweeping and Catch Basin Cleaning to recommended timelines (-3.0)
- Moved Site Development Group to Planning & Development Services (-21.0)
  - Administrative Assistant (1.0)
  - Construction Inspection Supervisor (1.0)
  - Construction Inspector (5.0)
  - Development Specialist (2.0)
  - Division Manager (1.0)
  - Engineer (1.0)
  - Principal Engineer (1.0)
  - Professional Engineer (3.0)
  - Engineering Technician II (1.0)
  - Environmental Specialist (2.0)
  - Financial Assistant (1.0)
  - Management Analyst II (1.0)
  - Senior Source Control Representative (1.0)

## FINANCE (-0.4)

- Eliminated two accountant positions due to operational efficiencies (-1.6)
- Moved Continuous Improvement workgroup to Human Resources (-4.0)
- Moved remaining portion of Risk Manager to Finance from Human Resources (+0.7)
- Added a Management Analyst II to Procurement to assist in the continuing efforts of registering/enabling vendors into Ariba (Procurement Software system) (+1.0)
- Moved Risk Analyst from Human Resources to Finance to continue subrogation program (+1.0)
- Made permanent a previously project position in Tax & License due to success of program (+1.0)
- Added a Management Analyst II in budget to restore position previously repurposed to Continuous Improvement (+1.0)
- Added a Finance Manager to Tax & License due to the restructuring of the audit and compliance staff and additional oversight needed of the audit/compliance programs (+1.0)
- Eliminated Employment Standards position in 2020 due to overlap of state regulations (-0.5)

## **FIRE (+18.7)**

- Recognized 8 new firefighters added in 2017-2018 biennium for Squad 15 and peak-time aid vehicle with start dates in Q1 2017 as full time employees in 2019-2020. (+.7)
- Added a Management Analyst III to manage grants and data analytics across the department (+1.0)
- Added 12 new positions to deploy Engine 5 and support Tideflats emergency response: eight Firefighters, three Fire Lieutenants, and one Fire Captain (+12.0)
- Added an Emergency Manager to manage and coordinate Citywide emergency management efforts (+1.0)
- Added a Management Analyst II to support the Ground Emergency Medical Transportation (GEMT) program (+1.0)
- Added a Technical Customer Service Representative to increase support for the Fire Code Inspection Program (+1.0)
- Added a Fire Lieutenant to support internal department training and recruitment (+1.0)
- Added a Fire Lieutenant to manage Commercial Fire Protection Systems Compliance (+1.0)

## **HEARING EXAMINER (NO CHANGE)**

## **HUMAN RESOURCES (+6.3)**

- Moved Labor Negotiation team to City Attorney's Office (-4.0)
- Moved Risk Manager and Risk Analyst from Human Resources to Finance (-1.7)
- Moved Continuous Improvement Division from Finance to Human Resources- Human Resources Assistant Director and Management Analyst IIs (+4.0)
- Added Assistant Human Resources Director, Human Resources Analyst, and Senior Human Resources Analysts, for Employee Recruitment and Relations (+7.0)
- Added Human Resource Analyst, Senior position to support Organizational Development (+1.0)

## **INFORMATION TECHNOLOGY (+16.1)**

- Added Tacoma Public Utilities SAP dedicated staff to the Information Technology SAP program (+11.0)
- Moved an Information Technology Analyst to Environmental Services (-1.0)
- Added an Information Technology Analyst, Senior Technical to SAP HANA Analytics & Self Service Reporting (+1.0)
- Added a Business Analyst II to Tacoma Information Management Systems (+1.0)
- Added a Computer Support Technician for Field Services Operations (+1.0)
- Added an Information Technology Analyst, Senior Technical for Municipal Wi-Fi (+0.1)
- Moved a Community & Economic Development Supervisor, Information Technology Analyst, Senior Technical, and an Information Technology Analyst, Senior from Community & Economic Development to IT to better GIS services (+3.0)

## **LIBRARY (+4.2)**

- Added an Assistant Library Director (+1.0)
- Added IT Support Staff to support technology uplift (+2.5)
- Added Technical Services & Programming Librarian for auto vending machine operations (+1.0)
- Reassigned vacant positions for a Social Media and a Public Relations Coordinator (-0.3)

## **MUNICIPAL COURT (NO CHANGE)**

## **NEIGHBORHOOD & COMMUNITY SERVICES (-2.7)**

- Added Program Development Specialists for HOT Team support (+2.0)
- Added Program Development Specialist to continue Neighborhood Council support (+1.0)
- Added temporary Customer Service Representative, Technical position for code compliance support (+1.0)
- Cost added for full-time Director which was previously split between NCS and CMO (+0.3)
- Eliminated FTEs to shift Senior Center staffing to a service provider (-3.0)
- Eliminated vacant half-time Occupational Interns (-1.5)
- Moved Program Development Specialist to CED in Jan 2017 (-1.0)
- Moved Contract & Program Auditor to CED to realign workforce development work (-1.0)
- Eliminated part-time and vacant Office Assistant position (-0.5)

## **PLANNING & DEVELOPMENT SERVICES (+31.5)**

- Moved Site Development Group from Environmental Services (+21.0)
- Administrative Assistant (+1.0)
- Construction Inspection Supervisor (+1.0)
- Construction Inspector (+5.0)
- Development Specialist (+2.0)
- Division Manager (+1.0)
- Engineer (+1.0)
- Principal Engineer (+1.0)
- Professional Engineer (+3.0)
- Engineering Technician II (+1.0)
- Environmental Specialist (+2.0)
- Financial Assistant (+1.0)
- Management Analyst II (+1.0)
- Senior Source Control Representative (+1.0)
- Increased Skilled Occupational Intern to Full Time for the improved customer experience initiative (+0.5)
- Added new Site Development Group Staff to meet permit review demands and maintain existing service levels (+2.0)
- Increased Permitting Staff to improve levels of service (+6.0)
- Permit Specialist (+1.0)
- Development Specialist (+1.0)
- Inspector (+1.0)
- Professional Engineer (+1.0)
- Office Assistant (+1.0)
- Financial Assistant (+1.0)
- Added Construction Inspector and Engineer Construction Coordinator for the Hilltop Tacoma Link Light Rail Extension Project (+2.0)

## **POLICE (+12.1)**

- Added Homeless Outreach Team (+5.0)
- Added Department Records Coordinator (+1.0)
- Added IT Support position to assist with department's advancing technology needs (+1.0)
- Added Hiring & Recruiting Sergeant (+1.0)
- Added 5 Police Officers with staggered start dates to improve police response times and service to the community (+2.7)
- Fully budgeting 2017-2018 positions that had staggered start dates (+1.4)

## **PUBLIC WORKS (+30.2)**

- Added back Parking Enforcement Officer Positions held vacant as a one-time reductions in 2017-2018 (+2.5)
- Added Management Analyst to manage the Residential Parking Program (+1.0)
- Removed labor allocation of Community & Economic Development Supervisor position (-0.5)
- Added filled, but previously unbudgeted positions, dedicated to capital projects (+11.0)
- Added Engineer in support of Capital Projects (+1.0)
- Added a Chief of Party and Survey Technician to create in-house Survey Crew (+2.0)
- Added Engineers in support of storm water design and project management for the Streets Initiative (+2.0)
- Added Planner to manage the Safe Routes to School Program (+1.0)
- Transferred Planner from the Office of Environmental Policy & Sustainability to manage the Active Transportation Program (+1.0)
- Added Engineer in support of Traffic Engineering, Education, and Enforcement (+1.0)
- Added Engineer & Development Specialist to review traffic impacts of new permits (+2.0)
- Added Signal & Streetlight Apprentices to support LED Streetlight Conversion work (+2.0)
- Added Road Use Compliance Officers to increase level of service and support Sound Transit Link Extension project (+2.0)
- Added Engineering Technician to provide technical support for asset management (+1.0)
- Added Traffic Sign & Marking Specialist to repair and replace damaged street and traffic signs (+1.0)
- Added Grounds Maintenance Worker to increase level of service in business districts and other City-owned property (+1.0)
- Added Concrete Assistants and Crew Lead to create in-house Concrete Sidewalk Repair Crew (+3.0)
- Added Vehicle and Equipment Shop Attendants to increase maintenance shop efficiencies (+4.0)
- Added Senior Real Estate Specialist to assist with increased workload (+1.0)
- Increased Real Property Services labor allocations to Tacoma Public Utilities (-0.1)
- Reduced Real Property Services labor allocations to Environmental Services (+1.1)
- Added Engineer to support Facilities Capital Improvements (+1.0)
- Miscellaneous changes to labor allocations to outside funds (+0.1)

## **RETIREMENT (NO CHANGE)**

## TACOMA PUBLIC UTILITIES (+10.3)

- **RAIL**
  - Added Railway Conductors for potential increase in commercial rail freight traffic (+4.0)
  - Added Locomotive Mechanics to handle increased Locomotive Servicing Demand (+2.0)
  - Added Supervisor of Operations to manage safety programs (+1.0)
  - Added Management Analyst II to handle labor relations claims, staffing and administrative functions (+2.0)
  - Operations Manager was under filled as a Management Analyst II (-1.0)
- **WATER**
  - Added project positions to leverage technology with Advanced Metering Infrastructure (+5.0)
  - Positions to support employee engagement, regulatory compliance, managing assets, operational support and optimization (+10.0)
- **POWER**
  - Added positions for Advanced Metering Infrastructure (+4.6), Asset Management (+1), Project Management Office (+1.0), Administration (+4.0), Data Analytics (+7.0) and Technology Projects (+5.25)
  - Power's additions are offset by the elimination of vacant positions and reductions to Click! Network's staff levels due to changes in its business plan.
  - Added positions to Customer Service to support the low-income assistance program and other initiatives (+9.0)
  - Added positions to support for Emergency Preparedness, Safety, Public Records management, Public Utility Board and Community Outreach (+7.0)
- **FLEET SERVICE**
  - Added one position to Fleet Services (+1.0)

## TACOMA VENUES & EVENTS (+10.3)

- Added janitorial staff for increased events at the Tacoma Dome (+2.0)
- Added Sales and Booking Coordinators for more events at the Tacoma Dome (+2.0)
- Added new Management Analyst for budget monitoring with an increase in volume and complexity of TVE financials (+1.0)
- Added new Management Analyst for evaluating operations at the Convention Center to find organizational efficiencies (+1.0)
- Added Special Events staff, Program Development Specialist and Program Technician from Community and Economic Development (+1.3)
- Increased custodial staff to address higher event volume (+2.0)
- Added Maintenance Worker to address increased event demands (+1.0)

# BUDGET CALENDAR

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## BUDGET DEVELOPMENT

### 2018

#### MARCH 24

T-Town City Services Expo held at Tacoma Dome

#### MAY 15

General Fund Six-Year Forecast (2019-2024) provided to City Council

#### JUNE/JULY

City Manager meetings held with necessary staff to review budget recommendations

#### AUGUST/SEPTEMBER

City Manager to attend regularly-scheduled Neighborhood Council meetings to informally share information about the 2019-2020 budget development process

#### SEPTEMBER

2019-2020 Proposed Budget preparation and budget document development

#### OCTOBER 1

2019-2020 Proposed Budget Document provided to City Council

#### OCTOBER 2

2019-2020 Proposed Budget presented during City Council Study Session

#### OCTOBER/NOVEMBER

City Council budget workshops detailing the 2019-2020 Proposed Budget by department and Council priority

#### OCTOBER

Community Budget Town Halls held with City Manager regarding the 2019-2020 Proposed Budget

#### OCTOBER 30

Public hearings held regarding the 2018 Ad Valorem Property Tax and Emergency Medical Services (EMS) Levies, 2019-2020 Proposed Budget, Capital Facilities Program (CFP) and Capital Budget

#### NOVEMBER 6

Public hearings held regarding the 2019-2020 Proposed Budget, CFP and Capital Budget, and first reading of 2018 Ad Valorem Property Tax and EMS Levies Ordinances

#### NOVEMBER 13

First reading of 2019-2020 Proposed Budget, CFP, and Capital Budget Ordinances, and second reading 2018 Ad Valorem Property Tax and EMS Levies Ordinances

#### NOVEMBER 30

Second reading of 2019-2020 Proposed Budget, CFP, and Capital Budget Ordinances

#### DECEMBER 11

2019-2020 Biennial Budget adoption deadline

## BUDGET MONITORING/AMENDMENTS

### 2019

#### APRIL

**Reappropriation:** At the end of each biennium, departments have the opportunity to submit reappropriation requests to carry forward unspent but committed budget dollars into the next biennium. A commitment exists if the City has issued a purchase order or entered into some other contractual agreement.

#### DECEMBER

**Mid-Biennium Modification:** State law requires that the City Council meet in the final quarter of the first year of the biennium for the purpose of a mid-biennial review and modification of the biennial budget. This allows an opportunity to adjust expenditure budgets (appropriations) and revenues to align them with more recent conditions and projections.

### 2020

#### DECEMBER

**Biennium End Modification:** As the biennium progresses, changes to the budget are necessary due to variances in revenue projections and unforeseen expenditure adjustments and/or needs. The purpose of the Biennium End Modification is to more accurately budget for the ongoing needs of the City.

Throughout 2019-2020, the Office of Management & Budget monitors performance of departments and funds and may bring forward additional amendments to Council if appropriation increases are needed.

# DEPARTMENT SUMMARIES

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The following section provides a brief introduction to the work performed by each department as well as a three-biennia overview of financials and performance metrics.

Each department’s section is divided into three major components: introduction, financials, and performance measurement.

## INTRODUCTION

**MISSION STATEMENT** – a brief statement describing the overall purpose of each department

**KEY FUNCTION ORGANIZATION CHART** – a chart illustrating the organization of the major bodies of work performed by each department

**DEPARTMENT OVERVIEW** – a description of each department’s major services and/or operational divisions

## FINANCIALS

**DEPARTMENTAL FUNDING BY CATEGORY** – a visual representation and breakdown of how the department is funded

**GENERAL FUND REVENUES** – includes major revenue sources for the General Fund such as property tax, sales tax, business tax, and utility tax

**ALL OTHER FUNDS’ REVENUES** – other fund revenue sources include charges for services, grants, and intergovernmental revenues

Note: Excess revenue not assigned to expenditures is deposited into the reserves of a fund; where expenditures exceed revenues, fund balance has been utilized.

**DEPARTMENTAL EXPENDITURES BY CATEGORY** – a visual representation of the total expenditures of a department, including the total departmental FTEs

Note: Department expenditures subdivided by fund can be found on page 481 in the Expenditures by Department & Fund section.

**DEPARTMENTAL BUDGET BY PROGRAM** - a table of the total expenditures of a department, separated by division and program with FTEs. This table is the result of the City’s efforts to implement Program Based Budgeting as described in the Budget Highlights section of this document.

## GOALS AND PERFORMANCE MEASURES

**2025 GOALS AND PERFORMANCE MEASURES** – 10 year departmental goals that align with Tacoma 2025’s strategic vision

**2017-2018 GOALS AND PERFORMANCE MEASURES** – 2 year goals to track progress to accomplishing departmental 10 year goals



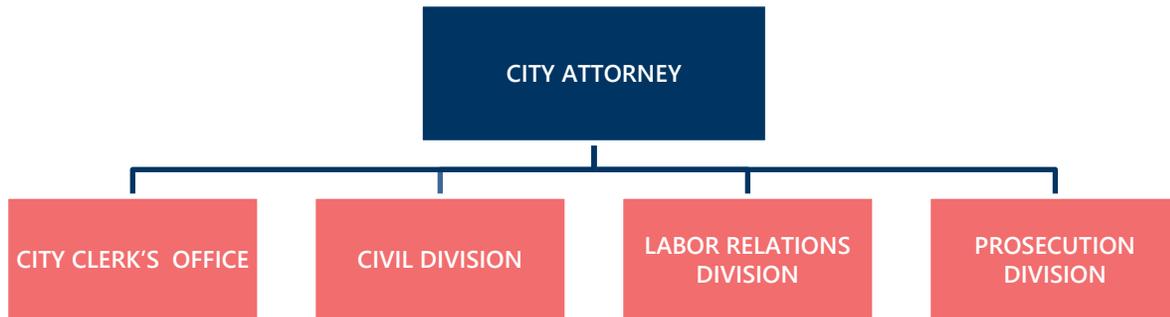
# CITY ATTORNEY'S OFFICE

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## MISSION

Dedicated to advancing the public trust and helping the City of Tacoma achieve its policy goals by providing high quality, ethical, responsive, and economical legal services.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The City Attorney's Office represents the City in its day-to-day operations. The City Attorney acts as legal adviser to the City Council, the City Manager, and all officers, departments, and boards of the City. The department has four divisions: Civil, Prosecution, Labor Relations, and the City Clerk's Office.

### CIVIL DIVISION

The Civil Division is responsible for all legal matters of the City and provides legal counsel and representation to the City's elected and appointed officials. The Civil Division handles all claims, represents the City in all lawsuits and hearings, and prepares and/or approves all legal documents. The Division maintains two primary offices, one at the Tacoma Municipal Building and one at Tacoma Public Utilities.

### PROSECUTION DIVISION

The Prosecution Division is responsible for the prosecution of all violations of City criminal codes before the Tacoma Municipal Court and advises City departments charged with enforcement.

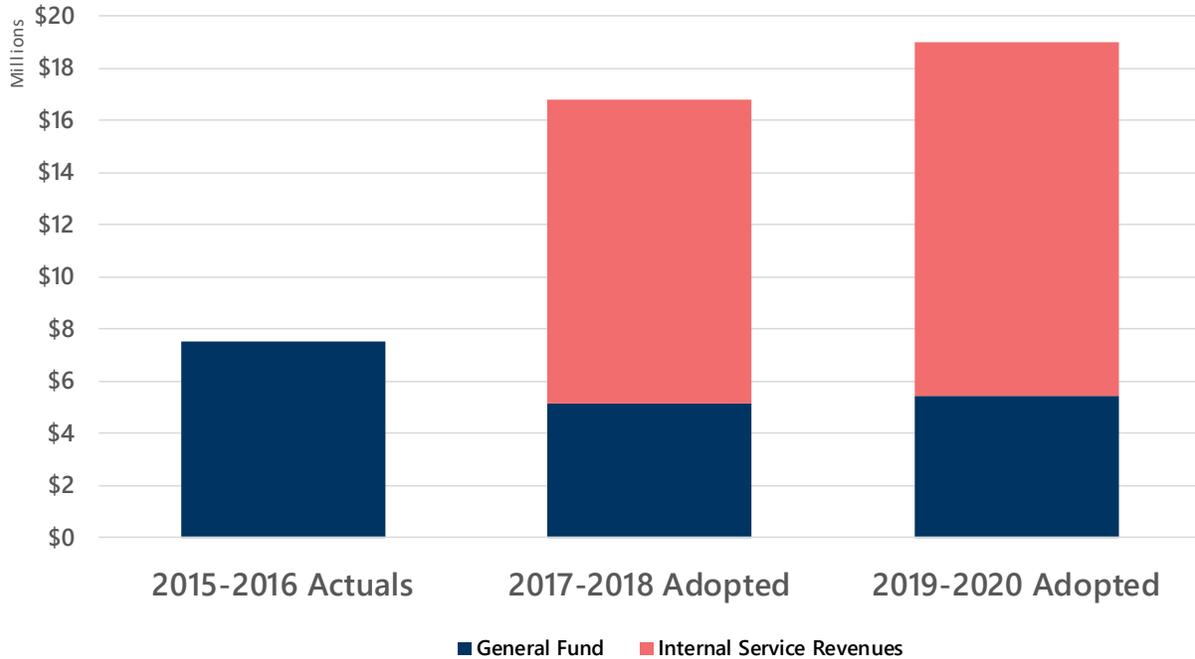
### CITY CLERK'S OFFICE

The City Clerk oversees the City Council's agenda and business meetings, retains the official record of all formal meetings of the City Council, acts as the custodian of the City seal and official City records, and codifies ordinances into the Municipal Code. The City Clerk also serves as the City's municipal election official and assists in the initiative and referendum process.

### LABOR RELATIONS

The Labor Relations Division is responsible for negotiating and administering all labor contracts on behalf of the City of Tacoma and serves as the primary point of contact for union business representatives for 29 collective bargaining units.

## CITY ATTORNEY'S OFFICE FUNDING BY CATEGORY



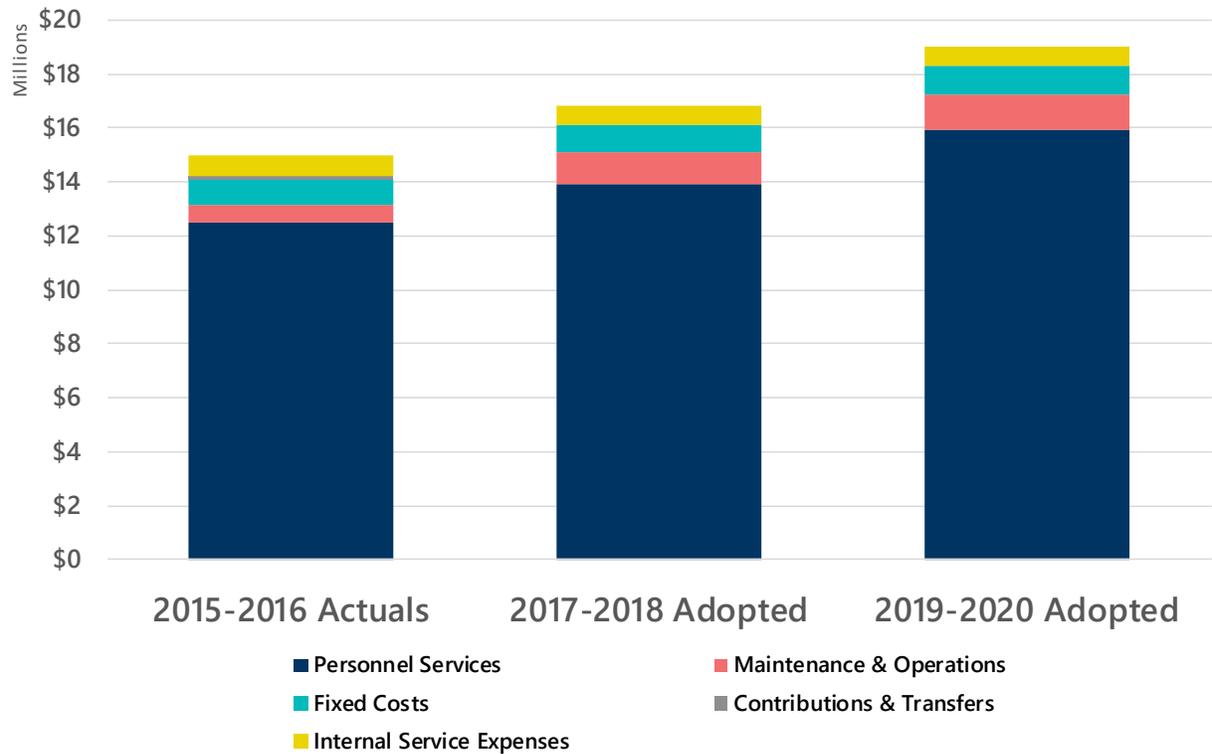
	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	7,493,385	5,164,991	5,457,975
Internal Service Revenues		11,617,039	13,555,066
<b>Grand Total</b>	<b>7,493,385</b>	<b>16,782,030</b>	<b>19,013,041</b>

## FUNDING SUMMARY

The City Attorney's Office is funded by internal service revenues and the General Fund. Beginning with the 2017-2018 Adopted Budget, the Civil Division, the City Clerk's Office, and Labor Relations began operating as Internal Service Funds. The Prosecution Division continues to be supported solely by the General Fund.

In prior years, the City Attorney's Office received a credit to expenditures as an Internal Service Credit instead of a revenue source. This credit reflected the portion of the costs that were sent to other departments. As an Internal Service Fund, the revenue is now classified as an Internal Service Revenue from other City departments that utilize the City Attorney's services. The charges for the 2019-2020 biennium are based on varying computations of the City's Full Time Equivalent (FTE) count, excluding Internal Service Fund departments.

## CITY ATTORNEY'S OFFICE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	12,483,676	13,897,113	15,952,359
Maintenance & Operations	683,799	1,216,796	1,294,525
Fixed Costs	941,137	989,228	1,031,929
Contributions & Transfers	100,000		
Internal Service Expenses	795,222	694,760	734,228
Internal Service Credits	(7,510,448)	(15,866)	
<b>Grand Total</b>	<b>7,493,385</b>	<b>16,782,030</b>	<b>19,013,041</b>
Full Time Equivalents	48.7	49.7	53.8

## EXPENDITURE SUMMARY

The City Attorney's Office expenditures are projected to increase over the 2017-2018 Adopted Budget primarily due to higher staffing levels. Personnel Services includes the transfer in of 5 Labor Relations staff from Human Resources and represents a net increase of 4.1 (FTEs). Fixed Costs represent charges from other City departments such as rent, insurance, and communications. Internal Service Credits are reductions to expenses caused when an internal service provider charges service-related costs to other departments. These display as reductions in expense in the service-provider and show as incoming expense (Internal Service Expenses) in the service-receiver.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
City Clerk's Office	Clerk's Office	1,119,965	4.9
	Records Management	278,259	0.6
	Committees, Boards, and Commissions	107,845	0.6
	Public Records Requests	107,776	0.3
Civil Division	Civil Division	7,731,907	17.4
	Tort Litigation	1,662,954	5.6
	Code Enforcement	614,255	2.0
	Jail Contract Management	328,230	1.0
Labor Negotiations	Labor Negotiations	1,932,105	5.0
Prosecution	Prosecution	5,129,745	16.5
<b>Grand Total</b>		<b>19,013,041</b>	<b>53.8</b>

## 2025 GOALS AND PERFORMANCE MEASURES



### 1. FAIR AND EQUITABLE CHARGING AND PROSECUTION

In order to minimize the influence of unconscious bias in charging and prosecution, the City Attorney's Office will develop and implement an evaluative tool and innovative practices to ensure fair and equitable charging and prosecution for all identified charges by 2025.



### 2. EQUITABLE, EFFECTIVE, AND EFFICIENT SERVICE DELIVERY TO CITY DEPARTMENTS

In order to reduce legal risk and provide equitable, effective, and efficient services, the City Attorney's Office will increase proactive outreach to City departments by 2025.

## 2019-2020 GOALS & PERFORMANCE MEASURES

### 1. FAIR AND EQUITABLE CHARGING AND PROSECUTION

#### What is our goal?

In order to minimize the influence of unconscious bias in charging and prosecution, the City Attorney's Office will develop and implement an evaluative tool to capture data related to prosecution recommended conditions of release for out of custody arraignments by 2020.

#### Why is it Important?

By developing a tool to evaluate unconscious bias, the City Attorney's Office will be better able to implement practices to minimize the influence of unconscious bias in charging and prosecution. Achieving this goal will contribute to the City's goal of realizing equity in the provision of City services and will improve the lives of the community by increasing public trust and ensuring equitable impacts for victims and offenders.

#### What will we do?

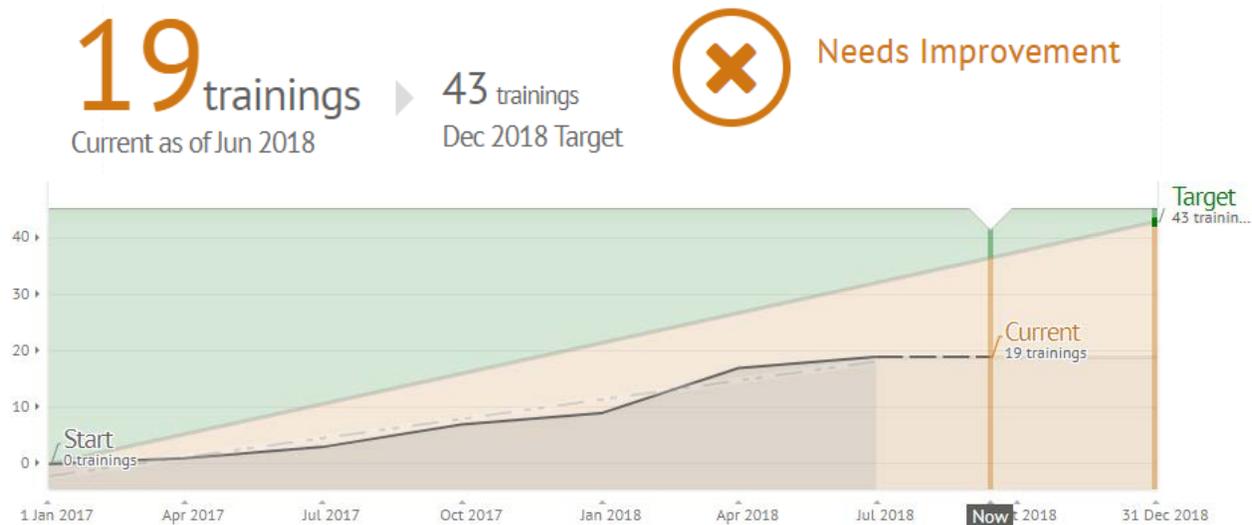
The City Attorney's Office will develop and implement an evaluative tool for out of custody arraignments to capture data related to prosecution recommended conditions of release. The tool will track the race of the defendant, the factors used to make the prosecution recommendation for conditions of release, and the difference between the prosecution recommendation and what the court ordered. The data will then be analyzed to establish a baseline to identify areas where bias may be impacting charges or prosecution practices. Prosecution staff will continue to take annual training related to identifying and managing implicit bias.

## 2. EQUITABLE, EFFECTIVE, AND EFFICIENT SERVICE DELIVERY TO CITY DEPARTMENTS

### What is our goal?

In order to reduce legal risk and provide equitable, effective, and efficient services, the City Attorney's Office will develop and implement internal policies focused on proactive outreach to City departments through such activities as ongoing education and training. During this process, the CAO will maintain its training target by completing 22 trainings by 2020.

### Current Performance



### Why is it Important?

The City Attorney's Office desires to increase proactive legal services, including opportunities for training, in order to better incorporate best practices in City services and to improve the accuracy and efficiency of service delivery.

### What will we do?

The City Attorney's Office will evaluate training gaps and develop and implement proactive outreach policies for internal staff. During this process, the City Attorney's Office will continue providing training in the following areas:

- City Council Orientations
- Code Enforcement
- Committees, Boards, Commissions
- Labor Relations
- Legislation
- New Supervisor Training
- Public Disclosure
- TPD Roll Calls
- TPU Board Orientations

# CITY COUNCIL

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## MISSION

Provide high-quality, innovative, and cost-effective municipal services that enhance the lives of our residents and the quality of our neighborhoods and business districts.

## KEY FUNCTION ORGANIZATIONAL CHART

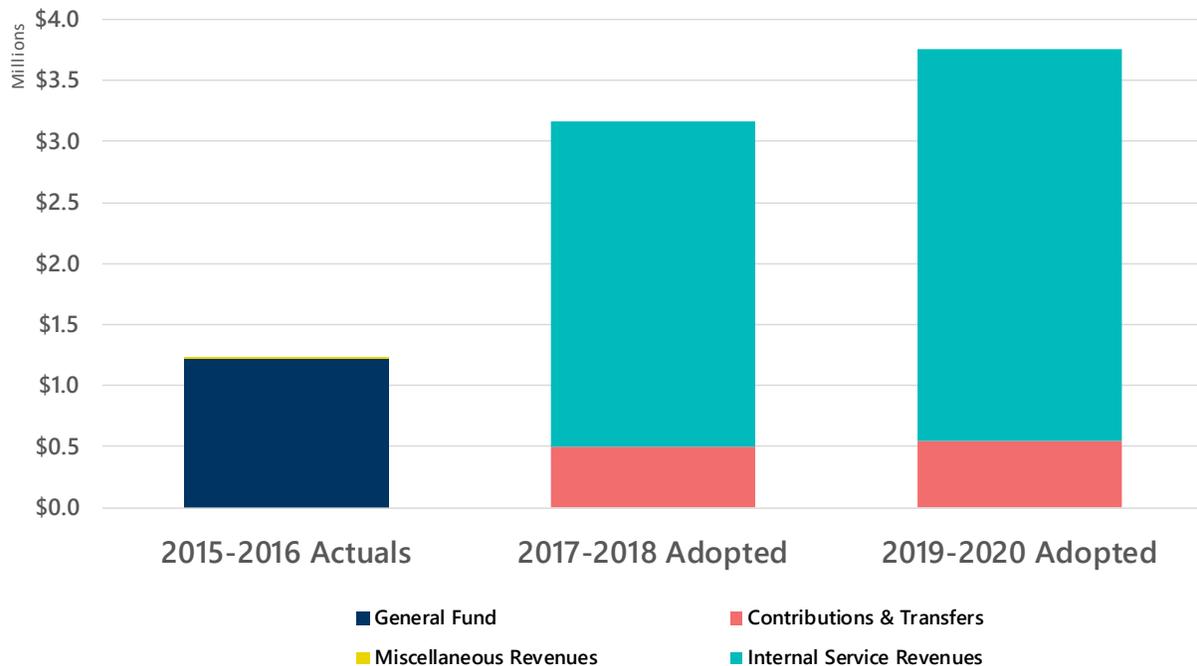


\*Includes City Council Staff Support

## DEPARTMENT OVERVIEW

The City of Tacoma operates under the Council-Manager form of local government. The City Council consists of the Mayor, who is elected by the community at large, and eight elected Council Members (five representing defined geographical districts and three representing one community). All serve four-year terms. Council duties include adopting and amending City laws; approving the budget; establishing City policies and standards; approving contracts and agreements; appointing residents to boards, committees and commissions; and representing the City. The City Council appoints the City Manager to administer the City's day-to-day operations, work with City departments to carry out its policies and priorities, and ensure the entire community receives equitable City services.

## CITY COUNCIL FUNDING BY CATEGORY

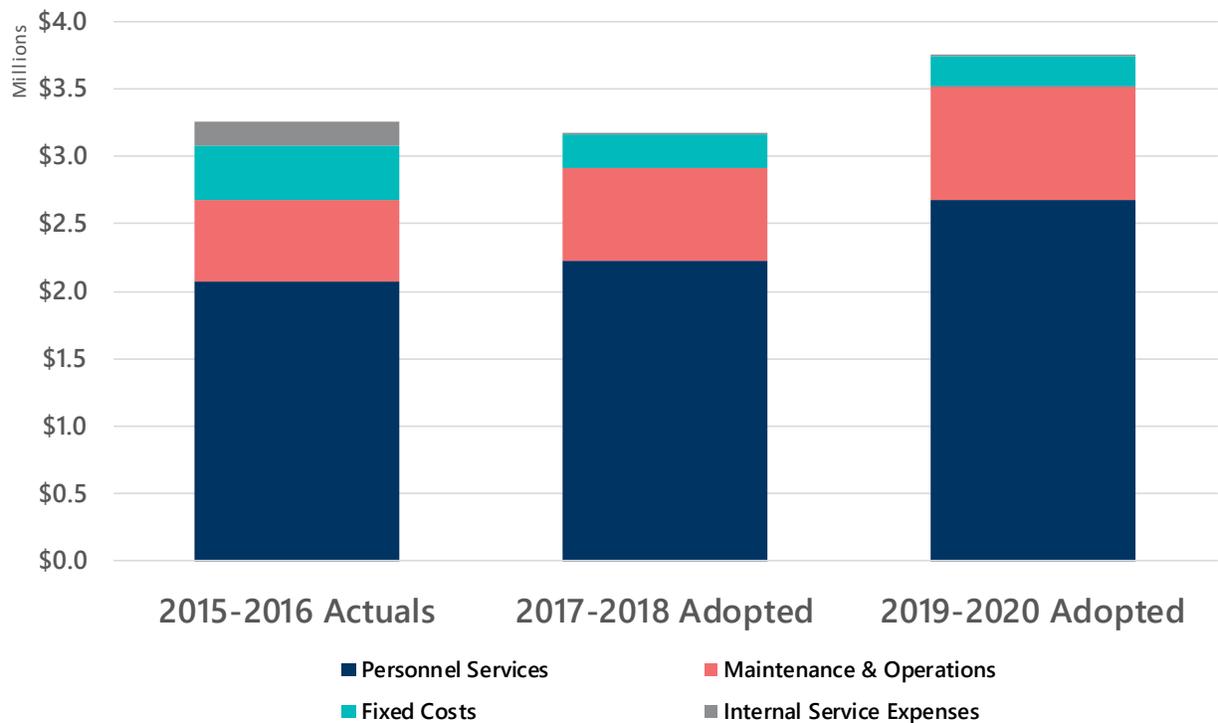


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	1,221,657		
Contributions & Transfers		500,000	550,000
Miscellaneous Revenues	14,145		
Internal Service Revenues		2,664,244	3,204,295
<b>Grand Total</b>	<b>1,235,802</b>	<b>3,164,244</b>	<b>3,754,295</b>

## FUNDING SUMMARY

The City Council is funded primarily through charges to the different operating departments (called Internal Services Revenues), with an additional \$500,000 of transferred biennially to the Council Contingency Fund from the General Fund. This fund allows the Council to allocate funding for unanticipated expenses on an as-needed basis throughout the biennium. In the 2019-2020 Adopted Budget, there is an additional \$50,000 in Contributions & Transfers for the funding of the Deportation Defense Fund. In the 2015-2016 Biennium, the Council spent down an existing cash balance for the Council Contingency that was carried over from prior years, reflecting the lower Contributions & Transfers revenue in 2015-2016.

## CITY COUNCIL EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	2,071,669	2,231,312	2,679,871
Maintenance & Operations	610,024	684,610	843,448
Fixed Costs	401,771	246,729	222,072
Internal Service Expenses	168,146	9,812	8,904
Internal Service Credits	(1,629,565)	(8,220)	
<b>Grand Total</b>	<b>1,622,046</b>	<b>3,164,244</b>	<b>3,754,295</b>
Full Time Equivalents	13.0	13.0	14.0

## EXPENDITURE SUMMARY

Personnel services comprises the majority of expenditures for City Council and pays for employee wages and benefits for Council and support staff. The increase to Personnel Services includes the Chief Policy Analyst to the Mayor position added in 2017. The increase in Maintenance & Operations includes continued funding of the Deportation Defense Fund and additional funding for Civic Engagement. Internal Service Credits are reductions to expenses caused when an internal service provider charges service-related costs to other departments. These display as reductions in expense in the service-provider and show as incoming expense (Internal Service Expenses) in the service-receiver. Without this credit, the total expenses in 2015-2016 were \$3.3 million.

# BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
City Council	Office of Mayor & Council	1,939,819	9.0
	City Council Support	1,264,475	5.0
	Contingency Fund	500,000	-
	Deportation Defense for Citizens	50,000	-
<b>Grand Total</b>		<b>3,754,295</b>	<b>14.0</b>

# CITY MANAGER'S OFFICE

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## MISSION

Work in support of the City Council's mission, vision, and goals and provide oversight for all City departments.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT SERVICES

The City Manager's Office manages the operations of the City and houses six service areas: Customer Support Center, Government Relations Office, Media and Communications Office (MCO), Office of Equity and Human Rights (OEHR), Equal Employment Opportunity program, and the Tacoma 2025 Strategic Planning program.

### CUSTOMER SUPPORT CENTER

The TacomaFIRST 311 Customer Support Center provides a "one-stop shop" with a concierge feel for services, with access through face-to-face interaction, telephone support, online resources, and mobile connectivity. The mission of the Customer Support Center is to deliver exemplary support to Tacoma residents, visitors, and business owners by providing timely, responsive service that informs, connects, and resolves customer needs.

### GOVERNMENT RELATIONS OFFICE

The Government Relations Office provides comprehensive representations of the City's interests before the Washington State Legislature and tribal, state, and regional bodies. It also provides focused representation on key issues and specific goals before the U.S. Congress and federal agencies.

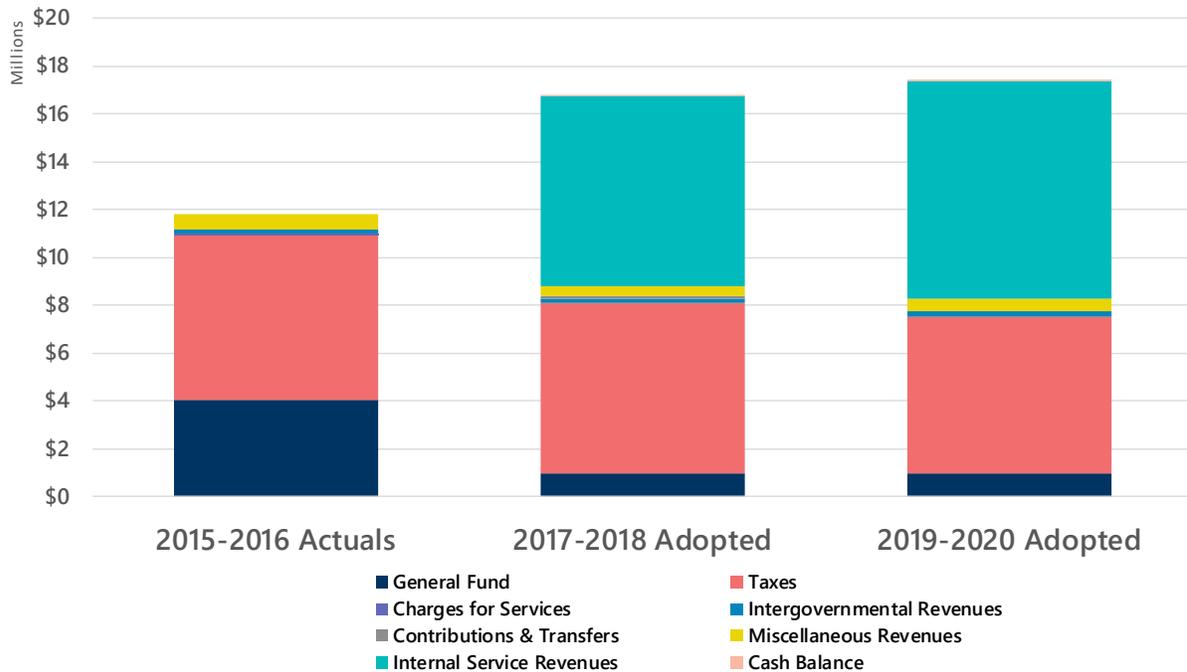
### MEDIA & COMMUNICATIONS OFFICE

MCO serves as the communications liaison between the City and the public. Through a variety of multimedia activities, MCO works to tell the story of the City of Tacoma – its accomplishments, programs, and services – by creating and leveraging opportunities to advance the mission and strategic direction of the organization.

### OFFICE OF EQUITY & HUMAN RIGHTS

The mission of OEHR is to achieve equity in the service delivery, decision-making, and community engagement of the City. The office does this work by identifying and eliminating the underlying drivers that perpetuate racial inequity and provide opportunity and advancement for all. The Human Rights Division is responsible for informing businesses, housing providers, and community members of their civil rights and responsibilities under relevant antidiscrimination laws and statutes.

## CITY MANAGER’S OFFICE FUNDING BY CATEGORY



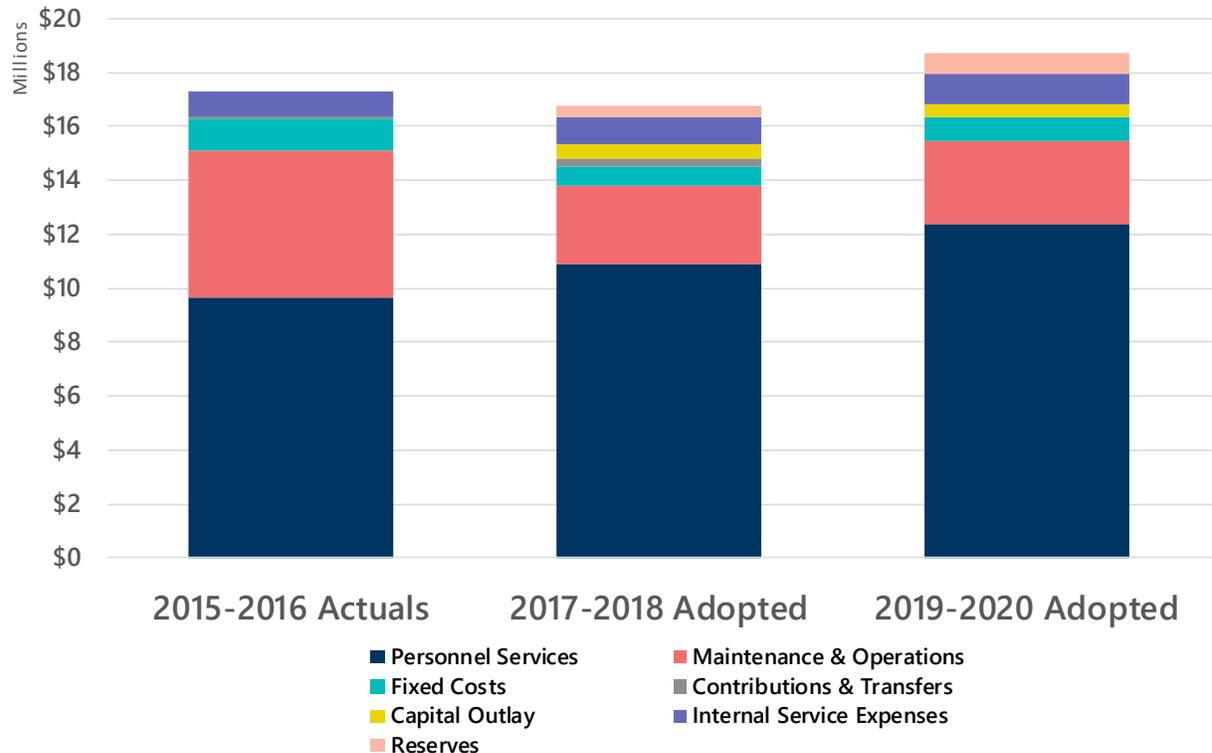
	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	4,064,193	989,761	980,758
Taxes	6,899,857	7,085,468	6,559,149
Charges for Services	7,571		
Intergovernmental Revenues	175,958	220,000	220,000
Contributions & Transfers	19,841	70,000	
Miscellaneous Revenues	612,423	452,136	525,920
Internal Service Revenues		7,885,095	9,067,274
Cash Balance		56,116	22,160
<b>Grand Total</b>	<b>11,779,842</b>	<b>16,758,577</b>	<b>17,375,261</b>

## FUNDING SUMMARY

The City Manager’s Office is funded through a variety of sources, with the largest source being charges to the various departments for services provided to the entire City, called Internal Service Revenues here. General Fund dollars, supplemented by intergovernmental grant revenues, support the Human Rights division of OEHR. Taxes and miscellaneous revenues are received by MCO from Cable TV franchise fees.

The City Manager’s Office reflects a small increase in revenues in the 2019-2020 Adopted Budget, primarily occurring in Internal Service Revenues as a result of new positions. Internal Service Revenues also includes new revenue to cover a predicted shortfall in cable franchise fee revenue which funds the Media and Communications Office. The funding model for MCO will be evaluated in the upcoming biennium.

## CITY MANAGER'S OFFICE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	9,649,876	10,910,810	12,369,975
Maintenance & Operations	5,463,630	2,889,267	3,114,126
Fixed Costs	1,185,719	709,222	849,025
Contributions & Transfers	35,000	305,572	
Capital Outlay	9,702	500,000	500,000
Internal Service Expenses	973,357	1,013,410	1,126,238
Internal Service Credits	(3,537,680)	(16,833)	(1,317,393)
Reserves		447,128	733,289
<b>Grand Total</b>	<b>13,779,606</b>	<b>16,758,577</b>	<b>17,375,261</b>
Full Time Equivalents	40.9	44.6	48.5

## EXPENDITURE SUMMARY

Personnel Services comprises the majority of expenditures in the City Manager's Office, paying for employee wages and benefits. Growth in this category reflects the addition of equity staff at TPU, Customer Support Center staff, an EEO Investigator position, and an Assistant to the City Manager position. Maintenance & Operations expenditures include appropriations for the overall departmental operations, such as external contracts, association fees and dues, and travel and training costs. The increase in Maintenance & Operations for 2019-2020 includes funds for a City-wide leadership development initiative and small increases associated with the new positions. Fixed costs include costs that are managed City-wide, including rent and insurance.

The Media & Communications Office includes funding designated by law for television-related capital expenses, primarily shown in Capital Outlay. Excess revenue from this source is included in Reserves for use in future bienniums.

As the City has implemented a new funding model, with the introduction of the Internal Service Fund, MCO now accounts for its Internal Service Revenues differently. In the 2019-2020 Adopted Budget, MCO will assess some of its costs in order to fill a projected shortfall of TV taxes. Since MCO is not within the Internal Service Fund, these charges are still included as a credit towards expenditures under Internal Service Credit.

Internal Service Fund programs do not generally receive Internal Service Expenses from other Internal Service Fund programs. However, several City Manager Office programs are not considered Internal Services, including the Human Rights Division of the Office of Equity & Human Rights and the Media and Communications Office. Internal Service Expenses reflect charges to these programs. Reserves represent projected savings of Public, Education, and Government funding for future capital investments.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
City Manager's Office	City Administration	2,467,152	4.9
	Special Projects	637,194	2.1
	Equal Employment Opportunity (EEO)	390,401	1.4
	Strategic Planning - Tacoma 2025	380,294	1.0
Customer Support Center	Customer Service - 311	1,226,634	5.5
Government Relations	Regional & State Legislative Priorities	728,938	0.8
	Federal & Tribal Programs	664,812	0.8
Media & Communcations	Cable Franchise Srvcs & Video Production	3,773,752	11.1
	MCO Capital Investments (PEG)	1,162,492	-
	Community and Digital Engagement	892,468	2.5
	External Comm & Media Relations	888,100	5.0
	Employee Engagement	334,266	1.0
	TPU CMS Assistance	33,991	1.5
	Office of Equity and Human Rights	Equitable Services Analysis	1,021,988
	Workforce Equity Development	859,675	2.1
	Civil Rights Investigations and Outreach	761,587	2.7
	OEHR Administration	509,337	1.3
	Landlord Tenant Program	322,803	1.1
	Immigrant and Refugee Affairs Commission	114,801	0.2
	Human Rights Commission	110,002	0.3
	Commission on Disabilities	66,049	0.2
	Capacity Building	28,526	-
<b>Grand Total</b>		<b>17,375,261</b>	<b>48.5</b>

## 2025 Goals and Performance Measures



### 1. CONFIDENCE IN CITY GOVERNMENT

In order to build confidence, the City Manager's Office will communicate and engage with the residents of Tacoma so that at least 90% of the residents of the City of Tacoma express trust in the City by 2025.



### 2. SERVICE QUALITY

In order to improve service quality, the City Manager's Office will coordinate, support, and empower City departments so that satisfaction with every service the City provides that is measured by the National Citizen Survey improves at a rate appropriate for its current satisfaction rating.



### 3. EQUITY, EMPOWERMENT, AND ENGAGEMENT

In order to improve the equity of City services, the City Manager's Office will coordinate with and empower its divisions and all City departments to ensure equitable access to City services as indicated by no statistically significant differences between the satisfaction levels of respondents of different council districts as reflected in the National Citizen Survey.

## Office of Equity & Human Rights Goals and Performance Measures



### 4. CITY STAFF, BOARDS, AND COMMISSIONS ARE REPRESENTATIVE

In order to increase the equity of the City, the Office of Equity & Human Rights will ensure staff, boards, and commissions reflect the racial & ethnic demographics of the city by 2025.



### 5. EQUITABLE SERVICE DELIVERY

In order to improve equity and accessibility of City services, the Office of Equity & Human Rights will work with City departments and community partners to eliminate identified disproportionate impacts related to service delivery 60% by 2025.



### 6. ENFORCEMENT OF ANTI-DISCRIMINATION LAWS

In order to protect human rights, the Office of Equity & Human Rights will improve enforcement of anti-discrimination laws in the areas of housing, employment, and public accommodation by increasing the number of cases investigated and closed by the Department.

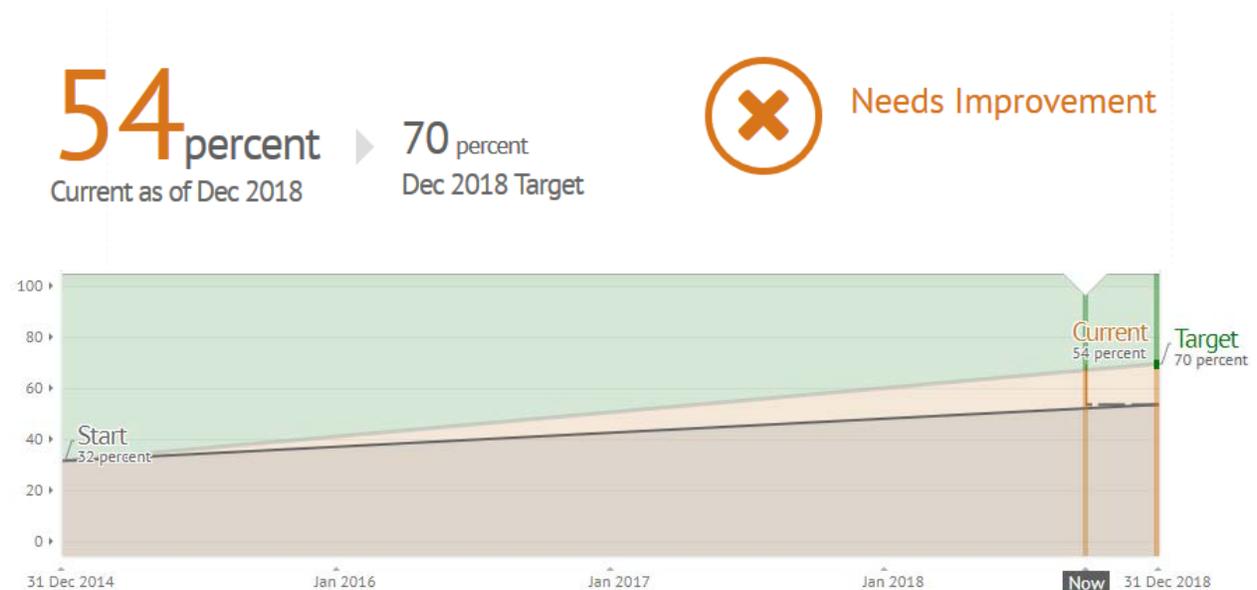
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. CONFIDENCE IN CITY GOVERNMENT

### What is our goal?

In order to build confidence, the City Manager's Office will communicate and engage with the residents of Tacoma so that at least 70% of the residents of the City of Tacoma express trust in the City, a 16% increase, by 2020.

### Current Performance



### Why is it important?

In the 2018 Community Survey, 54% of respondents stated that they had confidence in the City. This result increased over the previous survey, held in 2014, and demonstrated that residents have increased confidence in the City of Tacoma. As the City works to continue to improve relationships and trust, resident wellbeing will improve as people feel more represented by the City.

### What will we do?

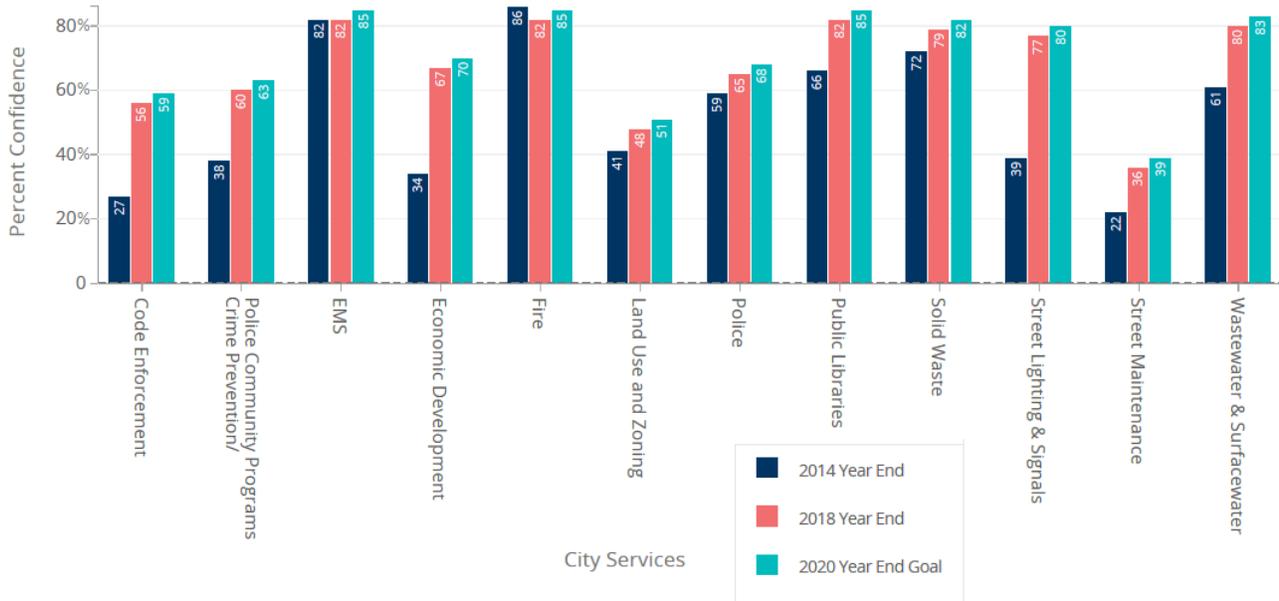
The City Manager's Office will coordinate with, support, and empower City departments to improve their relationships and engagement with the community.

## 2. SERVICE QUALITY

### What is our goal?

In order to improve service quality, the City Manager's Office will coordinate, support, and empower City departments to increase satisfaction with every service the City offers. Measured by the Community Survey, the target is to increase the current satisfaction rating is targeted to increase by three percent by 2020.

### Current Performance



### Why is it important?

The National Citizen Survey indicates that there are low levels of resident satisfaction with City services. In order to achieve this goal, the City will operate in a more customer oriented fashion resulting in a higher quality of life for Tacoma residents.

### What will we do?

The City Manager's Office will coordinate, support, and empower the City Manager's Office divisions and City departments to improve service quality. In addition, the Customer Support Center will continue to provide quality service and monitor customer satisfaction levels and the timeliness of responses to requests.

## Current Performance

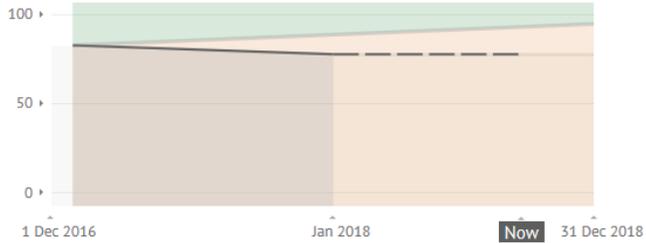
### Percentage Customer Satisfaction

Increase the customer satisfaction percentage to 95%, a 15% increase, by 2020.

#### ✘ Customer Satisfaction

78  
percent

Increase customer satisfaction to 95 percent by December 2018



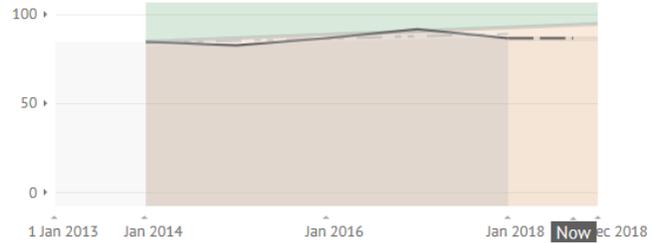
### Percentage of Requests that met Service Level Agreements

Increase Requests that meet service level agreement to 95 percent, a 7% increase, by 2020.

#### ✘ Meeting Service Level Agreements

87  
percent

Increase Requests that Met Service Level Agreement to 95 percent by December 2018

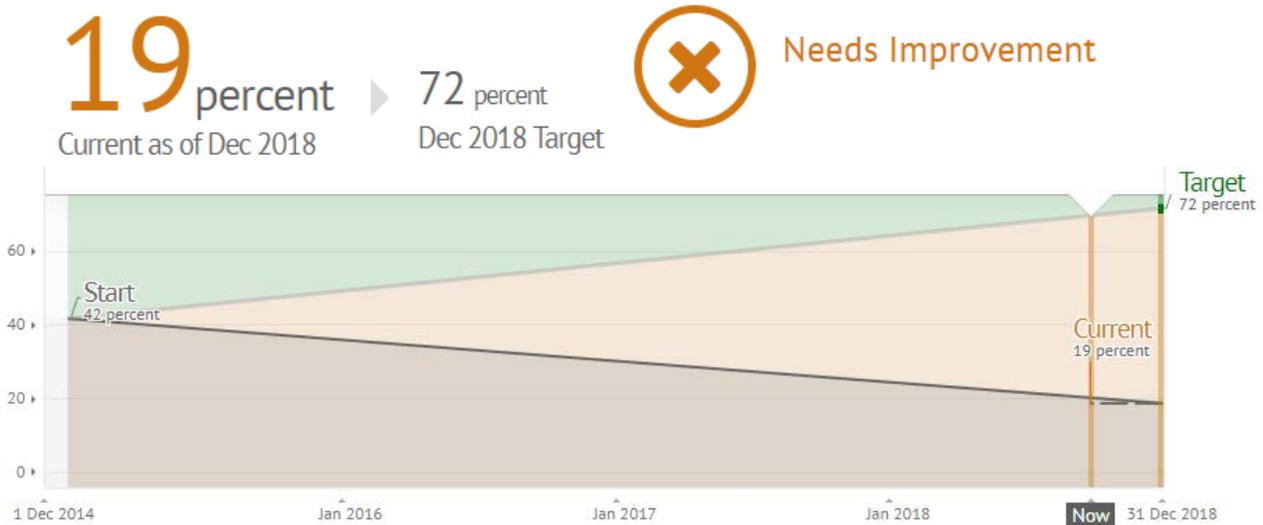


### 3. EQUITY, EMPOWERMENT, AND ENGAGEMENT

#### What is our goal?

In order to improve the equity in service delivery, the City Manager's Office will coordinate with and empower all City departments to ensure equitable access to services. This is measured as a percentage of the number of City-provided services with no statistically significant differences between respondents of different city council districts, as reflected in the Community Survey. The goal is to increase this ratio by 33% by 2020.

#### Current Performance



#### Why is it important?

The Department is working to address inequitable access to services, a workforce that is not reflective of the community, and inequitable engagement and empowerment in local decision-making. Residents will have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

#### What will we do?

The City Manager's Office will continue to support the Office of Equity & Human Rights, Customer Support Center's Tacoma311 service, Media & Communications Office, and Tacoma 2025 strategic plan.

#### Current Performance

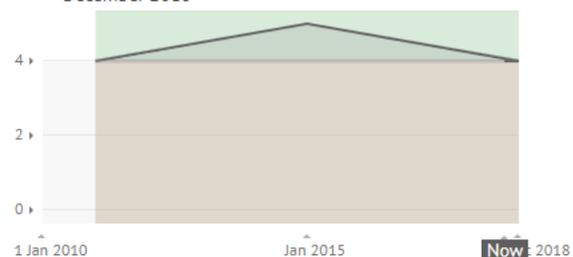
##### Number of Services with No Statistical Differences Across Districts

Increase the number of services with no statistical differences across districts to 6, a 2 service increase, by 2020.

4 services

[Explore the data >](#)

Increase number of services with no statistical differences across districts to 4 services by December 2018

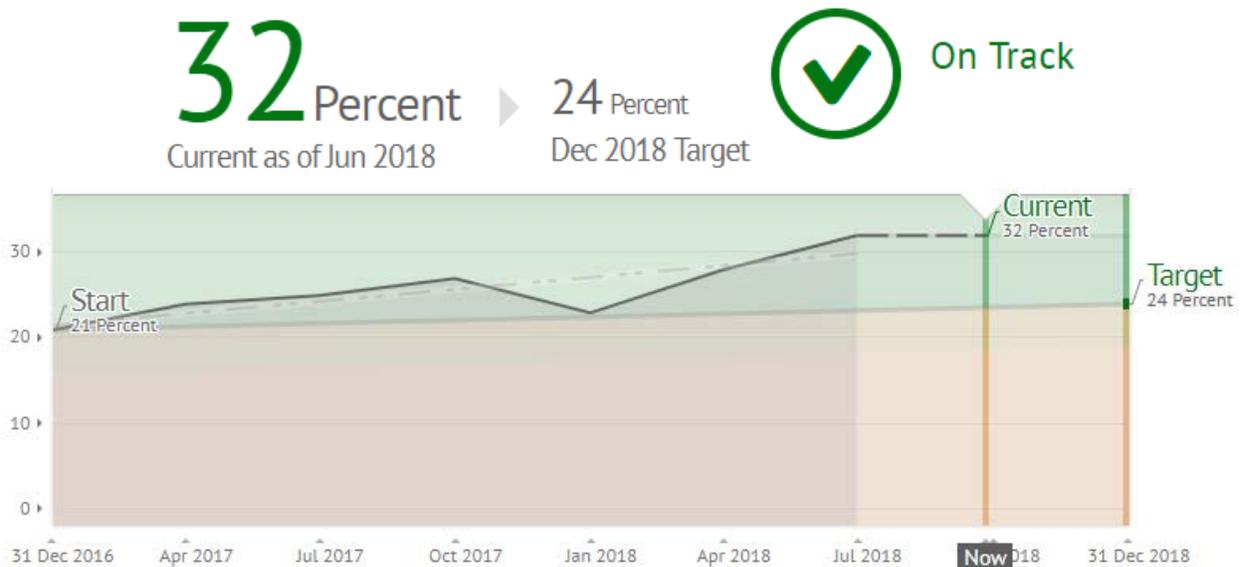


## 4. CITY STAFF, BOARDS, AND COMMISSIONS ARE REPRESENTATIVE

### What is our goal?

To ensure decision-making and community engagement is representative of the community, the Office of Equity & Human Rights will increase participation of under-represented populations serving on committees, boards, and commissions to 35%, a 3% increase, by 2020.

### Current Performance



### Why is it important?

Currently, City staff and members of committees, boards, and commissions are not reflective of the racial and ethnic demographics of the community. OEHR is working to end disparities between the racial/ethnic demographics of the city and staffing, committees, boards, and commission numbers. Diverse staff and volunteers bring an inclusive understanding of the needs of Tacoma community members and a fuller array of skill sets to meet those needs. The City of Tacoma's workforce and community representation on committees, boards, and commissions models the City's efforts to build equity into both public and private sectors throughout Tacoma.

### What will we do?

The Office of Equity & Human Rights facilitates a 4-hour training workshop, Equity 101, required for City staff. The training addresses three objectives: it builds a common language for advancing equity, it provides a brief history of inequities and institutional racism, and it establishes a common understanding of our community demographics. Equity 101 provides a foundation to create and sustain an inclusive and supportive culture and helps employees understand the community we serve.

## Current Performance

### Employees Trained in Equity

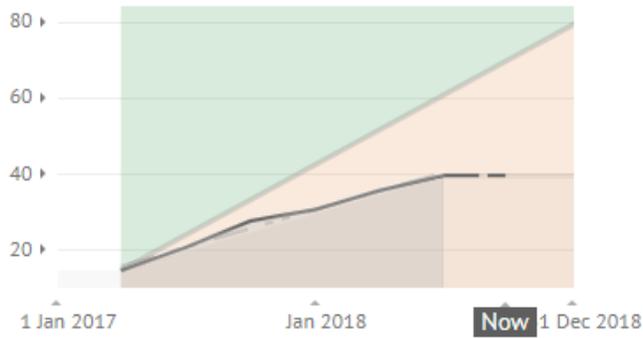
Increase percentage of City employees trained in equity to 90% by 2020.

40

Percent

[Explore the data >](#)

This goal is measured by tracking number of employees trained in diversity at the City as a percentage of all staff.

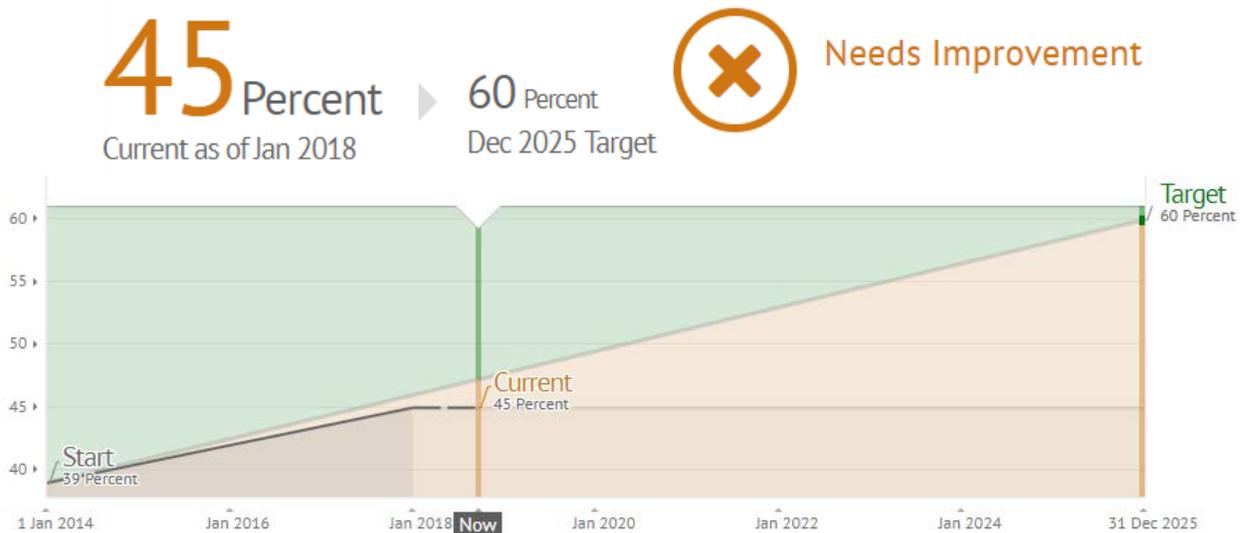


## 5. EQUITABLE SERVICE DELIVERY

### What is our goal?

In 2018, a community survey showed there were significant disparities in the community satisfaction with the City's services when broken down by race. In order to improve equity and accessibility of City services, the Office of Equity & Human Rights will work with City departments and community partners to increase the number of service satisfaction levels in the community survey with no statistical difference from respondents by race to 60% of services by 2025.

### Current Performance



List of Services with Statistically Significant Differences by Race: Police Patrol, Police Investigations, Policy Community Programs, Emergency Medical Services, Traffic Signal Performance and Timing, Street Cleaning, Garbage, Recycling, Yard and Food Waste Collection, Storm Drainage, Sewer Services, Drinking Water, Utility Billing and Customer Services, Walking Infrastructure, Public Transit Services, City Events, Public Art, Permitting Services, Overall Customer Service

### Why is it important?

Race and ethnicity should not predict service access or outcomes. A service delivery system that directs services and resources to those who know how to access service may inadvertently create disproportionate impacts on historically under-represented and under-resourced communities. Improving the equitability of service delivery can ensure that communities receive services appropriately, hold government accountable, and empower the residents of Tacoma.

### What will we do?

The Office of Equity & Human Rights will establish an equity index to identify inequities impacting underserved or underrepresented communities. This information will help departments make evidence-based equitable policy and service decisions. After initial analysis, OEHR will apply tools to help departments, specifically the 12 with inequitable responses, address disproportionate impacts in service delivery.

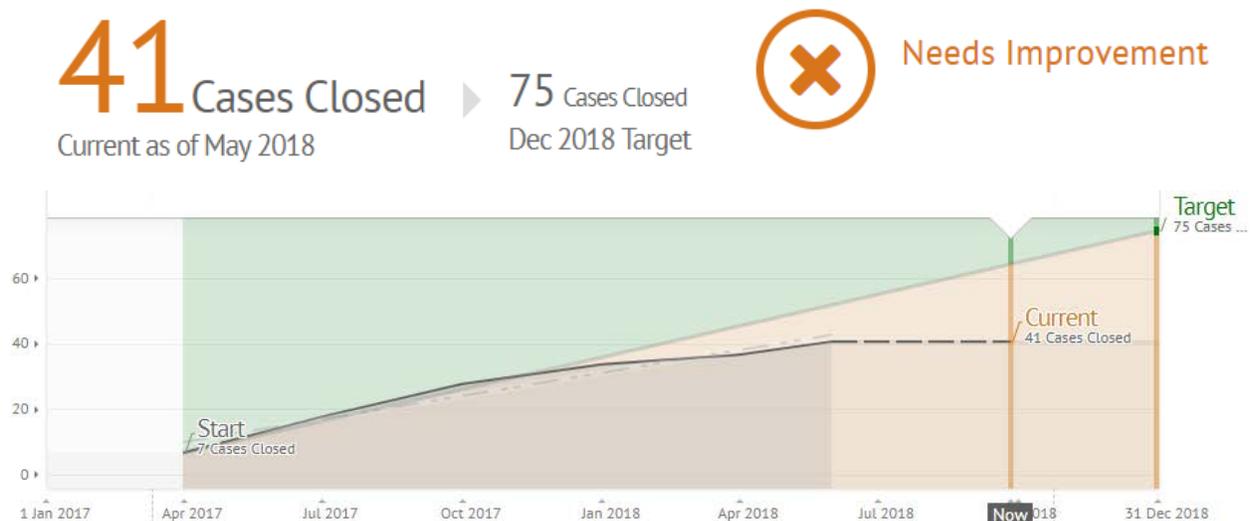
Performance Tracking	2019 Target	2020 Target
<b>Develop an Equity Index to identify communities of concern by Census track</b>	Complete interactive webpage	Include Tacoma Public Utilities and City services
<i>This tool will help identify inequities impacting underserved or underrepresented communities.</i>		
<b>Develop and implement a service and policy analysis tool</b>	Implement the Tool	Improve Survey Results
<i>The Office of Equity and Human Rights will apply a service analysis tool to help departments achieve equity in services delivery and outcomes.</i>		

## 6. ENFORCEMENT OF ANTI-DISCRIMINATION LAWS

### What is our goal?

In order to protect human rights, the Office of Equity & Human Rights will improve enforcement of anti-discrimination laws in the areas of housing, employment, and public accommodation by increasing the number of cases investigated and closed to at least 95 cases, a 20% increase, by 2020.

### Current Performance



## Why is it Important?

The Office believes that the current number of discrimination-based investigations completed by the Department is low considering the size and population of the City. This may indicate that City residents are not aware of their rights under federal, state, and local anti-discrimination laws. By increasing the number of anti-discrimination cases closed, helps empower community members with the tools and knowledge to achieve their full potential. Explaining the complex policies, laws, rules, and regulations to the community clarifies misinformation. Tacoma is the only city in Washington State with a landlord-tenant coordinator.

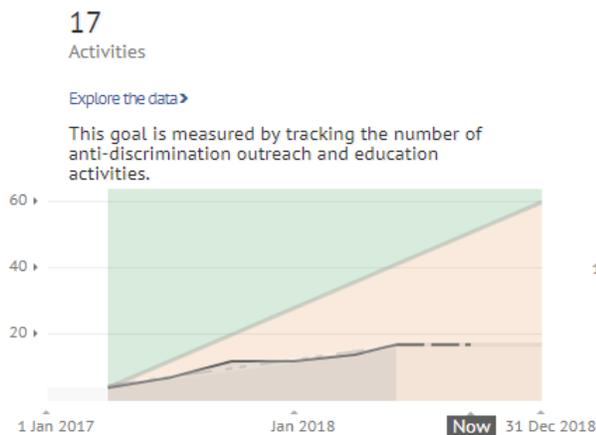
## What will we do?

The Office of Equity & Human Rights will educate and conduct outreach to inform community members of their civil rights. By educating the public about their civil liberties, it holds governments accountable to their obligations under universal civil rights norms and respects the inherent dignity in human life. Education opportunities can be community festivals, group training, and/or community organized seminars.

## Current Performance

### Education and Outreach

Increase the number of Anti-Discrimination Education and Outreach Events to 44, a nearly 100% increase, by 2020.



### Landlord-Tenant Intakes

Increase the number of new Landlord-Tenant intakes (within the city limits) to 1650, a 30% increase, by 2020.





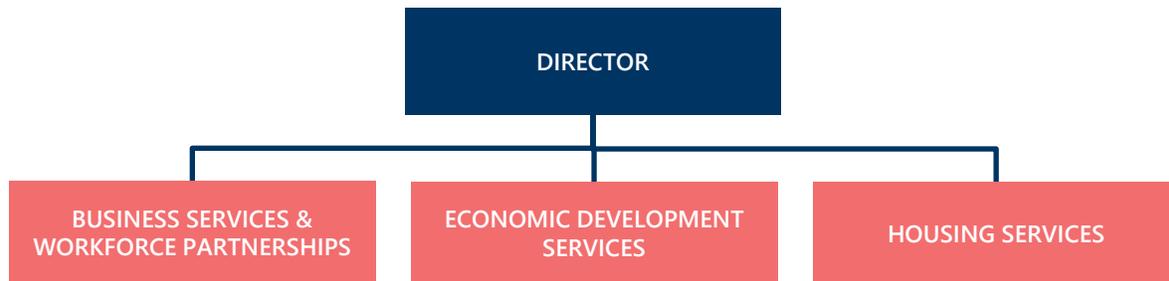
# COMMUNITY & ECONOMIC DEVELOPMENT

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## MISSION

To facilitate equitable economic growth and opportunity by supporting existing businesses, enabling reinvestment and revitalization, and promoting the attraction and creation of new businesses, living wage jobs, and housing options to enhance the quality of life in the community.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The Community & Economic Development (CED) Department leverages staff expertise, the City's resources and community partnerships to drive economic growth and improve life for residents in and visitors to Tacoma.

### BUSINESS SERVICES & WORKFORCE PARTNERSHIPS

Business Services & Workforce Partnerships coordinates City efforts for collaborative revitalization of neighborhoods, which includes small business development, and pays special attention to equity and inclusion. The unit leverages economic development services existing programs, community assets and relationships to successfully implement elements of the economic development strategy and specific goals of the Neighborhood Business Districts, Workforce Development, and other programs. Other Workforce Partnership programs include, Local Employment & Apprenticeship Training Program (LEAP), Small Business Enterprise Program (SBE), and Minority Business Development Agency (MBDA). LEAP provides residents of Tacoma, particularly those from the Community Empowerment Zone, with the training and support services necessary to complete apprenticeship requirements, which lead to livable wage jobs in the building and construction trades. SBE aims to increase employment opportunities for small business contractors and individuals seeking to increase their skills through training and apprenticeship on City-funded projects. In 2016, the U.S. Department of Commerce awarded the City of Tacoma a five-year grant to support minority-owned businesses. The Minority Business Development Agency Business Center Program delivers technical assistance and business development services to eligible minority-owned business enterprises (MBE) in Tacoma and the Puget Sound area.

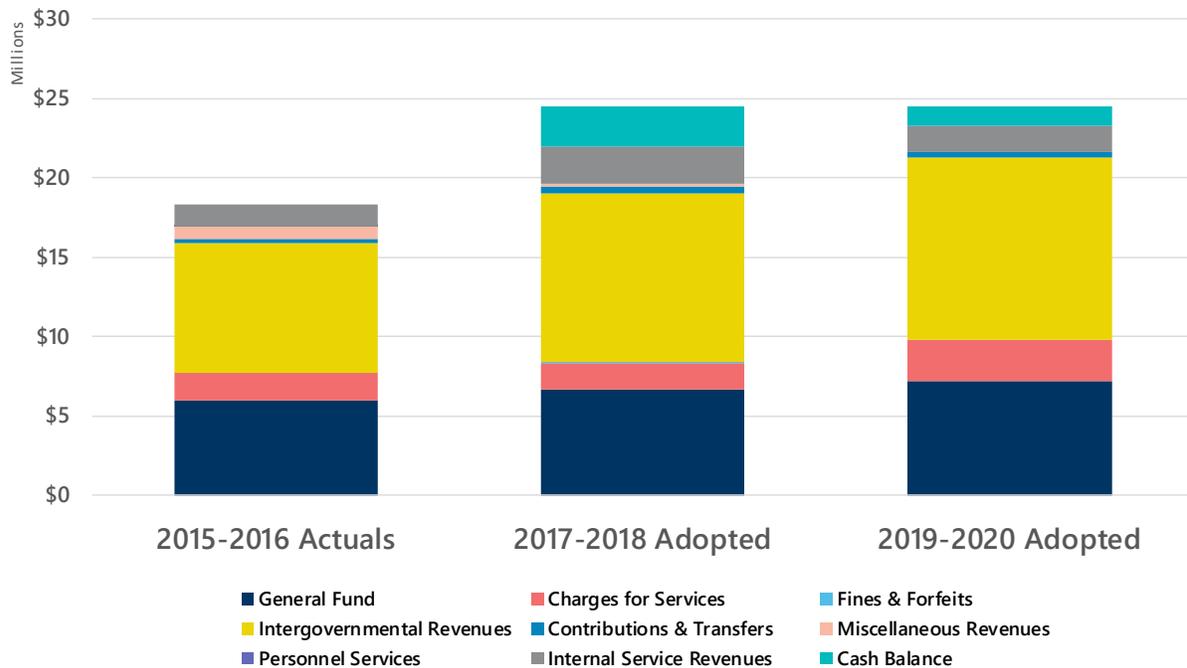
## **ECONOMIC DEVELOPMENT SERVICES**

Economic Development Services provides business retention, expansion, and attraction services for employers through direct outreach and contracts with partner organizations. The program also facilitates real estate development activities and proactive marketing of public and private properties to support development opportunities. It conducts research and provides information for Tacoma's businesses, supports recruitment and facilitation of international trade activities through partnerships with Sister Cities, and acts as a City advocate on behalf of external customers. It also provides business support services and coordination on planning and infrastructure projects. The Multifamily Property Tax Exemption Program, which provides tax incentives for property owners that invest in multifamily housing in the downtown or Mixed Use Centers, is also administered by this Division.

## **HOUSING SERVICES**

Housing Services finances and enables the production and preservation of affordable housing throughout the city. It funds non-profit housing developers and housing organizations for rehabilitating existing housing and increasing the number of affordable housing units in Tacoma. This Division provides down-payment assistance to income-eligible homebuyers in targeted areas of the city and offers housing repair and rehabilitation assistance to low-income seniors, families, and persons with disabilities. It also seeks to identify select opportunities to acquire and redevelop properties in support of affordable housing and neighborhood revitalization.

## COMMUNITY & ECONOMIC DEVELOPMENT FUNDING BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	5,959,651	6,678,751	7,233,147
Charges for Services	1,726,784	1,673,800	2,557,273
Fines & Forfeits	6,409	18,000	
Intergovernmental Revenues	8,220,313	10,671,821	11,466,566
Contributions & Transfers	216,105	400,000	340,000
Miscellaneous Revenues	761,923	200,000	
Personnel Services	24,309		
Internal Service Revenues	1,430,322	2,336,063	1,706,461
Cash Balance		2,504,491	1,182,175
<b>Grand Total</b>	<b>18,345,816</b>	<b>24,482,926</b>	<b>24,485,622</b>

## FUNDING SUMMARY

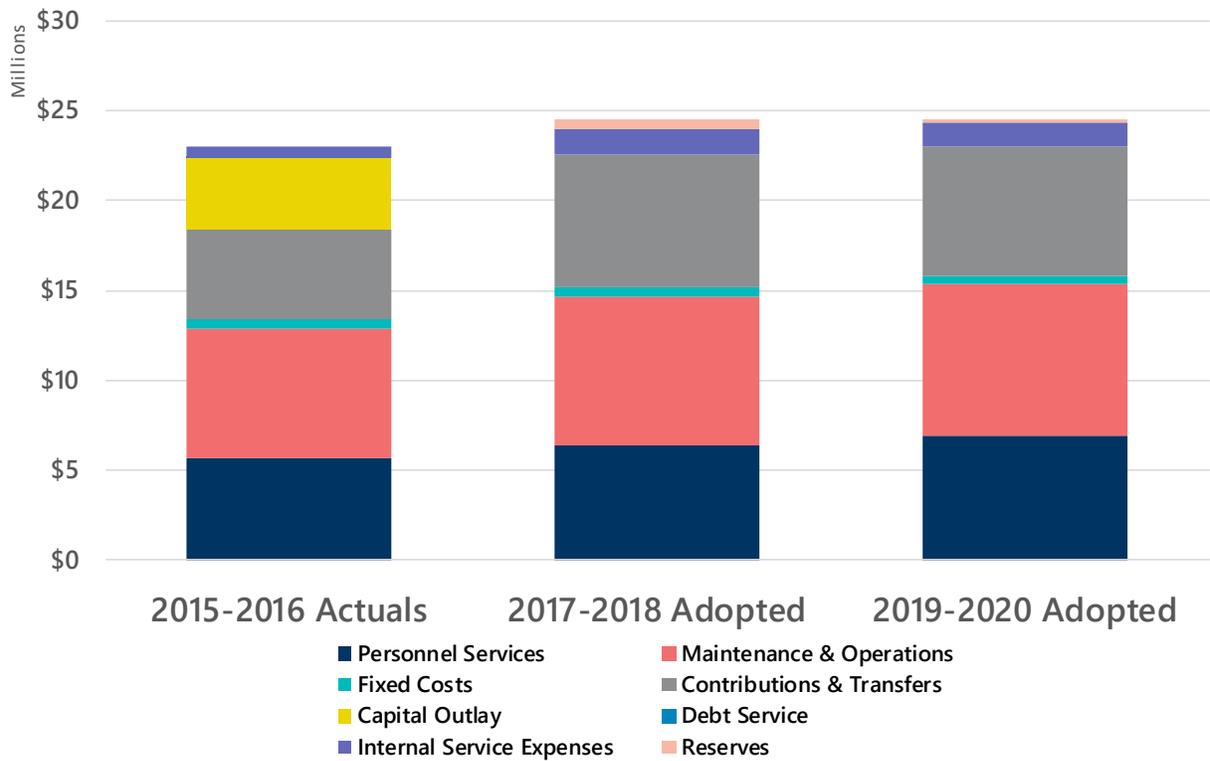
The General Fund supports many programs of the Community & Economic Development Department. A majority of the increase in the 2019-2020 biennium is due to new positions for Affordable Housing and Neighborhood Business District Programs. Charges for Services are primarily comprised of fees for the Downtown Business Improvement Area (DBIA) Program. The remaining amount in this category is made up of consulting fees from the Minority Business Development Agency (MBDA) program and processing fees from the Youth Education & Development program. The 2019-2020 increase is directly related to the increased service area of DBIA in 2018 and the addition of the MBDA Program after the budget was adopted in 2017-2018.

The Local Employment & Apprenticeship Training Program charges construction projects civil penalties for not following federal labor requirements, which result in Fines & Forfeits revenue. These were not budgeted for the 2019-2020 biennium as the number of charges has decreased over time. Intergovernmental Revenues supply the majority of the Department's funding. The two largest grants are from the U.S. Department of Housing and Urban Development, which support CED's Housing Division. Two other grants make up the rest of the funding. One is from the U.S. Department of Commerce which funds the City's Minority Business Development Agency (MBDA) Program, while the other is from the Environmental Protection Agency funding LEAP's environmental hazardous training program. The Intergovernmental Revenues increase in 2019-2020 reflects the addition of the MBDA Program after the budget was adopted in 2017-2018.

Contributions & Transfers is comprised of transfers from the General Fund to support the Youth Education & Development program. Cash Balance decreased in the 2019-2020 biennium as the Urban Development Action Grant (UDAG) repayment money for one-time development projects in 2017-2018 was removed.

Internal Service Revenues is comprised of funding received from other City departments for internal services provided to CED. The programs which receive Internal Service Revenues are Local Employment & Apprenticeship Training Program (LEAP), Small Business Enterprise (SBE), and the Tacoma Training and Employment Program (TTEP). Internal Service Revenues decreased between 2017-2018 and 2019-2020 bienniums due to removal of one-time enhancements for SBE.

## COMMUNITY & ECONOMIC DEVELOPMENT EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	5,676,767	6,398,255	6,962,861
Maintenance & Operations	7,220,999	8,275,959	8,407,817
Fixed Costs	547,844	538,277	395,610
Contributions & Transfers	4,912,885	7,344,455	7,278,031
Capital Outlay	4,001,879		
Debt Service	46		
Internal Service Expenses	627,951	1,394,768	1,328,067
Reserves		531,211	139,823
<b>Grand Total</b>	<b>22,988,372</b>	<b>24,482,926</b>	<b>24,485,622</b>
Full Time Equivalents	26.4	25.4	27.1

## EXPENDITURE SUMMARY

Personnel Services, which includes expenditures for wages and benefits for employees, make up about 27% of the Department's expenditures in 2019-2020. The increase over the 2017-2018 biennium was due to the addition of Housing Division staff and a reorganization of the Neighborhood Business Districts Division staff. Fixed Costs are expenditures managed at the citywide level rather than the department level, which include rent and insurance. This category of costs decreased as the majority of telecommunication services were moved to the Internal Service Expenses category.

Maintenance & Operations are costs that directly support departmental functions, such as contracts and printing, which comprise the majority of the Department's expenditures. Maintenance & Operations increased between 2017-2018 and 2019-2020 due to the addition of one-time dollars for special projects, marketing, and training. Contributions & Transfers, categorized as budgeted amounts sent by one fund to another fund or external agency, support the Tacoma Community Redevelopment Authority (TCRA). Internal Service Expenses decreased slightly in 2019-2020 due to the removal of one-time projects by internal service providers. Reserves are for balancing the planned revenues the department will receive from the CDBG and MBDA grants for the 2019-2020 biennium.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Administration	Administration - CED	2,225,582	4.8
Economic Development	Downtown Business Improvement Area (BIA)	2,856,762	0.3
	Business Attraction/Retention/Expansion	1,578,664	1.9
	Public/Private Development Facilitation	851,911	1.6
	Urban Development Action Grant	724,708	-
	Minority Business Development Agency	658,436	2.4
	Local Employment Apprenticeship Prog	551,791	1.5
	Small Business Enterprise (SBE)	528,521	1.1
	Youth Educational Development & Training	406,959	-
	LEAP Grants	333,883	0.5
	Marketing and Communication	258,306	0.3
	International Business Opportunities	172,113	0.4
	MultiFamily Property Tax Exemption	116,797	0.4
	Economic Development Services	53,299	(0.0)
	LEAP Special Projects	34,691	-
Housing	Affordable Housing Economic Environment	4,516,890	-
	Housing Rehabilitation	1,460,232	0.6
	Public Service - Economic Environment	1,014,324	-
	CDBG Administration	947,117	3.2
	HOME Lakewood Contribution	929,948	-
	Pub Fac Improvements Economic Environ	710,132	0.1
	Affordable Housing	511,690	2.3
	Local Economic Development Grants	348,511	-
	Affordable Housing Safety	208,488	0.9
	HOME Program Administration	206,943	0.6
	Down Payment Assistance	154,906	0.1
	Sewer Loan Conservation Program	33,084	0.2
Business Services & Workforce Partnerships	Neighborhood Business Districts Program	962,642	3.4
	Work Force Development	545,622	-
	Neighborhood Revitalization Program	179,554	0.5
	Sister Cities Program	159,875	0.2
	Gen Fund Workforce Development	93,426	-
	Educational Support Services	80,528	-
	Farmers Markets	69,288	0.1
<b>Grand Total</b>		<b>24,485,622</b>	<b>27.1</b>

## 2025 GOALS AND PERFORMANCE MEASURES



### 1. STRONG LOCAL ECONOMY

In order to build a strong local economy and strengthen the tax base in Tacoma, the Community & Economic Development Department will design and implement equitable strategies to facilitate private investment through the retention, expansion and attraction of businesses and commercial construction activities by expanding outreach to potential employers, investors, and developers. Efforts will be targeted toward increasing the number of and access to livable wage jobs, private capital investment, and revitalized real estate in Tacoma.



### 2. NEIGHBORHOOD BUSINESS DISTRICTS ENHANCEMENT

Implement an equitable outreach and engagement strategy with community stakeholders in our recognized Neighborhood Business Districts to share information on business resources, technical assistance and/or financing to existing businesses that result in an improved business climate and that leverage programs and services to build partnerships for sustainable neighborhoods.



### 3. CREATING MORE HOMES FOR MORE PEOPLE

In order to increase the affordable housing supply in Tacoma for rental (up to 80% of Area Median Income) and homeowner (up to 120% of Area Median Income) units, the Community & Economic Development Department will partner with developers to add affordable housing units.

# 2019-2020 GOALS & PERFORMANCE MEASURES

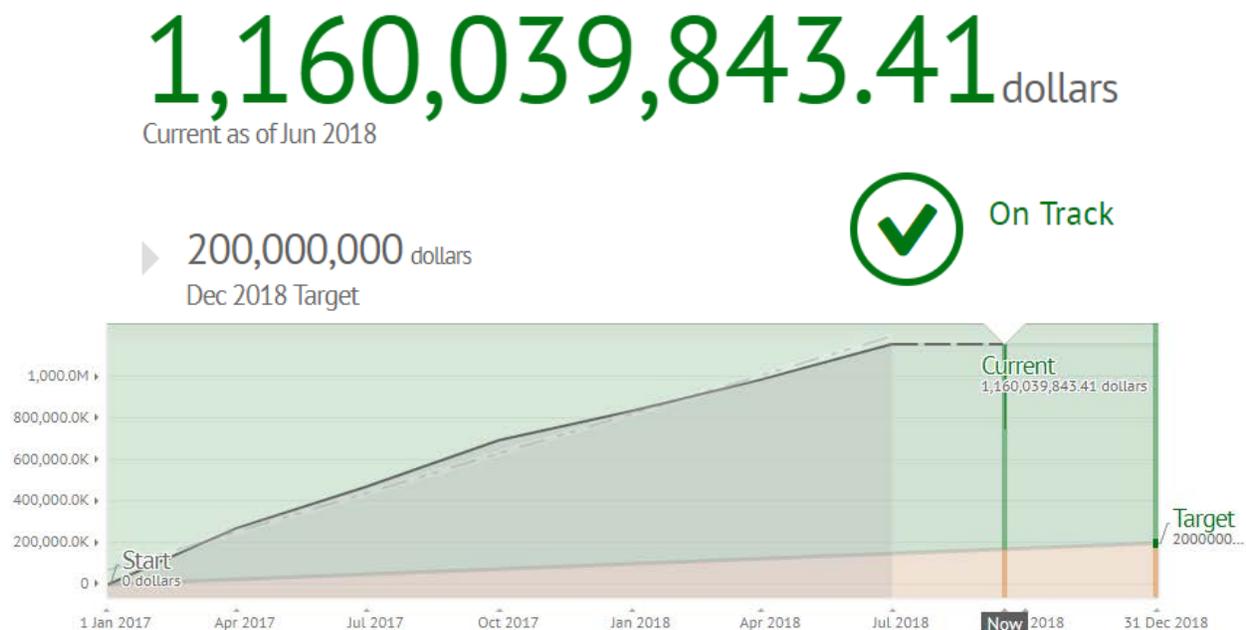
## 1. STRONG LOCAL ECONOMY AND TAX BASE

### What is our goal?

In order to build a strong local economy and strengthen the tax base in Tacoma, the Community & Economic Development Department will design and implement equitable strategies to facilitate private investment through the retention, expansion and attraction of businesses and commercial construction. Activities will include expanding outreach to potential employers, investors and developers. Efforts will emphasize increasing the number of livable wage jobs, private capital investment, and revitalized real estate in Tacoma. Outreach to existing and potential employers, investors, property owners, and developers will be increased by 20% by December 2020.

This is a change from how the department has been tracking their impact through private invest the Department helped facilitate.

### Current Performance



### Why is it Important?

The three focus areas noted above comprise the foundation of a sustainable economic development ecosystem and are necessary for Tacoma to remain healthy throughout all phases of each economic cycle. Since these cycles are largely influenced by external forces, this foundation needs to be established for Tacoma residents and businesses to build upon during the economic upswings and adapt during the downturns.

Business retention, expansion and attraction, as well as commercial construction, contribute to this ecosystem and will strengthen the City's tax base, providing the City adequate revenues to provide high-quality services to all residents, businesses and visitors.

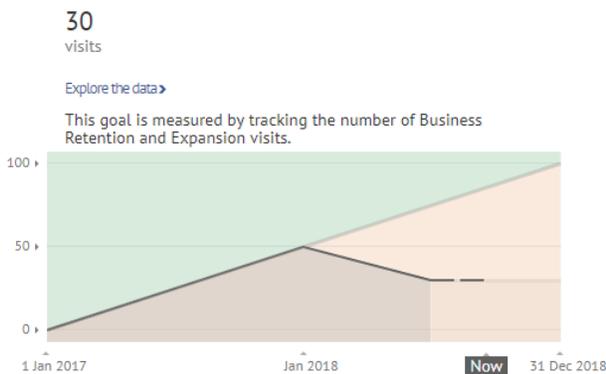
**What will we do?**

CED will monitor the return on investment from contracted community partners, collect and maintain data regarding workforce readiness by employment sector, and provide recommendations regarding workforce development and targeted recruitment activities. The Department will evaluate current financial incentive and loan programs and increase equitable access to such programs. We will track indicators such as the number of livable wage jobs, number of people who both live and work in Tacoma, the median household income, the assessed valuation of Tacoma and tax revenues received by the City.

**Current Performance**

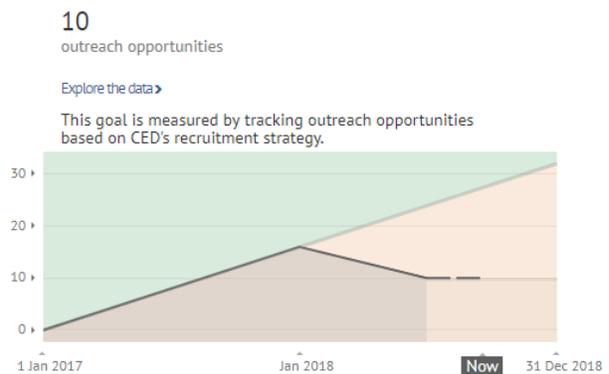
**Increase Business Retention & Expansion Visits**

Increase the number of BRE visits by 70, a 47% increase, by 2020.



**Outreach Based on Recruitment Strategies**

Increase the outreach based on CED’s recruiting strategy to 80, 60% increase, by 2020.



**New Metrics for 2019-2020**

**Assisting Owners of Underutilized Sites**

Increase property owners in opportunity zones contacted to 110 owners by 2020.

**Services Delivered to Small Businesses**

Increase pre-acquisition/ application services to small businesses to 100 services by 2020.

**New Businesses Participating in Business Welcome Program**

Establish new Business Welcome program and increase business participation to 500 by 2020.

## 2. NEIGHBORHOOD BUSINESS DISTRICTS ENHANCEMENT

### What is our goal?

The Community & Economic Development Department will engage Neighborhood Business District stakeholders with an emphasis on five districts that have inactive business associations to provide direct outreach efforts to no less than 140 existing businesses and 50 existing commercial property owners by 2020 for the purpose of expansion, retention, and recruitment of businesses to reduce commercial vacancy rates and increase level of technical assistance provided to businesses.

### Why is it Important?

Neighborhood Business Districts without an active business association typically receive less proactive outreach, problem solving and relationship building from the NBD Program. This provides inequities in service, but also misses opportunities to support the retention and expansion of existing business and leverage the strength and stakeholder energy of the surrounding community.

### What will we do?

The Department will collect baseline data on the number of businesses, commercial property owners, neighborhood-based stakeholder groups and community-based organizations within the five NBDs. The Department will conduct direct outreach to business and property owners to distribute information on services, as well as invite feedback on existing business goals, barriers/opportunities to achieve their goals, and how the City services may assist in overcoming barriers and seizing perceived opportunities. One on one meetings will be conducted where feasible as well as meet and greets and business development workshops. Performance measures will include number of outreach efforts, attendance at workshops, referrals for technical assistance or financing, utilization of services and the implementation of five NBD Action Plans.

#### Number of Workshops

Increase the number of workshops participants to 50 by 2020.

#### Commercial Property Owners Contacted

Increase the number of property owners contacted to 50 by 2020.

#### Number of Business Consultations

Increase the number of business consultations to 140 by 2020.

#### Number of Referrals for Technical Assistance

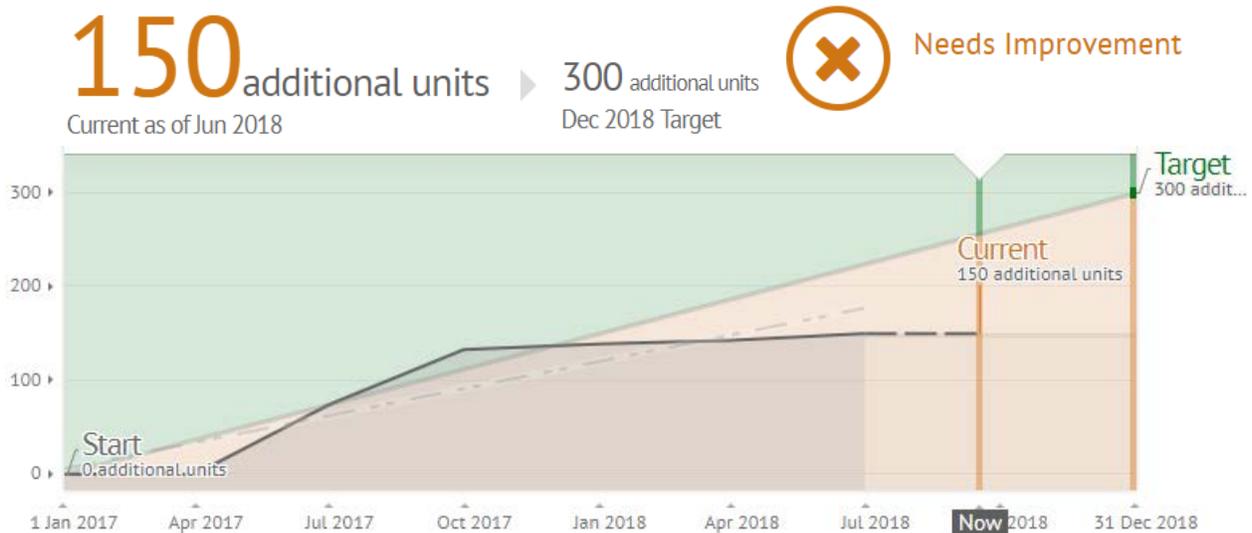
Increase the number of referrals for technical assistance to 15 (10 business and 5 commercial property owners) by 2020.

### 3. IMPLEMENT COMPREHENSIVE STRATEGIES TO MAKE A POSITIVE IMPACT ON AFFORDABLE HOUSING CRISIS

#### What is our goal?

In order to address the growing affordable housing crisis in Tacoma, the Community & Economic Development department will implement the City's 10-year Affordable Housing Action Strategy and create 600 additional housing units by 2020.

#### Current Performance



#### Why is it Important?

The City of Tacoma developed its Affordable Housing Action Strategy (AHAS) as a strategic response to a changing housing market, increasing displacement pressure among residents, and a widespread need for high-quality, affordable housing opportunities for all residents. While the City of Tacoma has a strong legacy of working to solve its affordable housing challenges, it recognized a need for a more strategic approach to its housing investments—both today and in the future. The City of Tacoma needs to increase housing affordability as a way to maintain the quality of life that the city is known for and ensure housing costs do not worsen as the city grows over time.

The AHAS contains four strategic objectives to address the affordable housing crisis:

1. Create More Homes for More People
2. Keep Housing Affordable and in Good Repair
3. Help People Stay in Their Homes and Communities
4. Reduce Barriers for People Who Often Encounter Them

Each strategic objective is supported by a set of actions and implementation steps. Targets and their associated level of investment were broadly estimated for each strategic objective. These targets are intended to guide public investments in housing activities and enable the City of Tacoma to track and report its progress along three key metrics:

1. Number of units produced
2. Number of units preserved
3. Number of households served

**What will we do?**

The Department will begin implementation of the AHAS. The AHAS includes a series of actions per strategic objective the City can take in the immediate, short, and long-term to create affordable housing opportunities, including, the creation of a dedicated source of funding to support the creation of new units; modification of the City’s inclusionary housing policy; updating the City’s Multi-Family Property Tax Exemption (MFPTEx) Program; leveraging publicly owned land to support the development of affordable housing; and, increasing the participation in first-time homebuyer programs. Another critical action will be developing a system to address and rehabilitate derelict properties; developing and adopting a preservation ordinance; targeting resources to improve the livability of existing owner-occupied homes; and, improved tracking and monitoring of existing subsidized and unsubsidized affordable housing properties.

Additionally, actions will be taken on the expansion of tenant protections, creating and accessing a range of resources through partner organizations for households experiencing a housing crisis, and creating a source of local tax relief to stabilize more low-income homeowners. Finally, other measures will be conducted including streamlining processes for households applying for and using rental assistance; creating stronger alignment across the Tacoma-Lakewood-Pierce County Continuum of Care; and, integrating culturally competent and trauma-informed practices into new and existing programs.

**New Metrics for 2019-2020**

**Affordable Housing Units Preserved**

Increase the number of retained affordable housing units 460 units by 2020.

**Number of Households who can stay in their homes/ multifamily buildings**

Increase the number of households who can stay in their dwellings by 240 by 2020.

**Reduced Barriers**

Decrease the number of households who experience reduced barriers by 200 by 2020.



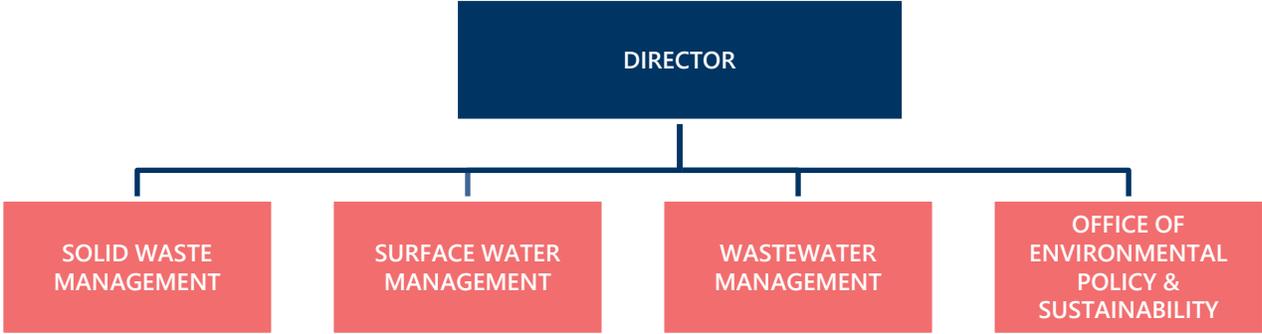
# ENVIRONMENTAL SERVICES

## MISSION

Everything Environmental Services does supports healthy neighborhoods and a thriving Puget Sound, leaving a better Tacoma for all.

Healthy Neighborhoods + Thriving Puget Sound = A Better Tacoma

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

Environmental Services plans, manages, and implements the City’s environmental policies. Major areas overseen by this department include the collection and disposal of waste products (Solid Waste), water quality (Wastewater and Surface Water), and policy planning (Office of Environmental Policy & Sustainability). Like other utilities, Environmental Services primarily funds its operations through rate payments made by service users.

### SOLID WASTE MANAGEMENT

Solid Waste improves the quality of life for residents in Tacoma by safely, reliably, sustainably, and effectively managing the collection, disposal, and recycling of a variety of disposable materials. This division of Environmental Services serves 55,608 residential customers and 5,363 commercial customers throughout the City, collecting recycling, garbage, food/yard waste, and other waste products. In concert with the City’s Code Compliance staff, Neighborhood Enforcement Team, and Call2Haul program, Solid Waste also provides a variety of related services to the community.

### SURFACE WATER MANAGEMENT

Surface Water is responsible for protecting the environment and flood prevention by maintaining the City’s capacity to move rain and property run-off away from ratepayers’ properties using environmentally friendly practices. Additionally, the Surface Water division protects water quality by maintaining an intricate network of pipes, pump stations, and structures throughout the City of Tacoma. Surface Water seeks to improve these and other infrastructure assets through capital projects and managing other programmatic elements. In this endeavor and throughout its services, Surface Water works in compliance with the National Pollutant Discharge Elimination System (NPDES) permitting system, the Washington State Department of Ecology, and the Environmental Protection Agency.

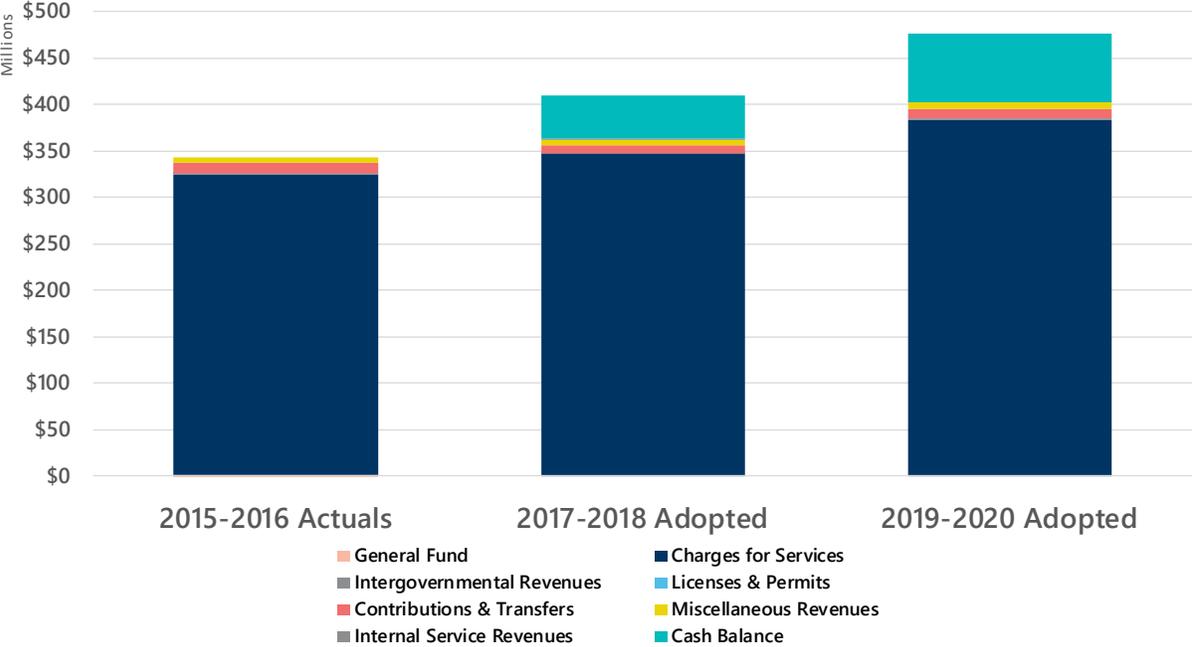
## **WASTEWATER MANAGEMENT**

Wastewater protects the public from contaminants in water discharged from household or business sinks, toilets, and drains. Much like the Surface Water division, Wastewater complies with the National Pollutant Discharge Elimination System (NPDES) permit system issued by the Washington State Department of Ecology. The aim of water treatment, recycling of bio-solids, collection and use of biogas, and other services provided by Wastewater is to preserve and enhance the aquatic environment in the greater Tacoma area. The division operates two wastewater treatment plants, maintains hundreds of miles of wastewater pipes, and oversees dozens of pump stations throughout the City.

## **OFFICE OF ENVIRONMENTAL POLICY & SUSTAINABILITY**

The Office of Environmental Policy and Sustainability (OEPS) develops, promotes, and implements sustainable practices for both the City government and its citizens. OEPS tracks and improves these practices through education, community partnerships, and performance management.

# ENVIRONMENTAL SERVICES FUNDING BY CATEGORY

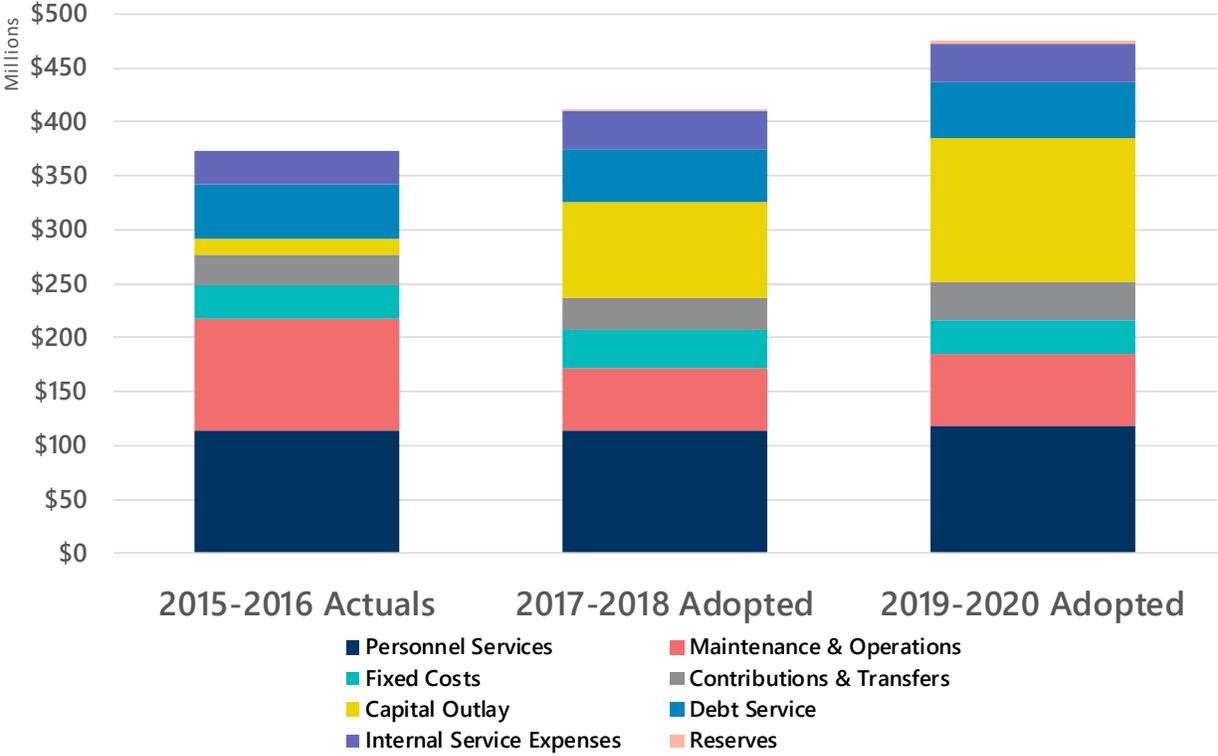


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	984,293		
Charges for Services	323,175,374	346,589,294	382,814,550
Intergovernmental Revenues	857,615	231,600	2,600,000
Licenses & Permits	26,932		
Contributions & Transfers	11,548,828	8,639,420	9,589,106
Miscellaneous Revenues	5,735,219	6,288,737	6,649,942
Internal Service Revenues		1,225,887	1,297,200
Cash Balance		45,985,477	72,597,808
<b>Grand Total</b>	<b>342,328,260</b>	<b>408,960,415</b>	<b>475,548,606</b>

## FUNDING SUMMARY

Environmental Services is primarily funded through charges for services to customers who use the utilities’ services, which include solid waste (garbage, recycling, and food/yard waste), surface water, and wastewater. Revenues for the three utilities are projected to increase over the course of the next few years, due in part to the favorable economic environment. The Department’s Intergovernmental Revenues includes State and Federal grants which fluctuate from biennium to biennium. Another significant revenue source is Miscellaneous Revenues, which includes capital related grants, pool investment income, and rental revenue. The 2019-2020 Adopted Budget includes a planned increase in Cash Balance, based on a bond issuance in 2018, to finance additional capital project spending.

# ENVIRONMENTAL SERVICES EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	113,607,833	114,275,999	118,274,675
Maintenance & Operations	103,886,030	57,759,928	66,419,044
Fixed Costs	30,481,437	34,590,686	31,262,756
Contributions & Transfers	28,617,850	29,453,576	35,785,200
Capital Outlay	14,330,110	89,890,905	132,846,388
Debt Service	50,388,081	48,262,824	52,470,699
Internal Service Expenses	31,586,716	35,889,506	35,248,023
Reserves		907	3,241,821
<b>Grand Total</b>	<b>372,520,014</b>	<b>408,960,415</b>	<b>475,548,606</b>
Full Time Equivalents	535.6	519.8	512.8

## EXPENDITURE SUMMARY

Personnel Services, which include employee salaries and benefit, represents 25% of total expenses. The 2019-2020 Adopted Budget also includes an increase in planned capital spending, representing almost 28% of the department’s total expenses. Capital increases include expansion and replacement of collection systems, undertaken mostly by Surface Water, in coordination with the Streets Initiative. The Environmental Services expenditure budget also includes other overhead costs such as Fixed Costs and Maintenance and Operations. Fixed Costs include fleet maintenance and repair, insurance, and rent. Fleet Services costs have decreased as the Solid Waste utility operates a newer fleet of fuel efficient vehicles. Maintenance and Operations expenditures are those that support the Department’s function, such as supplies, equipment, and professional services. The Environmental Services utilities also pay a Gross Earnings Tax that is shown in expenditures as a transfer out.

## BUDGET BY PROGRAM

Division	Program	2019-2020 Adopted Budget	FTEs
Office of Environmental Policy & Sustainability	Office of Environmental Policy & Sustainability	6,278,925	14.5
Solid Waste	Solid Waste-Revenues & Taxes	40,774,568	-
	ES Solid Waste Residential Collection	23,007,737	60.8
	Solid Waste Garbage Disposal & Transport	21,993,419	13.0
	ES Solid Waste Recovery & Transfer Center	16,785,838	51.5
	Solid Waste-Administration	11,756,639	31.3
	Solid Waste External Admin Support	11,599,762	-
	ES Solid Waste Commercial Collection	9,671,002	28.3
	Solid Waste Construction	8,244,991	-
	Solid Waste Community Clean Up	4,376,286	1.3
	Solid Waste Environmental Programs	1,402,082	1.0
	Solid Waste Science & Engineering	945,595	3.6
	Solid Waste Community Relations	542,494	-
	Surface Water	Surface Water Construction	45,883,807
Surface Water Debt Service		14,003,000	-
Surface Water External Admin Support		9,250,164	-
Surface Water Water Quality (S&E)		8,215,255	20.6
Surface Water Capital Project Planning & Delivery (S&E)		7,849,180	22.9
Surface Water Transmission		7,604,246	19.0
Surface Water-Administration		4,109,044	3.9
Surface Water-Revenues & Taxes		4,068,322	-
Surface Water Private Development (S&E)		2,643,968	1.0
Surface Water Source Control		2,552,177	9.0
Surface Water Open Space		1,874,961	1.5
Surface Water Plant & Pump Station Maintenance		911,655	0.4
Surface Water Community Relations		192,305	-
Wastewater	Wastewater Construction	55,780,881	-
	Wastewater Debt Service	27,638,000	-
	Wastewater Plant & Pump Station Maintenance	20,819,912	51.6
	Wastewater Plant Operations	20,533,027	34.0
	Wastewater Capital Project Planning and Delivery (S&E)	16,380,908	48.7
	Wastewater Transmission	15,241,345	40.0
	Wastewater External Admin Support	14,253,050	-
	Wastewater-Revenues & Taxes	13,768,231	-
	Wastewater-Administration	8,981,628	21.8
	Wastewater Treatment by Others	6,239,348	-
	Wastewater Laboratory (S&E)	3,264,886	12.0
	Wastewater Source Control	2,856,492	9.0
	Wastewater Tagro-Soil Amendments	1,603,500	11.0
Wastewater Private Development (S&E)	1,266,651	1.0	
Wastewater Community Relations	383,324	-	
<b>Grand Total</b>		<b>475,548,606</b>	<b>512.8</b>

# 2025 Goals and Performance Measures



## 1. GREENHOUSE GAS EMISSIONS

In order to support a sustainable community, Environmental Services will decrease greenhouse gas emissions 15% by 2025.



## 2. CUSTOMER SATISFACTION

In order to ensure service excellence, Environmental Services will develop a coordinated customer service process and work to continuously improve the culture of the Department to increase customer satisfaction with Environmental Service utilities 10% by 2025.



## 3. ASSET MANAGEMENT PLANS FOR STORMWATER AND WASTEWATER COLLECTION SYSTEMS

In order to improve the efficiency of operations and maintenance, Environmental Services will establish an asset management program utilizing data in decision making, performing cost-benefit analysis, and performing life-cycle cost financial management of all utility assets by 2025.

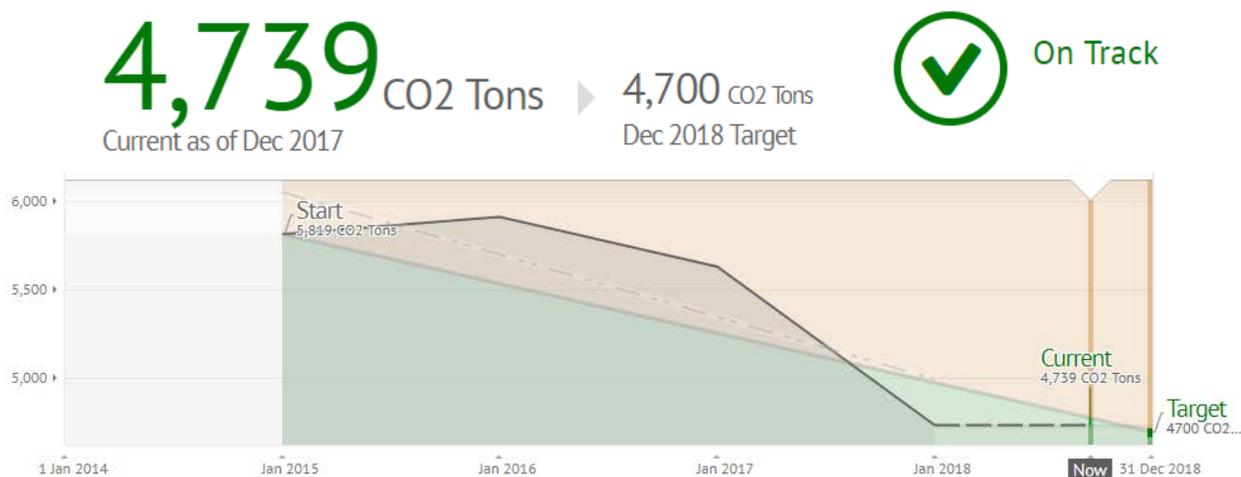
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. GREENHOUSE GAS EMISSIONS FROM COLLECTION FLEET

### What is our goal?

In order to support a sustainable community, Environmental Services will decrease greenhouse gas emissions from collection fleet vehicles to 4,600 CO2 Tons, a 2% decrease, by 2020.

### Current Performance



### Why is it Important?

Climate change resulting from greenhouse gas emissions threatens life in Tacoma; current and expected impacts include warming temperatures, increased extreme weather events, higher temperatures, sea-level rise, and ocean acidification.

### What will we do?

Environmental Services will convert the Solid Waste Management diesel collection fleet to compressed natural gas (CNG) trucks to reduce carbon dioxide greenhouse gas emissions. CNG trucks produce less greenhouse gases and particulate emissions than comparable diesel powered trucks. Locating the CNG fueling station at the Recovery Transfer Center further reduces greenhouse gas emissions by eliminating the need to drive to a fueling location.

### New Metrics for 2019-2020

#### CNG Collection Vehicles

Increase the number of CNG collection vehicles to 49% of the collection Fleet by 2020.

## 2. CUSTOMER SATISFACTION

### What is our goal?

In order to ensure service excellence, Environmental Services will develop a coordinated customer service process and work to continuously improve the culture of the Department to increase customer satisfaction with Environmental Services utilities by 4% over the 2016-17 baseline by 2020.

### Current Performance

Environmental Service Division Customer Satisfaction Rating	2016-2017 Actual	2019-20 Target
Solid Waste	82%	86%
Sewer	78%	82%

### Why is it Important?

Environmental Services customers rate the Department's services as fair to good. The goal is for customers to rate utility services as excellent. Improving the customer experience will require quality control of services as well as quality control of contact with customers. Improving services and interactions with customers will provide the community with a cleaner environment (cleaner water, a cleaner city, better management of the waste products of urban living) while ensuring that customers are treated with courtesy and respect and made aware of the benefits the Environmental Services utilities provide.

### What will we do?

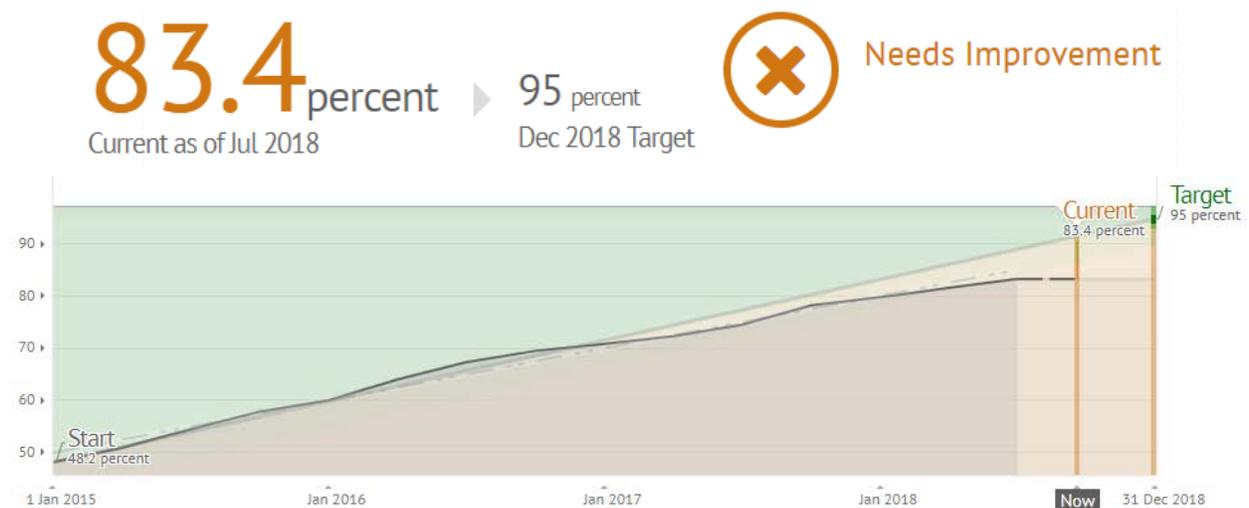
Environmental Services will strengthen and maintain service quality control mechanisms. A baseline customer survey was conducted in 2016-17 to determine areas that need improvement, develop a coordinated customer service process, and work to continuously improve the culture of the department to increase customer satisfaction with Environmental Services utilities. Staff conducted the first follow-up survey in December 2018. Results from the 2018 survey will be compared to the baseline date to assess improvement in customer service and to identify opportunities for further improvement. An additional customer satisfaction survey will be scheduled for 2020.

### 3. ASSET MANAGEMENT PLANS FOR STORMWATER AND WASTEWATER COLLECTION SYSTEMS

#### What is our goal?

In order to plan for replacement of sewer pipes, Environmental Services will perform a condition assessment (video inspection) on 92% of all stormwater sewer pipes and sanitary sewer pipes, a 9% increase, by 2020.

#### Current Performance



#### Why is it Important?

Lack of condition assessments (video inspections) information hinders the ability to plan for the replacement of the sewer collection systems. The ability to accurately plan for the replacement of the sewer pipes will reduce the number of emergency replacements, service interruptions, and sanitary sewer overflows due to failure of the pipes.

#### What will we do?

Environmental Services will prioritize maintenance activities related to video inspection of stormwater and sanitary sewer pipes, as well as contract out video inspection services as required.



# FINANCE

## MISSION

To provide high-quality, innovative, and cost-effective municipal services to residents, businesses, taxpayers, and ratepayers by providing financial expertise, cost-effective financial management, accountability, and transparency.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

### ACCOUNTING SERVICES

This office provides accounting services, financial analysis, planning, reporting, compliance, and grant financial management for the City.

### UTILITIES ACCOUNTING

This office is responsible for providing accounting and fund management services, maintaining the general and cost ledgers, and preparing financial statements for the various divisions of Tacoma Public Utilities.

### TAX & LICENSE

This office is responsible for registering and licensing businesses in Tacoma; collecting annual business and regulatory license fees; collecting City Business & Occupation taxes; admissions, utility and gambling taxes; and the administration and collection of pet licenses.

### TREASURY & PAYROLL SERVICES

This office manages the City’s payroll services, cash resources, investments, outstanding debt, billing, collection, and other related financial services that support all departments within the City while providing transparency and accountability to residents, businesses, taxpayers, and ratepayers.

### OFFICE OF MANAGEMENT & BUDGET

This office is responsible for developing and managing the City’s budget, providing fiscal planning and analysis, while also helping the City’s various departments facilitate improvements for more efficient and effective business processes. It supports the City in meeting the needs of current and future residents in a fiscally sustainable way.

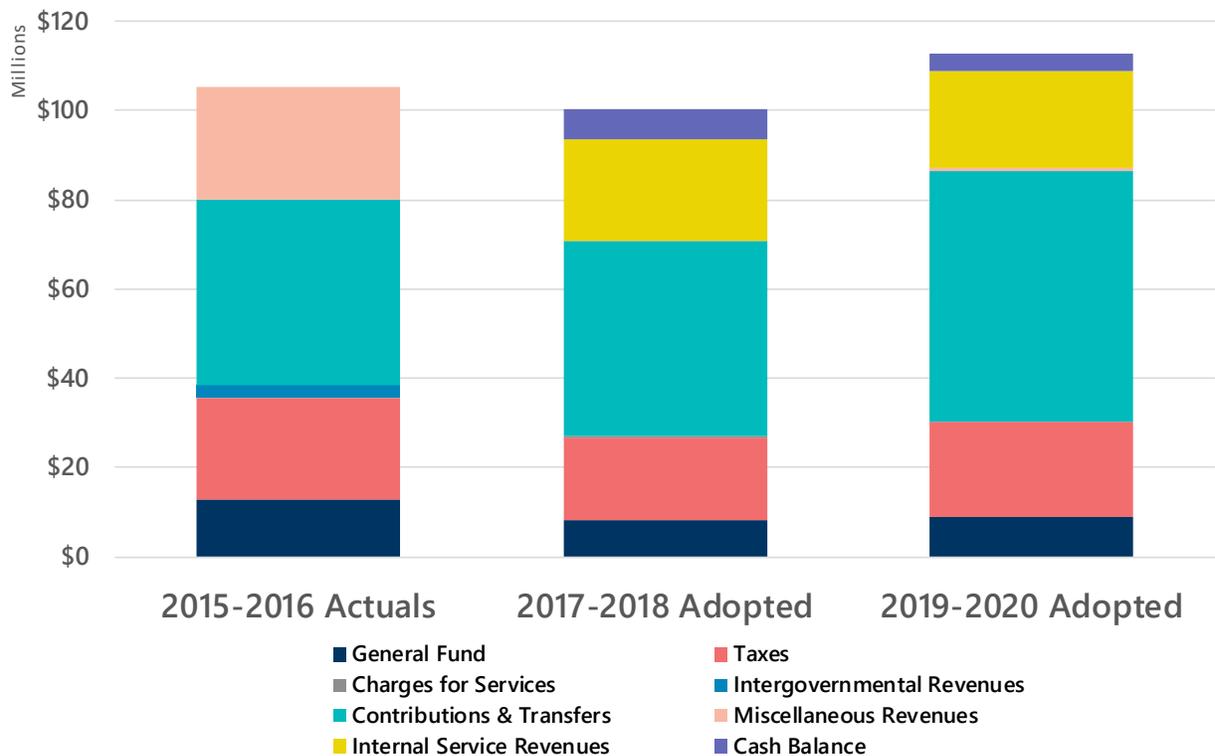
### PROCUREMENT & PAYABLES

This office works in partnership with City departments and the business community to provide timely, effective, and legal procurement of and payment for goods and services.

### RISK

This office manages the self-insurance program, procures insurance for City vehicles, employees, buildings, and watercrafts. It also pursues recovery for the loss of or damage to City-owned property, manages risk in collaboration with City departments and recommends strategies to reduce liability exposure.

## FINANCE FUNDING BY CATEGORY

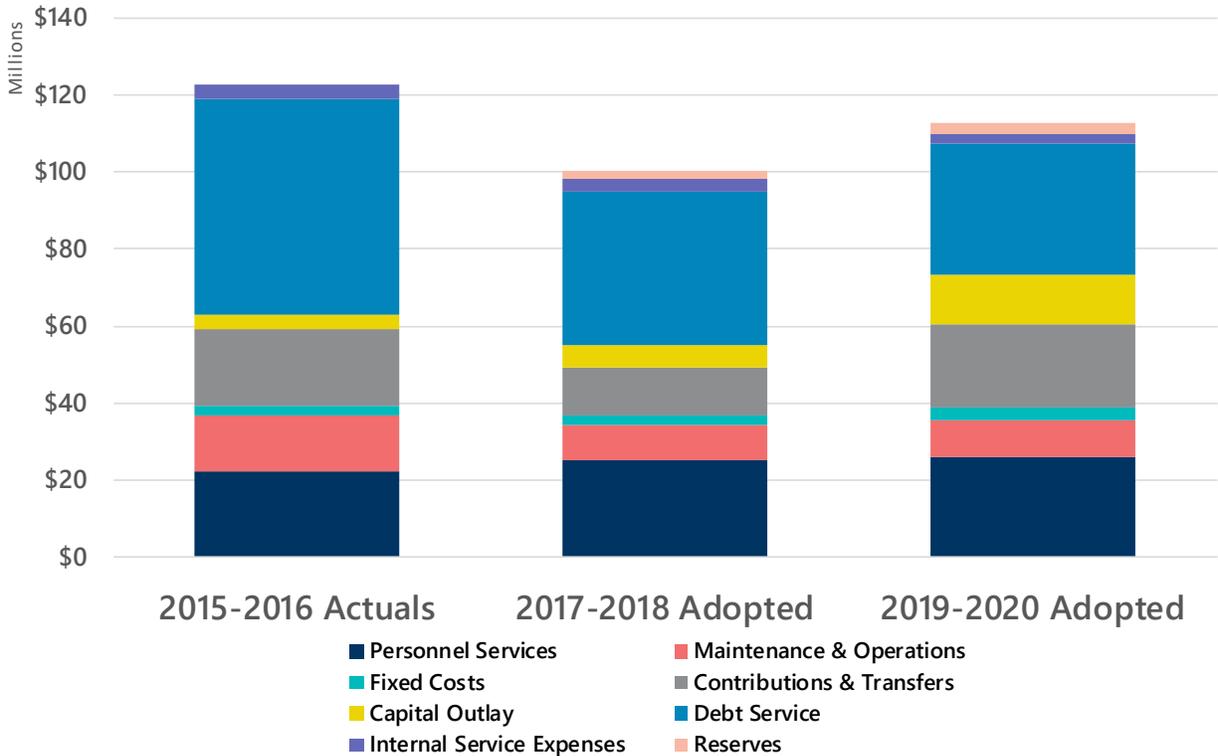


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	12,856,800	8,266,400	8,806,910
Taxes	22,610,978	18,422,500	21,440,750
Charges for Services	6,630	370,000	
Intergovernmental Revenues	2,967,745		
Contributions & Transfers	41,718,743	43,629,519	56,342,013
Miscellaneous Revenues	25,297,563	242,000	496,668
Internal Service Revenues		22,553,433	21,632,079
Cash Balance		6,690,846	4,014,648
<b>Grand Total</b>	<b>105,458,459</b>	<b>100,174,699</b>	<b>112,733,068</b>

## FUNDING SUMMARY

The Finance Department has seven divisions. Most divisions provide services to other City departments, such as payroll, treasury, purchasing, accounts payable, and accounting. These services are funded primarily through payments from other City departments (called Internal Service Revenues). The Finance Department's Tax & License Division provides a direct service to the businesses and residents of the City of Tacoma and its cost for operations are paid out of the General Fund (\$8.8 million). Cash balance is the targeted use of reserves to fund specific portions of the Department's operations, typically to pay for initiatives that were not completed prior to the end of the previous biennium.

## FINANCE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	22,196,358	25,388,369	26,052,511
Maintenance & Operations	14,659,314	9,195,275	9,765,972
Fixed Costs	2,686,313	2,489,375	2,965,543
Contributions & Transfers	19,803,873	12,145,000	21,787,634
Capital Outlay	3,547,383	5,823,572	12,700,966
Debt Service	55,889,001	39,868,527	34,168,457
Internal Service Expenses	4,005,457	3,210,481	2,328,315
Internal Service Credits	(14,339,644)	(76,195)	
Reserves		2,130,295	2,963,670
<b>Grand Total</b>	<b>108,448,056</b>	<b>100,174,699</b>	<b>112,733,068</b>
Full Time Equivalents	94.1	107.4	107.0

## EXPENDITURE SUMMARY

In 2019-2020, Personnel Services increased due to restructuring of the Tax & License compliance officers and Risk Management to the Finance Department from other Departments. A portion of this increased cost is off-set by the elimination of vacant positions. Maintenance & Operations are expenditures used to support the department and its staff such as training, supplies and professional services. These costs remain relatively stable over time.

The Department's fixed costs consist of telecom services, liability insurance, and rent for the space occupied by the various Finance divisions in the Municipal building and Tacoma Public Utilities building. Contributions and Transfers are projected to increase primarily due to higher Real Estate Excise Taxes.

The 2019-2020 Adopted Budget includes an increase in planned General Government capital projects of \$12 million such as municipal tenant improvements, library facility repairs and rehabilitation, security improvements at the Greater Tacoma Convention Center and Tacoma Dome, and a Fire Facility Master Planning effort.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Accounting Services	Accounting Services	5,295,711	20.6
	Annual Audit and CAFR Preparation	1,320,210	3.5
	Capital Asset Management	756,824	3.1
	Grant Administration and Management	564,436	1.7
	Annual Audit and Statement Preparation	488,916	2.0
	Interim Financial Reporting	146,027	0.5
Administration - Finance	Finance Administration	604,948	1.0
	Strategic Planning	453,230	0.8
	Labor Relations/H.R Strategic Planning	271,019	0.9
	Budget Management	110,948	0.2
	Website/Social Media Management	21,854	0.1
	Public Records Requests	16,506	0.1
Office of Management & Budget	Operational Budget Development	1,786,010	6.2
	Capital Budget	219,516	0.8
	Labor Analysis and Planning	91,089	0.3
	Performance Management and Strategy	82,053	0.3
	Community Engagement	52,233	-
	Payroll Processing	912,282	3.6
Payroll	Tax Returns (W2's, 1099's)	124,393	0.5
	Personnel Training/Dev./Problem Res.	123,793	0.4
Purchasing	Procurement Services	3,044,950	12.1
	Ariba Management	1,316,534	4.8
	Accounts Payable	1,085,487	4.6
	Purchasing Card Administration	606,365	2.5
	Procurement Administration	326,328	1.1
	Public Records Requests	118,845	0.5
Risk	Third Party Liability	6,111,206	-
	Self Insurance	3,727,394	-
	Subrogation	285,055	1.3
	Risk	257,073	0.7
Tax & License	B&O Tax Auditing	2,830,496	7.7
	Customer Service Business Tax & Licens	2,751,007	7.1
	Compliance - Tax & License	1,986,380	6.6
	Employment Standards	588,333	2.1
	Customer Service - Animal Licensing	254,050	0.7
	Customer Service - Regulatory Licensing	220,519	0.8
	Electronic Content Management System	168,821	0.6
	Public Records Requests	7,303	0.0
Treasury	Accounts Receivable	651,565	2.5
	Treasury Administration	505,942	1.2
	Bank and Account Reconciliations	393,517	1.3
	Commerical/Merchant Services	387,588	1.2
	Debt Management	374,390	1.0
	Investment Management	117,198	0.3
	Public Records Requests	25,924	0.1
<b>Subtotal</b>		<b>4,584,271</b>	<b>107.0</b>

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Bonds	LTDGO 1997 A&B	8,478,340	-
	2010 UTGO	5,440,750	-
	2010D LTGO Bonds	5,233,616	-
	2017 LTGO Bonds	3,462,974	-
	2009 LTGO Bonds A	2,305,455	-
	2010C LTGO Bonds	2,175,309	-
	2010E LTGO Bonds	1,444,525	-
	PWTF Loan 04-691-068	1,172,259	-
	2010B LTGO Bonds	593,482	-
	2009 LTGO Bonds C	460,188	-
	2009 LTGO Bonds B	423,632	-
	2010 Bond D	307,966	-
	Capital	General Government Capital Projects	12,997,634
Real Estate Excise Tax 2		8,948,334	-
Real Estate Excise Tax 1		8,448,334	-
General Fund Capital Project Support		8,256,000	-
Local Revitalization		1,000,000	-
<b>Subtotal</b>		<b>71,148,797</b>	<b>-</b>
<b>Grand Total</b>		<b>112,733,068</b>	<b>107.0</b>

# 2025 GOALS AND PERFORMANCE MEASURES



## 1. FISCAL HEALTH AND SUSTAINABILITY

In order to maintain the financial health and create fiscal sustainability so that the City can meet the current and future needs of the community, the Finance Department will enforce financial policies and work to reduce cost drivers to ensure that the growth in ongoing expenditures does not outpace the growth in ongoing revenues through 2025.



## 2. EFFICIENT PURCHASING OPERATIONS

In order to improve financial operations, the Finance Department will apply continuous improvement techniques to improve financial operations and processes and review, refine, and/or modify purchasing operations by 2025.



## 3. FINANCIAL MATERIALS

In order to improve the readability of financial materials to increase financial transparency, the Finance Department will create more appealing, visual, and readable financial documents by 2025.



## 4. TAX & LICENSE – ONLINE REGISTRATION

In order to improve financial operations, the Finance Department will apply continuous improvement techniques to improve financial operations and processes and review, refine, and/or modify Tax & License operations by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. FISCAL HEALTH AND SUSTAINABILITY

### What is our goal?

In order to maintain the financial health and create fiscal sustainability so that the City can meet the current and future needs of the community, the Finance department will enforce financial policies and work to reduce cost drivers to ensure that the growth in ongoing expenditures does not outpace the growth in ongoing revenues.

### Current Performance



### Why is it Important?

During the Great Recession, the City struggled to manage its expenditure growth. The City is limited in its ability to raise tax rates or generate new revenue. Therefore, the City has and continues to face a structural deficit when ongoing revenues are unable to cover ongoing expenditures. The community trusts the City to manage its financial resources wisely and sustainably to ensure that current service levels can be maintained and expanded if needed. Failure to follow these practices could lead to long-term instability and create financial emergencies that reduce service levels and the needs of the community.

### What will we do?

The Finance department will examine and plan for ongoing cost drivers, follow adopted and proscribed financial policy, provide transparent monthly financial reporting, maintain or increase the City's bond ratings, avoid audit findings, and regularly monitor reserve levels and debt capacities.

## Current Performance

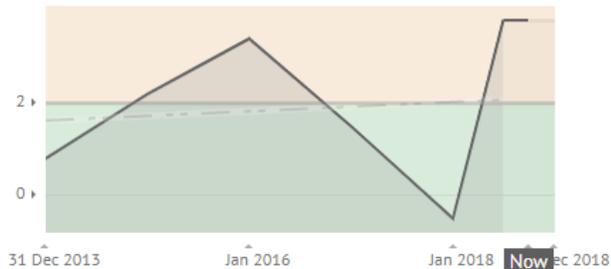
### General Fund Revenues as a Percentage of Projection

Maintain the variance (difference between General Fund revenue projection and actuals) between 0% and 2% through 2020. A positive variance means the revenues are above the budgeted projection.

3.8  
percent

[Explore the data >](#)

This goal is measured by tracking projected General Fund revenues as a percent of budget verses actual.



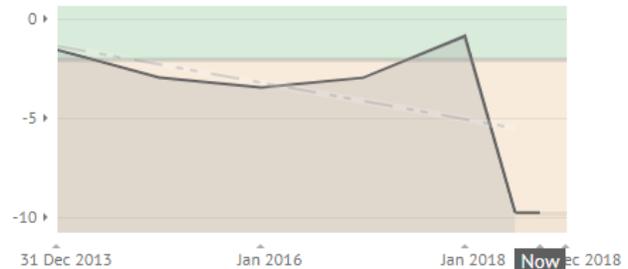
### General Fund Expenditures as a Percentage of Projection

Maintain the variance (difference between General Fund expenditure projection and actuals) between 0% and -2% by 2020. A negative variance means that expenditures are under budgeted projection.

-9.7  
percent

[Explore the data >](#)

This goal is measured by tracking projected General Fund expense as a percent of budget verses actual.



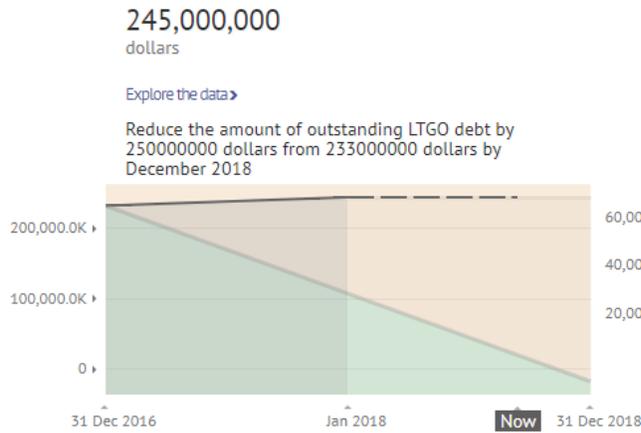
## City Bond Ratings

Maintain the City's bond ratings through 2020.

City Bond Ratings	2015 Actual	2016 Actual	2017 Actual	2018 YTD Actual	2019 Target	2020 Target
Fitch	A+	A+	AA	AA	AA	AA
Moody's	Aa3	Aa3	Aa3	Aa3	Aa2	Aa2
Standard & Poor's	AA	AA	AA	AA	AA	AA
Audit Findings	0	0	0	0	0	0

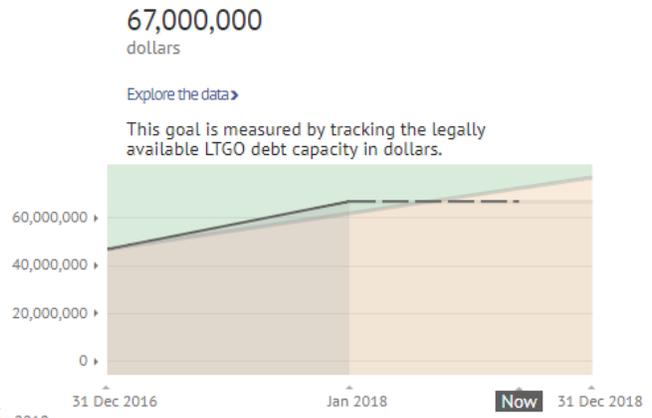
### Amount of Outstanding LTGO Debt

Measure the amount of outstanding LTGO debt through 2020.



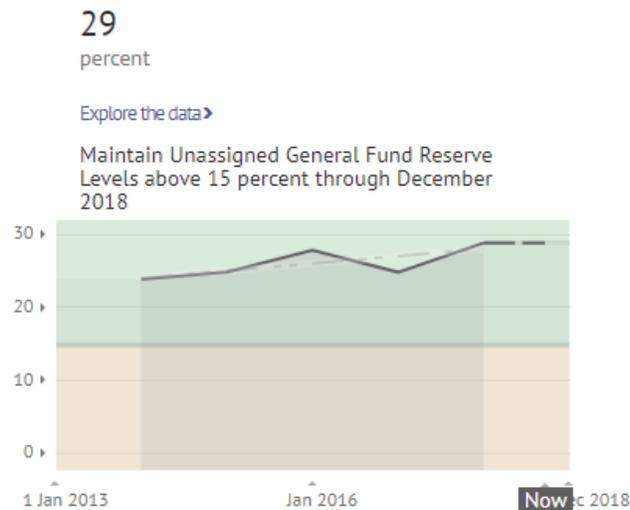
### Legally Available LTGO Capacity

Increase the legally available LTGO debt capacity to \$156 million by 2020.



### Unassigned General Fund Reserve Levels

Maintain General Fund reserve levels above 15% of total expense through 2020.

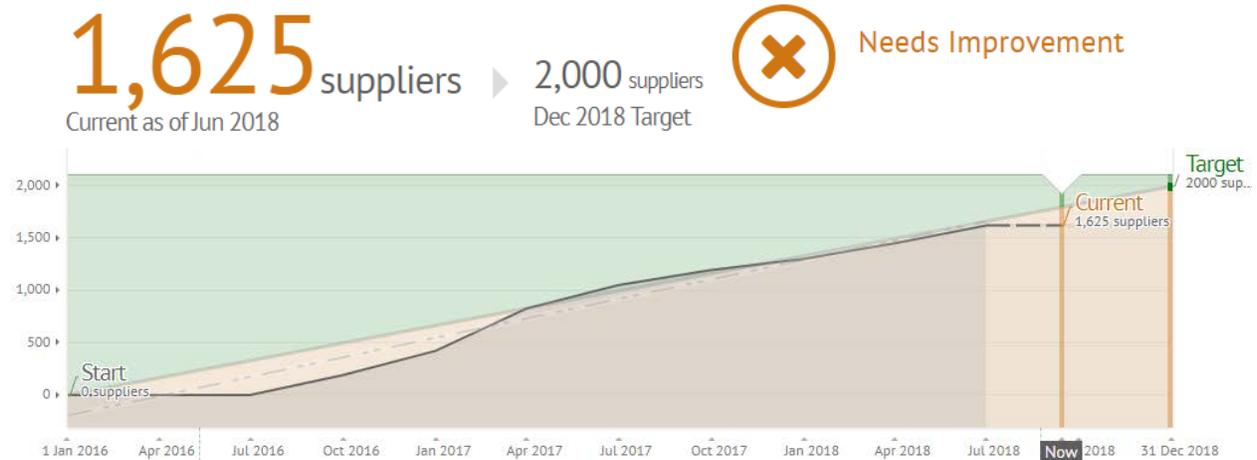


## 2. EFFICIENT PURCHASING OPERATIONS

### What is our goal?

In order to improve financial operations, the Procurement & Payment Division will focus on modernizing major processes by increasing the number of transacting suppliers enabled in Ariba (the City's procurement software) to 600 suppliers, a 56% increase, by 2020. This revised measurement includes current suppliers only and will exclude inactive suppliers in Ariba.

### Current Performance



### Why is it Important?

Many of the City's financial processes are old, inefficient, manual, and paper-based, which causes them to be slow and prone to errors. Improving these processes will increase access to critical information, improve processing times, and reduce the number of manual errors and rework, while increasing overall organizational throughput.

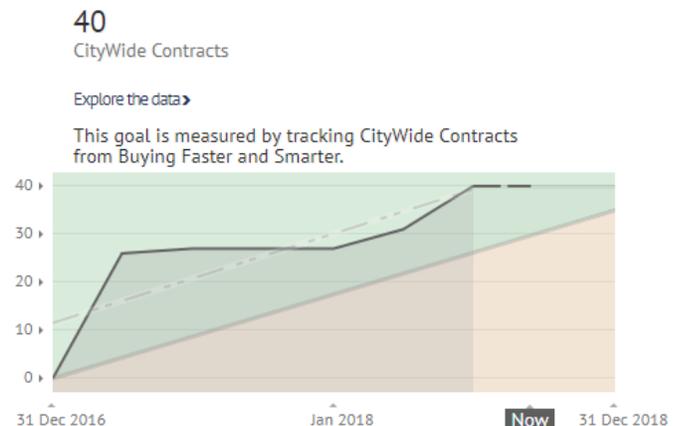
### What will we do?

During the 2017-2018 biennium, the Finance department began implementing new purchasing software (SAP Ariba). The Department will continue to build new citywide contracts, making it easier and cheaper for departments to make purchases to support its operations.

### Current Performance

#### Citywide Contracts

Increase active Citywide contracts to 60, a 33% increase, by 2020.

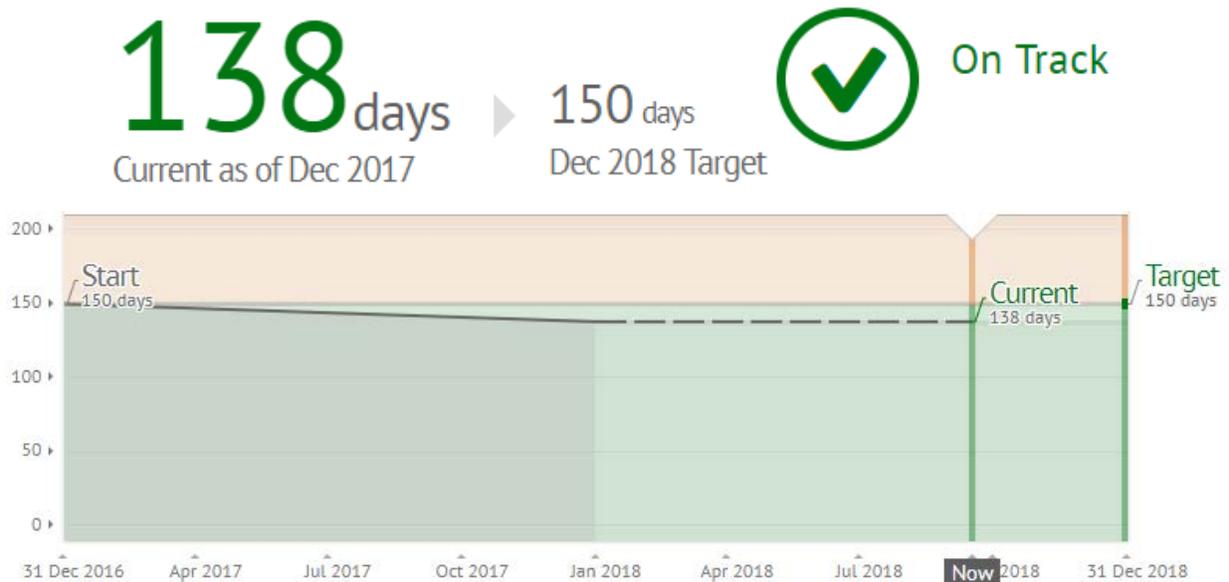


### 3. FINANCIAL MATERIALS

#### What is our goal?

In order to improve the readability of financial materials to increase financial transparency, the Finance department will create a more appealing, visual, and readable document based on the information found in the Comprehensive Annual Financial Report (CAFR) by 2020. Additionally, the department will decrease the number of days it takes to produce the CAFR by 18 days, a 13% reduction, by 2020.

#### Current Performance



#### Why is it Important?

The CAFR and other financial documents have a wealth of information that is not easily accessible to citizens. Improving the readability and accessibility of these reports will increase citizen understanding of the City's financial operations and build trust in its financial management.

#### What will we do?

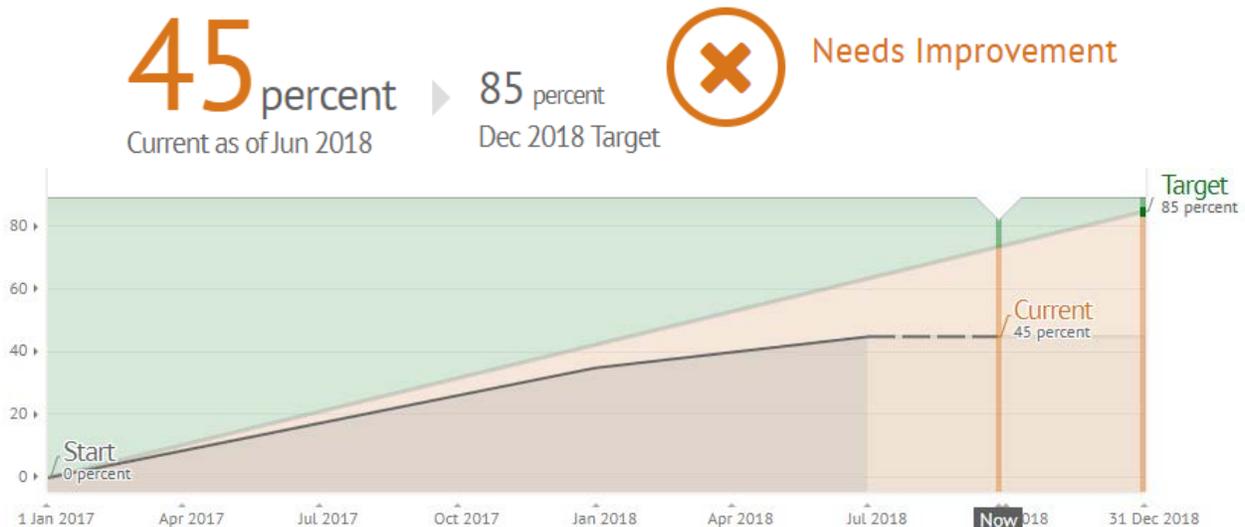
In order to increase public consumption of the CAFR, the Department will make the documents publicly available, create a fun and visual CAFR document, and explore additions to the document such as "Top 10 Things you Should Know about Tacoma."

## 4. TAX & LICENSE – ONLINE REGISTRATION

### What is our goal?

In order to improve financial operations, the Department will focus on modernizing major processes in Tax & License by increasing online registration of new business license applications to 85% of total registrations received, a 40% increase, by 2020.

### Current Performance



### Why is it Important?

Many of the City's Tax & License processes are old, inefficient, manual, and paper-based, which causes them to be slow and prone to errors. Improving these processes will increase access to critical information, improve processing times, and reduce the number of manual errors and rework, while increasing overall organizational throughput.

### What will we do?

In 2017, 35% of businesses registered online and estimate that 45% will file online in 2018. During the 2019-2020 biennium, the Finance department will encourage citizens to register for new business licenses online.

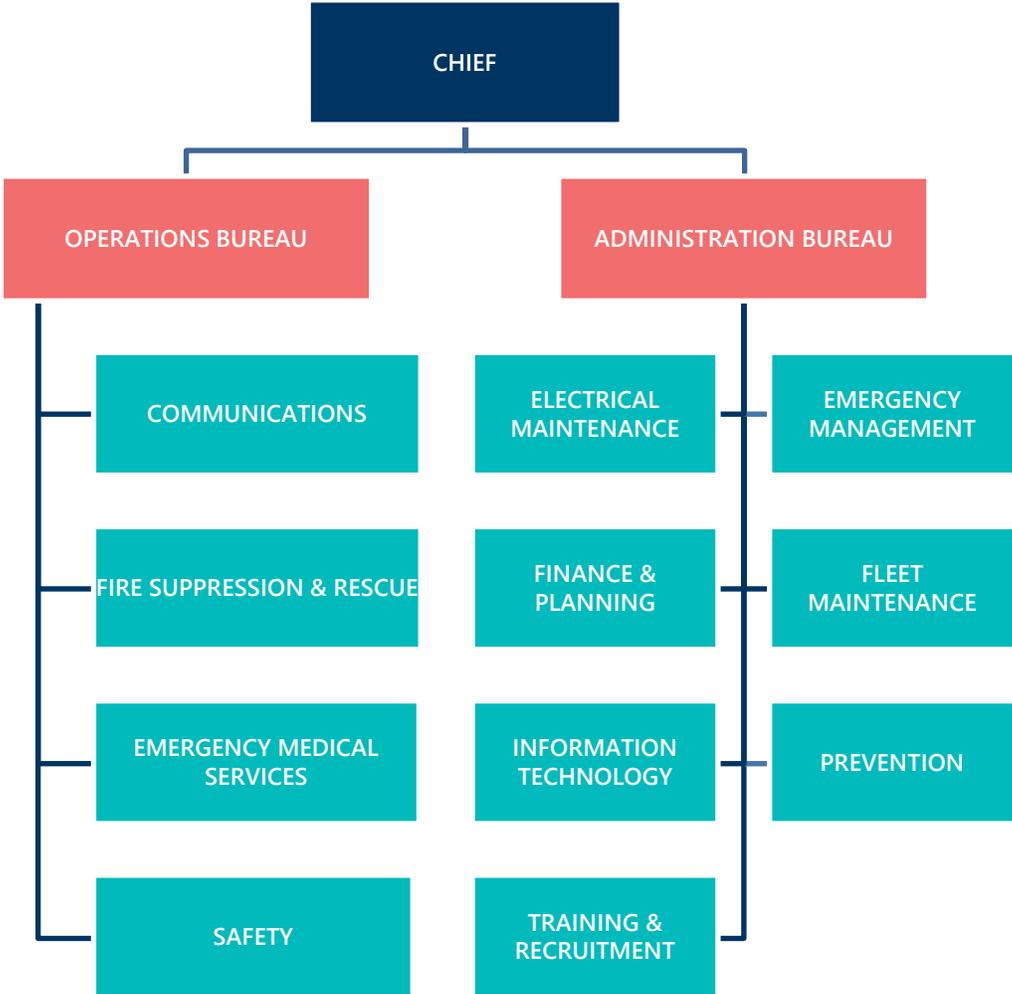


# FIRE

## MISSION

Protect people, property, and the environment.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The Tacoma Fire Department offers vital services to the residents of Tacoma, Pierce County Fire District 10 (PCFD 10), Fife, and Fircrest.

### 911 DISPATCH & EMERGENCY SERVICES

The Tacoma Fire Department operates a 911 call center, providing initial dispatch and emergency incident communications for the Tacoma Fire Department and its service area, the City of Ruston, and American Medical Response private ambulance. The center is staffed with uniformed firefighters, all certified as emergency medical technicians, and emergency medical dispatchers.

## **FIRE SUPPRESSION, SPECIAL OPERATIONS & EMERGENCY MEDICAL SERVICES (EMS)**

Firefighters assigned to engine, medic, and ladder companies serve as first-responders to all emergency incidents, including structure, vehicle, and brush fires. There are special teams that respond to technical rescue, hazardous material, and marine incidents. They also respond to all emergency medical incidents and initiate medical treatment and patient rescue before paramedics arrive. They conduct basic fire safety inspections for more than 5,000 residential, commercial, and industrial buildings annually. Paramedics provide advanced life support treatment and patient transport to an emergency medical facility.

## **EMERGENCY MANAGEMENT**

The Emergency Management Program oversees the City's efforts to prepare for, mitigate against, respond to, and recover from disasters or major emergencies affecting the community. Emergency Management staff coordinates departmental efforts citywide to ensure continued governmental operations during disasters and provides education and training to residents and City employees on disaster preparedness. Additionally, this group interfaces with external organizations, including state and federal agencies, to provide a coordinated response and obtain additional resources when necessary.

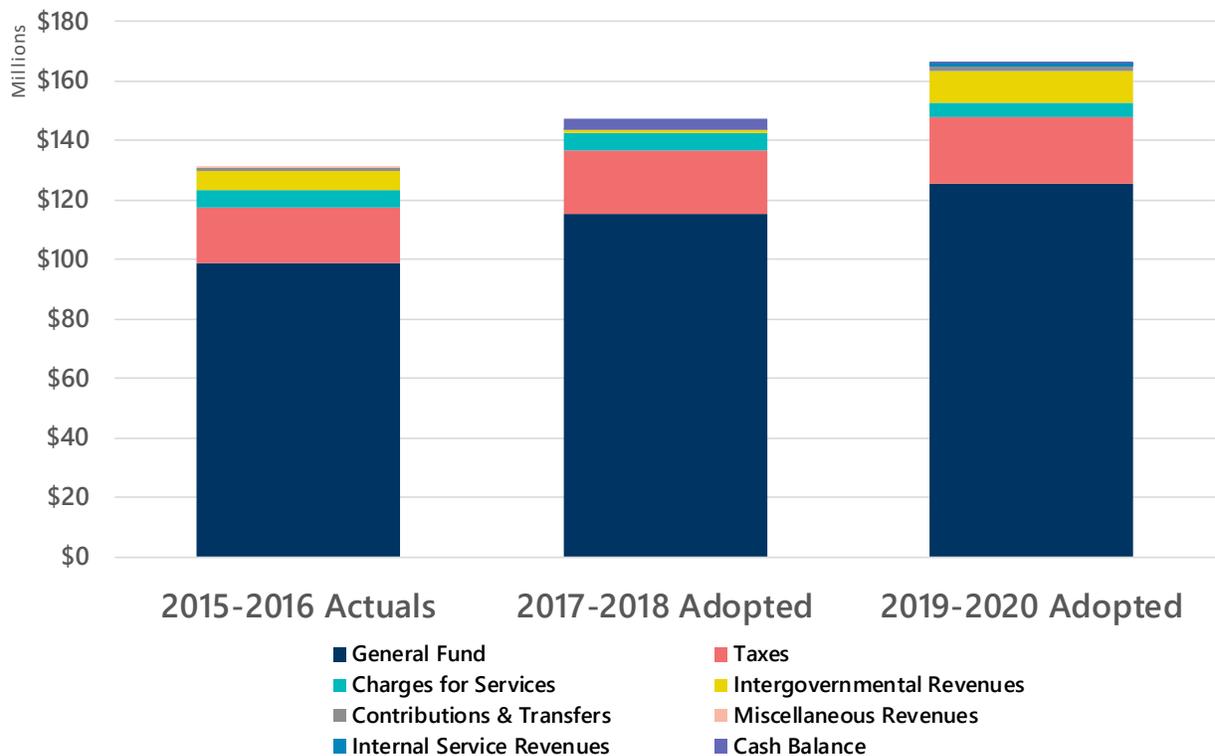
## **FIRE PREVENTION**

Fire Prevention staff conduct technical inspections required for hazardous and high-occupancy buildings, such as hospitals and multi-family apartment buildings. Personnel within this division also investigate fires, issue permits for fire protection systems, and review new construction plans for adherence to fire safety codes.

## **FIRE ADMINISTRATION**

Fire Administration handles the general administration and management of Tacoma Fire Department resources and supports Fire Department operations. Divisions within Fire Administration include administrative support, electrical maintenance, EMS prevention and outreach, facility maintenance and supplies, finance and budget, fire apparatus and vehicle maintenance, grants management, harbor code enforcement, human resources, information systems and technology, public relations, training and education, and volunteer services.

## FIRE FUNDING BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	98,810,839	115,386,892	125,216,956
Taxes	18,435,302	21,004,881	22,543,500
Charges for Services	6,025,662	5,991,505	4,939,000
Intergovernmental Revenues	6,195,638	910,124	10,329,308
Contributions & Transfers	1,239,134	300,000	1,866,011
Miscellaneous Revenues	137,408	77,100	34,000
Internal Service Revenues			755,321
Cash Balance		3,446,884	249,506
<b>Grand Total</b>	<b>130,843,984</b>	<b>147,117,386</b>	<b>165,933,602</b>

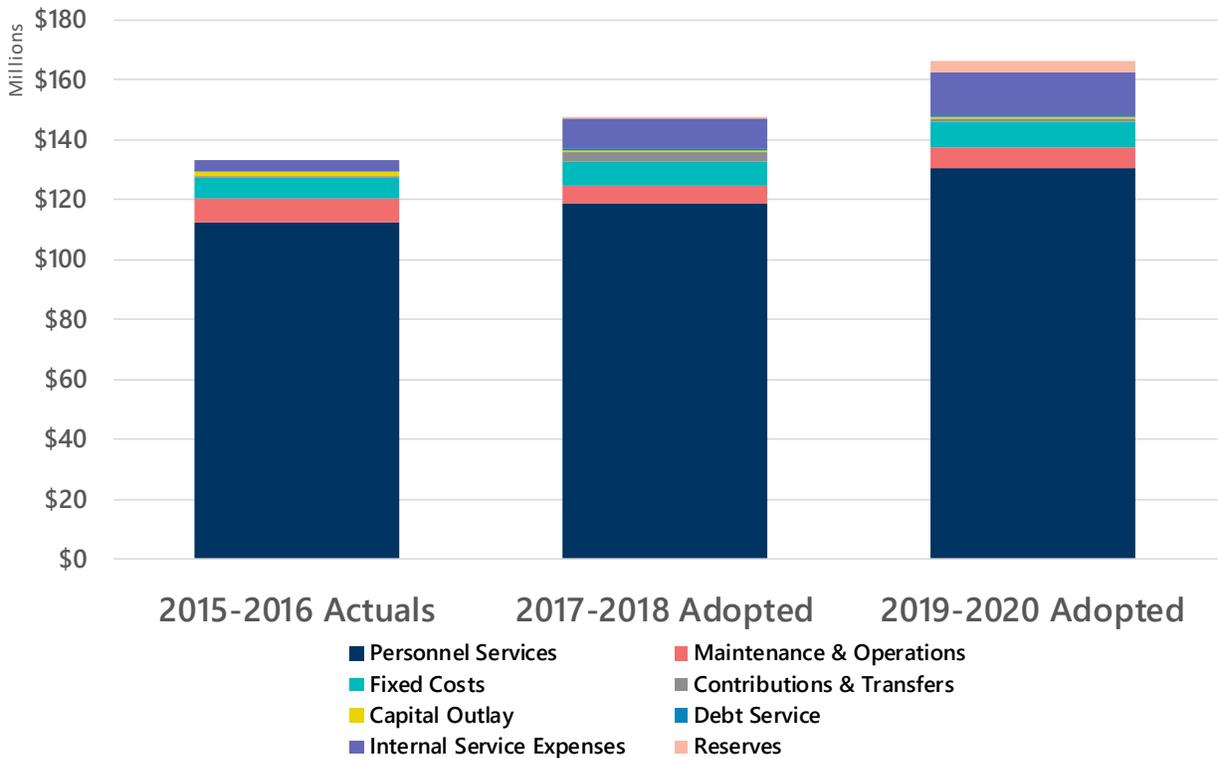
## FUNDING SUMMARY

While the Tacoma Fire Department is primarily funded by the General Fund, it generates revenue. These revenues come from \$9.3 million in protection service contracts with Fircrest and PCFD 10, \$2.7 million from prevention permits and fire code inspection fees, and \$515,000 in sales tax share from SouthSound911 to support the communications and dispatch functions. The 2019-2020 Adopted Budget includes fines for Fire False Alarm (\$489,000) and Non-Emergent Lift Assist (\$509,000) that will recover costs and charge private companies for utilizing public emergency resources and taking resources out of service for non-emergent calls. It also includes a fee for Commercial Fire Protection Systems Compliance (\$333,000), a charge to owners of these systems to ensure they are in compliance with required testing, maintenance, and necessary repairs, Taxes are an EMS levy on Tacoma properties that partly fund the emergency medical services program.

Charges for Services are comprised of \$3.6 million for emergency transport fees, which have been decreasing over the last few years, and \$887,000 from the private ambulance transport contract. Intergovernmental Revenues include federal and state grants and revenue share programs; the largest increases for 2019-2020 includes the Staffing for Adequate Fire and Emergency Response (SAFER) Grant, the Port Security Grant Program (PSGP), and the GEMT program that provides supplemental cost recovery for Medicaid transport in addition to the transport rate charged.

Contribution & Transfers increases are due to the City's \$1.6 million required match for the SAFER grant being provided to the grant fund. Approximately 1% of the Department is supported using special revenue cash reserves. Finally, Internal Service Revenues reflect that the Department began assessing the cost of the Citywide Emergency Management program to other City departments in 2019-2020.

## FIRE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	112,682,406	118,834,430	130,392,822
Maintenance & Operations	7,693,071	5,983,480	7,265,456
Fixed Costs	6,746,093	7,934,769	8,164,799
Contributions & Transfers	535,391	3,329,700	1,200,000
Capital Outlay	1,678,525	338,600	696,659
Debt Service	282,492	296,668	296,668
Internal Service Expenses	3,442,123	10,316,039	14,609,286
Internal Service Credits			(298,921)
Reserves		83,700	3,606,833
<b>Grand Total</b>	<b>133,060,102</b>	<b>147,117,386</b>	<b>165,933,602</b>
Full Time Equivalents	388.2	400.3	419.0

## EXPENDITURE SUMMARY

Personnel Services, including wages and benefits for 419 Full Time Equivalents (FTEs), comprises more than 79% of expenditures. In the 2017-2018 Adopted Budget, the Department added 13 positions for enhanced response and community support. Midway through the 2017-2018 biennium, another 13 positions were added to deploy a fire engine in the Tideflats – with a federal SAFER grant providing much of the funding to cover these hires for their first three years of employment – and provide analytical services. In the 2019-2020 Adopted Budget, five positions have been added to enhance Emergency Management, Training, Commercial Fire Protection Systems compliance, and support the Ground Emergency Medical Transport (GEMT) and Fire Code Inspection programs.

Maintenance & Operations include a range from medical & safety equipment to communications and fire station utility costs. The 2019-2020 Adopted Budget for Maintenance & Operations is projected to increase based on planned external contracts to support new initiatives (consultant and audit expenses for GEMT and implementation of a new Fire Code Inspection software) and training & professional development, most of which is from funding through the Port Security Grant Program.

Fixed Costs are expenditures that are managed at the City level rather than the departmental level, such as rent and insurance costs. Fixed Costs also consist of the Departments' fleet maintenance expenses.

Contributions & Transfers included one-time dollars in 2017-2018 for fleet replacements (replacement of three fire engines, one fire ladder truck, and one heavy-duty technical rescue vehicle) and a transfer from the TFD Special Revenue Fund to the General Fund. In 2019-2020, the contribution for fleet replacements will fund the replacement of two fire engines.

Debt Service is for the payment of an inter-fund loan for the renovation of fireboat Commencement. Capital Outlay includes replacement of extrication & rescue equipment in 2019-2020 and continuing to enhance the capabilities of our hazardous materials team with new equipment and detectors.

Internal Service Expenses are internal service charges from City departments such as Human Resources, Finance, Information Technology, and the City Attorney's Office. Increases between 2017-2018 and 2019-2020 are due to methodology changes for how the City charges for Finance, Information Technology, and City Attorney's Office services. Additionally, expenses for Finance, Human Resources, and Information Technology increased over the previous biennium. Reserves represent surplus budgeted revenue from GEMT that will replenish the fund balance of the EMS Fund.

## BUDGET BY PROGRAM

Division	Program	2019-2020	
		Adopted Budget	FTEs
Communications	911 Dispatch and Communications - GF	4,664,753	11.4
	911 Dispatch and Communications - EMS	1,915,455	5.3
	Comm & Electrical Equip Maintenance	1,650,636	4.3
	E911 Revenue Share	576,000	-
Emergency Management	Emergency Management Planning	510,212	1.0
	Emergency Management	472,908	0.9
	Emergency Preparedness	282,413	1.0
	Citizen Emergency Response Team	43,864	0.1
Fire Administration	TFD Administration - GF	3,149,521	5.8
	Projects and Support	2,280,110	5.3
	Fleet Maintenance and Management	1,822,209	7.9
	Building Ground Maintenance	1,218,501	0.7
	TFD Administration - EMS	1,087,353	2.2
	Patient Billing/Collections/Records	1,019,795	2.8
	Financial Management and Reporting	930,099	3.5
	Data Analysis and Performance Management	713,782	2.0
	Equipment Reserve	496,800	-
	Capital Reserve	150,000	-
	Public Disclosure Request Support	136,444	0.5
	Fleet Warehousing	66,124	-
	Fire Prevention	Building Inspections	1,923,174
Fire Prevention		966,057	1.7
Fire Investigations		745,469	1.9
Permit Plan Review and Code Inspections		544,509	1.4
Fire Suppression and Readiness		102,272,055	279.7
Operations	ALS Medical Response/Patient Care/Trans	26,497,141	54.0
	Local and Federal Grants	2,831,941	8.0
	Fire Safety Planning	2,627,035	6.3
	Haz Mat Response and Containment	1,007,429	-
	Fireboat Response and Rescue	5,117	-
	High Utilizer Outreach	752,150	2.0
Public Education	Public Education and Relations	13,735	-
	Training and Certifications	2,067,921	3.8
Training	Recruit Academy	492,887	0.4
	<b>Grand Total</b>	<b>165,933,602</b>	<b>419.0</b>

## 10 YEAR GOALS "2025"



### **1. LOSS OF LIFE AND PROPERTY FROM FIRE**

In order to increase public safety, the Tacoma Fire Department will provide community outreach education to eliminate the loss of life from fire and reduce the value of property loss 25% by 2025.



### **2. EMERGENCY MEDICAL SERVICE INCIDENTS**

In order to improve the ability of firefighters to respond to true medical emergencies, the Tacoma Fire Department will reduce the number of EMS dispatches 15% by 2025.



### **3. TACOMA FIRE DEPARTMENT'S COMMISSIONED WORKFORCE DIVERSITY**

In order to increase equity, the Tacoma Fire Department will employ recruitment strategies aimed to diversify the commissioned workforce of the Fire Department to reflect the (racial and gender) demographics of the community by 2025.



### **4. FALSE ALARMS**

In order to improve the Department's response time to emergency incidents, the Tacoma Fire Department will reduce the number of false alarm incidents 25% by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

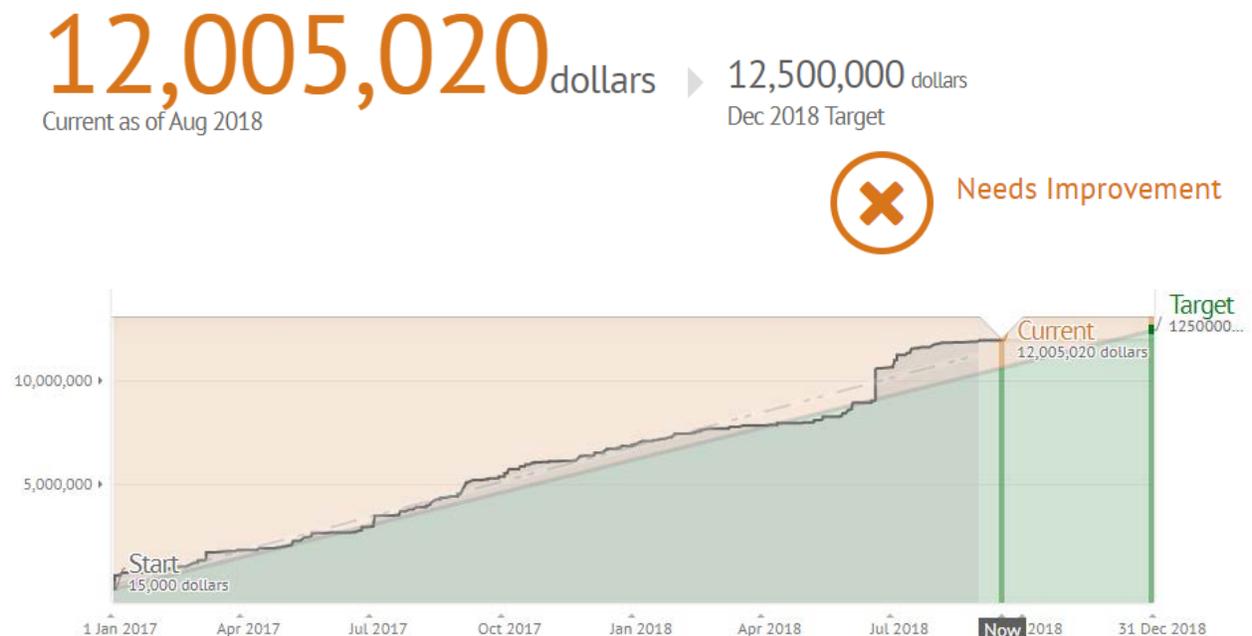
## 1. LOSS OF LIFE AND PROPERTY FROM FIRE

### What is our goal?

The Tacoma Fire Department will provide community outreach education to eliminate the loss of life from fire and reduce the number of structural fires by 29 fires, a 5% reduction, by 2020.

This is a change from how the department measures this impact by tracking the dollar value of structural fires.

### Current Performance



### Why is it Important?

The consequences of structure fires can be devastating to individuals and the community. Financial loss, injuries, and even death can occur as a result of these often preventable fires.

### What will we do?

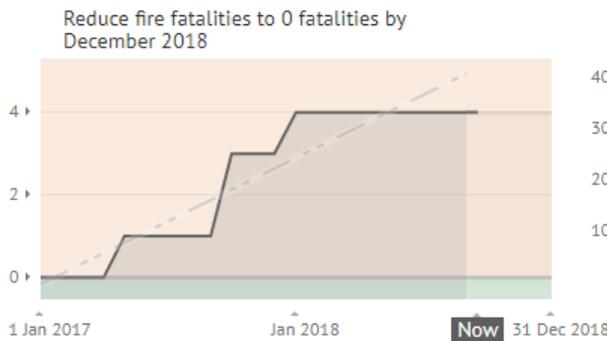
The Tacoma Fire Department will increase participation in education classes, conduct commercial building safety inspections, and strive to meet response time goals to fires to reduce the number and impacts of structure fires in our community.

## Current Performance

### Fire Fatalities

Eliminate fatalities due to fire by 2020.

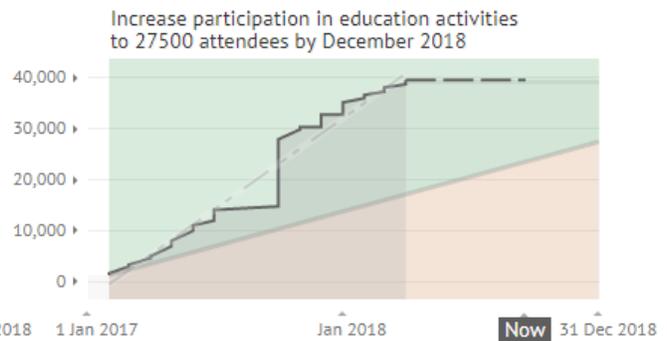
4  
fatalities



### Education Activities

Increase education events with 45,000 attendees, a 38% increase, by 2020.

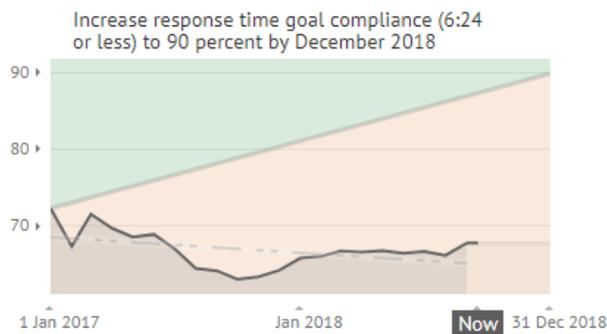
39,649  
attendees



### Response Time

Increase response time goal compliance (6:24 minutes or less) to 90%, by 2020.

67.88  
percent



## New Metric for 2019-2020

### Businesses Inspected

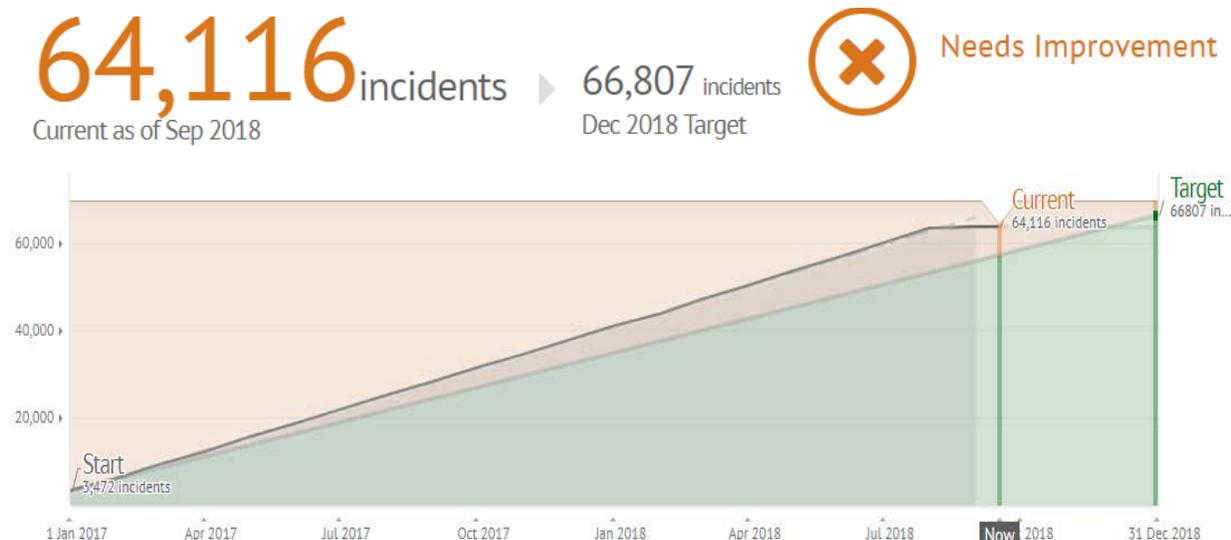
Increase number of commercial building safety inspections by 2020. Baseline will be developed in the next biennium.

## 2. EMERGENCY MEDICAL SERVICE INCIDENTS

### What is our goal?

In order to improve the ability of firefighters to respond to true medical emergencies, the Tacoma Fire Department will reduce the number of non-emergency EMS dispatches by 77,610 incidents, a 2% reduction, by 2020.

### Current Performance



### Why is it Important?

Timely response to emergency medical incidents can increase patient outcomes as the elapsed time to effective medical intervention has a direct relationship in determining survivability and ultimately the quality of life. The continual growth of citizens using the emergency response system for non-emergency situations is problematic for the community. Proper use of 911 will improve response times to true emergencies by increasing firefighter availability. Responses to EMS incidents has risen an average of 3% a year since 2012.

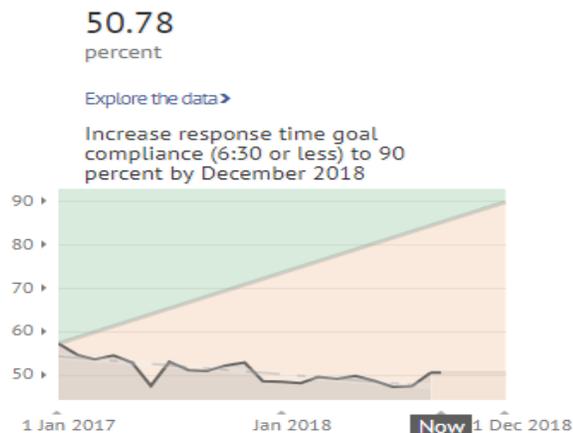
### What will we do?

The Tacoma Fire Department will connect high utilizers of the 911 system with alternative community resources, work with long-term care facilities about the proper use of 911, and provide EMS prevention education to the community.

### Current Performance

#### Response Time

Increase response time goal compliance (6:30 minutes or less) to 90% by 2020.



### 3. COMMISSIONED WORKFORCE DIVERSITY

#### What is our goal?

In order to increase equity, the Tacoma Fire Department will employ recruitment strategies aimed to diversify the workforce of the Fire Department to reflect the community.

#### Current Performance

<b>Commissioned Workforce</b>	<b>American Indian/ Alaskan</b>	<b>Asian or Pacific Islander</b>	<b>Black/ African American</b>	<b>Hispanic</b>
2017 Actuals	1.9%	6.6%	7.4%	3.6%
Mid-Year Actuals	2.2%	6.6%	8.2%	3.6%
2020 Targets	2.2%	7.0%	9.0%	5.0%
2010 Census	2.0%	9.0%	11.0%	11.0%

#### Why is it Important?

The racial and gender diversity of the Department does not match the community served. Improving diversity will increase the level of trust of the community and the cultural competency of TFD firefighters.

#### What will we do?

The Tacoma Fire Department will establish a TFD Firefighter Cadet program. This program will develop the knowledge of young, diverse, and potentially eligible fire candidates.

#### Current Performance

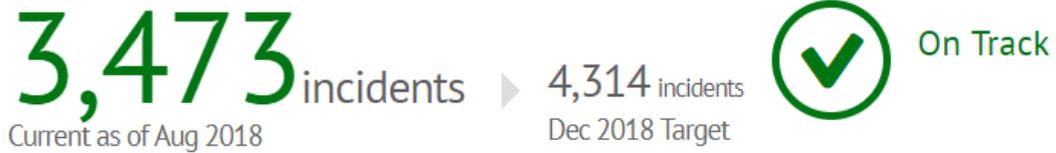
<b>New Commissioned Hires and Retention</b>	<b>American Indian/ Alaskan</b>	<b>Asian or Pacific Islander</b>	<b>Black/ African American</b>	<b>Hispanic</b>
2017 Actuals	0.0%	15.4%	15.4%	0.0%
2017 Actuals that Completed Probation	0.0%	15.4%	7.7%	0.0%
Mid-Year Actuals	4.2%	8.3%	25.0%	4.2%
Mid-Year Actuals that Completed Recruit Academy	4.2%	4.2%	16.7%	4.2%
2010 Census	2.0%	9.0%	11.0%	11.0%

## 4. FALSE ALARMS

### What is our goal?

In order to improve the responsiveness to emergency incidents, the Tacoma Fire Department will reduce the number of false alarm incidents by 237 incidents, a 5% reduction, by 2020.

### Current Performance



### Why is it Important?

Firefighters are not available to respond to true emergencies when they are committed to false alarm incidents. Reducing false alarms will improve response times to true emergencies by increasing firefighter availability.

### What will we do?

The Tacoma Fire Department will educate fire alarm owners on proper maintenance and use of their system and explore potential financial penalties for repeat offenders.



# HEARING EXAMINER

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## MISSION

Provide an efficient and effective administrative hearing process that allows parties a full and fair opportunity to present their positions before an impartial hearing officer, followed by the issuance of a timely and legally sound decision or recommendation based upon the facts and governing law.

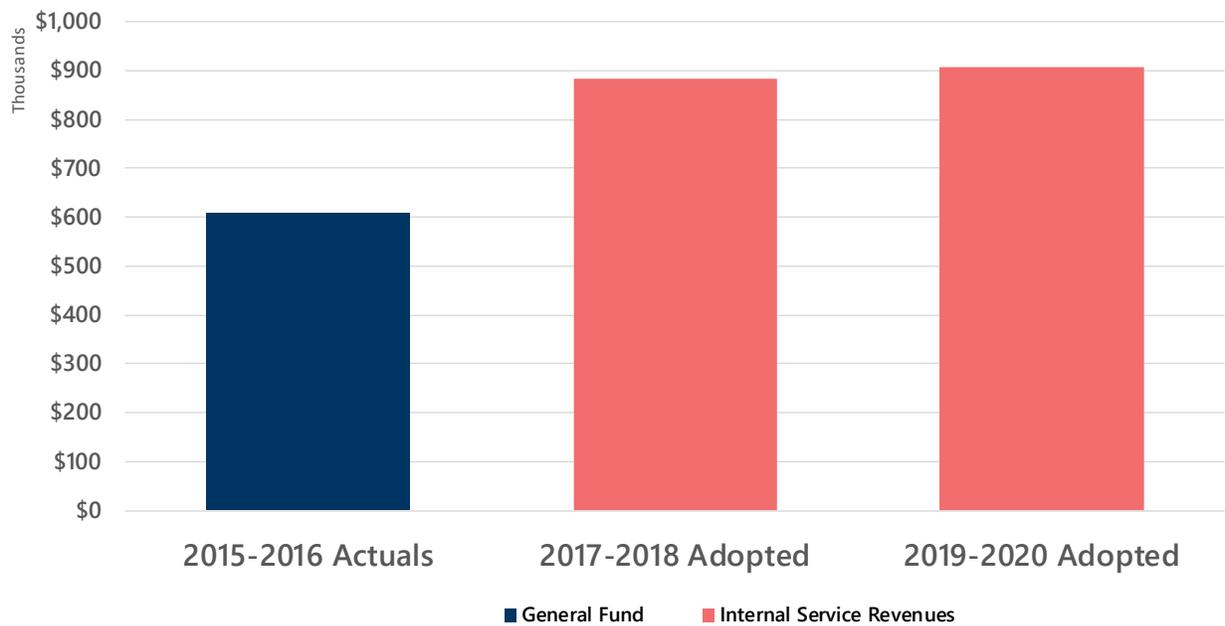
## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The Office of the Hearing Examiner is charged with conducting fair, cost-effective, and impartial administrative hearings in many types of cases identified in the Municipal Code. These cases include contested hearings on appeals and public hearings regarding proposed developments. The Department’s administrative hearing services provide an accessible forum for meeting the due process requirements of the Federal and State Constitutions arising in connection with City actions. The Hearing Examiner’s decision in a case is often the City’s final decision on City actions.

## HEARING EXAMINER OFFICE FUNDING BY CATEGORY

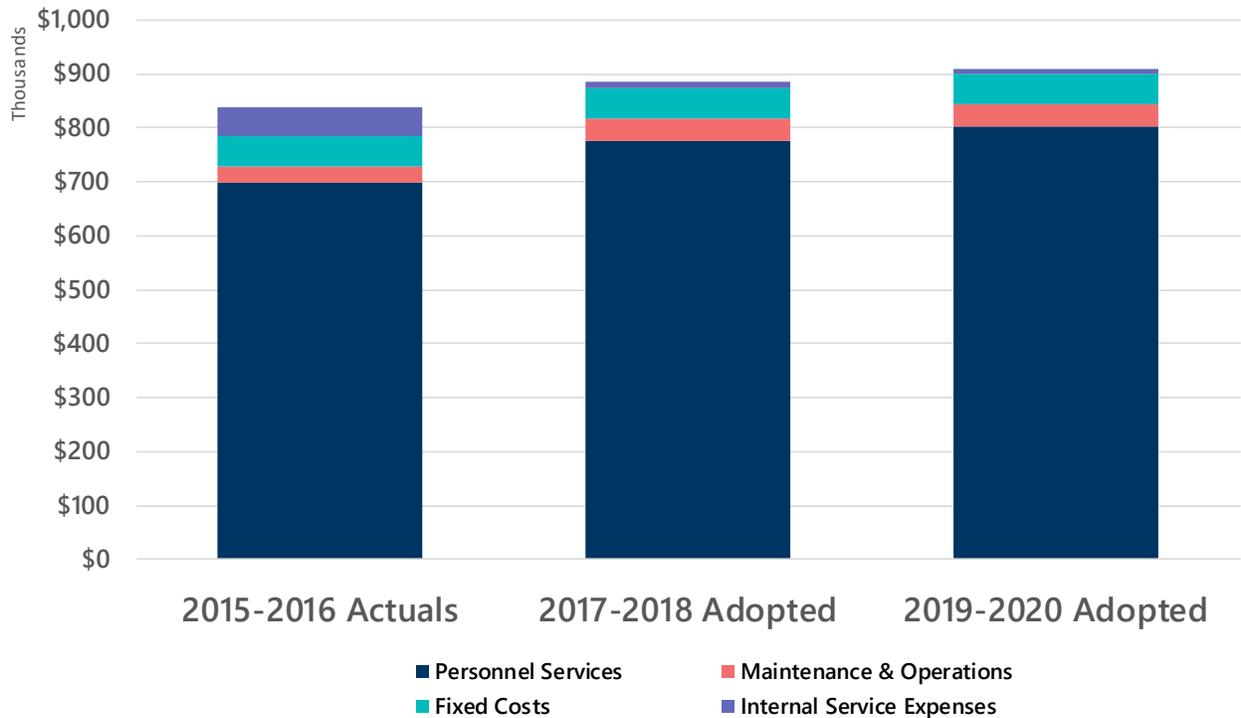


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	607,303		
Internal Service Revenues		884,697	908,057
<b>Grand Total</b>	<b>607,303</b>	<b>884,697</b>	<b>908,057</b>

## FUNDING SUMMARY

The Hearing Examiner’s Office was funded with General Fund monies during the 2015-2016 biennium. Beginning with the 2017-2018 Adopted Budget, the Department began operating as an Internal Services Fund. In prior years, the Hearing Examiner received a credit to expenditures as an Internal Service Credit instead of a revenue source. This credit reflected the portion of the costs that were sent to other departments. As an Internal Service Fund, the revenue is now classified as an Internal Service Revenues from other City departments that utilize the Hearing Examiner’s services. The charges for the 2019-2020 Adopted Budget were calculated on the average number of hearings over a two year period.

## HEARING EXAMINER OFFICE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	697,351	776,030	802,528
Maintenance & Operations	30,181	40,114	42,437
Fixed Costs	56,160	58,366	54,188
Internal Service Expenses	53,968	10,187	8,904
Internal Service Credits	(230,357)		
<b>Grand Total</b>	<b>607,303</b>	<b>884,697</b>	<b>908,057</b>
Full Time Equivalents	2.5	2.5	2.5

## EXPENDITURE SUMMARY

The Hearing Examiner's Office is projected to have an increase in budgeted expenditures primarily due to the rising costs of wages and benefits in Personnel Services. Maintenance & Operations are expenditures supporting departmental functions. Fixed Costs include charges from other City departments such as rent, insurance, and communications. In prior years, Internal Service Credits were reported as a credit to expenditures. This reporting methodology changed when the Hearing Examiner became an Internal Service Fund and is now reported as a revenue from other City departments. Internal Service Expenses account for the charges received from the Tacoma Public Utilities Department for services they provide.

# BUDGET BY PROGRAM

Division	Program	2019-2020 Adopted Budget	FTEs
Hearing Examiner	Customer Service Inquiries & Assistance	908,057	2.5
<b>Grand Total</b>		<b>908,057</b>	<b>2.5</b>

# 2025 GOALS AND PERFORMANCE MEASURES



## 1. EFFICIENT HEARING EXAMINER OPERATIONS

In order to increase the efficiency of the process, the Office of the Hearing Examiner will increase the timeliness of hearings scheduled and timeliness of decisions issued through the hearing process 10% by 2025.

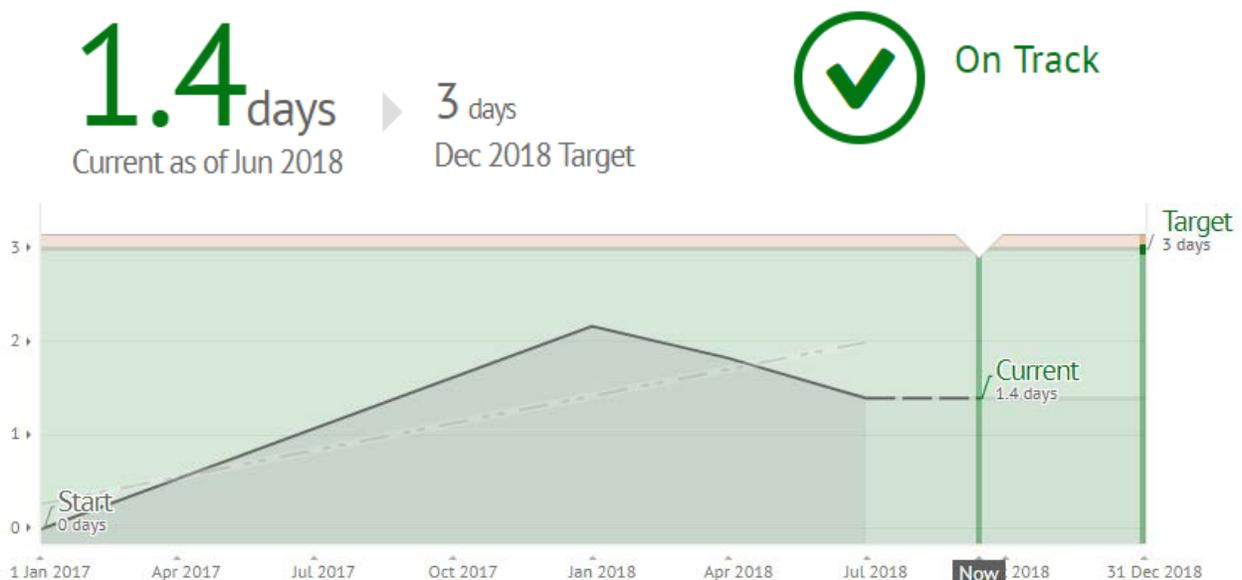
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. EFFICIENT HEARING EXAMINER OPERATIONS

### WHAT IS OUR GOAL?

In order to increase the efficiency of the process, the Office of the Hearing Examiner will offer appellants a hearing date or pre-hearing conference date (where warranted) within three (3) days of an appeal being filed through 2020. The Office of the Hearing Examiner will always engage its best efforts to provide a timely hearing to the parties, but will also strive to have a hearing that meets the needs and timing of the parties as well.

### CURRENT PERFORMANCE



### WHY IS IT IMPORTANT?

Delays in holding a hearing and issuing a decision inhibit citizens' ability to move forward with their business. In some cases, delays could result in increased costs. Ensuring efficiency in processing cases help participants in the hearing process feel like they were afforded appropriate and efficient due process.

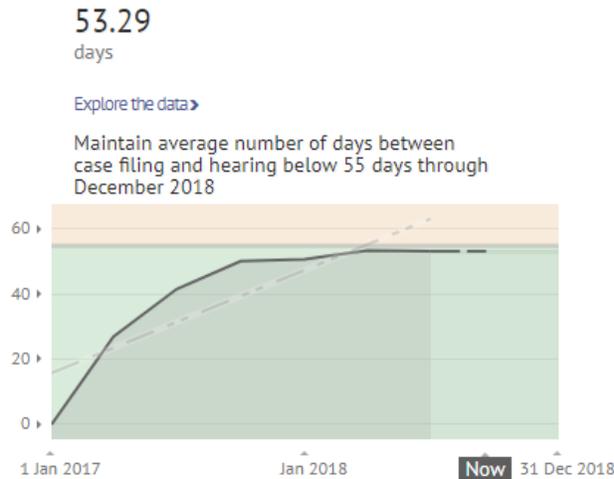
### WHAT WILL WE DO?

The Hearing Examiner began monitoring times for setting hearings and issuing decisions in 2017 and will continue to do so in order to ensure an efficient timeline, while still taking the time necessary to afford all participants adequate consideration.

## CURRENT PERFORMANCE

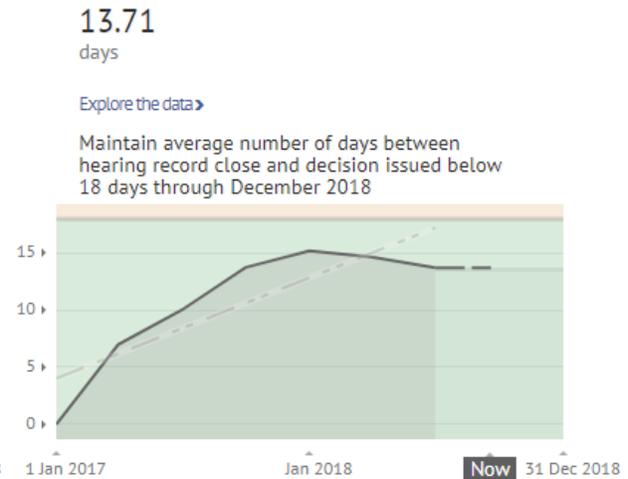
### Average Number of Days between Cases Filing and Hearing

Maintain average number of days between case filing and hearing below 55 days through 2020.



### Average Number of Days between Hearing Record Close and Decision Issuance

Maintain average number of days between hearing record close and decision issues below 18 days through 2020.



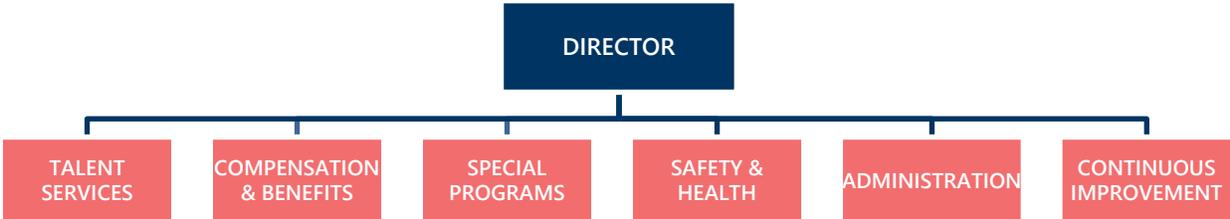
# HUMAN RESOURCES

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## MISSION

We lead with expertise and partnerships to attract, develop, and retain a talented workforce.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

Human Resources provides comprehensive services to support high-performing City operations. Human Resources staff serve as advisors and strategic partners for all City managers and supervisors on talent acquisition, total rewards, training and organizational development, continuous improvement, and safety and health.

### TALENT SERVICES

The Talent Services Division partners with organizational leaders to develop people-related strategies and programs to attract, engage, and retain a skilled and diverse workforce. They serve as consultants and coaches on cultural development, organizational design, managing performance, conflict, and change related to people matters. They assist employees and leaders with accessing and navigating other Human Resources services offered by the City.

### COMPENSATION & BENEFITS

The Compensation & Benefits Division is responsible for the compliance and administration of the City’s classification and compensation program, health and welfare benefit plans, and disability and leave management programs. These areas support a Total Rewards strategy to attract, motivate, and retain a qualified and engaged workforce.

### SAFETY & HEALTH

The Safety and Health Division is responsible for compliance with and administration of the City’s Safety and Health, Workers’ Compensation, and Return to Work Programs. The Division seeks to provide safe and healthy City workplaces, free from recognized hazards, and prevent accidents and injuries through analysis, oversight, and proactive measures.

### ADMINISTRATION

The Administration Division is responsible for coordinating processes and procedures to provide support to all operations within the Human Resources Department and serves as the liaison and management representative with the City of Tacoma’s Civil Service Board.

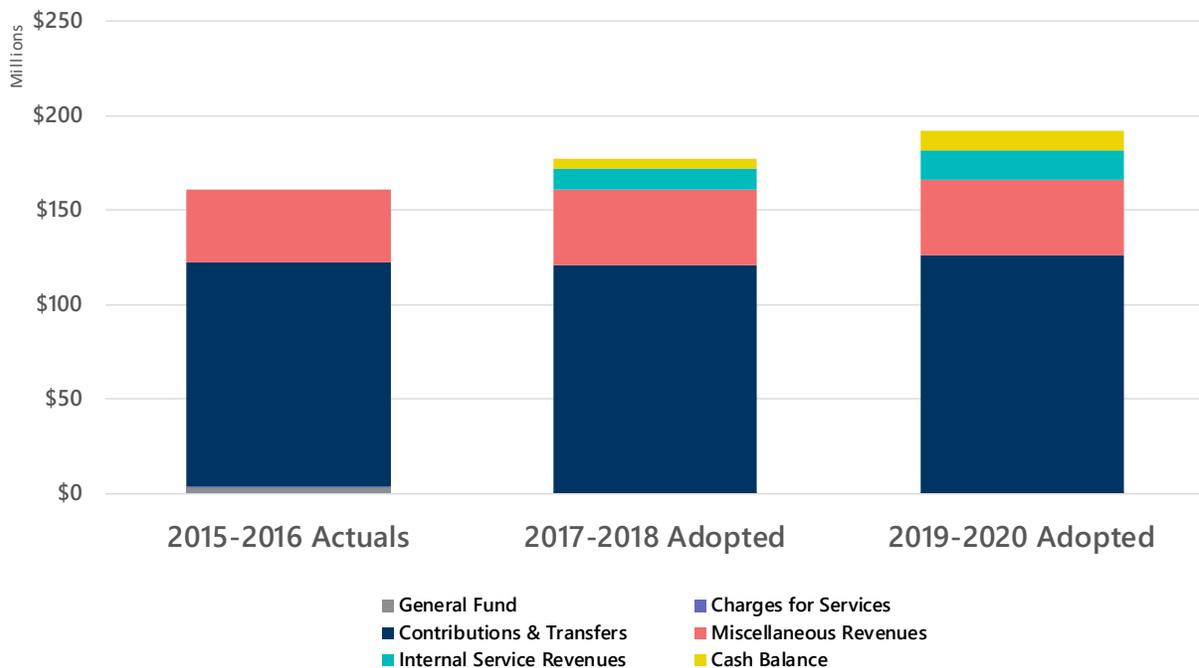
## CONTINUOUS IMPROVEMENT

The Continuous Improvement Division (CI) leads improvement projects in priority areas identified by the City Council and executive leadership. CI staff members work with departments to identify problems, implement solutions, and develop analytical capacity citywide.

CI also assesses the City's strategic direction and identifies training and development needs and opportunities in order to develop and strengthen employee competencies and skills to meet current and future needs.

Finally, the division oversees organizational development and continues to develop a culture of innovation, efficiency, and effectiveness; assists the organization in navigating rapidly changing and complex environments; and fosters a workplace where individuals and workgroups are best enabled to meet their goals.

## HUMAN RESOURCES FUNDING BY CATEGORY

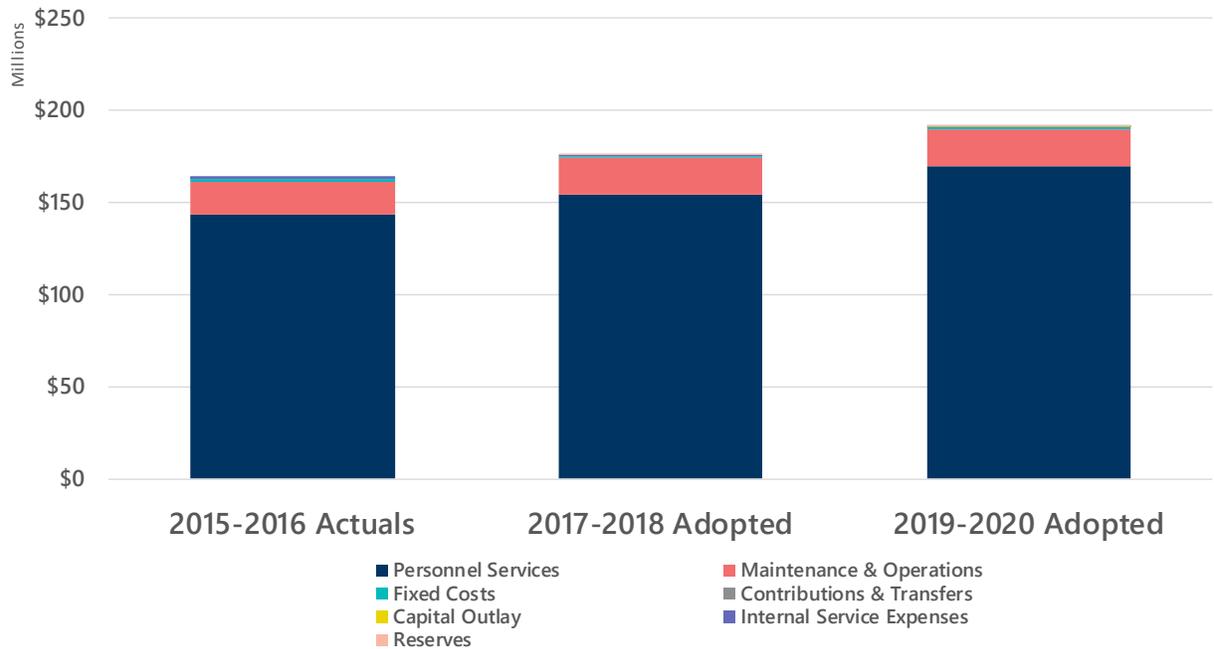


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	2,981,305		
Charges for Services	795,376	371,513	366,776
Contributions & Transfers	118,524,007	120,559,199	125,368,940
Miscellaneous Revenues	38,161,991	39,720,885	40,293,641
Internal Service Revenues		10,972,709	15,393,614
Cash Balance		5,325,037	10,236,091
<b>Grand Total</b>	<b>160,462,680</b>	<b>176,949,343</b>	<b>191,659,062</b>

## FUNDING SUMMARY

The Human Resources Department's core operation as an internal service fund is to support other City Departments and thus are funded through Internal Service Revenues. Costs are charged citywide, primarily based on Full Time Equivalents (FTEs). Other revenues include Charges for Services from fund managers to support the City's deferred compensation program, Contributions and Transfers that are made up of contributions from the City and employees to the City's benefit funds, and use of cash in the City's various risk funds.

## HUMAN RESOURCES EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	143,548,552	153,972,000	169,789,647
Maintenance & Operations	17,915,159	20,104,521	20,109,615
Fixed Costs	1,304,121	1,272,292	1,249,689
Contributions & Transfers	38,232		
Capital Outlay	-		50,000
Internal Service Expenses	1,447,208	727,952	72,730
Internal Service Credits	(7,398,020)	(13,694)	
Reserves		886,272	387,381
<b>Grand Total</b>	<b>156,855,252</b>	<b>176,949,343</b>	<b>191,659,062</b>
Full Time Equivalents	37.7	41.2	47.5

## EXPENDITURE SUMMARY

Personnel Services is the largest category of costs for Human Resources which is comprised mostly of Citywide employee benefits as well as \$15 million in wages and benefits for Human Resources employees. Fixed costs are primarily liability and other insurance costs, as well as rent expenditures. Worker's Compensation represents \$14 million of Human Resources's Maintenance & Operations costs, with the remaining spent on bus passes and vanpool services, job posting, and recruiting tools.

Internal Service Expenses are costs for services from internal service departments such as Information Technology, Finance, etc. Reserves are the use of cash accumulated in previous years used to support current operations.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Administration - HR	HR Administration	1,800,081	5.0
Compensation & Benefits	Benefits Management & Administration	2,462,456	5.0
	Employee Classification & Compensation	1,001,390	1.9
	Deferred Compensation	435,218	1.0
	Employee Leave Management	371,489	1.1
	Wellness Programs	350,999	1.2
	Labor relations	93,999	0.3
	ADA Administration	68,848	0.4
	Continuous Improvement	Workforce Development	1,239,047
Project Management		704,012	2.7
Training- Employee Onboarding		547,491	2.2
Organizational Development		437,589	1.5
Innovation Training		208,044	0.7
Competency Modeling		57,788	0.1
Dental Care	Washington Dental Service	7,084,436	-
	Willamette Dental	3,660,000	-
	Labor Management Dental	11,194	-
Health Care	Regence Medical Plan	125,982,092	-
	Group Health Medical Plan	13,969,065	-
	Flex Spending Plan	2,328,947	-
	Commissioned VEBA	2,059,261	-
	Labor Management Health Care	1,090,400	-
	Vision	1,009,028	-
	Employee Assistance Plan	142,100	-
	Long Term Disability	130,000	-
Life	Basic Life Insurance Trust	1,592,204	-
Safety	Safety	1,712,306	6.0
	Industrial Hygiene	10,621	-
	Workers Compensation Administration	1,614	-
Talent	Employee Recruitment	2,344,573	9.2
	Employee Relations	1,176,695	3.8
	Performance Management Program	450,045	2.0
	HRMS & Other HR Systems Support	350,812	1.5
Unemployment	Unemployment	1,267,200	-
Workers Compensation	Risk Management	15,508,020	-
<b>Grand Total</b>		<b>191,659,062</b>	<b>47.5</b>

# 2025 Goals and Performance Measures



## 1. STAFF REPRESENTATIVE OF TACOMA'S DEMOGRAPHICS

In order to increase racial diversity at all levels of the City's workforce, the Human Resources department will facilitate the recruitment and hiring of staff that embody the City of Tacoma Guiding Principles (Integrity, Service, Excellence, and Equity) and reflect the racial demographics of the City of Tacoma by 2025.



## 2. WORKFORCE PLANNING AND RETENTION

In order to improve workforce planning and retention, the Human Resources department will implement process improvements and programs to improve the use of data in recruiting and retaining its workforce by 2025.



## 3. HEALTHY WORKFORCE

In order to improve City employees' health outcomes, the percentage of claims paid for active participants with chronic disease conditions will be reduced through the efforts of the Tacoma Employee Wellness Program through 2025.



## 4. SAFE WORKPLACE

In order to improve the safety of City employment, the Human Resources department will implement practices and policies in Safety to reduce financial loss by the City due to claims 20% by 2025.



## 5. CONTINUOUS IMPROVEMENT

In order to promote a continuously improving organization, the Human Resources department will improve the use of data-informed decision-making and quality service delivery through 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. STAFF REPRESENTATIVE OF TACOMA’S DEMOGRAPHICS

### What is our goal?

In order to attract and retain staff that reflects the racial demographics of Tacoma residents, the Human Resources department will develop and implement recruitment, outreach, and hiring strategies to communities of color to achieve the equity target by Equal Employment Office (EEO) to reduce the diversity gap across the City's workforce.

### Current Performance

City of Tacoma Demographics	American Indian/ Alaskan	Asian or Pacific Islander	Black/ African American	Hispanic
2017 Actuals	1.5%	7.8%	7.0%	3.4%
City of Tacoma Q2 2018 Actuals	1.6%	7.8%	6.9%	3.6%
2020 Target	2.0%	9.4%	8.3%	4.3%
2010 Census	1.5%	9.3%	10.7%	11.3%

### Why is it Important?

The City believes a diverse workforce is an innovative, high-performing workforce. When the City draws on the wisdom of a workforce that reflects the diversity of our community, the City is better able to understand and meet the needs of its residents.

### What will we do?

**Recruitment Strategies:** Through a Workforce Equity Study, complete an evaluation of the hiring policies and practices with a lens on diversity, equity and inclusion to identify opportunities to eliminate actual or perceived barriers in our recruiting process to diverse candidates.

**Hiring Strategies:** To ensure awareness of unconscious bias concepts, develop and provide mandatory training for hiring managers and individuals who participate on interview panels by December 2020.

**Outreach Strategies:** Attend at least 25 outreach events in 2019 and 2020 aimed at familiarizing communities of color with opportunities available at the City of Tacoma. In 2019, host a regional Diversity, Equity and Inclusion summit providing local municipalities with the opportunity to learn and share best practices in the area of Diversity, Equity and Inclusion.

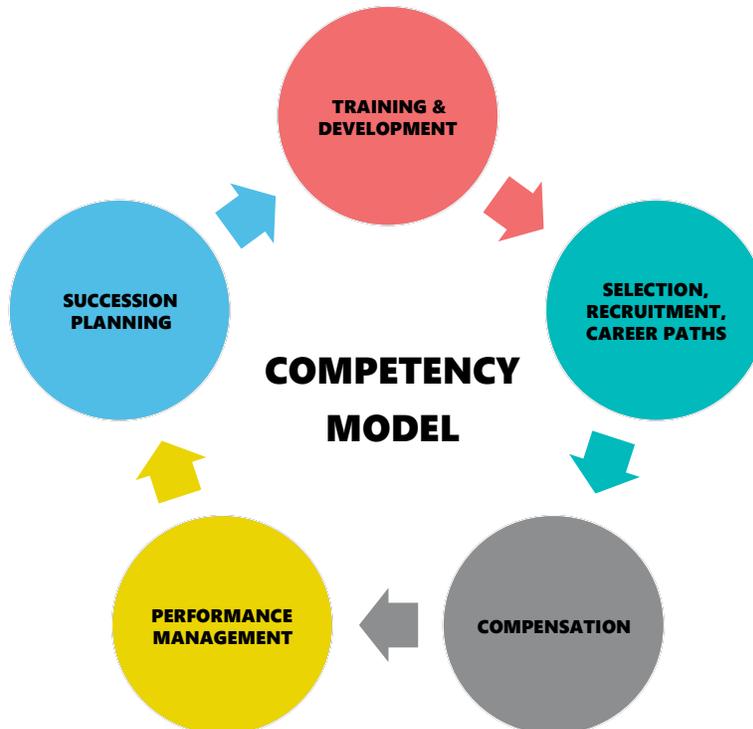
## 2. WORKFORCE PLANNING AND RETENTION

### What is our goal?

In order to improve the retention of high-performing staff, the Human Resources Department will provide a competency model framework used to more precisely select, develop and evaluate employees.

### Why is it Important?

Retaining a high performing, engaged workforce delivers exceptional services to the residents in Tacoma. A competency model provides a roadmap and common language used to support employee engagement by identifying competencies that are key to success and using those competencies in the recruitment, development, and evaluation of employees



### What will we do?

The Human Resources Department will begin the implementation of this competency model by completing a series of competency assessments specific to jobs within the City.

### New Metric for 2019-2020

#### Competency Assessments

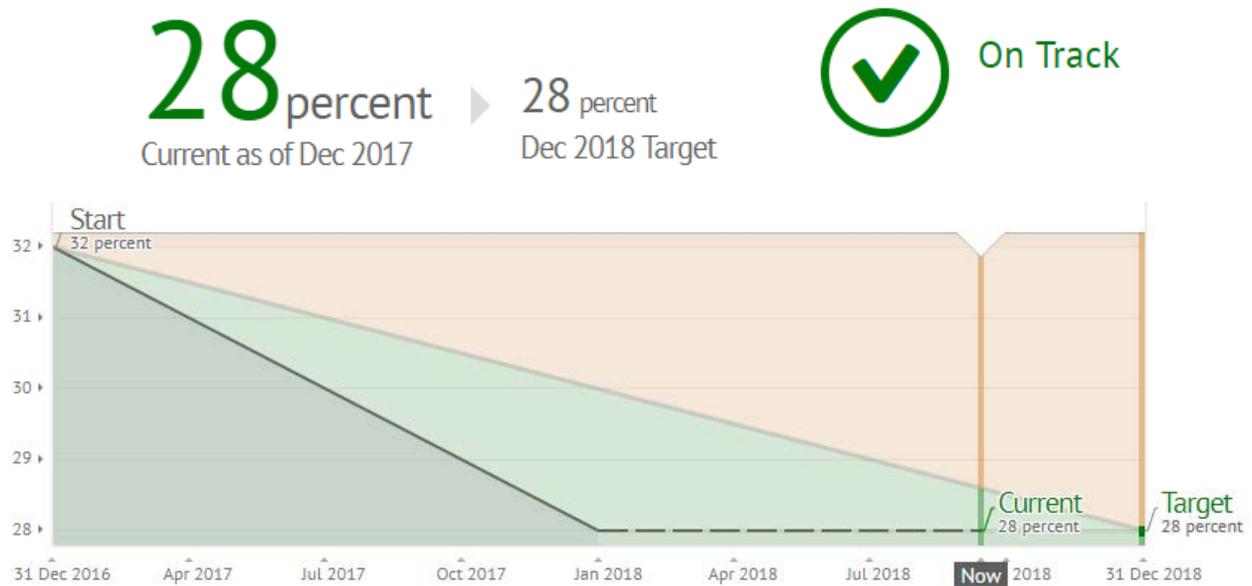
Increase the number of competency assessments completed to 125 by 2020.

### 3. HEALTHY WORKFORCE

#### What is our goal?

In order to improve City employees' health outcomes, the percentage of active participants with claims paid for chronic disease conditions will remain even or be reduced through the use of the Tacoma Employee Wellness Program to 24% by 2020.

#### Current Performance



#### Why is it Important?

Chronic diseases are ongoing, often preventable, and frequently manageable through early detection, improved diet, exercise, and treatment therapy. A more engaged, healthy, and productive workforce serving the Tacoma community will also incur lower costs associated with healthcare and absenteeism.

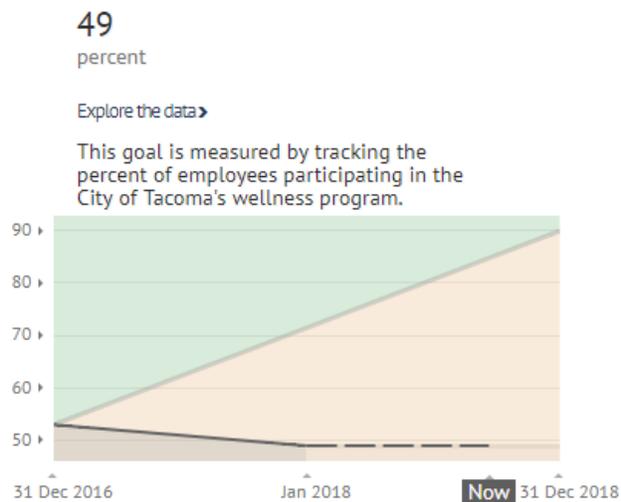
#### What will we do?

The Human Resources department will implement wellness program enhancements and deliver health and wellness education to employees.

## Current Performance

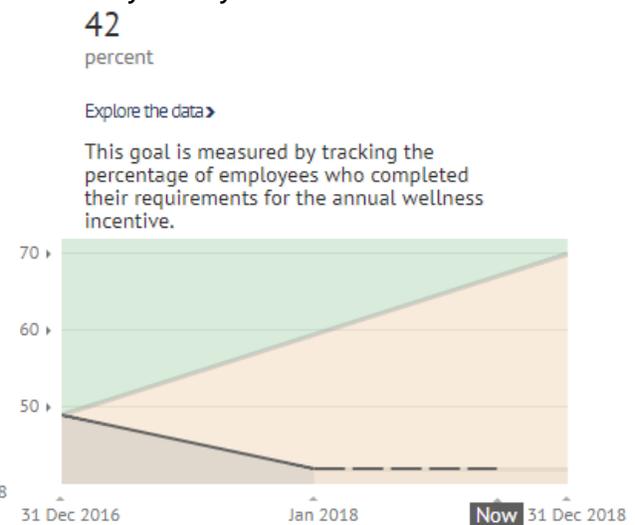
### Employee Participation In Wellness Program

Increase percentage of employees participating in City's Wellness program by 20% by 2020.



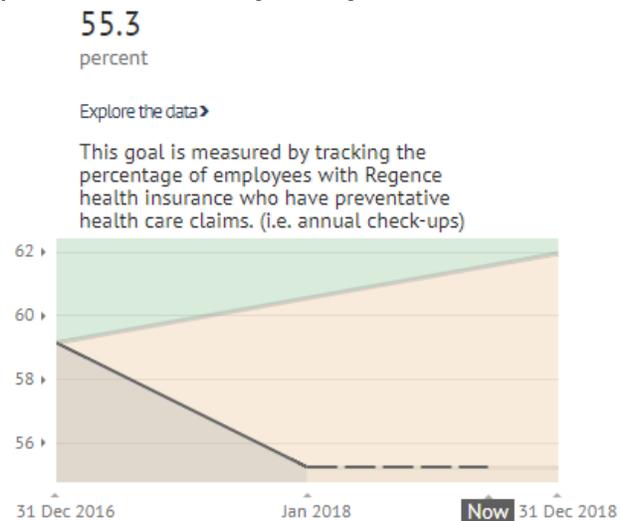
### Employee Completion of Wellness Incentive

Increase the percentage of employees who completed requirements for the wellness incentive by 18% by 2020.



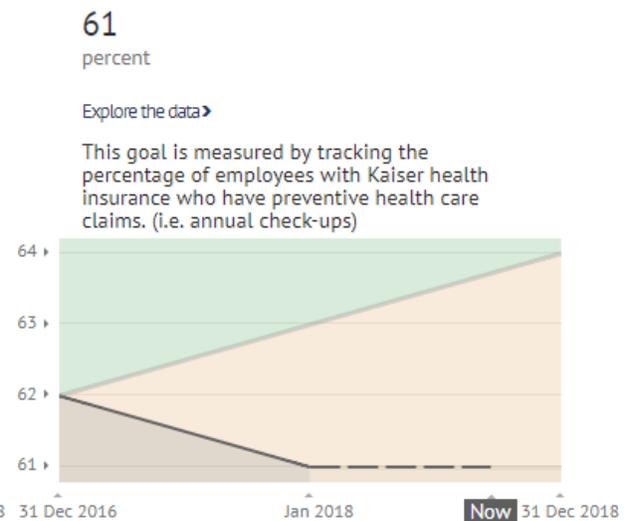
### Preventative Claims from Regence Participants

Increase percentage of employees with Regence Health Insurance who submit preventative claims by 12% by 2020.



### Preventative Claims from Kaiser Participants

Increase percentage of employees with Kaiser Health Insurance who submit preventative claims by 7% by 2020.

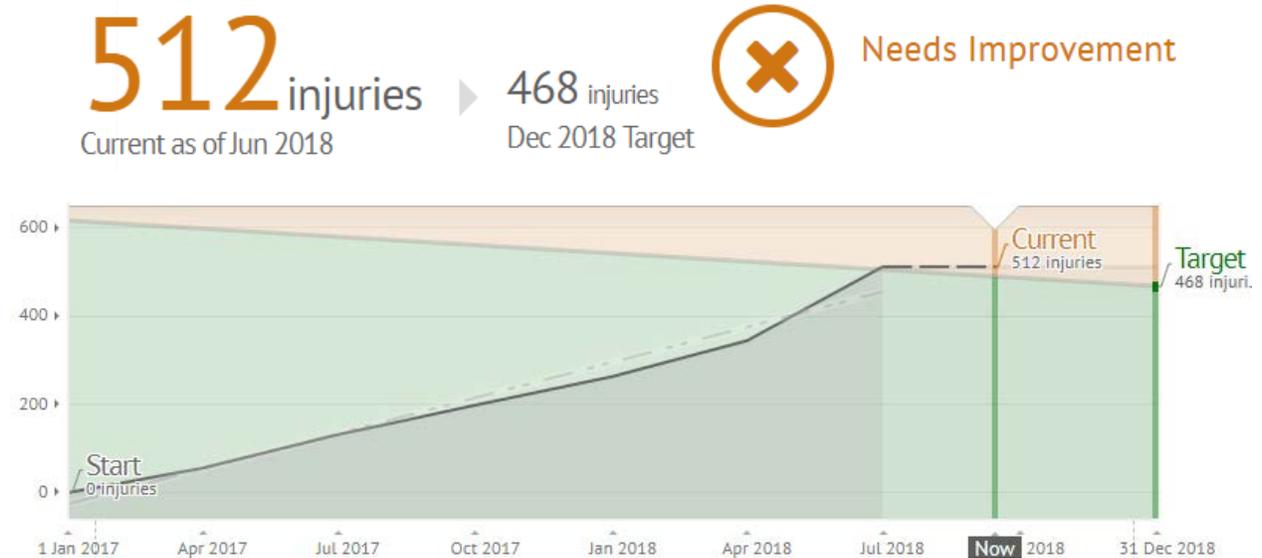


## 4. SAFE WORKPLACE

### What is our goal?

In order to improve the safety of City employees, the Human Resources Department will implement practices and policies to reduce number of injury claims by 64 claims, a 24% decrease, by 2020.

### Current Performance



### Incurred Claims Cost

Reduce the dollar amount from claims by reducing the number claims due to injuries.



### Why is it Important?

The City experiences a high number of unsafe acts, accidents, and injuries. Lowering injuries will reduce the cost of workers compensation claims and improve the morale of the workforce, which results in satisfied customers and lower operating costs.

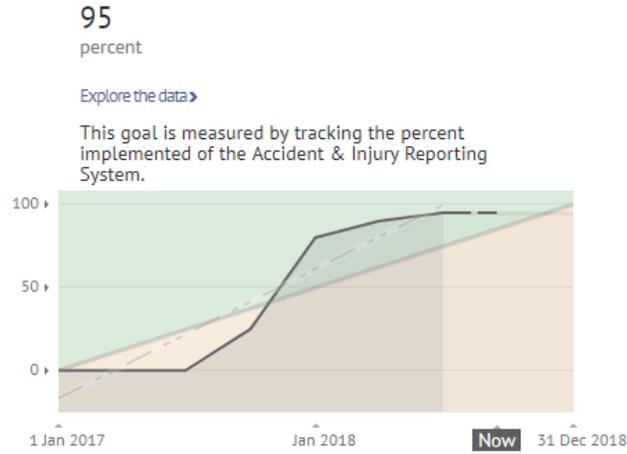
### What will we do?

Implement key elements of a world-class Safety Management System to improve the safety culture.

## Current Performance

### Accident & Incident Reporting System

Percent implemented of the Accident & Injury Reporting System.



### 3-Steps for Safety

Establishment of the 3-Steps for Safety Program as a percentage of completion.



## 5. CONTINUOUS IMPROVEMENT

### What is our goal?

In order to ensure an efficient and effective, well-run government, Human Resources Department Continuous Improvement Division will oversee projects across at least 60% of departments that result in projected savings (in terms of staff time, cost avoidance, or expenditure reductions) that exceed the cost of administering the program.

### Why is it Important?

The highest value of the Continuous Improvement program is a long-run shift in the culture toward a mindset of daily, incremental improvements that accumulate to large gains over time. Modeling the benefits of innovative initiatives creates momentum and helps guide the organization as it continues to develop in its approach to continuous improve. While dedicated resources are a critical tool for addressing complex and emergent issues, the practice of continuous improvement should be embedded throughout the daily work of the entire organization.

### What will we do?

The Human Resources Department Continuous Improvement Division will lead improvement projects in priority areas identified by the City Council and executive leadership. Additionally, the Division will continue to offer multiple cohorts of the Continuous Improvement Advocate Training program each biennium to train new CI Advocates while supplying additional to support CI Advocates alumni in their future project work.

### New Metrics for 2019-2020

#### Charted Projects By Division

Increase the number of charted projects led by CI Analysts to 30 projects by 2020.

#### Advocate/Mentored Projects

Increase the number of projects lead by advocates and mentored projects to 80 projects by 2020.

#### Staff-hours Saved

Increase the number of projected staff-hours saved from recommendations to 5,000 hours by 2020.

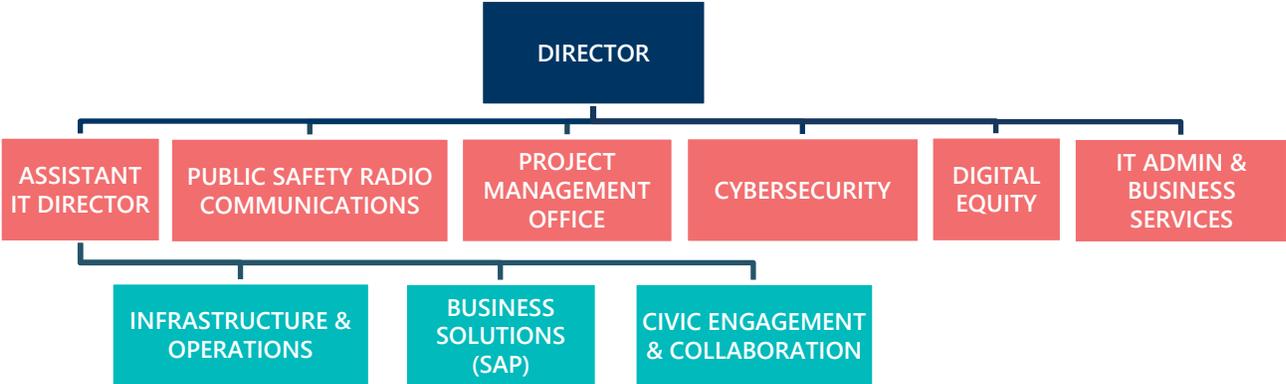


# INFORMATION TECHNOLOGY

## MISSION

Provide technology leadership and solutions to business units and residents in support of effective City and utility operations, robust community engagement, and a thriving local economy.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The City’s Information Technology Department provides resilient Information Technology (IT) infrastructure for City operations, provides business applications for management of information, and supports City departments and utility divisions in digital initiatives for residents and customers.

### IT ADMINISTRATIVE AND BUSINESS SERVICES

The IT Administrative & Business Services Programs provides for IT service management (including service-level management and performance management), asset management, program management, information systems governance, and strategic planning.

These programs administer product licensing and commercial support services for the City’s IT operations. The program provides financial management services for the IT department, including budget, rate, assessment modeling, management of inter-local business agreements, and customer billing. This program also manages IT organizational development, team member recruitment, professional development, employee performance management, and labor relations.

### BUSINESS SOLUTIONS

The Business Solutions Program provides business applications support and business process automation for all City departments. This program provides software services for the City’s Enterprise Resource Planning, Customer Relationship Management, and related enterprise systems. IT services provided under this program include business and systems analysis, software development, testing, implementation, training, and support for the City’s enterprise software applications.

## **CIVIC ENGAGEMENT AND COLLABORATION**

The Civic Engagement and Collaboration Programs support digital government transformation services. Specifically, this program provides technology solutions and supports enabling online payment processing, citizen service requests, open data, and access to Geographical Information Systems (GIS) data, web applications and services, cloud applications, and Office 365 collaboration tools.

## **CYBERSECURITY**

The Cybersecurity Program establishes and monitors appropriate information security policies and architecture for the organization in accordance with City goals, business objectives, risk tolerances, and regulatory compliance requirements. The program increases organizational awareness of informational security threats and employee responsibilities.

The Cybersecurity Program also establishes and monitors appropriate information systems controls to protect against data loss, disruption of City services, and other misuse of City information and technology systems. This program manages ongoing risk analysis in consideration of dynamic cybersecurity threats.

## **DIGITAL EQUITY**

The Information Technology Department is currently developing a Digital Equity Program, which will focus on improving access to the Internet for underserved areas of the community, promoting digital literacy skills-building for Tacoma residents, and ensuring that the City's digital government services are sufficiently designed to reach all community members.

## **INFRASTRUCTURE SERVICES AND OPERATIONS**

The Infrastructure Services and Operations Division has enterprise responsibility for technical infrastructure, network communications, electronic messaging, service desk, application integration and data management programs. Services offered include telecommunications, end user computing devices, Wi-Fi services, private data networks, data storage, systems hosting, backups and internet access.

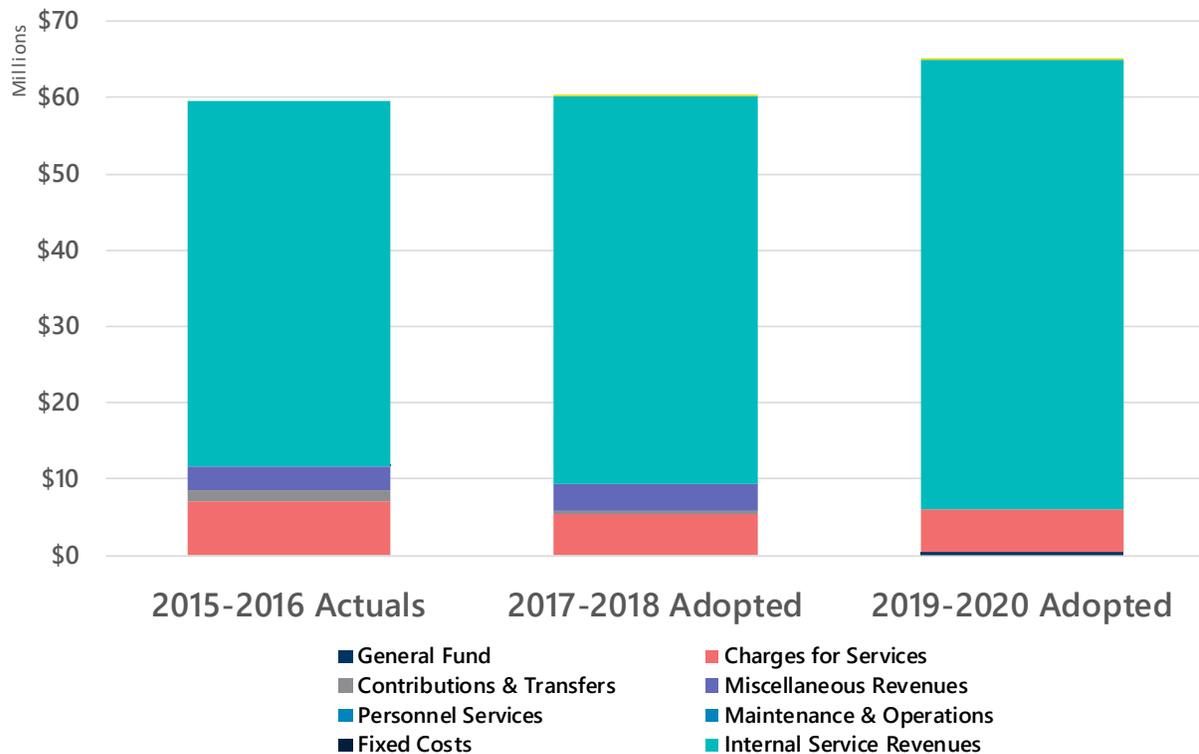
## **PROJECT MANAGEMENT OFFICE**

The Project Management Office provides a project portfolio management process to reinforce a structured project management methodology. This process increases project success rates, provides visibility to projects, and helps maintain alignment with the organization's goals.

## **PUBLIC SAFETY RADIO COMMUNICATIONS**

The Public Safety Radio Communications Program provides radio system infrastructure services, radio support services and dispatch support services for Tacoma General Government and 30 external organizations.

## INFORMATION TECHNOLOGY FUNDING BY CATEGORY

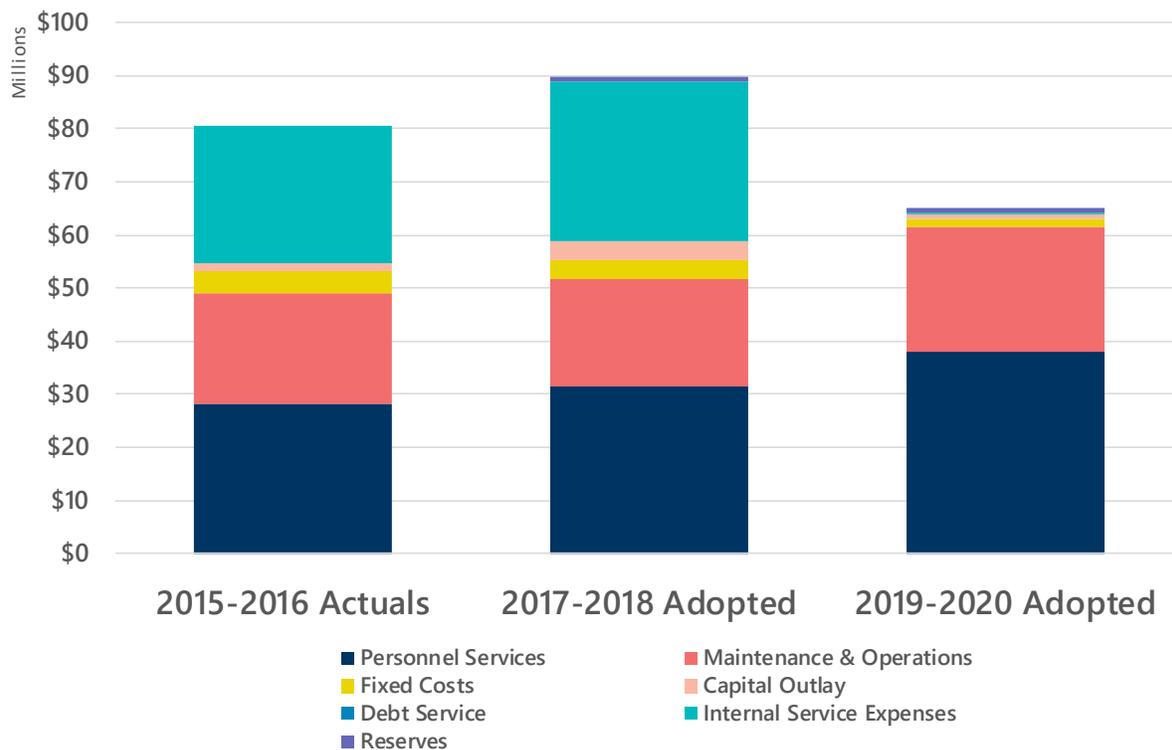


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund			422,188
Charges for Services	6,982,974	5,478,517	5,680,089
Contributions & Transfers	1,529,996	295,200	
Miscellaneous Revenues	3,074,703	3,489,166	
Personnel Services	96,541		
Maintenance & Operations	2,967		
Fixed Costs	457		
Internal Service Revenues	47,808,598	50,854,967	58,753,191
Cash Balance		217,008	209,633
<b>Grand Total</b>	<b>59,496,237</b>	<b>60,334,857</b>	<b>65,065,101</b>

## FUNDING SUMMARY

The 2019-2020 Adopted Budget for Information Technology includes Internal Service Revenues that account for 90% of the department's funding. Internal Service Revenues are determined by Information Technology charging its costs to other City departments for rendering a multitude of technology services based on specific methodologies and metrics. Charges for Services includes fees for public safety radio communication services provided to other City departments as well as external organizations. General Fund support for Digital Equity is also included in the 2019-2020 Adopted Budget.

## INFORMATION TECHNOLOGY EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	28,144,825	31,364,234	38,072,421
Maintenance & Operations	20,955,284	20,299,663	23,403,951
Fixed Costs	3,931,314	3,676,753	1,643,255
Capital Outlay	1,521,625	3,490,374	764,733
Debt Service	5,730		
Internal Service Expenses	25,886,204	30,083,429	295,122
Internal Service Credits	(24,077,365)	(29,429,180)	
Reserves		849,584	885,619
<b>Grand Total</b>	<b>56,367,616</b>	<b>60,334,857</b>	<b>65,065,101</b>
Full Time Equivalents	107.5	112.0	128.1

## EXPENDITURE SUMMARY

The majority of the Information Technology budget is comprised of costs from Personnel Services, which account for 58% of total expenditures. Personnel Services is projected to be higher due to anticipated increases in wages and benefits as well as an increase of 16.1 FTEs over the 2017-2018 Adopted Budget. In addition, Maintenance and Operations is also recommended at an increase primarily due to the inclusion of the Telecom computer replacement expenses that were previously recognized in Fixed Costs utilizing an internal cost model.

Capital Outlay projections have decreased from the 2017-2018 Adopted Budget as most capital improvement costs have already been included as funding in the Internal Service Revenue category. The Internal Service Expenses category has dramatically decreased due to the Department no longer receiving charges from other Internal Services Funds (except for rent charges from TPU). Reserves are budgeted at a slight increase over the 2017-2018 Adopted Budget based on a new reserve policy. This category also includes monies set aside for the Radio Communications Fund to replace radio equipment provided to City staff.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>	
Administration - IT	Administration - IT	3,032,377	6.0	
	Enterprise Licensing	2,539,343	-	
	Technology Procurement and Sourcing	638,043	3.0	
	IT Communications- General Fund	422,188	-	
	Mobile Device Management	292,953	0.4	
	Enterprise Architecture	154,757	0.4	
Business Solutions	SAP Operations and Software	12,316,590	24.6	
	SAP Transformational Projects	4,734,323	9.4	
	SAP Enhancement Projects	1,839,874	6.0	
	SAP System Support	1,576,026	4.8	
	SAP Planning and User Support	1,049,575	3.6	
	SAP Mobile Solutions	636,711	2.4	
Cyber Security	Cybersecurity	2,297,736	2.9	
IT Infrastructure	Desktop Support	3,066,894	13.0	
	Telecommunications	2,712,960	3.2	
	Network Corporate Connectivity	2,661,332	3.4	
	Server Administration/Support/Maint	1,627,064	1.7	
	Service Management	1,536,375	2.1	
	General Government PC Replacement	1,465,994	-	
	Data Management - Backup	1,055,560	1.4	
	Application Integration	949,472	3.0	
	Help Desk	802,516	3.3	
	File Server and Data Storage	783,946	1.3	
	Enterprise Electronic Messaging & Comm	745,907	2.2	
	Network Wi-Fi	619,189	1.1	
	Database Administration and Support	423,191	0.8	
	Application Administration (Cloud)	332,143	1.1	
	Project Management	Project Management	1,884,810	5.0
	Radio	Radio Infrastructure Services	3,542,158	3.1
		Radio Subscriber Support Srvcs Internal	869,694	1.1
Radio Capital Replacement		765,815	-	
Dispatch Console Services		578,769	0.4	
Radio Subscriber Support Srvcs External		133,286	0.4	
Web & Information Services		Collaboration Services	1,846,185	4.3
	GIS Enterprise Support	1,517,500	4.6	
	Application Development - Web	1,073,382	2.2	
	Website Development and Support	781,730	2.3	
	GIS Technology Infrastructure	577,363	1.5	
	GIS Coordination and Leadership	515,849	0.9	
	GovMe Support	509,415	1.0	
	GIS Demographics	156,105	0.6	
<b>Grand Total</b>		<b>65,065,101</b>	<b>128.1</b>	

# 2025 Goals and Performance Measures



## 1. DIGITAL CITIZEN ENGAGEMENT

In an effort to enhance Civic Engagement, the Information Technology department will provide innovative digital engagement services that keep Tacoma technologically relevant through 2025.



## 2. DIGITAL WORKPLACE

In order to become a digital workplace, the Information Technology department will improve access and use of mobile technology by City employees performing City functions.



## 3. CYBERSECURITY & RESILIENCY

In order to ensure protection of citizen information and resiliency in government and utility services, the Information Technology department will reduce the number of vulnerabilities, cyberattacks, and potential exploits that transgress the City's cybersecurity perimeter by 2025.

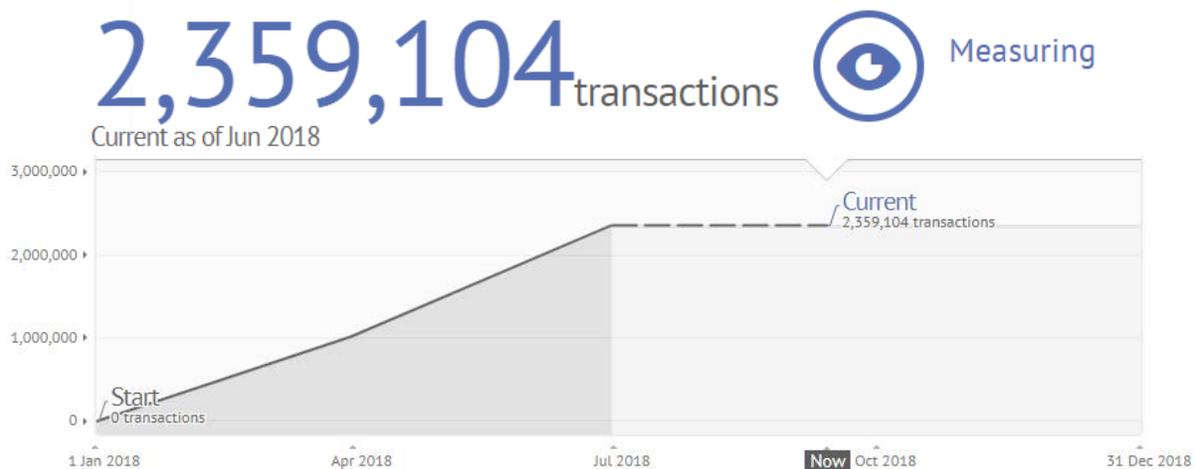
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. DIGITAL CITIZEN ENGAGEMENT

### What is our goal?

In an effort to enhance civic engagement, the Information Technology Department will partner with city business units and technology service providers to deliver innovative technology applications that enable citizen engagement, services growth, and business efficiency. This will be measured by increasing the number of online transactions to 15.7 million by 2020.

### Current Performance



### Why is it Important?

Citizen's expectations of government are evolving in alignment with the consumerization of technology. The City needs to enhance its online presence to an experience expected by ratepayers, residents and businesses. By expanding digital citizen engagement, the IT department will give the City new tools to increase engagement beyond traditional ways of interacting with City Hall. The degree to which the City's online presence is visited and interacted with gives the department a measure of engagement.

### What will we do?

As the general population of Tacoma becomes more accustomed to digital government services, a modern portfolio of digital business applications will represent business-to-employee (B2E), business-to-business (B2B), and business-to-citizen (B2C) relationships. The IT department will work with departments providing services over each two-year period to modernize and replace applications in each of these areas.

Note: The IT department will include new online applications added in 2017-2018, therefore changing how the department tracks actuals. The target is based off of the new applications.

### New Metrics for 2019-2020

#### Online Programs

Increase the number of online programs available to 30 programs through 2020.

## 2. DIGITAL WORKPLACE

### What is our goal?

In order to become a digital workplace, the Information Technology department will deliver major technology infrastructure services and business application projects that enable mobility, sustainability, and resiliency of City business and services. This will be measured by increasing the number of business process or services digitalized to 10, a 30% increase over current actuals, by 2020.

### Current Performance



### Why is it Important?

Currently, many City business processes and information systems are not optimized to support the mobile City employees that provide direct citizen services in the community. Productivity, safety, and service delivery could be significantly improved by leveraging technology to access relevant information at the point of service. This technology along with real-time information access can improve communications, decision-making, employee safety and service delivery to citizens.

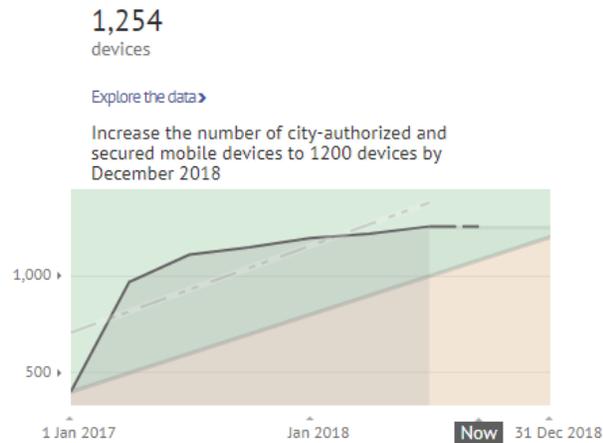
### What will we do?

The IT department will implement and deploy new technology that enables emergency radio communications on authorized smart phones. In addition to these advancements, the IT department will work to improve communications for mobile workers and engage City departments in order to digitize their business processes and services.

## Current Performance

### Mobile Devices

Measure the number of City-authorized and secured mobile devices through 2020.

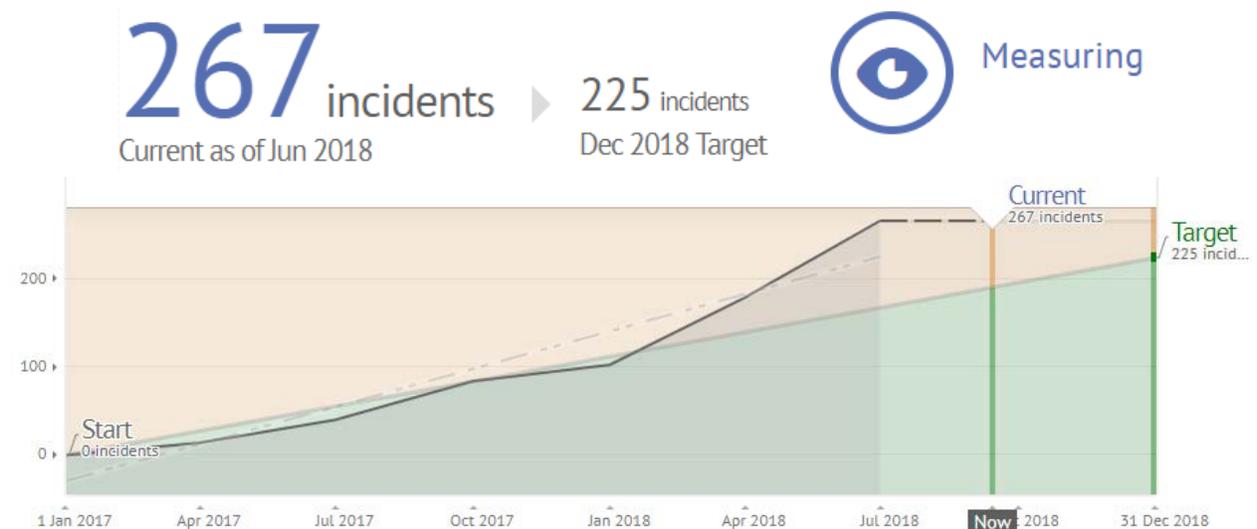


## 3. CYBERSECURITY & RESILIENCY

### What is our goal?

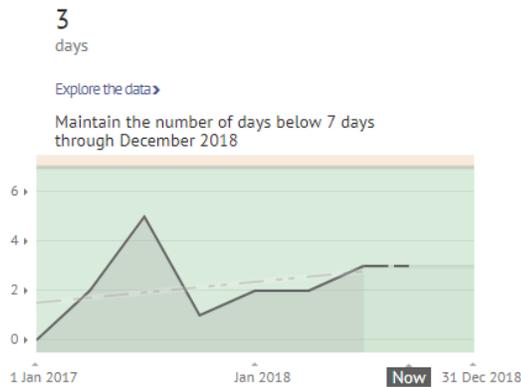
In order to ensure protection of citizen information and resiliency in government and utility services, the Information Technology department will improve cybersecurity boundary defenses through a reduction in malware introduced through email and malicious or compromised websites by 15 incidents, a 5% reduction, and maintain the time to resolve external network vulnerabilities to three days or less through 2020.

## Current Performance



## Average Number of Day to Remediate Identified Cybersecurity Incidents

Maintain the number of days to remediate cybersecurity incidents to below seven days.



### Why is it Important?

The Information Technology department is working to reduce the risk of cybersecurity breaches for the City and its constituents and business partners. This will ensure IT systems are available to support City services and will reduce the risk of protected citizen or critical asset data being compromised. Improved cybersecurity resiliency may also bolster citizen trust in government operations.

### What will we do?

The Information Technology department will work to improve technologies, processes, and training to improve cybersecurity. The department will add the following metrics to support digital security across the City.

### New Metrics for 2019-2020

#### Security Patches Deployed

Maintain number of day to deploy critical security patches from the date the patch is released below five days through 2020.

#### Automated Security Success

Maintain the protection level of the City's automated security controls against devices prone to security threats above 85% through 2020.

#### Average Cost of Security Incident

Maintain the average cost of security incident mitigation below \$300 per incident through 2020.



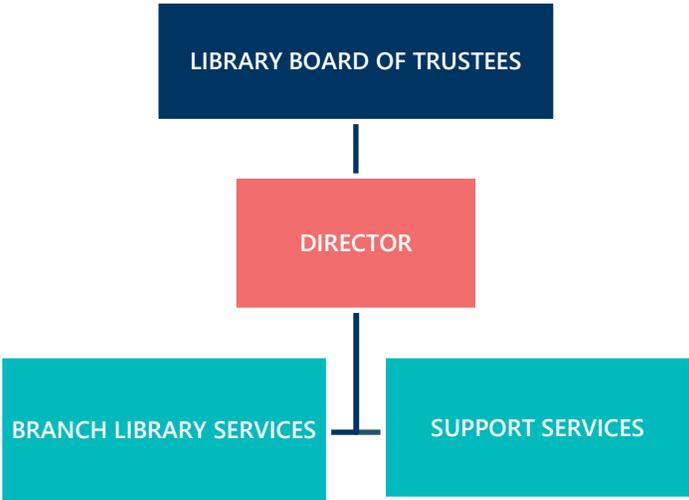
# LIBRARY

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## MISSION

Enhance Tacoma’s diverse citizenry by providing access to ideas and perspectives from around the world and stimulate the development of literacy, knowledge, wisdom, critical thought, and valuable interaction through innovative library services that yields positive experiences and a thriving community.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The Tacoma Public Library provides access to materials in all formats: standard, electronic/digital, large print, audio, DVD, and CD. The Department also provides quality information, educational and online resources in every subject. Resources include language learning (Rosetta Stone), to vocational (Microsoft IT Academy, Lynda.com) and Homework Help. Eight locations – a Main Library, two regional libraries in the north and south of the city, and five neighborhood libraries – provide computing services and access to the Internet and Wi-Fi. The library provides enriching and educational programs, workshops, and events to meet the needs and interests of residents of every age and demographic. The Library also provides free community meeting space in six locations. Through reciprocal agreements with neighboring library districts, Tacoma residents have access to a wide variety of materials and information resources.

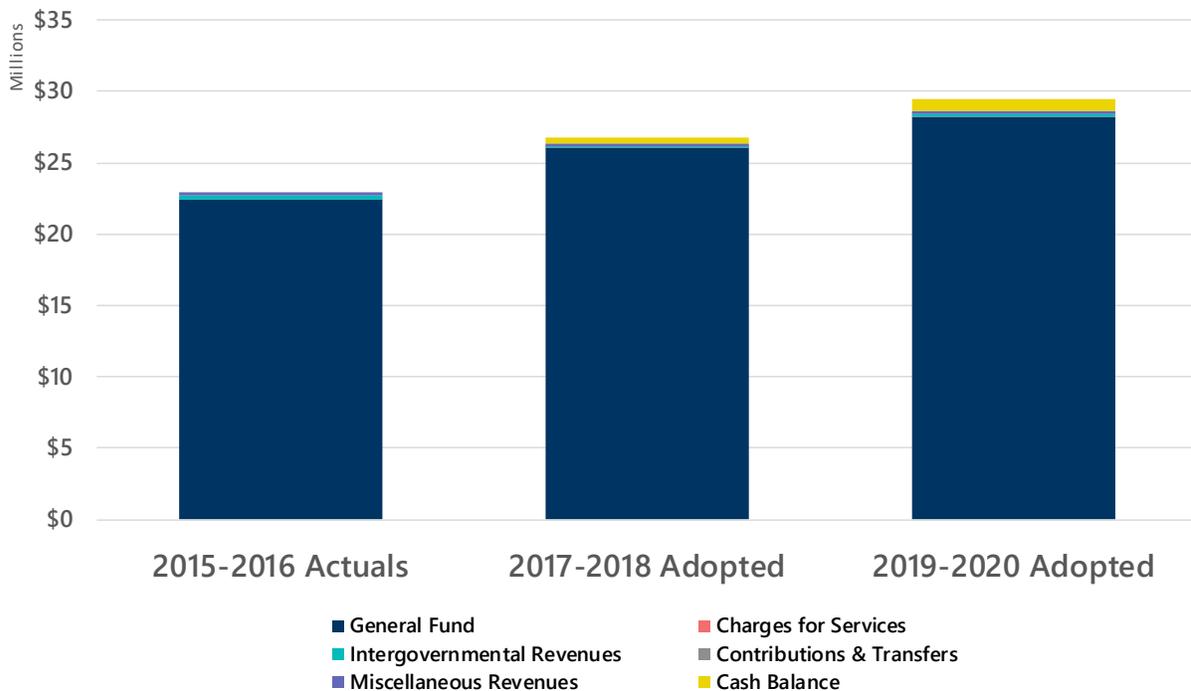
### BRANCH LIBRARY SERVICES

The Tacoma Public Libraries currently provide in-person services five days a week: 45 hours at the Main branch and 40 hours in the remaining seven branches. The branch libraries proudly provide a wide range of direct services to all citizens of Tacoma and anyone else who enters our buildings. The Adopted Budget includes updated library service hours during the school year in 2019-2020.

### SUPPORT SERVICES

Support Services provides the services that keep the branch libraries running: Administration, Facilities, Information Technology, Collection Development (materials ordering and processing), Payroll & Finance, Community Relations, and Human Resources.

## LIBRARY FUNDING BY CATEGORY

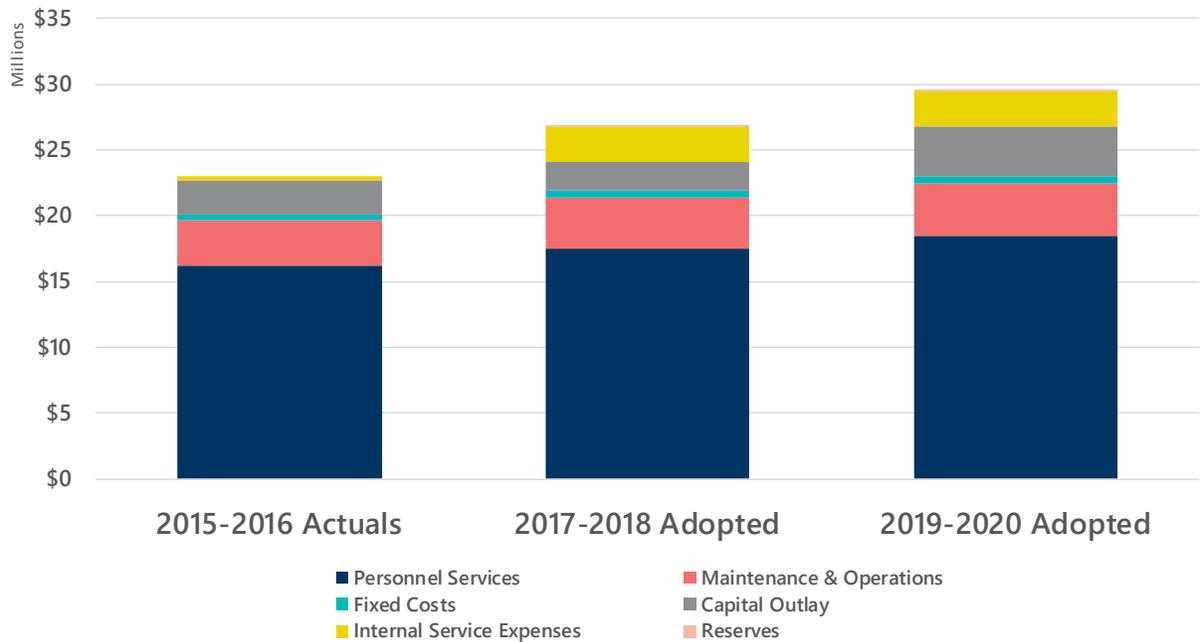


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	22,447,678	25,993,345	28,209,624
Charges for Services	8,534	17,374	2,000
Intergovernmental Revenues	253,640	168,188	190,000
Contributions & Transfers	22,351	8,754	5,500
Miscellaneous Revenues	181,559	188,185	181,210
Cash Balance		416,795	918,000
<b>Grand Total</b>	<b>22,913,761</b>	<b>26,792,641</b>	<b>29,506,334</b>

## FUNDING SUMMARY

The Library is 95% funded by General Fund dollars with additional monies from Charges for Services representing collections directly from residents for Fines, Non-Resident Fees, Parking rentals, and items sold (book bags, copies, etc.). Other revenues of the Department are collected in a Special Revenue Fund and include sales of maps and publications, especially from the Northwest Room, Library Services, and Donations. Intergovernmental Revenues are grants designed to offset costs to provide internet access to the community. Miscellaneous Revenues are interest gained from pooled investments. Cash is used from the sale of surplus library materials.

## LIBRARY EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	16,209,192	17,503,218	18,489,916
Maintenance & Operations	3,453,720	3,917,267	4,016,974
Fixed Costs	470,239	512,224	481,121
Capital Outlay	2,551,642	2,170,704	3,770,704
Internal Service Expenses	284,443	2,670,232	2,742,209
Reserves		18,996	5,410
<b>Grand Total</b>	<b>22,969,237</b>	<b>26,792,641</b>	<b>29,506,334</b>
Full Time Equivalents	103.7	106.4	110.6

## EXPENDITURE SUMMARY

In The 2019-2020 Adopted Budget, Personnel Services increased due to the addition of new positions and the salaries and benefits. Capital Outlay increased due to new investments in infrastructure and technological improvements.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Library	Library Technical Services	3,046,873	10.8
	Library Collection Development	2,925,291	2.0
	Maintaining Facilities	2,690,808	7.0
	Library Administrative	2,501,746	8.0
	Library Reference	2,174,778	9.0
	Library Info Tech Computer Supp/ILS Web	2,173,814	4.0
	Library Wheelock Branch	1,966,541	11.4
	Library Moore Branch	1,872,716	10.2
	Library Swasey Branch	1,507,468	9.0
	Checking Out Materials	1,276,417	6.0
	Library Fern Hill Branch	1,199,261	6.7
	Library Kobetich Branch	997,574	5.3
	Library Children's Services	970,721	4.0
	Shelving Materials	778,959	7.3
	Library Northwest Room	642,490	3.0
	Library Community Relations	598,477	2.0
	Library Non-departmental Trust	505,670	-
	Library South Tacoma Branch	437,470	2.4
	Library Mottet Branch	427,873	2.4
	Library Automation Sinking	357,000	-
	Library Virginia Helen Marshall	234,000	-
	Library Marion C. Gibson Memorial	71,000	-
	Library Trust Summer Reading	60,040	-
	Library Margaret Berger Memorial	50,000	-
Outreach Programs	20,348	-	
Library G & G Hug Memorial	12,000	-	
Library William Antes Memorial	7,000	-	
<b>Grand Total</b>		<b>29,506,334</b>	<b>110.6</b>

## 2025 Goals and Performance Measures



### **1. DIGITAL EQUITY AND DIGITAL ACCESS**

In order to improve and increase digital access across the City, the Tacoma Public Library will maintain and expand the infrastructure to support high speed internet access and connectivity.



### **2. ACCESS TO THE LIBRARY**

In order to support livability, the Tacoma Public Library will increase access to library services and facilities.

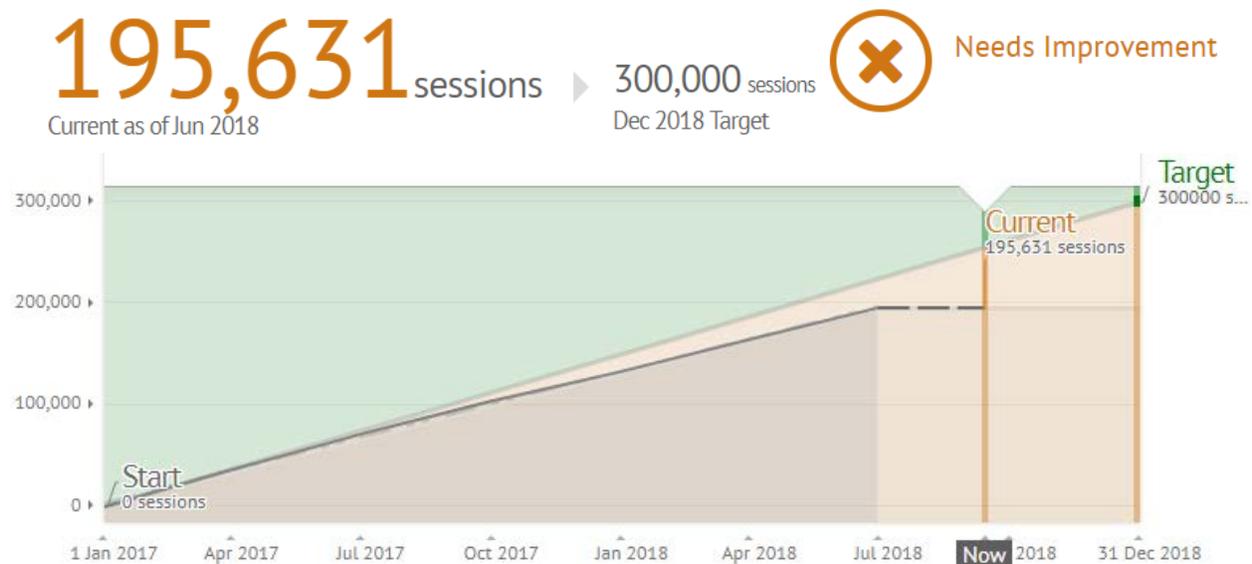
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. DIGITAL EQUITY & ACCESS

### What is our goal?

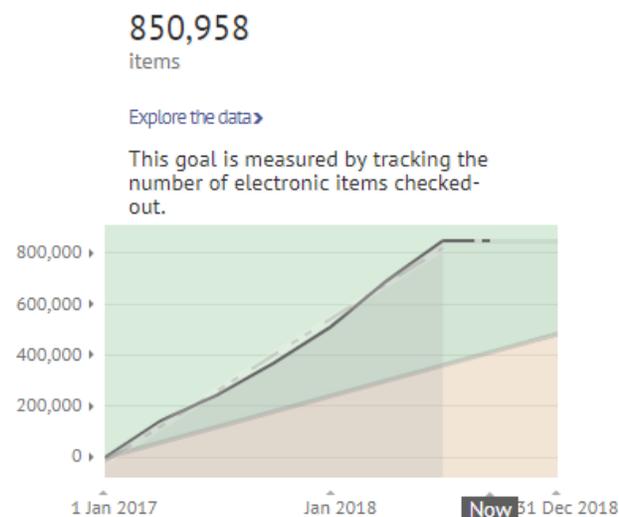
In order to improve and increase digital access across the City, the Tacoma Public Library will upgrade its technology infrastructure to support standard and innovative services to the public by increasing public computer sessions to 300,000 by 2020.

### Current Performance



### Electronic Items Checked Out

Increase electronic items checked out to 1 million items, a 50% increase, by 2020.



**Why is it Important?**

The growth of online communication, media, and gaming is driving dramatic changes in how people learn. Responding to these shifts, new forms of technology-enhanced learning and instruction, such as personalized learning, open online courses, educational games and apps, and tools for learning analytics hold tremendous promise for improving learning experiences and outcomes. Despite this promise, however, evidence is mounting that these new technologies tend to be used and accessed in unequal ways, and they may even exacerbate inequality. Traditionally, underserved areas of the City have low adoption rates.

**What will we do?**

In conjunction with the City of Tacoma's Information Technology department, the Library will upgrade its aging technology infrastructure. At the same time, the Library will implement remote services in two new locations, in partnership with MetroParks. Remote vending services, made possible through the previous implementation of Radio Frequency Identification, will be available at the Eastside Community Center and in an as-yet undetermined location in Tacoma's Hilltop neighborhood. These partnerships will enable the library to provide access for materials checkout, holds for pickup, and materials returns. They also will allow the implementation of innovative services such as tablet and Wi-Fi hotspot checkouts, helping to increase digital equity and access.

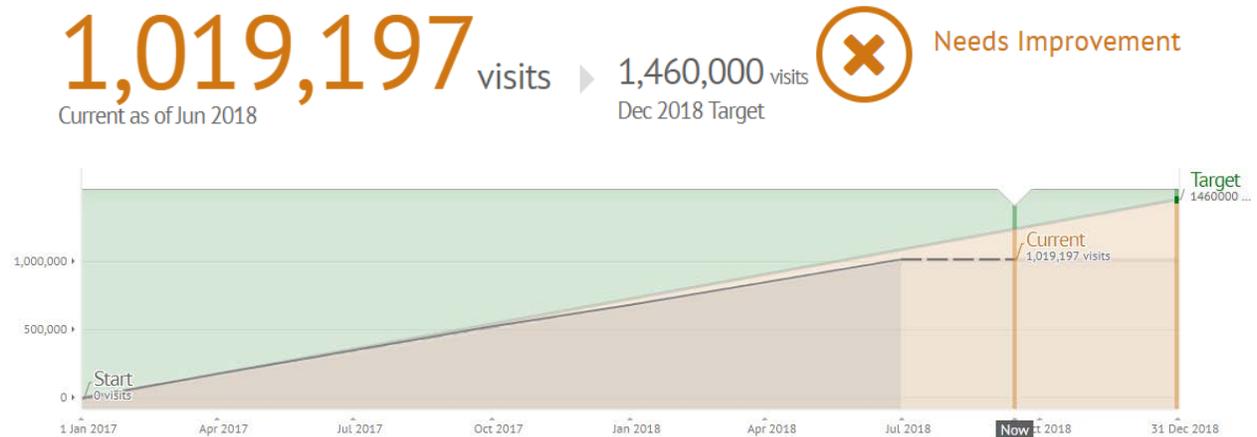
The Library will continue to offer Microsoft Office certifications, basic computing classes, and other instructional services and programs around the use of technology. Additionally, the Library will seek ways to offer these services outside branch libraries, utilizing partnerships with educational facilities throughout Tacoma.

## 2. ACCESS TO THE LIBRARY

### What is our goal?

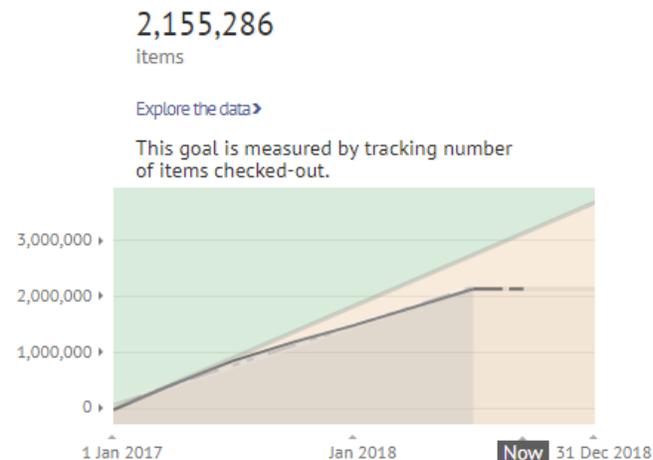
In order to support livability, the Tacoma Public Library will increase access to library services and physical facilities by 1.4 million visits by 2020.

### Current Performance



### Items Checked-out

Increase the number of items checked-out by 2,000,000 items by 2020.



### Why is it Important?

Tacoma residents will be able to access our collections and the many services of the Library System; the educational programs, as well as the educational benefits of the Library's mission including literacy of the citizenry; technology for use in the Libraries; the expertise of the Library staff; the library facility as a community gathering place.

### What will we do?

The Library will increase the hours of operation to Moore, Kobetich, and Wheelock branches. Starting in 2019, these branches will be open Sundays from 1-5 p.m. during the school year. Extended hours will improve access to materials, programs, and services. These services are important to Tacoma's vibrancy and can be vital for many City residents.

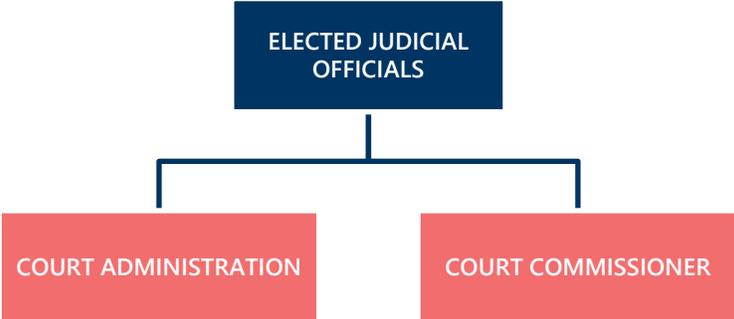
# MUNICIPAL COURT

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## MISSION

Promote public safety, administer justice, and protect individual rights in an efficient, safe, accessible environment while fostering respect for the law and society. The Tacoma Municipal Court is a statutorily created court of limited jurisdiction.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

The Municipal Court acts as the judicial branch of the City government. It enforces aspects of the City Code, including criminal offenses, parking infractions, and traffic violations.

### CRIMINAL OPERATIONS

Criminal Operations manages adjudication for misdemeanor and gross misdemeanor criminal cases including arraignments, pre trials, and jury trials. This division also monitors for sentence compliance with recommended substance abuse, domestic violence, and mental health treatments. It also receives fine and restitution payments.

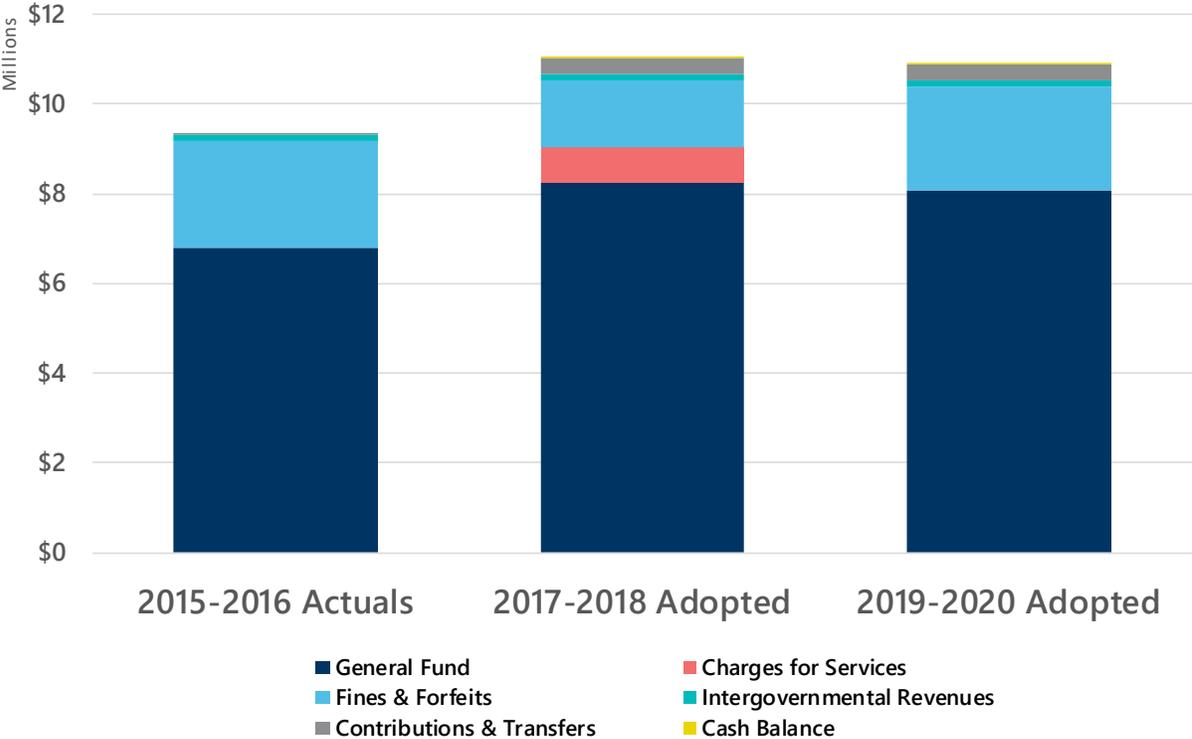
### PARKING INFRACTION OPERATIONS

Parking Infraction Operations handles adjudication for parking violation cases. The division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices such as failure to appear, respond, or pay the Department of Licensing.

### TRAFFIC INFRACTION OPERATIONS

Traffic Infraction Operations handles moving vehicle violations and camera-enforced citations. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices such as failure to appear, respond, or pay the Department of Licensing.

# MUNICIPAL COURT FUNDING BY CATEGORY

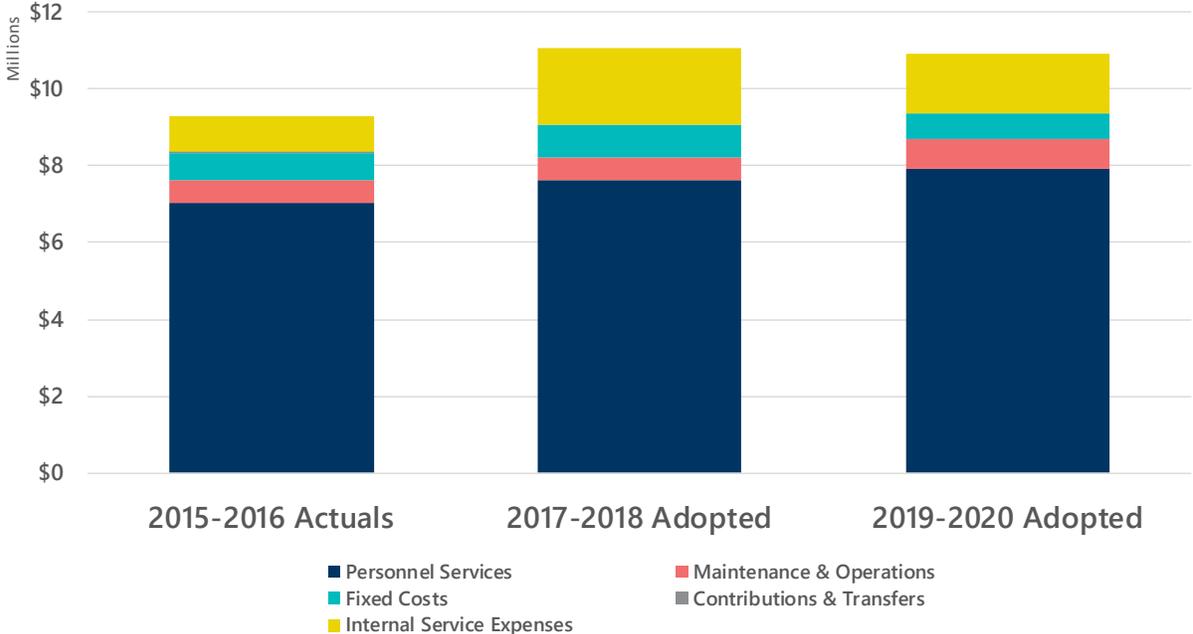


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	6,786,049	8,235,902	8,081,016
Charges for Services		790,520	
Fines & Forfeits	2,383,987	1,498,921	2,294,734
Intergovernmental Revenues	140,935	142,604	140,000
Contributions & Transfers	29,756	370,272	377,203
Cash Balance		8,712	8,330
<b>Grand Total</b>	<b>9,340,726</b>	<b>11,046,931</b>	<b>10,901,283</b>

## FUNDING SUMMARY

The Tacoma Municipal Court is mainly supported by the General Fund. The Court also receives funding through court fees, traffic violation revenue, and transfers from the Traffic Education, Enforcement, and Engineering Fund. A new vendor monitoring Tacoma’s speed and red light camera system will result in a reduction of General Fund transfers necessary for the Court. A change in practice altered the categorization of revenues collected by Parking Infraction Operations; in 2017-2018, these revenues were counted as Charges for Services. In 2019-2020, they will be counted as Fines & Forfeits.

# MUNICIPAL COURT EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	7,044,211	7,621,934	7,910,414
Maintenance & Operations	575,319	590,318	786,011
Fixed Costs	721,586	848,088	671,412
Contributions & Transfers	26,252		
Internal Service Expenses	937,070	1,986,591	1,533,446
<b>Grand Total</b>	<b>9,304,438</b>	<b>11,046,931</b>	<b>10,901,283</b>
Full Time Equivalents	36.3	36.3	36.3

## EXPENDITURE SUMMARY

Personnel Services comprise expenditures for wages and benefits for the Municipal Court Judges, Court Clerks, and administrative staff at the Court. Fixed Costs include items managed by the City on behalf of the Court, such as rent paid to the County City Building, insurance, and communications billing and equipment. The Municipal Court pays for these services, performed by other City departments, through the Internal Service Expenses category. Maintenance & Operations expenditures include support for overall departmental operations, including external contracts, juror expenses, and technology investments. In the 2019-2020 Adopted Budget, the Municipal Court will begin to move its record keeping onto a digital platform. This initiative is to improve the efficiency of the Court as well as its clarity with members of the public who have business before the Court. Thus, the Court hopes that the new digital platform will save on expenses but also improve its interactions with the public and thereby improve access to justice.

# BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Municipal Court	Criminal Operations	8,237,346	25.6
	Traffic Infraction Operations	1,841,258	7.1
	Parking Infraction	822,679	3.6
<b>Grand Total</b>		<b>10,901,283</b>	<b>36.3</b>

## 2025 Goals and Performance Measures



### **1. IMPROVED COURT TECHNOLOGY**

In order to enhance government performance, the Court will focus efforts on fully automating its record management by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. IMPROVED COURT TECHNOLOGY

### What is our goal?

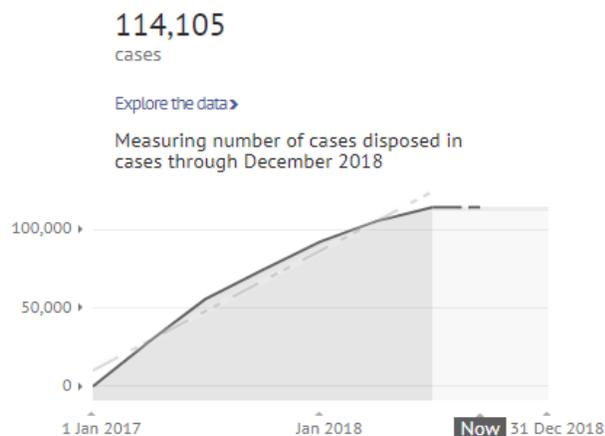
In order to enhance government performance, the Court will move to a case filing system to increase automation and offer paperless options by 2020.

### Current Performance



### Cases Disposed

Measuring the number of cases disposed through 2020.



### Why is it Important?

Currently, the Municipal Court spends a significant amount of staff time to manage paper processes. By automating its records, like other jurisdictions, the Municipal Court will improve operations. Processes will be more user-friendly, timely, and understandable.

### What will we do?

The Municipal Court has researched all available forms of case management and case storage. In the 2019-2020 biennium, the Court will work with the Washington State Administrative Office of the Courts on pending projects to provide Courts of Limited Jurisdiction with new Case Management Systems.

# NEIGHBORHOOD & COMMUNITY SERVICES

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## MISSION

Lead the City’s efforts to maintain healthy, safe and clean neighborhoods and households through community engagement and problem-solving, code compliance, data-informed investments in services, and partnering with stakeholders on innovative approaches to the City’s most challenging issues.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

### CODE COMPLIANCE

By ensuring that property owners maintain compliance with the Tacoma Municipal Code, NCS protects the health, safety, and welfare of the public, which increases the quality of life for residents of Tacoma. During the process of responding to thousands of code concerns reported each year, Code Compliance works collaboratively with property owners, providing resources and guidance to resolve compliance issues.

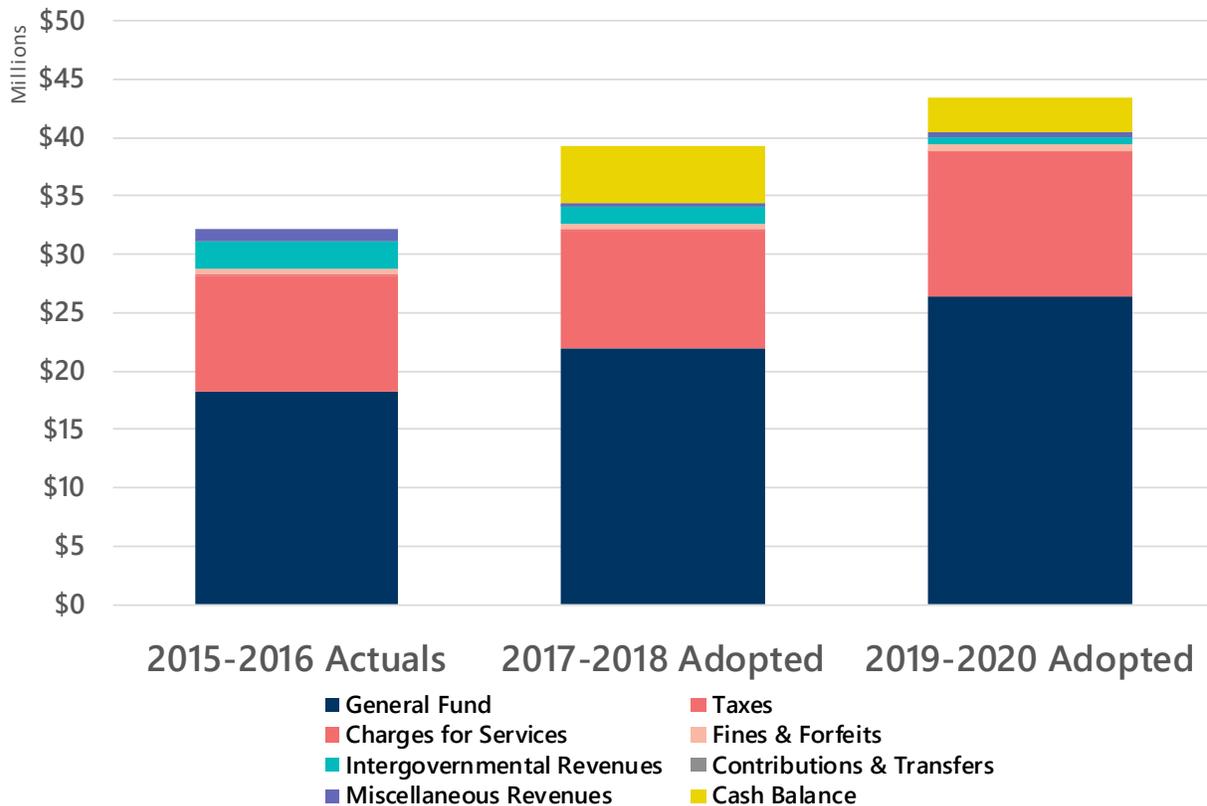
### MOBILIZE & ENGAGE NEIGHBORHOODS

NCS facilitates community partnerships to support safe and clean neighborhoods. The Department provides and funds services designed to increase community knowledge of City services, reduce neighborhood blight, build self-sufficiency, and develop workforce skills.

### ASSESS COMMUNITY NEEDS & FUND CONTRACTS

NCS administers the allocation and oversight of public resources invested in local community programs and projects intended to build stronger and healthier neighborhoods. The Department partners with community organizations and other government agencies to assess and implement strategies to address community needs.

## NEIGHBORHOOD & COMMUNITY SERVICES FUNDING BY CATEGORY

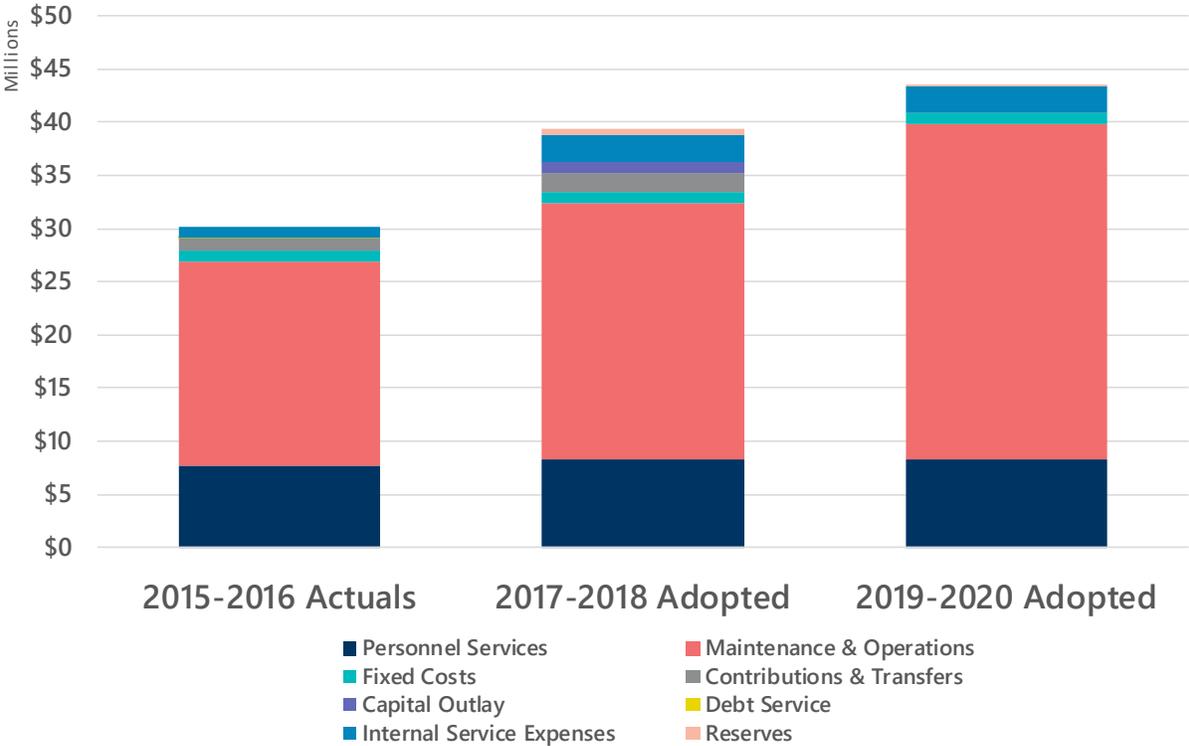


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	18,167,408	21,885,968	26,379,884
Taxes	10,050,258	10,165,101	12,425,934
Charges for Services	115,599	52,214	44,356
Fines & Forfeits	484,726	502,375	608,853
Intergovernmental Revenues	2,250,037	1,433,554	592,804
Contributions & Transfers	15,729	3,000	
Miscellaneous Revenues	1,027,085	357,631	436,125
Cash Balance		4,910,790	2,894,617
<b>Grand Total</b>	<b>32,110,842</b>	<b>39,310,633</b>	<b>43,382,573</b>

## FUNDING SUMMARY

In the 2019-2020 Adopted Budget, General Fund support increases by approximately \$4.0 million to \$25.8 million due to costs associated with the Emergency Declaration, Phase II. The \$2.3 million increase in anticipated tax revenue is primarily mental health sales tax, assessed at 0.1% of taxable purchases within the City of Tacoma. Intergovernmental Revenues is less than previous years due to less certainty of Federal Department of Justice grants. The use of Cash Balance is the result of additional revenues and less expenditures, particularly one-time capital spending.

# NEIGHBORHOOD & COMMUNITY SERVICES EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	7,656,702	8,252,338	8,232,626
Maintenance & Operations	19,160,308	24,098,601	31,543,218
Fixed Costs	1,086,710	1,025,953	1,145,839
Contributions & Transfers	1,141,872	1,900,000	
Capital Outlay	45,313	1,000,000	
Debt Service	250		
Internal Service Expenses	1,106,847	2,551,212	2,455,326
Reserves		482,529	5,564
<b>Grand Total</b>	<b>30,198,001</b>	<b>39,310,633</b>	<b>43,382,573</b>
Full Time Equivalents	47.6	37.4	34.7

## EXPENDITURE SUMMARY

NCS’ budget is comprised mainly of Maintenance & Operations spending, which includes over \$30.8 million in contracts with service providers, non-profits, and community partners to address specific needs. The increase in the 2019-2020 budget reflects the Council’s and community’s desire to allocate more resources to address homelessness. Personnel costs reflect total compensation for approximately 35 Full Time Equivalents (FTEs). This count is lower in the 2019-2020 biennium because the Tax & License Inspection program moved to the Finance Department, and the Road Use Compliance program moved to Public Works. Finally, Reserves include money set aside for future use in one or more of NCS’s various special revenue funds.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Community Improvements	Neighborhood Blight Reduction	511,404	1.1
	Rapid Graffiti Removal	353,607	0.5
	Crime Prevention (CPTED)	340,342	1.1
Community Outreach & Partnership	Community Engagement	1,482,792	2.4
	Neighborhood Council Program	320,841	1.0
	Innovative Grants	320,716	-
	Community Partnership Development	211,255	0.9
Compliance	Property Compliance	2,713,430	8.5
	Derelict or Unfit Building Abatement	1,009,398	0.8
	Building Compliance	908,320	1.0
	Property Abatement	281,466	1.0
	Contracts for Serv to Promote Self Sufficiency	2,757,797	0.7
	Youth Development	1,558,030	0.6
	Gang Prevention & Intervention	1,239,130	1.1
	Commercially Exploited Children	918,260	0.6
	DOJ OJP Grant #3	142,945	-
	Youth Educational Dev & Training	79,720	-
Emergency Declaration Phase II & III	Homelessness Declaration - Phase II	7,055,799	0.2
	Homelessness Declaration - Phase III	687,903	0.5
Encampment Services	Site Reclamation	599,988	0.7
	Encampment Administration	109,009	0.5
Homelessness Services	Homelessness Services	3,646,296	2.3
	Sheltering	2,896,097	0.5
	Housing Services	1,283,549	0.4
	Complimentary Services	523,412	0.3
	Tenant Relocation	15,000	-
Multi-Generational Services	Senior Wellness	1,547,319	0.2
	Educational Support Services	693,043	-
	Financial Empowerment	329,908	-
Strategic Alignment	Administration - NCS	2,011,870	4.1
	Data Management & Analysis	536,148	1.9
	Public Disclosure Requests	123,478	0.6
	Committees & Commissions Support	68,516	0.4
Support for Individual Health & Safety	Health and Health Care	4,135,502	0.9
	Domestic Violence Services	1,970,279	0.4
<b>Grand Total</b>		<b>43,382,573</b>	<b>34.7</b>

## 2025 Goals and Performance Measures



### **1. SENSE OF SAFETY IN COMMUNITY**

In order to increase the feeling of safety for individuals and neighborhoods, the Neighborhood & Community Services Department will reduce the timeframe of case from initial case reporting to resolution by 35% and eliminate chronic homeless encampments by 2025.



### **2. UTILIZATION OF CITY SERVICES BY UNDERREPRESENTED COMMUNITIES**

In order to increase the equity of service delivery and increase accessibility, the Neighborhood & Community Services Department will eliminate the disparity of utilization of City services by non-white and white residents by 2025.



### **3. LENGTH OF SHELTER STAY AND RETURNS TO HOMELESSNESS**

In order to improve livability, the Neighborhood & Community Services Department increase shelter capacity by 20%, decrease the number of families and individuals below the poverty line to no more than 10%, and eliminate the disproportionality of people of color experiencing homelessness by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

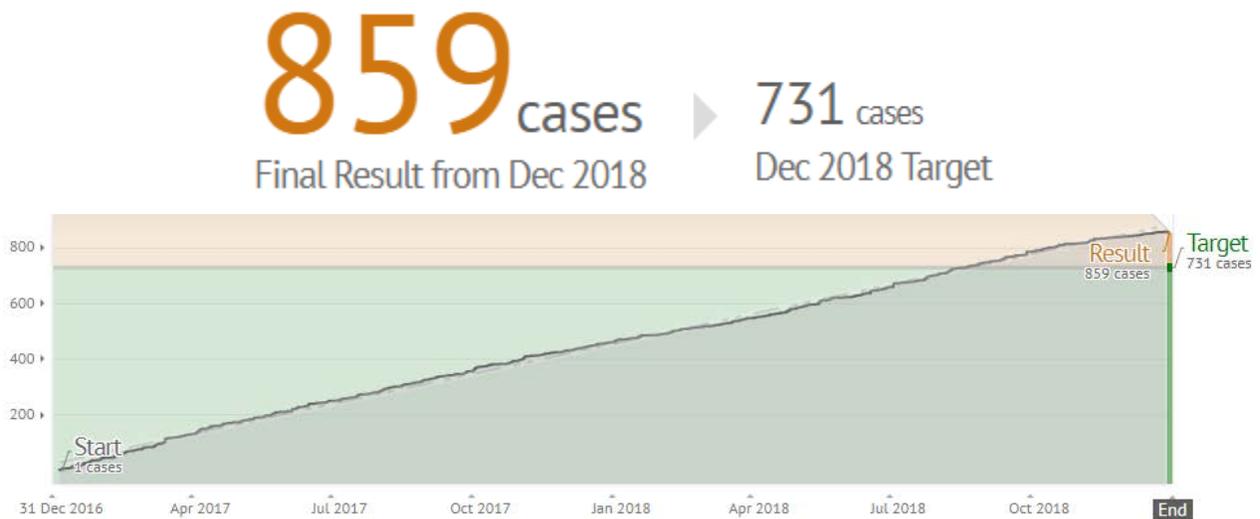
## 1. SENSE OF SAFETY IN COMMUNITY

### What is our goal?

In order to increase the feeling of safety for individuals and neighborhoods, the Neighborhood and Community Service department will reduce the length of open code compliance cases by 26 days, a 20% reduction, by 2020. This is a change from the previous biennium of reducing the number of substandard and derelict building cases.

The department will also implement site interventions at all identified chronic homeless encampments to ensure equitable prevention of encampment re-population by 2020.

### Current Performance



### Why is it Important?

The presence of blighted homes and encampments leads to feelings of insecurity in Tacoma neighborhoods. Blighted conditions are also indicative of housing instability in the community. Reducing the presence of blighted buildings and eliminating homeless encampments will benefit the community by making neighborhoods feel safer and transition formerly blighted conditions into positive community uses.

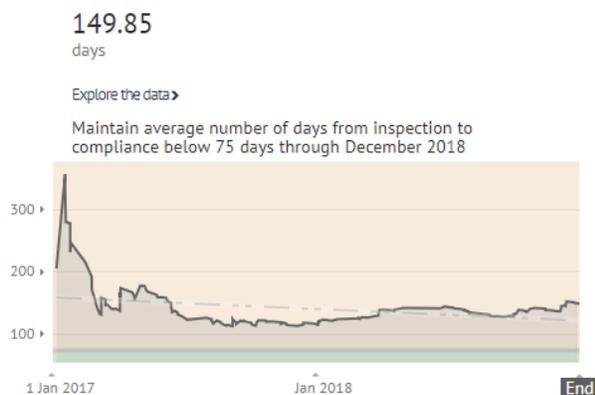
## What will we do?

Neighborhood and Community Services will continue to evaluate and expand programming for vulnerable property owners in violation. By proactively identifying issues and offering services, NCS is able to divert resources into assistance programs and educating residents about how to prevent new violations from occurring.

In order to prevent encampments from re-populating, Neighborhood and Community Services will assess encampment areas for site improvements and work with property owners to implement recommendations. Staff will also routinely monitor chronic encampments and provide referrals to shelter services.

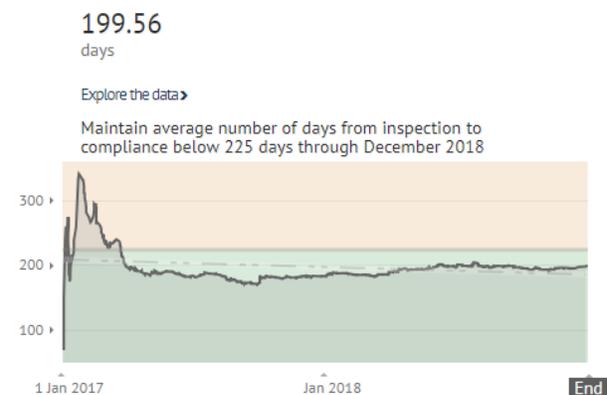
### Average Days to Compliance for Substandard Buildings

Maintain the average number of days to compliance below 150 days through 2020.



### Average Days to Compliance for Derelict Buildings

Maintain average number of days to compliance below 200 days through 2020.



## New Metrics for 2019-2020

### Reduce Case Backlog

Reduce the backlog of uninspected cases by 250 cases by 2020.

### Code Enforcement Response Time

Maintain Code Enforcement response time from complaint to inspection to 14 days through 2020.

### Reduce HOT Team Contacts

Maintain the number of contacts the HOT Team makes with individuals residing at unauthorized encampments below 6,000 contacts by 2020.

### Multiple Cleanings of Public Property

Reduce the number of times a public property has been cleaned more than once by 10 properties by 2020.

### Individuals Offered Services

Increase the number of individuals at encampments offered services by the HOT Team to 300 individuals by 2020.

### Individuals Accepting Services

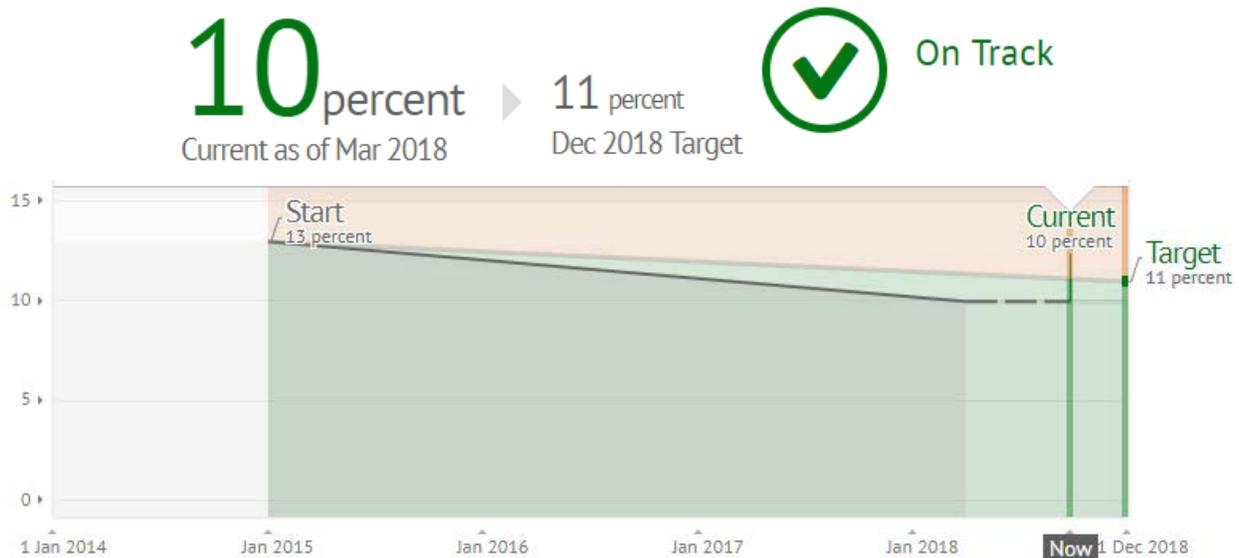
Increase the number of individuals who accept services by the HOT Team to by 2020.

## 2. UTILIZATION OF CITY SERVICES BY UNDERREPRESENTED COMMUNITIES

### What is our goal?

In order to increase the equity of service delivery and increase accessibility, the Neighborhood & Community Services department will decrease the disparity between white and non-white individuals accessing City services by 3% by 2020.

### Current Performance



### Why is it Important?

Over the past biennium, NCS was able to use data to verify that NCS neighborhood programs disproportionately serve individuals who are white and own their own homes. By focusing our strategies on meeting the needs of underrepresented groups, the Department will be able to promote safe and healthy neighborhoods for all Tacoma residents regardless of geographic location, age, race, gender, or other protected category.

### What will we do?

NCS will use existing demographic data from each of our programs to implement new engagement strategies among underrepresented populations. Strategies for improvement may include door-to-door engagement, translating materials into most commonly spoken languages, increasing participation with diverse stakeholder groups, and developing equity-focused contracted services.

### 3. LENGTH OF SHELTER STAYS AND RETURNS TO HOMELESSNESS

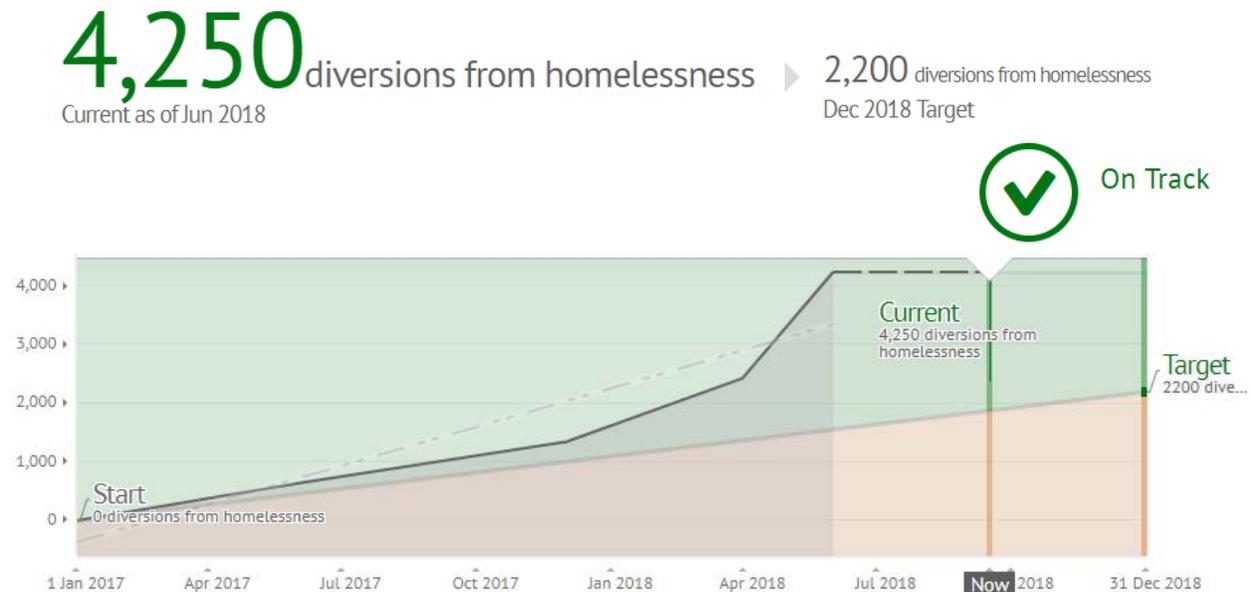
#### What is our goal?

In order to ensure an equitable increase in shelter capacity and decrease the length of time individuals experience homelessness, the City of Tacoma will increase shelter capacity by 100 beds by 2020.

Previously, the department measured the following goal:

In order to decrease the length of time individuals experience homelessness, the City of Tacoma will increase the number of diversions from homelessness to 2,200 diversions by 2018.

#### Current Performance



#### Why is it Important?

There is a limited amount of shelter capacity in the City of Tacoma, which leaves many families and individuals living in places not meant for human habitation while they wait for shelter space to become available.

Households experiencing homelessness spend more time than necessary waiting for shelter space to become available, creating an unsafe and unstable environment. Families and individuals should move through the shelter system more quickly and into permanent housing solutions.

#### What will we do?

To increase shelter capacity for families and individuals experiencing homelessness, the City of Tacoma has undertaken a process to expand shelter capacity through capital projects. Additionally, NCS has engaged faith-based institutions and non-profit organizations using a 'systems framework' that creates a shared vision to support temporary sheltering efforts. The result will be fewer occurrences of homelessness to ultimately increase shelter capacity in the 2019-2020 biennium.

## Current Performance

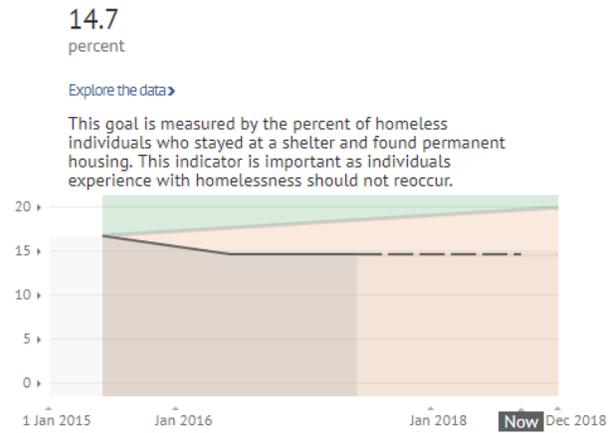
### Short-term Shelter Stays

Increase the number of individuals who stay in short-term shelters less than 90 days, a 15% increase, by 2020.



### Exits to Permanent Housing

Increase the number of individuals who found permanent housing to 687, a 10% increase, by 2020.



# NON-DEPARTMENTAL

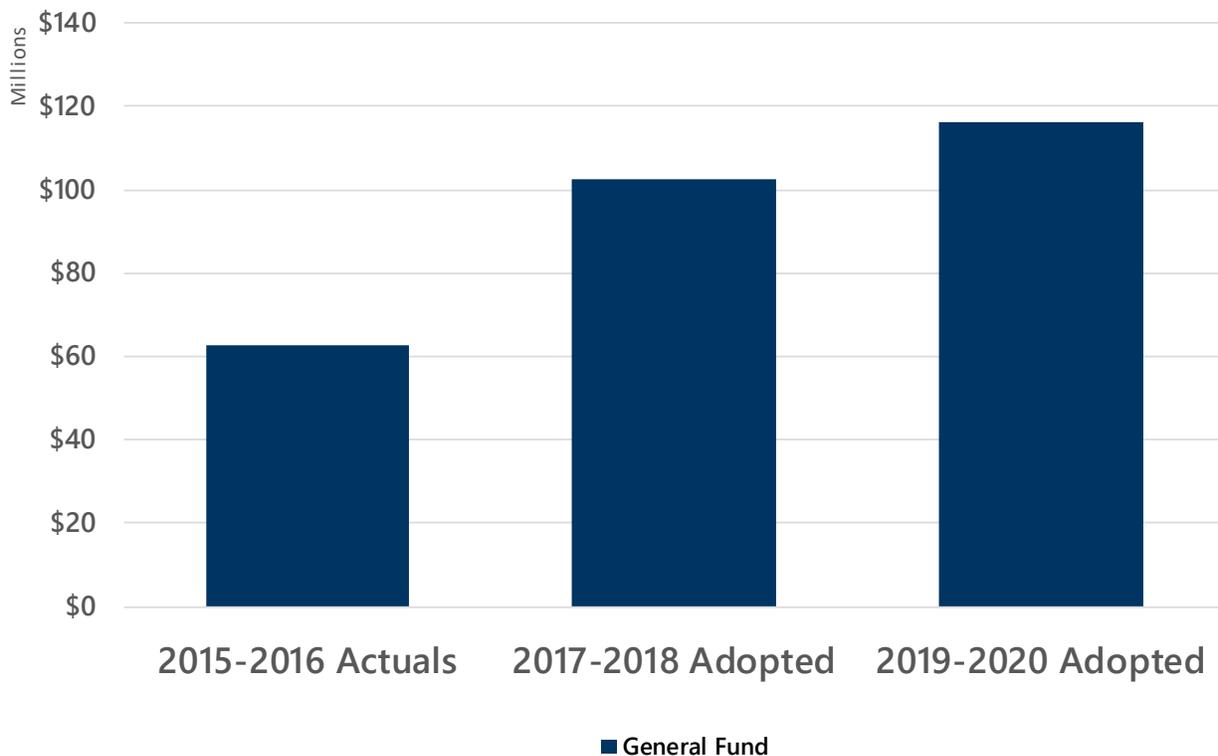
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## PURPOSE

Non-Departmental is used for items that cannot clearly be associated with an existing program area or department, and where it does not make sense to create a new program area in an existing department. These items include debt service payments, transfers, some pension costs, and other miscellaneous expenditures.

Non-Departmental may also be used for cases in which conflicts of interest may occur. For example, some monies require clear separation from their departments, such as the Public Defender's Office. In these cases, the Non-Departmental area will hold and track those expenses.

## NON-DEPARTMENTAL FUNDING BY CATEGORY

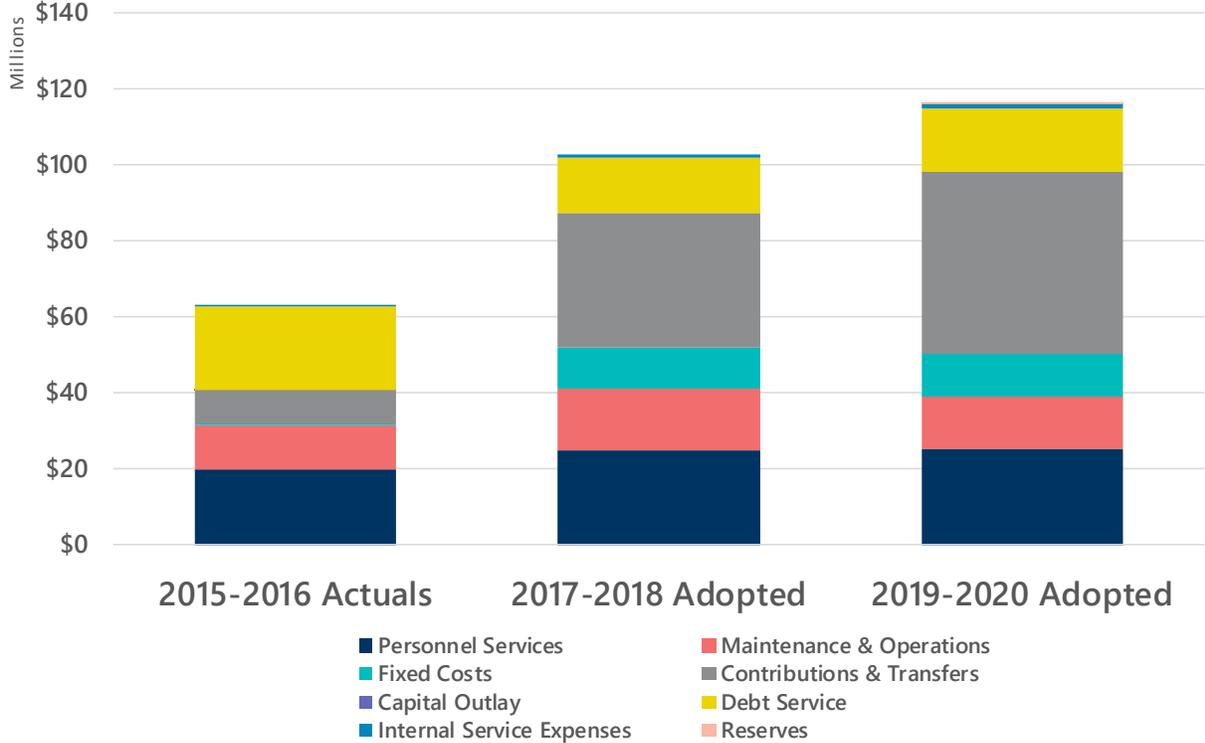


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	62,562,380	102,544,069	116,263,884
<b>Grand Total</b>	<b>62,562,380</b>	<b>102,544,069</b>	<b>116,263,884</b>

## FUNDING SUMMARY

The Non-Departmental area is funded by the General Fund. Support for Non-Departmental expenditures has increased in conjunction with expenditures. For a detailed explanation, please see the Expenditure Summary on the next page.

# NON-DEPARTMENTAL EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	19,780,498	25,031,568	25,470,409
Maintenance & Operations	11,815,181	15,990,155	13,484,764
Fixed Costs	296,517	10,957,352	11,322,802
Contributions & Transfers	9,008,411	35,501,438	48,002,262
Capital Outlay	6,969		
Debt Service	21,680,824	14,506,010	16,557,798
Internal Service Expenses	100,420	557,545	1,425,320
Internal Service Credits	(126,441)		
Reserves			529
<b>Grand Total</b>	<b>62,562,380</b>	<b>102,544,069</b>	<b>116,263,884</b>

## EXPENDITURE SUMMARY

Non-Departmental expenditures are unusual; in most cases, they are not easily associated with a particular City department. Some of the expenditures include Contributions & Transfers to outside agencies such as Metro Parks Tacoma and the Puget Sound Clean Air Agency. In other cases, expenses must be separated from the main department—the Office of Assigned Counsel, for example, must be managed outside their main department. Still other Contributions & Transfers include transfers to other City funds and programs such as the Permit Fund (\$1.5 million), Traffic Enforcement (\$1.5 million), City Streets (\$20 million), and the Streets Initiative (\$6 million). Personnel Services are for public safety legacy pension costs. Fixed Costs includes the City’s jail contract (\$11 million). Finally, the Non-Departmental area handles several of the City’s debt obligations.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Non-Departmental	ND Cont to Oth Funds	89,149,187	-
	ND Cont to Out Agency	24,629,046	-
	ND Admin Bdgt Trnfrs	1,271,748	-
	Non-Departmental	761,368	-
	Contributions to Other Funds	445,394	-
	Contribution to Outside Agency	250,000	-
	Administrative Budget Transfers	(242,859)	-
<b>Grand Total</b>		<b>116,263,884</b>	<b>-</b>

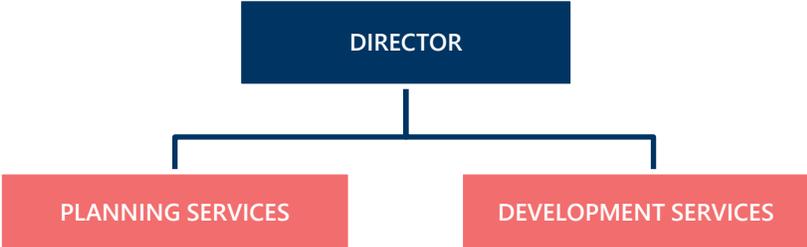
# PLANNING & DEVELOPMENT SERVICES

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## MISSION

Partner with the community to build a livable, sustainable, and safe city by providing strategic, timely, predictable, and cost-effective planning and development services with a culture focused on community engagement, customer service, creativity, accountability, and continuous improvement.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

### PLANNING SERVICES

Planning Services manages and processes amendments to the City’s Comprehensive Plan and Land Use Regulatory Code and conducts policy and planning analysis relating to the development of land use, regulations and policy. The Division is also responsible for providing coordination with state and regional planning agencies to ensure consistency and compliance with the Washington State Growth Management Act (GMA), Puget Sound Regional Council Vision 2040, Shoreline Management Act (SMA), State Environmental Policy Act (SEPA), and Pierce County Countywide Planning Policies. Planning Services provides staffing support to the Planning Commission and the Landmarks Preservation Commission.

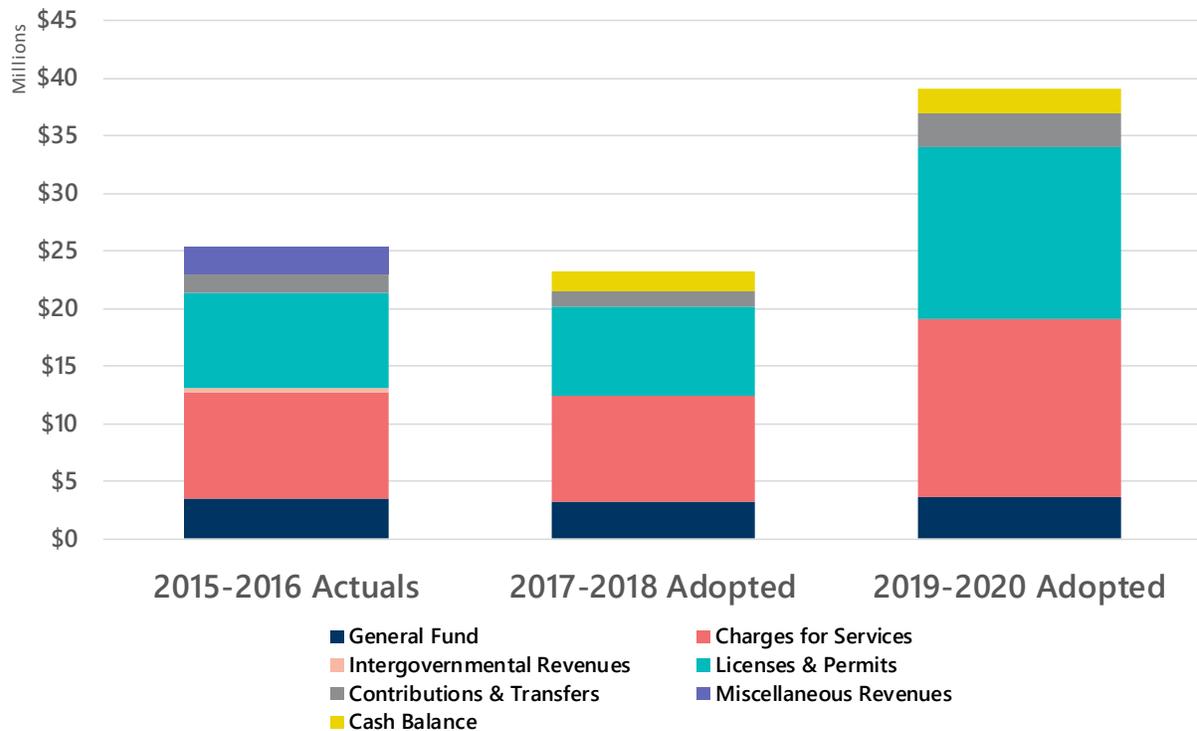
The Urban Design Studio within this Division works with the community, development partners, and other departments and agencies to advance the design quality of places citywide. The program’s mission is to build upon Tacoma’s unique setting and history, its special character and its changing populations, to elevate the quality of public and private spaces and create a more vibrant, livable, walkable, and sustainable city. The program oversees a design review process and works to translate visions and ideas into policy, objectives, guidelines and projects to fulfill community-supported design.

The Historic Preservation Office within this division oversees the designation of historic properties, historic and conservation districts, and administers land use regulations relating to the design, demolition, and construction of historic properties in the city. The Historic Preservation Office also provides and coordinates informational and educational programming to expand community awareness of historic sites, highlight the importance of heritage, and promote the roll of historic preservation in community identity.

## **DEVELOPMENT SERVICES**

Development Services coordinates development permitting processes, from concept to certificate of occupancy, for all residential and commercial construction projects. Over the past biennium, Development Services has been enhanced to include a more robust pre-application and permit coordination function. Development Services has also added permitting services of Street Occupancies and special events to its services. Additionally, in 2015, Site Development permit reviews were incorporated into Development Services to further align building and site reviews to meet customer needs. In January 2019, the Site Development group, responsible for the review and inspection of onsite infrastructure and utilities, will be formally integrated into Planning and Development Services' financial and organizational structures. The "one-stop-project services shop" provides streamlined services by proactively coordinating development related functions of Building, Land Use, and Site reviews. Functions include application services, site plan review, building plan review, permitting, and inspections.

## PLANNING & DEVELOPMENT SERVICES FUNDING BY CATEGORY



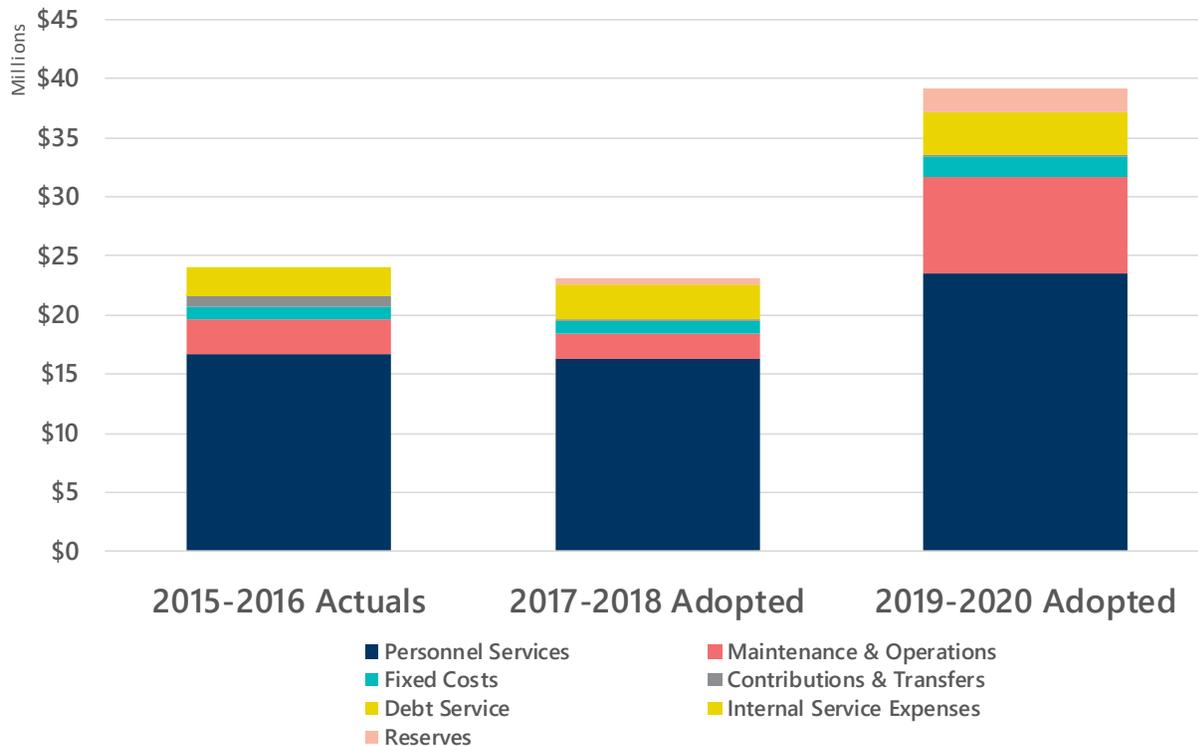
	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	3,436,399	3,164,264	3,662,272
Charges for Services	9,306,605	9,239,827	15,480,884
Intergovernmental Revenues	360,661	60,000	
Licenses & Permits	8,206,790	7,672,595	14,848,990
Contributions & Transfers	1,590,053	1,396,904	2,905,002
Miscellaneous Revenues	2,394,033		
Cash Balance		1,650,540	2,219,981
<b>Grand Total</b>	<b>25,294,541</b>	<b>23,184,129</b>	<b>39,117,129</b>

## FUNDING SUMMARY

Planning & Development Services (PDS) is funded primarily through Charges for Services, including building plan review and building permit fees. The Department is also supported by the General Fund. In 2019-2020 the General Fund will contribute additional monies for historic preservation and comprehensive plan changes. Charges for Services and Licenses & Permits in 2019-2020 increased by \$3.2 million due to the adopted fee code changes establishing new dedicated funds in support of Natural Resources, Emergency Preparedness, Technology, and Reserve Funds. In 2019, Site Development Group moved into the Department, which is projected to increase revenues by \$6.4 million. In addition, revenue projections for the permit enterprise fund are projected to be \$20.7 million.

Intergovernmental Revenues are less in 2019-2020 due to expiring grants. Contributions & Transfers includes the Environmental Services transfer to PDS to support the move of Site Development Group to the Department in the amount of \$1.4 million.

## PLANNING & DEVELOPMENT SERVICES EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	16,693,881	16,302,130	23,460,688
Maintenance & Operations	2,897,091	2,135,221	8,167,763
Fixed Costs	1,072,699	1,033,233	1,810,816
Contributions & Transfers	936,054	226,235	134,921
Debt Service	1,386		
Internal Service Expenses	2,470,054	2,892,322	3,605,218
Reserves		594,988	1,937,723
<b>Grand Total</b>	<b>24,071,165</b>	<b>23,184,129</b>	<b>39,117,129</b>
Full Time Equivalents	61.8	60.4	91.9

## EXPENDITURE SUMMARY

Personnel Services is the largest expenditure category in the Department. These expenditures pay for employee wages and benefits. Increases are primarily due to added positions to support increased permit activity increasing and the addition of Site Development Group. Fixed Costs include expenditures that are managed at the City level rather than by the department such as rent, fleet costs, insurance, and communications. Maintenance & Operations expenditures include support for overall departmental operations including external contracts and are higher due to investments in technology and customer experience improvements. Internal Service Expenses is made up of charges received for services from internal service departments. Reserves are the projected revenues not utilized by the expected expenses and are designed to offset future volatile market trends.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
<b>Administration</b>	PDS Site Admin	5,619,470	13.0
	Administrative - Development Services	3,929,312	11.7
	Administrative - Planning Services	257,418	0.3
<b>Development Services</b>	Residential Building Permits	9,150,692	21.1
	Pre-Application Services	2,904,001	5.0
	General Inquiries/Community Engagement	2,107,423	7.4
	Private Work Orders	1,982,230	6.9
	Residential Land Use Discretionary Prmts	1,927,276	5.6
	Records Management	812,914	2.1
	Code Enforcement	665,316	2.2
	Emergency Management	500,000	-
	Special Projects (Interdepartmental Support)	473,748	0.7
	Code Development	233,451	0.7
	Fire Permits	132,054	0.3
	Flood Plain Management	109,869	0.3
	Technology	46,000	-
	Commercial Site Permits	0	2.0
	Commercial Building Permits	0	1.1
	Commercial Right of Way Permits	0	0.1
	Residential Right of Way Permits	0	0.1
	Residential Site Permits	-	0.1
	PDS Innovation Team	-	-
	<b>Permit Dedicated Funds</b>	Technology	1,098,704
Natural Resources		1,000,000	-
Emergency Preparedness		800,000	0.9
PDS Endangered Species		743,500	-
Reserve		400,000	-
<b>Planning Services</b>	Comprehensive Planning	2,587,884	5.2
	Historic Preservation	892,517	1.9
	Open Space	444,154	-
	Urban Design Studio	170,977	0.3
	Advisory Commission Support	125,223	0.4
	Regional Planning & Coordination	2,995	-
	Comprehensive Plan and Code Private Applications	(0)	0.1
<b>Grand Total</b>		<b>39,117,129</b>	<b>91.9</b>

# 2025 Goals and Performance Measures



## 1. CIVIC ENGAGEMENT

To promote government performance and civic engagement at the City of Tacoma, the Planning & Development Services department will develop and implement community engagement practices that will increase the number of in-person and digital engagements by 2025.



## 2. COMPACT, COMPLETE, AND CONNECTED DEVELOPMENT

To promote the livability and vitality of Tacoma's neighborhoods, the Planning & Development Services department will, in collaboration with other City departments, develop and implement effective strategies to achieve 80% of Tacoma's population living within growth centers and "20-minute neighborhoods" by 2025.



## 3. CONSERVATION AND PROTECTION OF ENVIRONMENTAL AND CULTURAL ASSETS

To promote the livability and vitality of Tacoma's neighborhoods, the Planning & Development Services department will, in collaboration with other City departments and the community, increase the valuation of historic rehabilitation projects by 25% by 2025 and expand efforts to protect and preserve Tacoma's environmental, cultural, and historic characteristics.



## 4. FINANCIALLY SUSTAINABLE PERMITTING SYSTEM

In order to meet community expectations for government performance relative to the City's permitting process, the Planning & Development Services Department will create a financially sustainable permitting system with a fund balance of 120 days of operating expenses by 2025.



## 5. EFFICIENT AND ENHANCEMENT PERMITTING

In order to achieve a predictable, timely, and user-friendly permitting process, the Planning & Development Services department will increase the number of residential and commercial permits reviewed within the stated timeline to 85% by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. CIVIC ENGAGEMENT

### What is our goal?

To promote Government Performance and Civic Engagement at the City of Tacoma, the Planning & Development Services Department will develop and implement community engagement practices that will increase the number of in-person and digital engagements by 2020. The department will establish a baseline as it begins to track this work.

### Why is it Important?

One of the Planning Division's primary goals is to "involve citizens in the decisions that affect them." Recognizing that the work of PDS impacts virtually all Tacoma residents, this initiative is a series of efforts to continuously develop improved communications with residents and customers of PDS. To provide quality customer service, it is important that the community be educated, informed, and understands the impacts of the decisions made. To achieve transparency and accountability, investment in this initiative is critical to ensure the success and satisfaction of our customers and the community as a whole.

### What will we do?

The department will move forward with the following initiatives that are designed to directly support improved community outreach and engagement:

- Development of a Communications Strategy and the addition of a customer relations specialist to coordinate and assist in implementation
- Translation services to provide PDS Tip Sheets and website information in multiple languages
- Expanded multi-media outreach, including social media, newsletters and education and outreach events
- Improved permitting website and online tools
- Expand internship opportunities to assist with tasks such as organizing the code library, updating tip sheets, creating standard materials for simple projects, and creating a tool to ease use of the code

### New Metrics for 2019-2020

#### Attendance at Historic Preservation Events

Increase attendance at Historic Preservation events through 2020. A baseline will be established as the Department tracks this.

#### Customer Satisfaction

Increase customer satisfaction in the Department's survey by 2020. A baseline will be established as the Department tracks this.

## 2. COMPACT, COMPLETE, AND CONNECTED DEVELOPMENT

### What is our goal?

In order to promote the livability of Tacoma's neighborhoods, the Planning & Development Services Department, in collaboration with other City departments, will develop strategies to realize and support growth centers and "20-minute neighborhoods." The Department will measure this by working to increase new residential development occurring within and near mixed-use centers to 72% by 2020.

### Why is it Important?

Tacoma's identity now and in the future is significantly shaped by the design and physical structure of the city and its neighborhoods. How people live and get around is partly determined by the location of services and other destinations and the arrangement and design of buildings, streets and other public spaces. Residents' lives would improve if they had access to services and amenities if they were in 20 minutes time from where they live. Where housing and services are built, where street networks are connected, and how all of this is designed provides a key opportunities to: (1) enable people to meet more of their daily needs locally, (2) strengthen neighborhoods, (3) improve equitable access to services, (4) support healthy, active living and (5) reduce greenhouse gas emissions and adapt to climate change.

### What will we do?

The department will move forward with the following initiatives that are designed to directly support growth that is consistent with the One Tacoma Comprehensive Plan:

- Establish an Urban Design Studio, through a substantial public process, with the requisite code amendments, design manuals, public process, and fees to enhance the City's capacity to ensure higher quality urban design in public and private development and encourage long-term growth, community vitality, and trust in City government
- Perform a 20-minute neighborhood assessment to establish the City's baseline conditions and facilitate future refinement of goals and identification of key action strategies
- Conduct area-wide rezones to address inconsistencies between the One Tacoma Comprehensive Plan and Zoning Code; implement the City's Urban Form policies
- Continue to implement the adopted Downtown and Tacoma Mall Subarea Plans
- Evaluate and summarize the City's growth and development trends (housing types, location) and complete a baseline analysis of urban growth by 2019
- Conduct, in partnership with Pierce Transit, Public Works and other departments, a Corridor Plan for Pacific Avenue (in coordination with the Bus Rapid Transit project)
- Create a Neighborhood Planning Program, which will enable the Department to proactively engage with community members on growth and land use issues, partner with Neighborhood Councils and other neighborhood groups, and conduct additional corridor planning and revitalization strategies

### New Metrics for 2019-2020

#### Percent of Population in 20-minute Neighborhoods

Increase the percentage of Tacoma's residents living within "20-minute neighborhoods" by 2020. A baseline will be established as the Department tracks this.

#### Residential growth as a Percentage of Urban Pierce County's growth

Increase the percentage of Tacoma's residential growth as a percentage of Urban Pierce County's residential growth by 2020. A baseline will be established as the Department tracks this.

### 3. CONSERVATION AND PROTECTION OF ENVIRONMENTAL AND CULTURAL ASSETS

#### What is our goal?

To promote the livability and vitality of Tacoma's neighborhoods, the Planning & Development Services (PDS) department will, in collaboration with other City departments, expand efforts to protect and preserve Tacoma's place-defining characteristics, including historic and cultural resources, scenic views, and natural setting. The department will track the valuation of historic rehabilitation projects and increase it by 10%, by 2020.

#### Why is it Important?

PDS is working to mitigate the loss of valuable historic and cultural resources and landmarks that provide a sense of community and continuity for residents of Tacoma and visitors alike. PDS encourages residents to be proactive stewards of the resources that define the city's history, culture, and identity. The Department also encourages residents and tourists to engage with the city's heritage and culture, which promotes the local economy through tourism and skilled trades. Additionally, this will improve the way the City operates as an organization by ensuring a more unified development and permit review process and closing gaps in the City's regulations.

#### What will we do?

The department will move forward with the following initiatives that are designed to directly support the protection and preservation of this community's unique cultural and environmental assets:

- Incorporate a Green Building Specialist to identify incentives, remove barriers, and provide technical assistance and education regarding environmentally sustainable development and building techniques
- Develop a user-friendly Continuity of Operations Plan to proactively evaluate operational needs following a significant natural disaster or other event
- Expand our Historic Preservation Program to include technical assistance to the general public, especially traditionally underserved populations and neighborhoods, and other agencies
- Use consultant services to pro-actively evaluate "high-probability" wetlands throughout the city, which will increase predictability for both the development industry and the general community

#### New Metrics for 2019-2020

##### Number of "high-probability" wetlands evaluated

Evaluate 100% of "high-probability" wetlands by 2020.

##### Proactive Historic Inventories

Inventory 20% of historic properties in the City's mixed-use centers by 2020.

##### Number of Locally-Designated Landmarks

Increase the number of locally-designated landmarks by 2020. Baseline will be established as the Department begins to track this measure.

## 4. FINANCIAL STABILITY

### What is our goal?

In order to promote financial sustainability, Planning & Development Services Department will establish and maintain a reserve fund balance with 50 days of operating expenses by 2020.

### Why is it Important?

Planning & Development Services' Permitting Division operates an Enterprise Fund where finances are managed responsibly to ensure long-term cost recovery and responsive, accountable service levels. In April 2018, the City Council adopted new financial policies for PDS, which created a Permit services Reserve Fund that is intended to help provide financial stability through fluctuating economic cycles and enhance service delivery through capital investment. The adopted PDS Financial Policy calls for creating and maintaining a 3-month operating reserve goal.

### What will we do?

The Department will move forward with the following initiatives that are designed to directly support improved financial stability of the Permit Enterprise Fund:

- Proposed commercial, Site Development, Land Use and pre-application fee adjustments to better align program costs with fees
- Regular review, and adjustment as necessary, to ensure that permit fees are aligned with program costs
- Create a new financial interface between SAP and Accela to better ensure appropriate accounting and transparency of permit revenues

### New Metric for 2019-2020

#### **Operating Revenues as a percentage of Operating Expenditures**

Ensure that expenses do not exceed revenues by maintaining a positive percentage through 2020.

#### **Valuation of Permits**

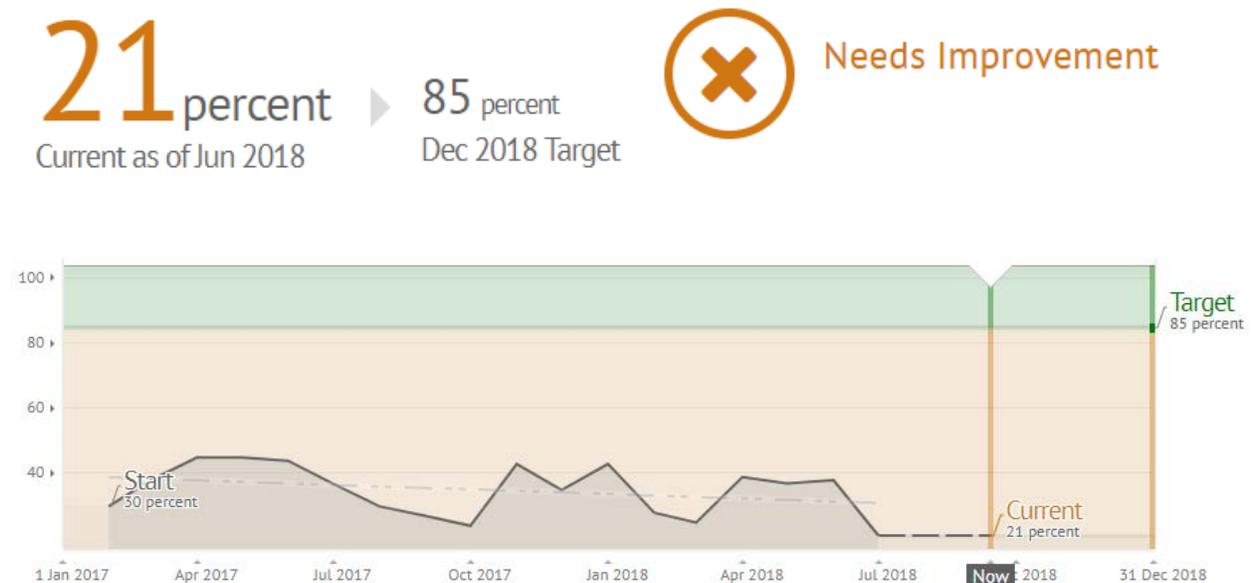
Track the valuation of permits through 2020.

## 5(a). EFFICIENT AND EFFECTIVE PERMITTING - COMMERCIAL

### What is our goal?

In order to achieve a predictable, timely, and user-friendly permitting process, Planning & Development Services Department will issue commercial permits within 8 weeks or less 60% of the time through 2020.

### Current Performance



### Why is it Important?

PDS strives to improve the efficiency, consistency and quality of service delivery to our customers – the development community and the community at-large. Providing efficient, consistent, transparent, accurate and user-friendly services is critical to supporting the community’s economic development goals, facilitating quality development and the creation of great neighborhoods. PDS is focused on continuous process improvement, developing sound and agreed upon service delivery standards, and meeting those expectations.

### What will we do?

The department will move forward with the following initiatives that are designed to directly support improved permit service delivery:

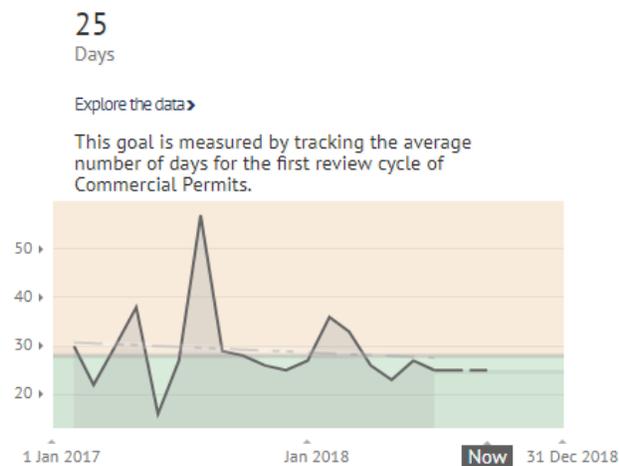
- Continue close coordination with the Master Builders Association and other key permit stakeholders to evaluate permit processes and identify potential efficiencies
- Continue implementation of the Integrated Permitting Service Delivery Initiative (“One-Stop-Shop” model) by integrating key groups and services to support consolidated customer service and permit review
- Focused enhancements to improve service levels and address customer demands and specific bottlenecks, to include launching proposed studio pilots, such as a Tenant Improvement Program, a Restaurant Program, and Small Business Liaison Program
- Support expanded use of the Expedited Permitting Program, in which applicants can pay extra for accelerated review

- Continued use of consultant services to ensure service goals are maintained through short-term spikes in permitting activity
- Permitting customer counter remodel to facilitate cross-functional, integrated permitting review and an improved customer experience
- Enhanced staffing in the Site Development Group, with a focus on supporting traffic review
- Launch new electronic plan review software

## Current Performance

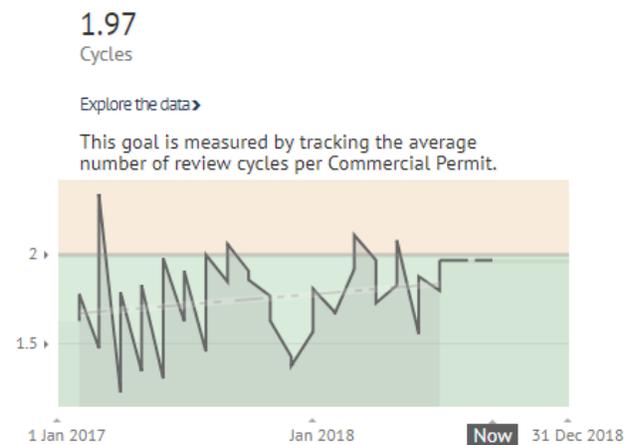
### Average Days for First Review Cycle

Complete first review cycle in less than 28 days or less through 2020.



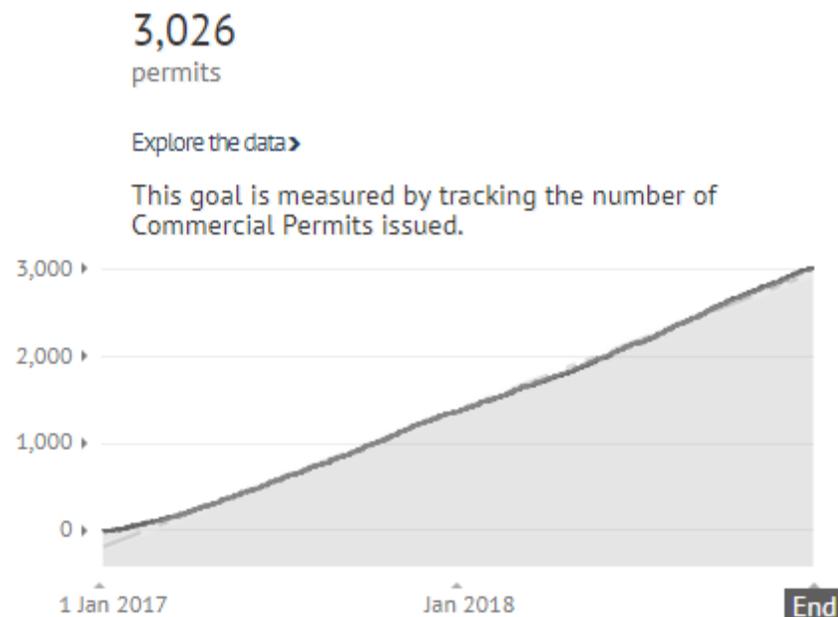
### Average Review Cycles per Application

Complete less than two review cycles per application through 2020.



### Number of Commercial Permits

Track the number of permits through 2020.

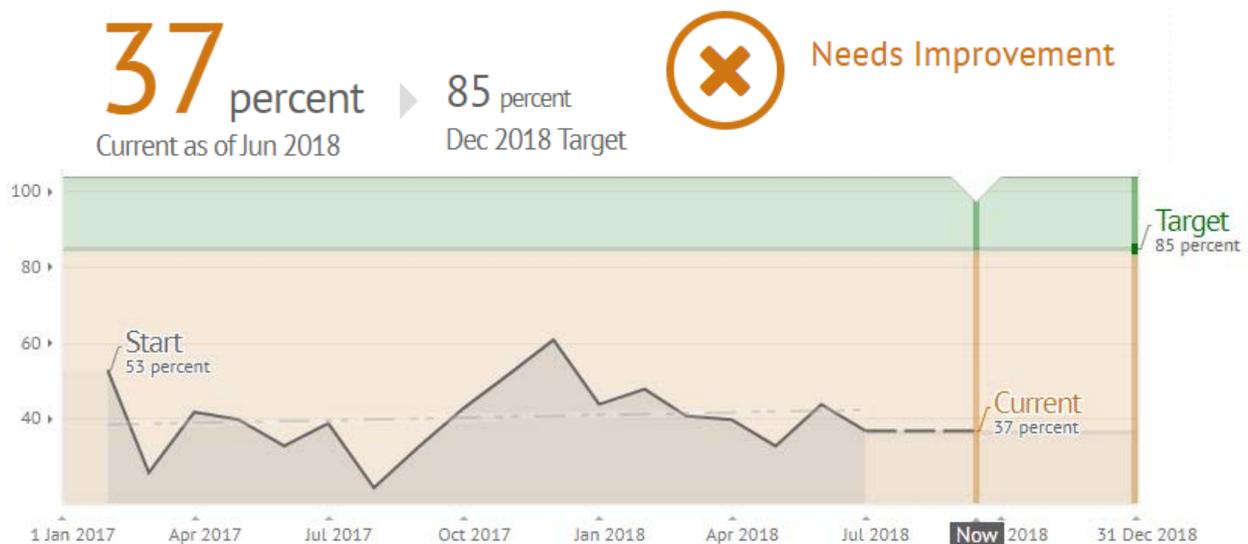


## 5(b). EFFICIENT AND EFFECTIVE PERMITTING - RESIDENTIAL

### What is our goal?

In order to achieve a predictable, timely, and user-friendly permitting process, Planning & Development Services will issue residential permits within two weeks or less 60% of the time through 2020.

### Current Performance



### Why is it Important?

PDS strives to improve the efficiency, consistency and quality of service delivery to our customers – the development community and the community. Providing efficient, consistent, transparent, accurate, and user-friendly services is critical to supporting the community’s economic development goals, facilitating quality development, and the creation of great neighborhoods. PDS is focused on continuous process improvement, developing sound and agreed upon service delivery standards, and meeting those expectations.

### What will we do?

The department will move forward with the following initiatives that are designed to directly support improved permit service delivery:

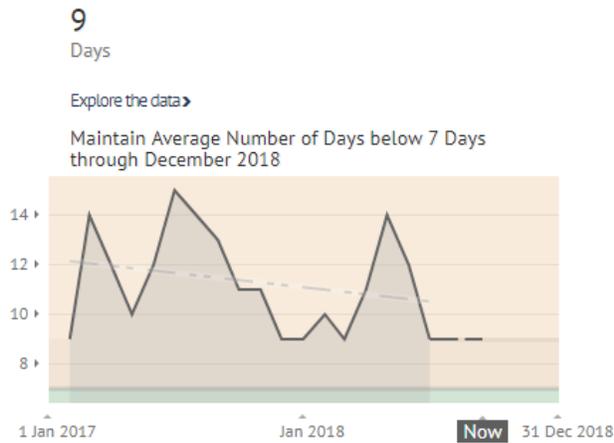
- Continue close coordination with the Master Builders Association and other key permit stakeholders to evaluate permit processes and identify potential efficiencies
- Continue implementation of the Integrated Permitting Service Delivery Initiative (“One-Stop-Shop” model) by integrating key groups and services to support consolidated customer service and permit review
- Focused enhancements to improve service levels and address customer demands and specific bottlenecks, to include launching proposed studio pilots, such as a Tenant Improvement Program, a Restaurant Program, and Small Business Liaison Program
- Support expanded use of the Expedited Permitting Program, in which applicants can pay extra for accelerated review
- Continued use of consultant services to ensure service goals are maintained through short-term spikes in permitting activity
- Permitting customer counter remodel to facilitate cross-functional, integrated permitting review and an improved customer experience

- Enhanced staffing in the Site Development Group, with a particular focus on supporting traffic review
- Launch new electronic plan review software

## Current Performance

### Average Days for First Review Cycle

Complete first review cycle in less than seven days through 2020.



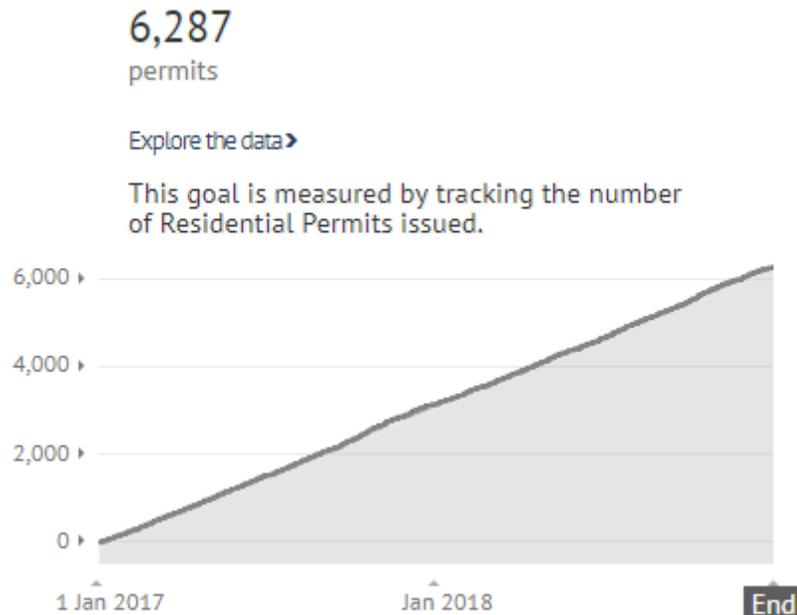
### Average Review Cycles per Application

Complete less than two review cycles per application through 2020.



### Number of Residential Permits

Track the number of permits through 2020.



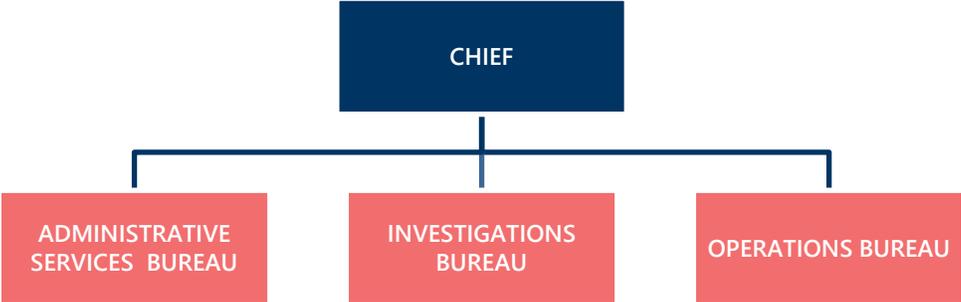
# POLICE

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## MISSION

Create a safe and secure environment in which to live, work, and visit by working together with the community, enforcing the law in a fair and impartial manner, preserving the peace and order in neighborhoods, and safeguarding constitutional guarantees.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

### ADMINISTRATIVE SERVICES BUREAU

The Administrative Services Bureau oversees the Internal Affairs Section, which is responsible for the investigation of police conduct and citizen complaints, and the Support Services Division, which manages the training, recruitment, hiring, accreditation, finance, crime analysis, information technology, public information, and community relations functions.

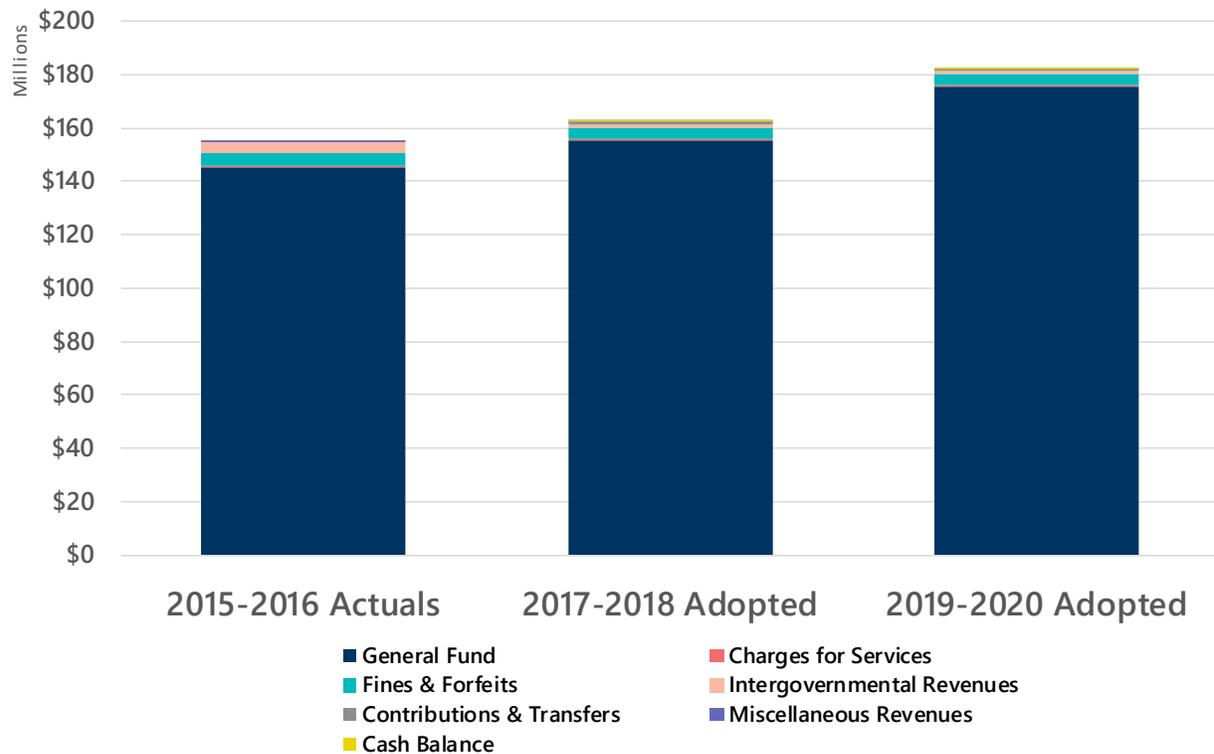
### OPERATIONS BUREAU

The Operations Bureau Patrol Division provides 24/7 patrol coverage within the City of Tacoma. Patrol Officers respond to emergency and non-emergency calls for service and conduct initial investigations of crimes. The Community Policing Division focuses on prevention and crime reduction through innovative, proactive, and collaborative efforts with the community and various public and private entities. The bureau plans special events for the Police Department and oversees Homeland Security which includes the Specialty Teams to include, SWAT, Bomb Squad, Special Response Team, Marine Services Unit, K-9, Search and Rescue, and Dive Team.

### INVESTIGATIONS BUREAU

The Investigations Bureau conducts follow-up investigations of crimes against persons and property, prioritized by the seriousness of the offense, availability of personnel, and factors related to the solvability of crimes, patterns, and trends. The Violent Crimes Section is comprised of the Homicide/Aggravated Assaults Unit and Special Assaults Unit. The Major Crimes Section investigates career criminals, financial crimes, juvenile/domestic violence, and arson. The Special Investigations Section handles narcotics and vice related criminal activity. The Forensic Services Section is responsible for processing crime scenes and collection of evidence. The Investigations Bureau is also responsible for oversight of the Hazardous Environment Team.

## POLICE FUNDING BY CATEGORY

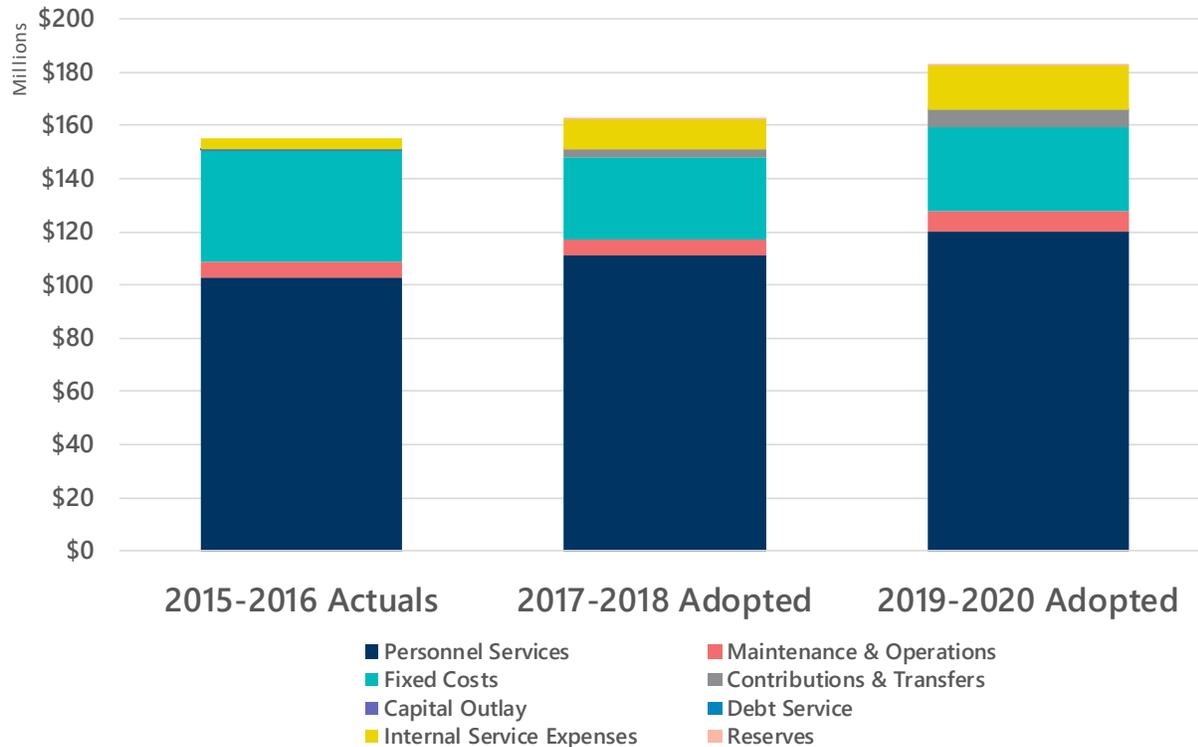


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	145,056,897	155,355,006	175,483,381
Charges for Services	698,914	500,000	300,000
Fines & Forfeits	4,716,548	4,240,721	4,670,974
Intergovernmental Revenues	4,208,792	1,213,056	722,000
Contributions & Transfers	36,406	931,015	1,056,587
Miscellaneous Revenues	65,117	32,660	10,000
Cash Balance		542,948	458,710
<b>Grand Total</b>	<b>154,782,675</b>	<b>162,815,406</b>	<b>182,701,652</b>

## FUNDING SUMMARY

Police Department funding is nearly all contributed by the General Fund, which increased in the 2019-2020 Adopted Budget due to personnel and internal service cost increases from changed methodology. Grant funding, shown under Intergovernmental Revenues, has declined since 2017 as many of the City's Community Oriented Policing Services grants, which pay for salaries and wages for a set number of officers, expired. Funding for school resource officers is received from the Tacoma School District and appears under Charges for Services. Fines & Forfeits includes narcotics seizures as well as red light, speed camera, and traffic infractions. Contributions & Transfers represents a transfer from the General Support to support operations of the Traffic Enforcement, Education, & Engineering Fund.

## POLICE EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	102,877,609	110,827,422	119,984,865
Maintenance & Operations	5,926,008	6,268,307	7,807,179
Fixed Costs	41,742,003	30,970,603	31,450,329
Contributions & Transfers	16,086	2,963,630	6,293,790
Capital Outlay	106,600	95,000	29,032
Debt Service	11,177		
Internal Service Expenses	4,379,128	11,110,209	16,985,103
Reserves		580,236	151,354
<b>Grand Total</b>	<b>155,058,612</b>	<b>162,815,406</b>	<b>182,701,652</b>
Full Time Equivalents	375.5	394.1	406.3

## EXPENDITURE SUMMARY

Officer salary and wages make up most of the expense for the Police Department. Those officers also need equipment and vehicles to keep Tacoma safe which makes up a large portion of the department's Fixed Costs. Internal city operations costs such as accounting, IT support and other departmental overhead costs are included in Internal Service Expenses. Internal Service Expenses increased in 2019-2020 due to changes in how some of those services are charged to receivers. Contributions & Transfers increased in the 2019-2020 Adopted Budget, which reflects increased transfers to the City's Fleet fund to establish a Police Fleet Replacement program.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
<b>Administration</b>	911 Dispatch and Communications	15,342,360	-
	Quartermaster	14,450,373	1.0
	Finance	4,853,782	4.0
	Support Services	4,546,033	12.0
	Property and Evidence Management	1,629,214	-
	Internal Affairs	1,517,309	4.0
	Computer Support	1,471,545	3.5
	Range Operations	1,397,318	2.5
	Crime Analysis	1,209,741	4.0
	Training - Employee/Staff	886,342	1.0
	Media/ Public Relations	768,373	3.0
	Grant Administration and Management	701,500	-
	CALEA Accreditation	664,695	2.0
	Academy Instructors	332,184	1.0
	Harrison Range	285,000	-
	Vessel Registration Fees	61,044	-
	<b>Chief</b>	Administration - Chief's Office	4,004,840
<b>Criminal Investigations</b>	Homicide	5,220,082	14.0
	Special Assaults/Sex Offender	5,121,267	15.0
	Forensics	4,837,237	14.0
	Vehicle Crimes/Burglary	4,381,514	12.0
	Domestic Violence	1,977,597	5.0
	TPD CID	1,801,528	4.0
	Juvenile Unit	1,041,704	3.0
	Financial Crimes	870,337	2.0
	Arson/General Investigations	685,061	2.0
	Internet/Cyber Crime Investigations	403,527	1.0
	TPD SID Admin	262,890	-
	TPD Tech Intel	21,873	-
	<b>Municipal Court Operations</b>	Traffic Infraction Operations	34,562
Patrol Services		68,869,461	207.3
Operations Administration		6,941,685	15.8
Community Engagement		5,289,917	16.0
Traffic Enforcement		5,122,999	10.3
SRO Program		2,043,248	6.0
Gang Prevention & Intervention		1,943,577	6.0
Homeless Outreach Team (HOT)		1,773,055	5.0
Animal Control		1,356,545	5.0
Business Improvement Officers (BIA)		654,424	2.0
Police Desk Officers		644,299	2.0
Special Teams		429,270	-
Special Events		404,924	-
TPD Sector 1		66,827	-
TPD Sector 2		26,699	-
TPD Sector 3		3,524	-
TPD Sector 4		3,524	-
TPD Sectors 1-4	0	-	
<b>Police Grants</b>	TPD Special Revenue	158,956	-
<b>Special Investigations</b>	Narcotics	5,333,677	15.0
	State Drug Seizure	784,211	-
	Federal Drug Seizure	70,000	-
<b>Grand Total</b>		<b>182,701,652</b>	<b>406.3</b>

## 2025 Goals and Performance Measures



### 1. DIVERSITY OF POLICE FORCE

In order to increase the diversity of the Department, the Tacoma Police Department will employ new hiring and recruitment strategies to increase the diversity of the Police Department workforce by 25% to better reflect the diversity of the community by 2025.



### 2. PUBLIC TRUST AND COMMUNITY RELATIONSHIPS

In order to increase public trust and community relationships, the Tacoma Police Department will increase community outreach to develop partnerships, build public trust, and promote authentic engagement with a focus on underserved communities. The Tacoma Police Department will increase its community outreach 20% by 2025.



### 3. COMMUNITY FEELS SAFER

In order to improve safety, the Tacoma Police Department will work to increase the City of Tacoma residents' perception of safety in the community 20% by 2025.



### 4. POSITIVE RELATIONSHIPS WITH YOUTH

In order to build meaningful relationships with youth, the Tacoma Police Department will employ strategies to expand youth outreach 25% by 2025.

# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. DIVERSITY OF POLICE FORCE

### What is our goal?

In order to increase the diversity of the department, the Tacoma Police Department will employ new hiring and recruitment strategies to increase the number of diverse applicants on the eligibility list in each minority category by 2020.

### Current Performance

<b>Commissioned Workforce</b>	<b>American Indian/Alaskan</b>	<b>Asian or Pacific Islander</b>	<b>Black/African American</b>	<b>Hispanic</b>
2017 Actual	0.9%	8.0%	6.2%	3.3%
Mid-Year Actuals	0.6%	8.4%	5.4%	5.1%
2020 Targets	1.5%	8.5%	6.0%	5.5%
2010 Census	2.0%	9.0%	11.0%	11.0%

### Why is it Important?

Many law enforcement agencies have difficulty not only identifying and hiring qualified candidates, but keeping them as well. This is partly due to a high attrition rate for a variety of reasons, but in particular a large number of retirements associated with hiring surges that occurred in the late 1980's and early 1990's to combat violent crime associated with gangs and drugs.

Tacoma's greatest asset is our diversity and so the demographics of the Tacoma Police Department should also reflect the demographics of our community.

### What will we do?

The Department will work to increase the diversity of applicants and those attending the hiring workshops. These workshops provide applicants with an in-depth understanding of the hiring process and an opportunity to practice the physical agility and oral board exams. Applicants who attend may be better prepared for the application process. Attracting diverse applicants to the workshops may increase their chances for success, a higher placement on the eligibility list, and an opportunity to be invited to the oral boards.

### Current Performance

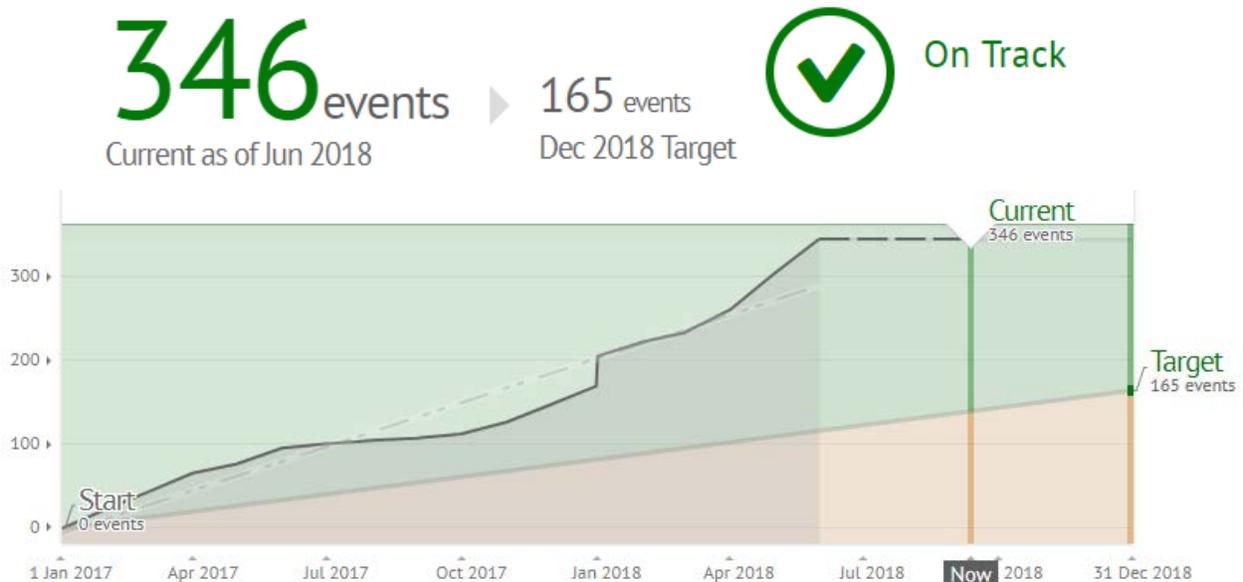
<b>New Hires</b>	<b>American Indian/Alaskan</b>	<b>Asian or Pacific Islander</b>	<b>Black/African American</b>	<b>Hispanic</b>
2017 Actuals	0.0%	3.7%	18.5%	11.1%
Mid-Year Actuals	0.0%	21.1%	10.5%	31.6%
2010 Census	2%	9%	11%	11%

## 2. PUBLIC TRUST AND COMMUNITY RELATIONSHIPS

### What is our goal?

In order to increase public trust and community relationships, the Tacoma Police Department will increase community outreach to develop partnerships, build public trust, and promote authentic engagement with a focus on underserved communities. The Tacoma Police Department will increase its community outreach by 18 events, a 10% increase, by 2020.

### Current Performance



### Why is it Important?

The Department believes that increased outreach will lead to improved understanding and trust between the police force and the diverse community. Therefore, the Tacoma Police Department will work to increase transparency through community engagement.

### What will we do?

The Tacoma Police Department will continue to implement Project PEACE action items and participate in community engagement events.

### New Metric for 2019-2020

#### Reduce the Gap between Communities of Color and White Regarding "Perception of Safety"

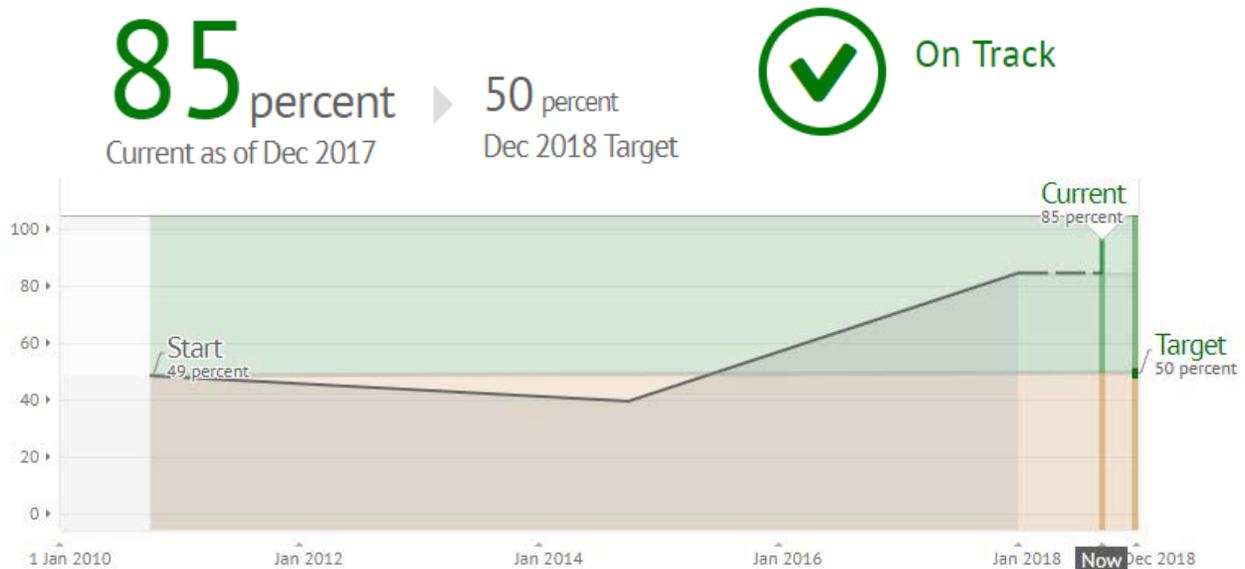
Reduce the gap between respondents of color and white respondents regarding their "Perception of Safety" in the Community Survey by 10% by 2020.

### 3. COMMUNITY FEELS SAFER

#### What is our goal?

In order to improve safety, the Tacoma Police Department will work to maintain the City of Tacoma residents' positive perception of safety in the community at a level of 85% or greater by 2020.

#### Current Performance



#### Why is it Important?

Currently, not all residents feel safe in their neighborhood or in certain parts of the city. Feeling safe is a vital component of livability for a city. In addition to reducing crime, it is important to improve how individuals perceive the safety of their community.

#### What will we do?

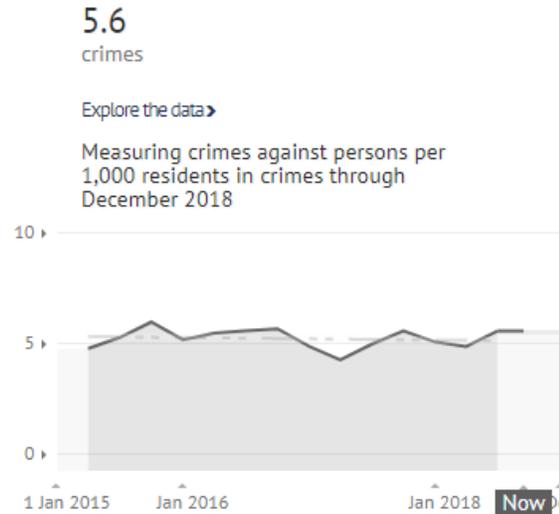
The Tacoma Police Department will employ the Tacoma Crime Control System (TCCS) to identify crime trends, crime spikes, and quality of life issues through data analysis. In addition, the Department will continue to provide Fair and Impartial Training on the components of procedural justice in an effort to reinforce transparency, which in turn increases trust and partnerships with diverse and underserved communities.

The Tacoma Police Department will provide crime related data, education, and crime prevention strategies to the community through various public meetings and social media platforms.

## Current Performance

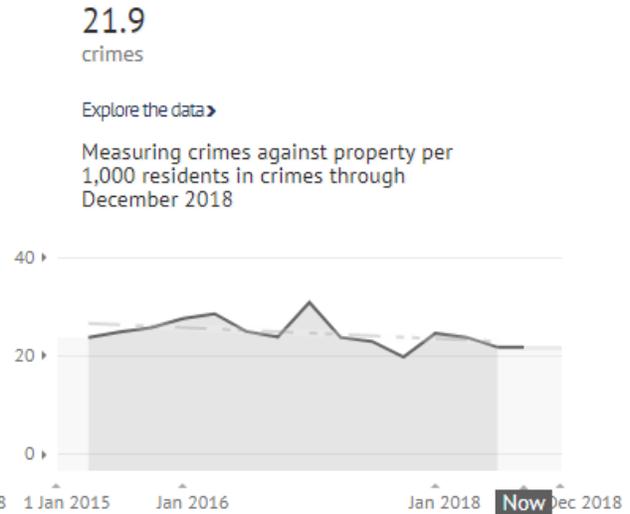
### Crimes Against Persons

Reduce crimes against persons to 5 per 1,000, a 4.8% reduction, by 2020.



### Crimes Against Property

Reduce crimes against property to 20 per 1,000, a 1.9% reduction, by 2020.



### Vehicle Crimes

Reduce vehicular crimes by 14% by 2020.

### Response Time

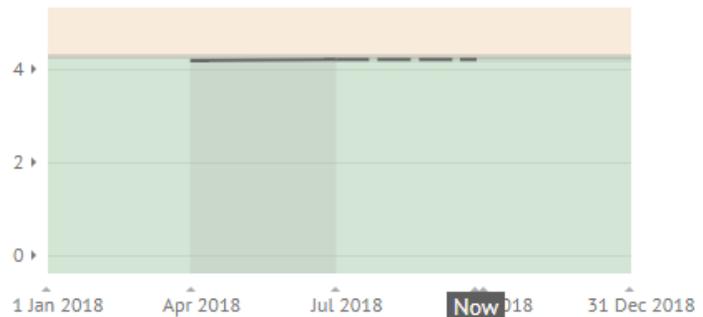
Maintain response time below 4:30 minutes through 2020.

**4.24**

average minutes

[Explore the data >](#)

Maintain response time to priority one calls below 4.3 average minutes through December 2018

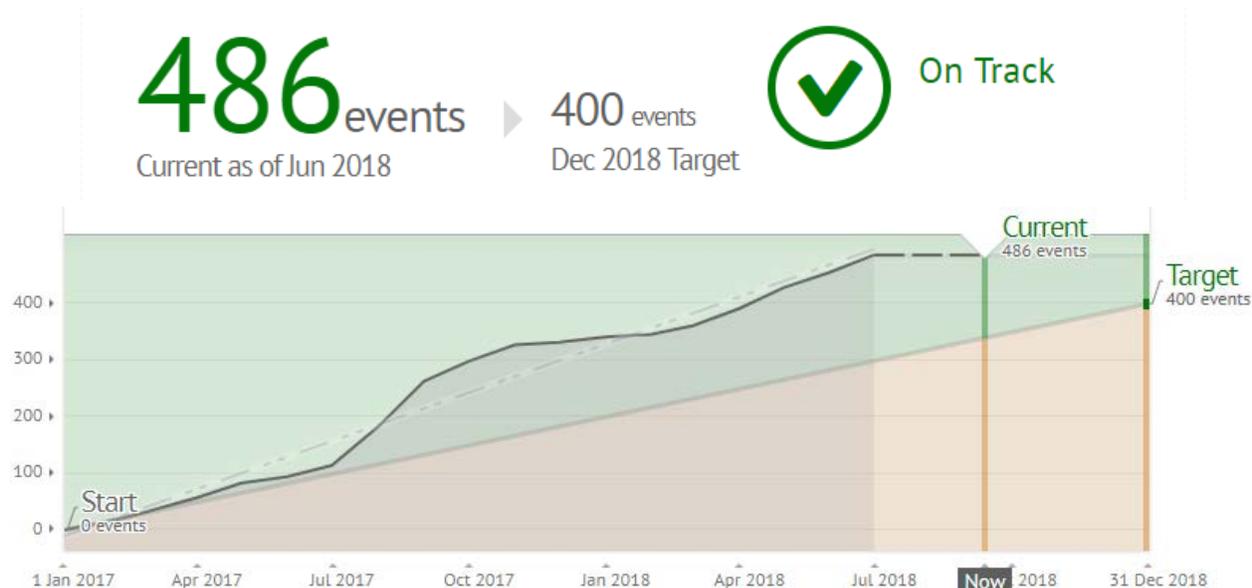


## 4. POSITIVE RELATIONSHIPS WITH YOUTH

### What is our goal?

In order to build meaningful relationships with youth, the Tacoma Police Department will establish a baseline of youth outreach activities in 2019. In 2020, the Tacoma Police Department will increase youth outreach activities by 34 events, a 10% increase.

### Current Performance



### Why is it Important?

Non-enforcement activities provide opportunities for police officers and community youth to interact in positive settings as a means to build strong, trusting, and meaningful relationships.

### What will we do?

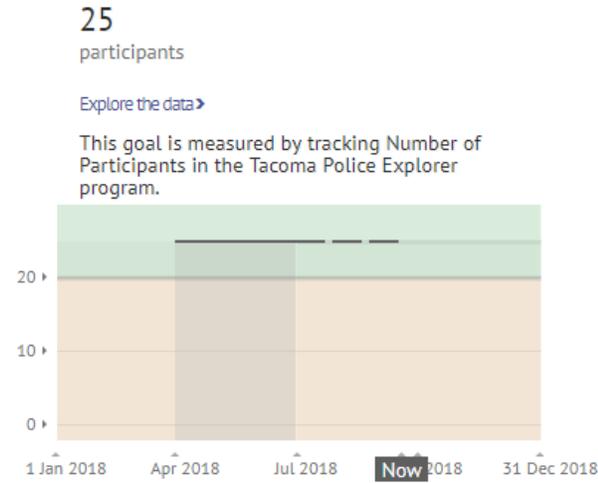
The Department continues to identify both formal and informal activities to engage in various youth non-enforcement interactions to include:

- Continue to increase the membership of the Tacoma Police Explorer Program;
- Continue conducting youth academies focused on middle and high school students;
- Continue to partner with Tacoma Public Schools and conduct Police Officer led classroom instruction on policing to all 10<sup>th</sup> grade students in Tacoma Public high schools;
- Continue to participate in Project Peace Executive Committee sponsored youth dialogues;
- Continue to conduct Harvey and Beulah elementary school assembly presentations

## Current Performance

### Police Explorer Program Participants

Increase the number of Tacoma Police Explorer program participants to 30, a 17% increase, by 2020.



## New Metric for 2019-2020

### 10<sup>th</sup> Grade Classroom Instruction

Complete Police-led classroom instruction sessions in Tacoma Public Schools by 2020.



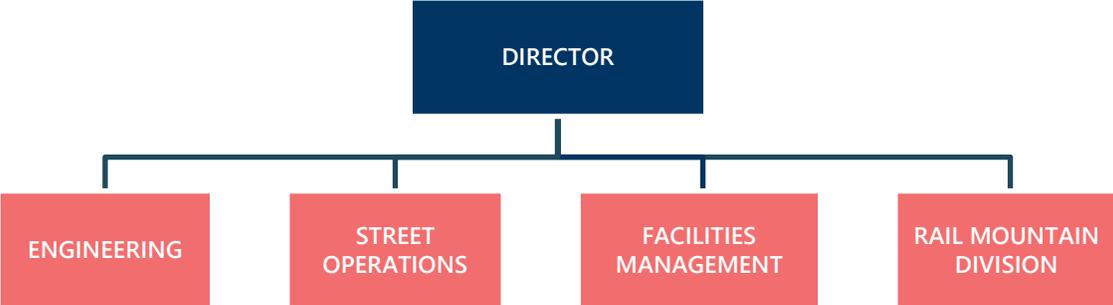
# PUBLIC WORKS

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## MISSION

To provide essential public services by designing, building, maintaining, and preserving public infrastructure that enhances the quality of life for the people of Tacoma in a fair, responsive, sustainable, and equitable manner. Public Works does this through an open and engaged partnership with customers, cost-effective services, and a consistent approach in satisfying the needs of the community.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

### ENGINEERING

Engineering provides engineering and program management for transportation and major capital facilities projects. Program areas include street and active transportation design, capital facilities design, transportation engineering, project management, construction management, parking services, asset management, grant administration, Local Improvement Districts, and road use compliance. Other services include design review for private development, traffic data collection and analysis, development of engineering standards, traffic safety investigations, Safe Routes to Schools program, sidewalks and traffic control approval, permitting, and the maintenance and operation of the City’s streetlights and traffic signals.

### STREET OPERATIONS

Street Operations is responsible for the operation and maintenance of 864 lane miles of arterial streets, 8,020 blocks of residential streets, 38,000 street signs, 19 City-owned parks, and 15.5 miles of walking, hiking, and biking trails. This division is responsible for maintaining gravel alleys and gravel streets as well as the removal of snow and ice, downed or fallen trees within the public right-of-way, and other debris from city streets and rights-of-way. During natural disasters, Street Operations is also responsible for closing severely damaged roads and bridges and clearing roads and bridges of debris.

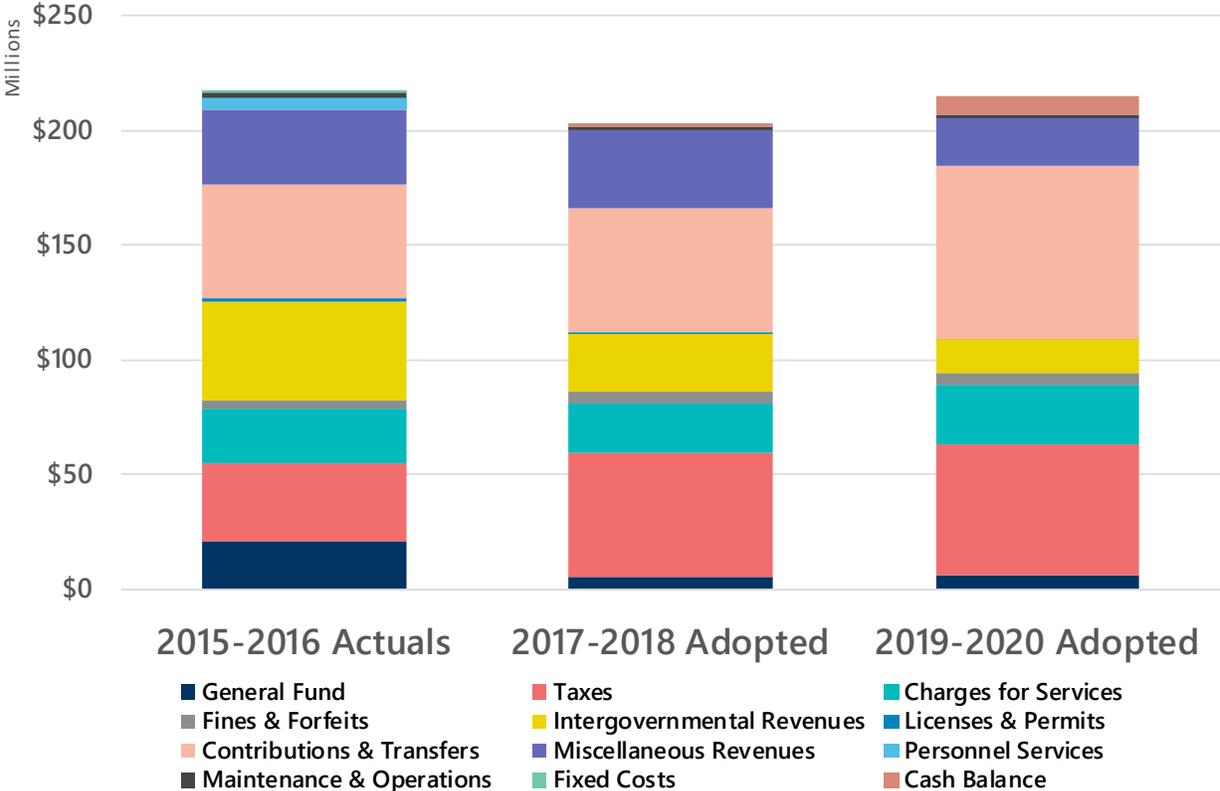
## **FACILITIES MANAGEMENT**

Facilities Management provides services for Facilities Maintenance, Real Property, Fleet Services, and Capital Projects. Facilities Maintenance manages City-owned General Government non-enterprise facilities including Fire, Police, Public Works, Neighborhood & Community Services, and the Municipal Complex. Real Property Services manages the use of rights-of-way and all City-owned real property. Services include acquisitions and dispositions, easements, and general property management. Fleet Services supports the City's transportation requirements for General Government by managing a safe, efficient, cost-effective, and diversified fleet of vehicles and equipment. The Capital Projects section provides management of major and minor capital improvements to City-owned facilities.

## **RAIL MOUNTAIN DIVISION**

The Tacoma Rail Mountain Division (TRMW) is responsible for the operation and maintenance of 92 route miles extending from Tacoma through Frederickson, where it splits with one line from Eatonville to Morton, and another to McKenna. The Mountain Division serves 11 customers, mostly in the Frederickson area.

# PUBLIC WORKS FUNDING BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	20,889,857	5,643,967	6,001,884
Taxes	34,005,325	53,680,291	56,830,275
Charges for Services	23,782,984	21,714,394	26,102,486
Fines & Forfeits	3,793,594	4,781,057	5,456,588
Intergovernmental Revenues	43,063,923	25,122,629	14,329,224
Licenses & Permits	1,311,287	748,529	490,000
Contributions & Transfers	49,844,399	54,254,302	75,321,068
Miscellaneous Revenues	32,111,176	33,936,335	20,887,788
Personnel Services	5,561,832		
Maintenance & Operations	2,312,421	1,900,000	1,160,000
Fixed Costs	206,970		
Cash Balance		1,437,495	8,515,630
<b>Grand Total</b>	<b>216,883,768</b>	<b>203,218,999</b>	<b>215,094,943</b>

## FUNDING SUMMARY

The Public Works Department manages multiple funds that receive a variety of funding sources. A portion of Public Works is General Fund supported. Prior to 2017, the General Fund transfers were accounted for as part of the Public Works Budget. Beginning in the 2017-2018 Adopted Budget, those transfers were changed to Non-Departmental, thus reducing the Public Works direct reliance on the General Fund budgeted revenues and expenditures.

Taxes include utility gross earnings taxes, sales taxes, property taxes, and vehicle license fees all dedicated to street repair and rehabilitation. The difference from the 2017-2018 Adopted Budget to the 2019-2020 Adopted Budget is due to increased revenue projections, particularly in Gross Earnings Taxes.

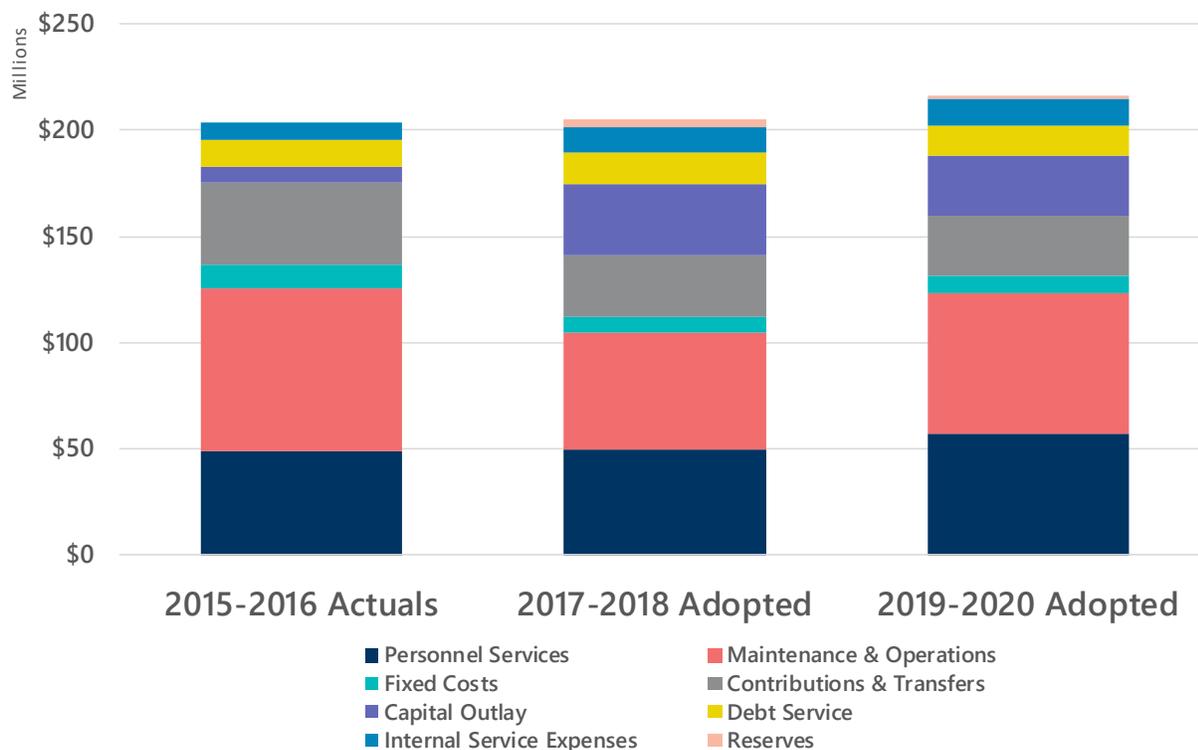
Intergovernmental Revenues include motor vehicle fuel tax, grants, and other revenues dedicated for transportation purposes, which fluctuate from biennium to biennium. The 2019-2020 Adopted Budget includes fewer grants related to capital projects than in previous bienniums.

The Department's use of Cash Balance also fluctuates from biennium to biennium depending on the need to balance funds or fund one-time improvements. Licenses & Permits revenues are collected through street vacations and in conjunction with some transportation programs. The 2019-2020 Adopted Budget reflects a decrease from the prior biennium based on a portion of street vacation fees transferring to the General Fund.

Roughly half of the Department's Charges for Services are collected by Parking Operations to support the City's parking system. These revenues are projected to increase in 2019-2020. Parking Operations also collects the Department's Fines & Forfeits in the form of parking infractions. The Facilities Management Division collects Charges for Services for the operations and maintenance of City-owned facilities. The Tacoma Rail Mountain Division collects Charges for Services for the operations and maintenance of the Tacoma Rail Mountain Division rail line. The Asphalt Plant is supported by charging a warehouse overhead, which reports as Maintenance and Operations.

Contributions & Transfers are comprised of internal transfers that support General Fund supported funds, facility operations, vehicle replacements, capital projects, and the Streets Initiative. General Fund support increased in the 2019-2020 Adopted Budget in all of these areas.

## PUBLIC WORKS EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	48,831,815	49,734,455	56,799,036
Maintenance & Operations	76,966,915	54,842,905	66,267,650
Fixed Costs	10,897,340	7,463,684	8,436,246
Contributions & Transfers	38,646,960	28,908,288	27,995,475
Capital Outlay	7,092,795	33,851,846	28,176,906
Debt Service	12,890,608	14,410,996	14,374,309
Internal Service Expenses	8,176,123	12,004,971	12,510,423
Internal Service Credits	(729,300)	(1,513,811)	(1,259,438)
Reserves		3,515,665	1,794,337
<b>Grand Total</b>	<b>202,773,255</b>	<b>203,218,999</b>	<b>215,094,943</b>
Full Time Equivalents	197.6	227.8	268.8

## EXPENDITURE SUMMARY

In the 2019-2020 Adopted Budget, Public Works expenditures increased from the 2017-2018 Adopted Budget mainly due to the increase in Personnel Services within the Department. Approximately 40 new Full Time Equivalents (FTEs) were added to the Department. The additional staff will help address increased demands for service in capital project support, fleet, facilities, street operations, and permit review. They will also support new programs within the Department including a Concrete Crew and Safe Routes to Schools.

Other portions of Public Works expenditures include Fixed Costs such as fleet maintenance, insurance, and rent, and Maintenance & Operations, which includes departmental operations costs. Increased revenues for streets maintenance and parking means increased spending in those areas. Capital Outlay decreased in the 2019-2020 Adopted Budget due to fewer grants related to capital projects than in previous bienniums.

Contributions and Transfers includes transfers of Motor Vehicle Fuel Tax and Transportation Benefit District revenues to streets maintenance and the Streets Initiative. Debt Service reflects debt payments for Union Station, Parking Operations, and a Public Works Trust Fund loan. The Department's Reserve fluctuates from biennium to biennium depending on the need to balance funds or fund one-time improvements.

# BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Administration - Public Works	Director's Office	1,259,431	6.0
Engineering	Transf, Contrib, and Ext Contracts	100,000	-
	Streets Initiative Contracted Services	18,472,657	-
	Capital Projects	13,252,241	35.5
	Transportation Revenues	11,503,932	-
	Streets Initiative Capital & Programs	11,000,000	-
	Streetlight and Traffic Signal Operation & Maintenance	10,376,718	19.2
	Capital Projects Administration	5,910,372	11.1
	Engineering Administration	2,617,481	6.1
	Bridge Operations & Maintenance	2,400,000	-
	Capital Programs	2,210,000	-
	Traffic Administration	2,096,135	3.0
	Sidewalk Capital	1,260,001	0.4
	Road Use Compliance	1,018,668	3.0
	Roadway Striping/Pavement Markings	1,000,000	-
	Active Transportation Program Management	763,483	1.1
	Traffic Signs and Markings Engineering	643,141	1.9
	LID Program Management	529,433	1.6
	Traffic Signal/Streetlight/ITS Engineering	499,318	1.1
	Traffic Engineering, Enforcement, and Education	429,191	1.4
	Transportation Policy and Planning	419,831	0.3
	ADA Program Management	355,077	1.0
	Sidewalk Program Management	325,241	1.0
	Safe Routes to School Program Management	169,681	0.7
	Development Review & Permitting	129,472	0.4
	Neighborhood Program Management	110,670	0.3
	Paths & Trails	88,874	-
	LID Capital	(0)	0.4
Facilities	Municipal Bldg Operations	6,279,507	7.4
	Police Facilities	2,007,493	3.5
	Planned Capital Projects	1,716,065	4.5
	Fire Facilities	1,261,902	3.4
	Community Services Facilities	445,050	1.0
	Public Works Fleet Fac Maintenance	295,748	0.7
	Municipal Services Center	148,236	0.3
	Carpenter/Paint Shop Fac Maintenance	79,190	0.2
Fleet	Fleet Gen Fund Equipment Replacement	8,648,791	-
	Fleet Maintenance Solid Waste	4,599,868	17.5
	Fleet Maintenance Fleet Operations	4,329,420	16.5
	Fleet Administration	3,997,172	4.7
	Fleet Equipment Replacement	2,248,100	-
	Fleet Parts Solid Waste	522,632	2.3
	Fleet Parts Fleet Operations	512,761	2.3
<b>Subtotal</b>		<b>126,032,982</b>	<b>159.4</b>

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Parking	Parking Debt Service	6,219,789	-
	Parking Services Off-Street	3,537,818	-
	Parking Services Enforcement	3,000,247	12.2
	Parking Services Administration	1,930,833	3.0
	Parking Initiatives and Capital	1,110,000	-
	Parking Services On-Street	1,053,879	-
Real Property Services	Real Property Services	1,330,557	3.1
	Property Management	382,469	0.4
	Open Space	370,075	0.4
	Property Acquisition/Disposition	326,520	0.8
	Permit and Plan Review	172,264	0.6
	In Lieu Assessment Management	165,884	0.6
	Street Vacations	145,938	0.5
	Lease Management	145,076	0.4
	Franchise Management	138,146	0.5
	Metro Parks Contract Management	119,535	0.4
	Street Operations	Street Maintenance	26,968,459
Transportation Benefit District Revenues		17,921,498	-
Grounds Maintenance		3,470,357	11.0
Operations Admin		2,720,687	5.8
Asphalt Production		2,099,891	0.7
Signs & Markings		1,852,088	5.0
Asphalt Operations		948,656	0.5
Asphalt Plant Maintenance and Repair		203,213	0.7
Emergency Response		3,052	-
Community Service		0	2.0
Tacoma Mountain Rail Union Station		Tacoma Mountain Rail	4,789,504
	Union Stn Ops	7,935,530	-
<b>Subtotal</b>		<b>89,061,962</b>	<b>109.4</b>
<b>Grand Total</b>		<b>215,094,943</b>	<b>268.8</b>

# 2025 Goals and Performance Measures



## 1. SAFE ROUTES TO SCHOOLS PROGRAM

To enhance health and safety in Tacoma, the Public Works Department will implement a Safe Routes to Schools Program that will improve walking and biking infrastructure at all Tacoma Public Schools to reduce school-age children involved in pedestrian and bicycle collisions 30% by 2025.



## 2. STREET CONDITIONS

In order to improve livability, the Public Works Department will increase Tacoma's overall Pavement Condition Index (PCI) from 60 (Marginal) to 70 (Good) by 2025.



## 3. STREETLIGHT ENERGY CONSUMPTION

In order to improve lighting and reduce energy use, the Public Works Department will replace all residential and arterial streetlights over the next ten years with new LED technology, reducing streetlight energy consumption 50% by 2025.



## 4. TRAFFIC FLOW AND SAFETY ON CITY STREETS

To increase health and safety, the Public Works Department will upgrade obsolete traffic signal equipment, improve accessibility, and synchronize signalization across the City.



## 5. DEFERRED REPAIR AND REPLACEMENT

In order to improve safety and performance of the City of Tacoma, the Public Works department will improve the overall condition of General Government non-utility, non-enterprise City facilities by 2025.



## 6. FLEET ASSET MANAGEMENT AND FUEL EFFICIENCY

In order to increase health and reduce energy use, the Public Works department will eliminate the backlog of deferred fleet replacements in General Government and work to expand electric vehicle and alternative fuels.

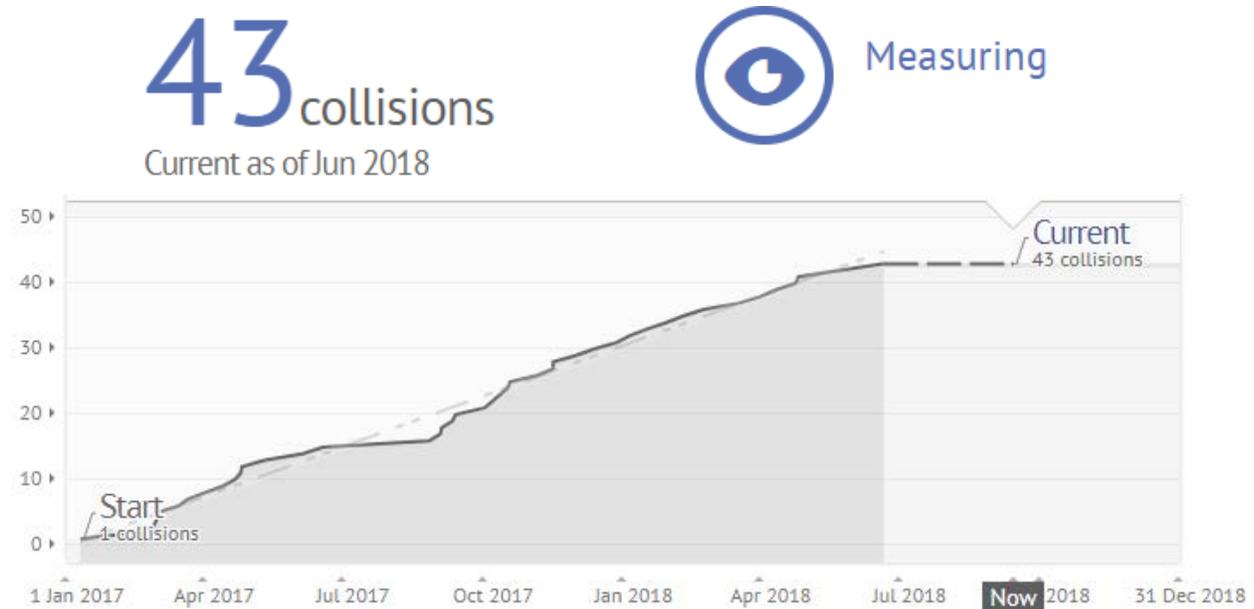
# 2019-2020 GOALS & PERFORMANCE MEASURES

## 1. SAFE ROUTES TO SCHOOLS PROGRAM

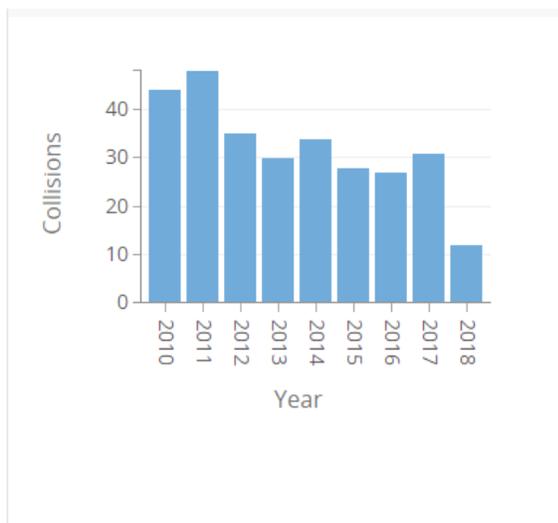
### What is our goal?

To enhance health and safety in Tacoma, the Public Works department will implement a Safe Routes to Schools Program that will improve walking and biking infrastructure at all Tacoma Public Schools and reduce school-age pedestrian and bicycle collisions by 2020.

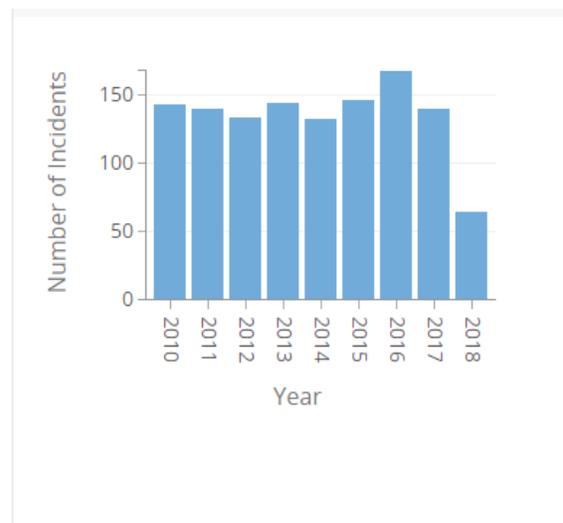
### Current Performance



**Collisions Involving School-aged Pedestrians and Bicyclists by Year**



**All Collisions Involving Pedestrians and Bicyclists by Year**



### Why is it Important?

Public Works will work to reduce the number of collisions involving school-age children while walking or biking. This will improve the sense of safety and maintain the well-being of youth in the community.

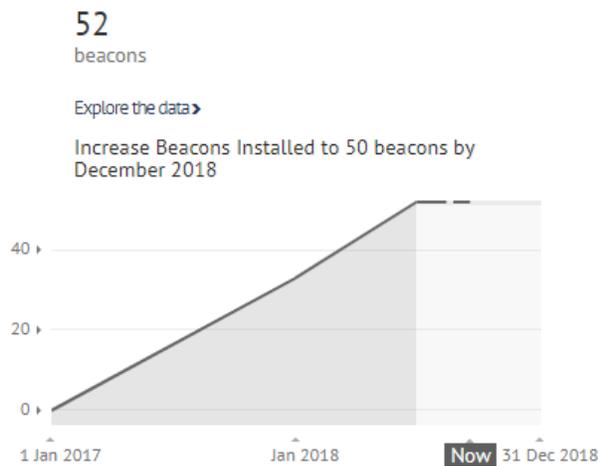
### What will we do?

Public Works will implement a Safe Routes to School program, continue to collect data, and make necessary Safe Routes to School Improvements to be consistent with the Implementation Plan.

### Current Performance

#### School Advance Beacons Installed

Increase the number of school advance beacons installed by 23 beacons at 9 schools, a 44% increase, by 2020.



### New Metrics for 2019-2020

#### Family Bicycle Workshops

Increase the number of family bicycle workshops or events to 8 workshops by 2020.

#### “Walk and Roll to School Day”

Increase the number of “Walk and Roll to School Day” events to 27 events by 2020.

#### Comprehensive Walking & Biking Audits

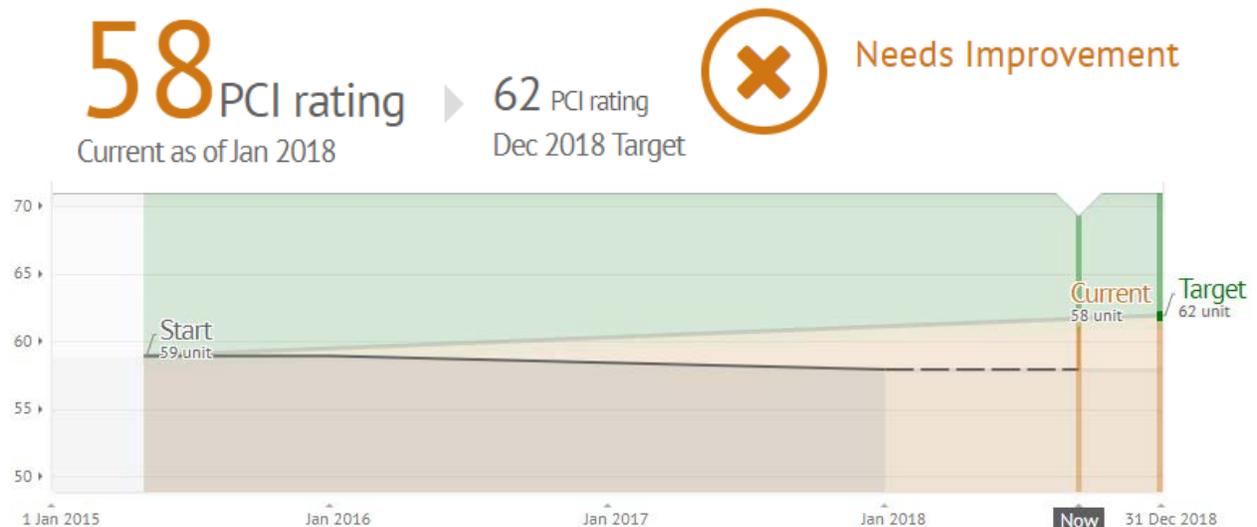
Complete comprehensive walking & biking audits at 10 schools by 2020. The audit will include an evaluation and inventory of walking/bicycling facilities and barriers within a school’s attendance boundary that is not eligible for bus transportation.

## 2. STREET CONDITIONS

### What is our goal?

In order to improve livability, the Public Works Department will increase Tacoma's Overall Pavement Condition Index (PCI) from 59 (Marginal) to 62 (Good), a 3% increase, by 2020.

### Current Performance



### Why is it Important?

The City of Tacoma has many poor or deteriorating streets. Better street conditions will improve the quality of life by making neighborhoods look and feel better, allow for easier travel by all modes of transportation, and help promote commerce. Better street conditions also put the City on a path toward more sustainable maintenance plans that will allow for more effective and sustainable use of limited budget dollars.

### What will we do?

The Public Works department will maintain pavement data in order to effectively plan maintenance; maintain overlay, surface treatment, and preventative maintenance programs; partner with utilities that perform work that impacts streets; and work with developers who are required to make street improvements or repairs in compliance with the City's restoration policy.

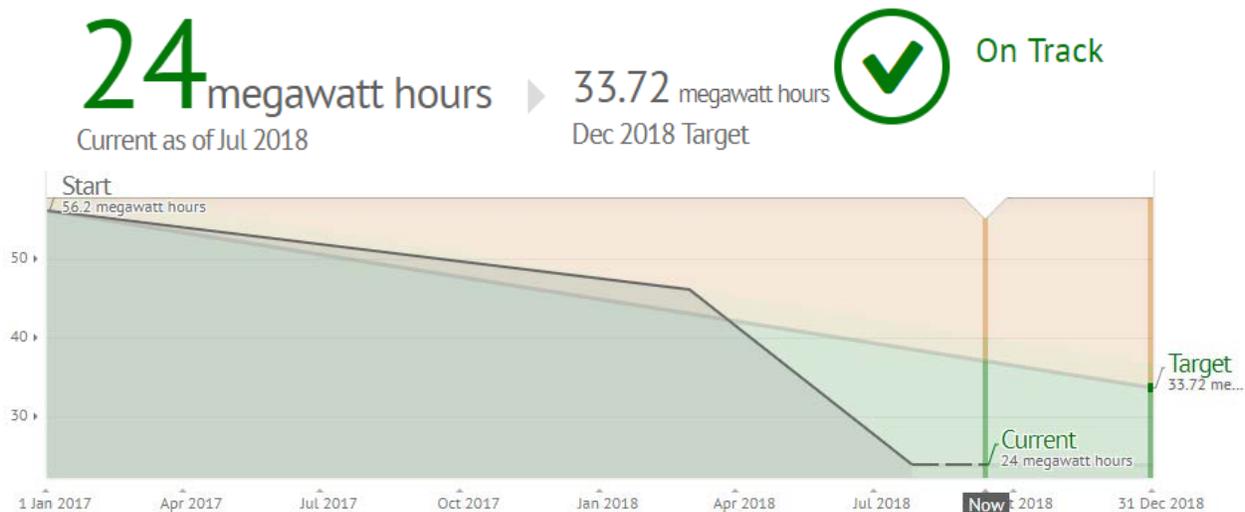
### 3. STREETLIGHT ENERGY CONSUMPTION

#### What is our goal?

In order to improve lighting and reduce energy use, the Public Works Department will continue to replace and upgrade streetlights to LED technology, reducing streetlight energy consumption.

In 2017-2018 approximately 75% of the City's streetlights were upgraded to LED technology. Power savings were greater than initially anticipated and cut streetlight power consumption by more than 50%, achieving the Department's 10-year goal quicker than anticipated. Public Works will monitor power streetlight power consumption savings that will be realized through replacement of decorative streetlights, however those savings may be offset by the installation of new streetlights.

#### Current Performance



#### Why is it Important?

The Public Works Department will replace dated and energy inefficient streetlight fixtures to improve safety while achieving energy reduction goals. Replacing streetlights will improve safety by better lighting city streets and will help Public Works address deferred maintenance of the streetlight system.

#### What will we do?

In 2019, Public Works will continue to upgrade old streetlights to LED technology, which will result in additional power savings. These power savings may be partly offset by the addition of new streetlights.

## 4. TRAFFIC FLOW AND SAFETY ON CITY STREETS

### What is our goal?

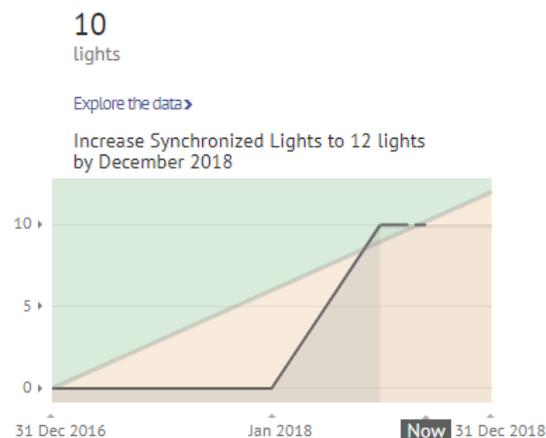
To increase health and safety, the Public Works Department will upgrade obsolete traffic signal equipment, improve accessibility, and synchronize signalization across the city (optimize an additional 23 intersections, a 38% increase, and synchronize an additional 69 intersections, a 23% increase) by 2020.

### Current Performance



### Synchronized Lights

Increase the number of lights synchronized to 79 lights, an 85% increase, by 2020.



### Why is it important?

Poor traffic flow and unsynchronized signals are a direct cause of longer wait times at traffic lights, bad detection, bad timing, and intersections that are not accessible to people with disabilities. By improving intersections, the Public Works Department will reduce the time spent by residents waiting at lights and allow pedestrians, cyclists, and people with disabilities to travel more efficiently and safely. Intersection improvements will also allow for quicker response times for emergency services.

### What will we do?

Through the maintenance and the execution of capital projects, Public Works will replace outdated technology and upgrade intersections to current standard specifications.

## **5. FACILITIES ASSET MANAGEMENT**

### **What is our goal?**

The Public Works Department will quantify the deferred repair and replacement need across General Government non-utility, non-enterprise City facilities and present findings and funding alternatives.

### **Why is it Important?**

Public Works Facilities Division is responsible for the management of 50 City-owned facilities. The average age of these facilities is approximately 55 years old, and the majority are in fair to poor condition. These facilities represent a significant investment by Tacoma taxpayers and are the foundation for many of the services the City provides. Developing a deferred repair and replacement plan for City facilities will:

- Extended useful life of facilities
- Minimize service disruptions
- Provide for long-term fiscal sustainability

### **What will we do?**

To provide an accurate baseline of need the Public Works Department will complete the Facilities Condition Assessment and present findings along with funding proposals to the City Council and City Manager's Office.

Public Works will continue to track the average age and condition of City facilities.

## **6. FLEET MANAGEMENT**

### **What is our goal?**

Develop funding alternatives to reinstate the General Government non-utility fleet replacement program.

### **Why is it Important?**

Public Works Facilities Division manages approximately 1,270 vehicles (860 General Government non-utility, 410 Environmental Services). Nearly half of the General Government non-utility vehicles are currently overdue for replacement. Vehicle replacement cycles that are too long lead to higher operating costs and increased vehicle idleness. Ideal vehicle replacement cycles aim to minimize the overall total cost of ownership by balancing capital replacement cost and operating costs. A funded replacement program stabilizes capital expenditures and provides a sustainable method to replace vehicles at their optimal replacement age.

### **What will we do?**

The Public Works Department will work with the Office of Budget and Management to develop strategies and identify funding to reinstate the fleet replacement program. Public Works will track the average age of the fleet in relation to optimal replacement age on an annual basis.



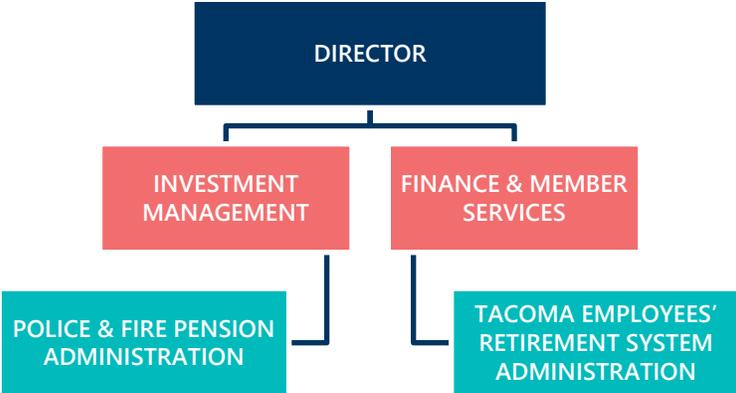
# RETIREMENT

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## MISSION

Provide quality benefits through professional plan administration and prudent management of financial assets

## KEY FUNCTION ORGANIZATIONAL CHART

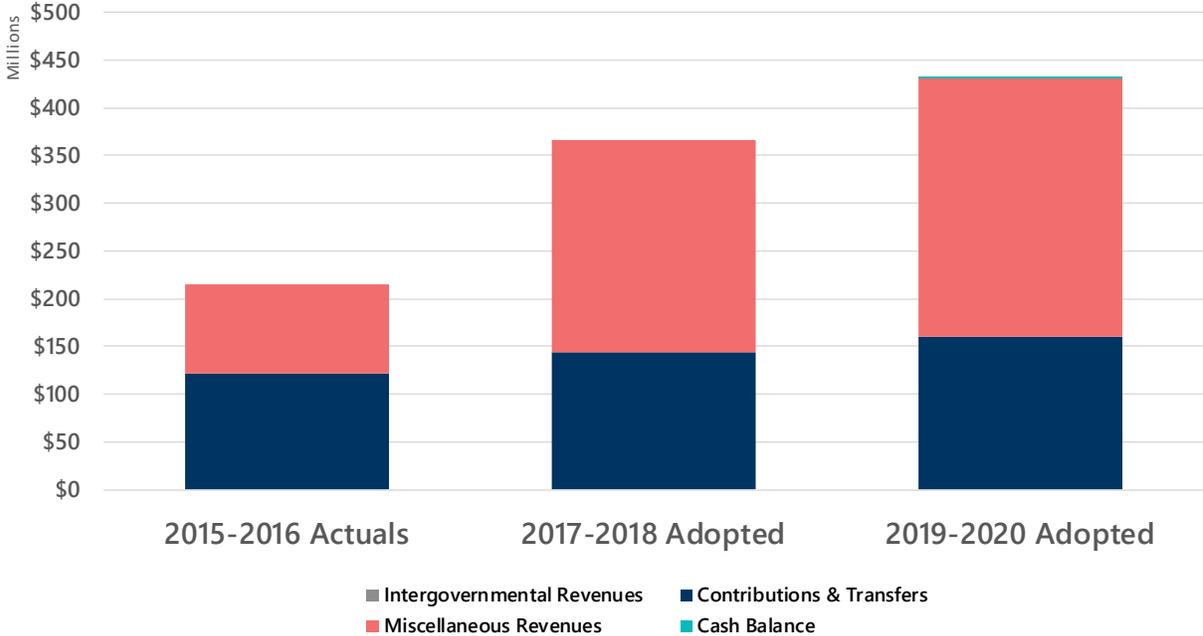


## DEPARTMENT OVERVIEW

The Tacoma Employees’ Retirement System (TERS) is a multiple-employer defined benefit pension plan, covering the majority of the employees of the City of Tacoma as well as the Tacoma-Pierce County Health Department, and legacy members in Pierce Transit and South Sound 911. It is administered in accordance with the Tacoma Municipal Code and Washington State statutes. The system has approximately 3,500 active and deferred employee members and 2,400 retirees and survivors. The system is funded by employer contributions, employee contributions, and investment earnings.

The Police and Fire LEOFF1 pension system is administered by the Police and Fire Pension Boards in accordance with the provisions of Washington State statutes. LEOFF1 is a closed retirement system with 498 members (one active and 282 retired Fire employees and 215 retired Police employees). Mandated pensions and full medical benefits are provided to eligible members.

# RETIREMENT FUNDING BY CATEGORY

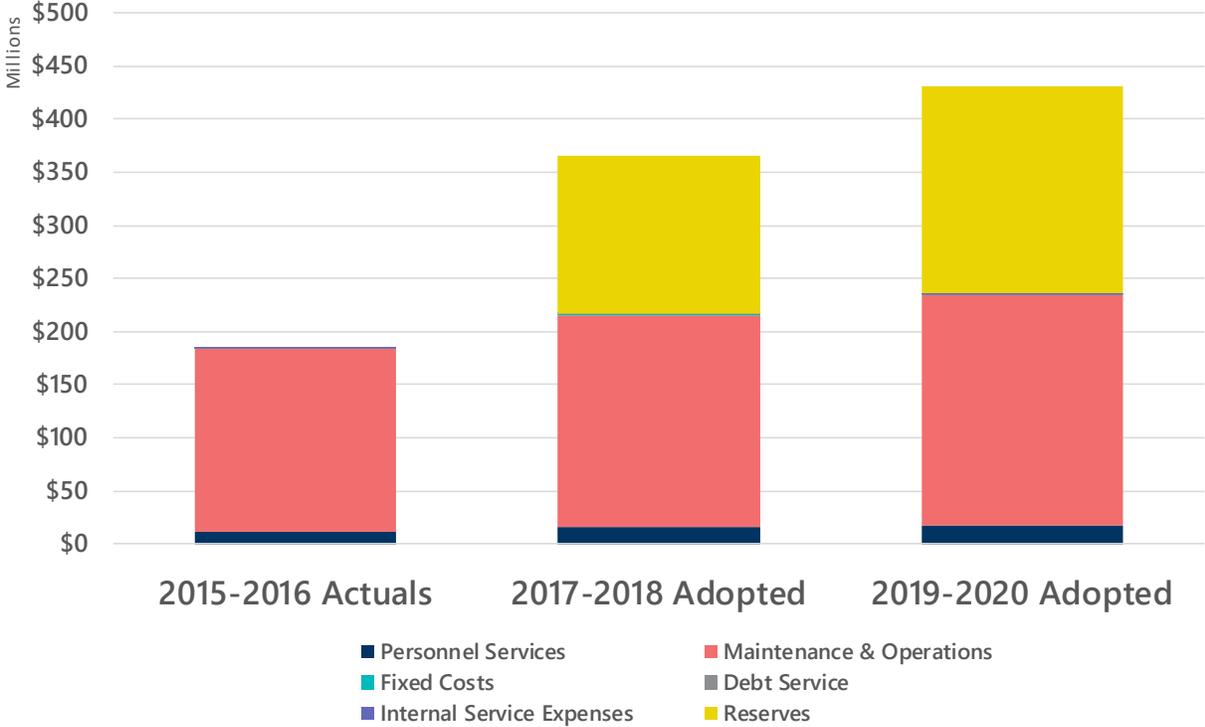


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Intergovernmental Revenues	739,117		795,000
Contributions & Transfers	121,311,000	143,495,178	159,814,377
Miscellaneous Revenues	92,878,996	222,146,000	270,940,000
Cash Balance			48,501
<b>Grand Total</b>	<b>214,929,114</b>	<b>365,641,178</b>	<b>431,597,878</b>

## FUNDING SUMMARY

TERS revenues include mandatory contributions from employers and employees as established in the Tacoma Municipal Code. A more volatile revenue component for TERS comes from earnings on the \$1.7 billion investment portfolio, which will vary based on market returns. LEOFF1 is funded on a pay-as-you-go basis through General Fund contributions, although revenues also include state-mandated taxes on fire insurance premiums.

# RETIREMENT EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	11,752,898	15,955,925	16,851,344
Maintenance & Operations	171,925,771	199,861,035	218,071,468
Fixed Costs	305,207	326,645	317,492
Debt Service	10,376		
Internal Service Expenses	718,902	654,183	1,064,133
Reserves		148,843,390	195,293,441
<b>Grand Total</b>	<b>184,713,154</b>	<b>365,641,178</b>	<b>431,597,878</b>
Full Time Equivalents	11.0	10.0	10.0

## EXPENDITURE SUMMARY

Personnel Services includes more than \$14.3 million in forecasted medical benefits for LEOFF1 retirees, which for accounting reasons, are also included in Maintenance & Operations. Maintenance & Operations is comprised of nearly \$158 million in pension payments and contribution withdrawals for TERS members and nearly \$15 million in estimated asset management fees, and other service provider costs. Fixed Costs are made up primarily of rent and insurance expenditures. Internal Service Expenses are charges for services such as Human Resources and Information Technology. Reserves are projections of growth in investment and designed to offset future adverse events and should not be viewed as surplus funds.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Retirement	Tacoma Employee's Retirement System Retiree Benefits	374,848,324	-
	Administration - TERS	19,835,424	7.8
	Administration - Fire Pension	11,950,709	1.1
	Administration - Police Pension	10,398,343	1.1
	Police Health Care - Regence	7,371,052	-
	Fire Health Care - Regence	7,194,025	-
<b>Grand Total</b>		<b>431,597,878</b>	<b>10.0</b>

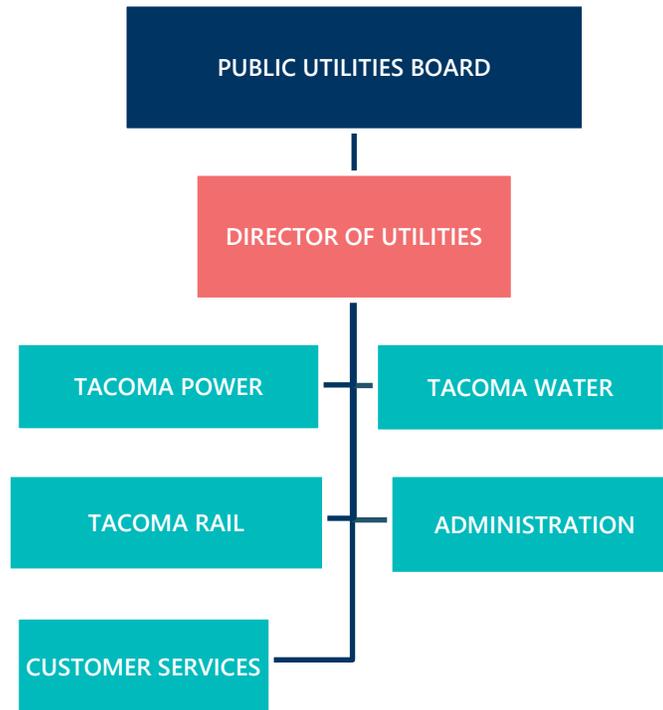
# TACOMA PUBLIC UTILITIES

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## MISSION

Tacoma Public Utilities (TPU) provides services that are vital to our quality of life.

## KEY FUNCTION ORGANIZATION CHART



## DEPARTMENT SERVICES

TPU is comprised of all the services of Tacoma Power (including Click! Network), Tacoma Water, and Tacoma Rail. Customer Services and Administration are internal service providers assisting the utilities in fulfilling their mission.

### TACOMA POWER

Tacoma Power is a publicly-owned electric utility that generates, transmits, and distributes electricity and provides energy and telecommunications services in an increasingly competitive marketplace. Tacoma Power is committed to providing high-value, competitively-provided products and services to its customers through the quality of its employees and the responsiveness that results from local ownership.

Tacoma Power serves more than 175,000 customers over a 180-square mile area, both inside and outside the city of Tacoma. A first-class environmental steward, almost 100% of power supplied to Tacoma Power customers is from carbon-free and renewable hydroelectric resources. Tacoma Power is also a leader in conservation and maintains some of the lowest power rates in the region.

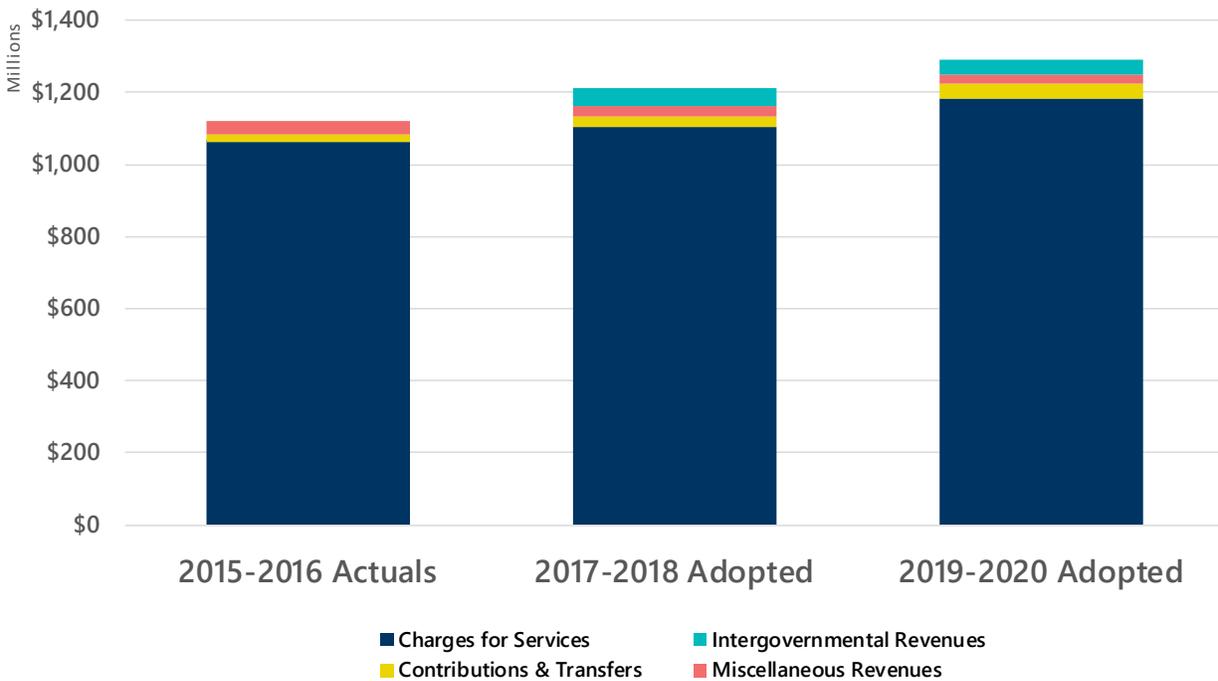
## **TACOMA WATER**

Tacoma Water provides clean, reliable water now and in the future. In recent years, Tacoma Water celebrated its 100th year of drinking water from its primary supply, the highly valued Green River. Tacoma Water serves over 100,000 customers both inside and outside the city of Tacoma and its water resources will meet the growth and development needs of the service area for another 50-plus years.

## **TACOMA RAIL**

Tacoma Rail provides safe, reliable, and efficient rail transportation solutions to support the continued economic development of Tacoma and the Puget Sound region. Tacoma Rail provides services that are vital to the economic health of its customers. It links approximately 52 customers with North America and the world. Tacoma Rail provides rail freight service in western Washington, including important services to the Port of Tacoma. It is one of the busiest short-line railroads in the country in terms of revenue-generating freight movements, utilizing sixteen locomotives along approximately 140 miles of track.

# TACOMA PUBLIC UTILITIES FUNDING BY CATEGORY

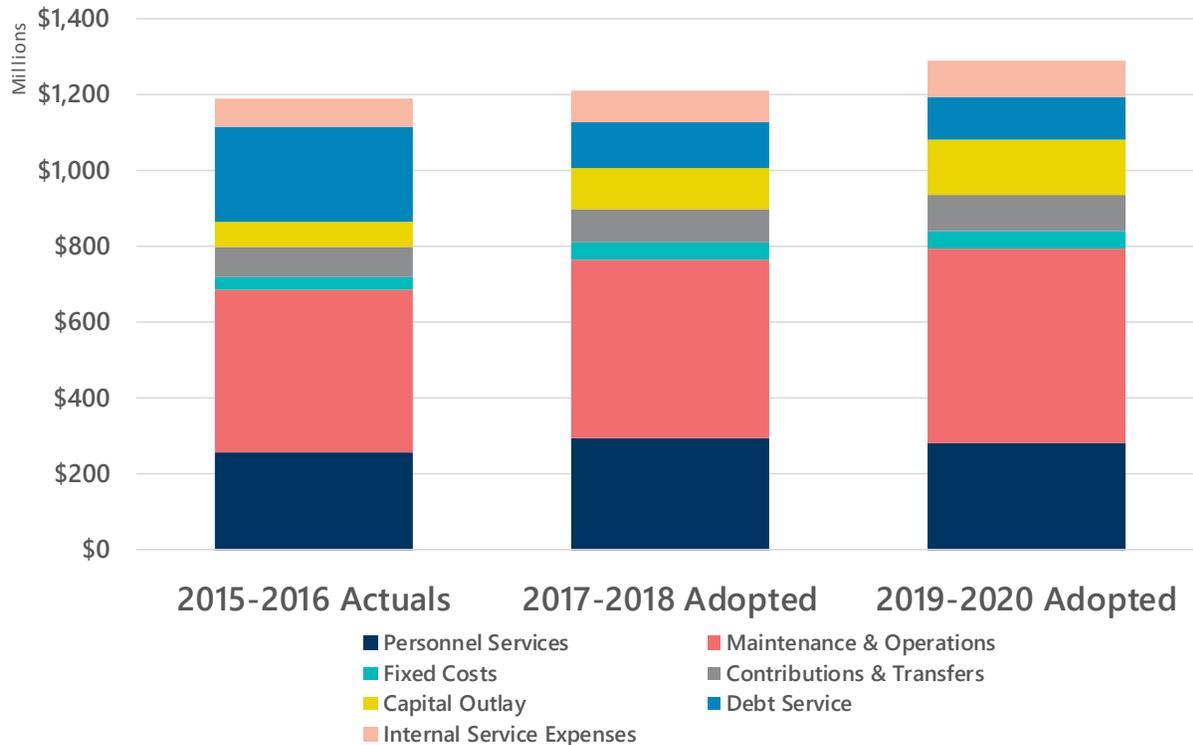


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Charges for Services	1,063,864,333	1,103,608,079	1,183,343,705
Intergovernmental Revenues	10,427		39,641,518
Contributions & Transfers	19,561,833	31,182,570	26,844,284
Miscellaneous Revenues	36,186,067	25,937,233	51,383,527
Cash Balance		51,383,527	40,537,555
<b>Grand Total</b>	<b>1,119,622,660</b>	<b>1,212,111,409</b>	<b>1,290,367,062</b>

## Funding Summary

TPU is comprised of enterprises, including Tacoma Power, Tacoma Water, and Tacoma Rail, which are primarily funded through customer charges for services provided. Services include the provision of electricity, telecommunications, Click! Network, and water to homes and businesses, as well as short-line rail services.

## TACOMA PUBLIC UTILITIES EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	256,707,363	293,166,094	284,117,183
Maintenance & Operations	428,037,510	474,060,850	509,824,258
Fixed Costs	35,921,405	44,053,671	47,289,294
Contributions & Transfers	76,403,498	86,273,232	94,067,645
Capital Outlay	68,260,331	107,557,516	146,030,153
Debt Service	251,004,753	121,808,086	113,983,774
Internal Service Expenses	74,553,887	85,191,961	95,054,755
<b>Grand Total</b>	<b>1,190,888,745</b>	<b>1,212,111,409</b>	<b>1,290,367,062</b>
Full Time Equivalents	1,463.5	1,487.2	1,500.7

## EXPENDITURE SUMMARY

Personnel Services includes wages and benefits for nearly 1,500 employees who dedicate their time, expertise, and energy contributing to the valuable services provided by TPU. Maintenance & Operations costs are essential to TPU operations and comprise a significant portion of expenses with more than half of the amount going toward purchasing power from the Bonneville Power Administration and other sources and operating Tacoma Power's hydroelectric generation resources.

Debt Service and Capital Outlay are driven by the long-term and capital-intensive nature of the utilities. Debt service covers costs to finance long-term assets while capital outlay provides new important infrastructure and strategically maintains or replaces aging assets.

TPU compensates the City of Tacoma for centralized internal shared services, which appear as a component of Internal Service Expenses, and also contributes to General Government revenues through gross earnings taxes, as Contributions & Transfers, which are applied to revenues at the rate of 7.5% for Tacoma Power and 8.0% for both Tacoma Water and Tacoma Rail.

## BUDGET BY PROGRAM

<b>Division</b>	<b>Program</b>	<b>2019-2020 Adopted Budget</b>	<b>FTEs</b>
Water	Water Administration	59,436,902	2.0
	Water Distribution Engineering	6,475,944	31.2
	Water Distribution Operations	26,275,717	118.3
	Water Quality	15,530,433	46.7
	Water Supply	19,345,826	53.7
	Water Asset & Information Mgmt	8,264,561	24.4
	Water Finance & Analytics	4,634,104	13.2
	Water Debt Service	53,216,486	-
	Water Capital Outlay	35,111,569	-
<b>Subtotal</b>		<b>228,291,542</b>	<b>289.3</b>
Power	Power Administration	135,193,578	2.0
	Click!	54,455,682	54.0
	Generation	90,658,243	184.0
	Power Management	363,789,727	71.8
	Power Shared Services	26,129,294	75.3
	Rates, Planning & Analysis	10,053,019	22.0
	Transmission & Distribution	93,495,737	335.0
	Utility Technology Services	36,260,883	94.3
	Power Debt Service	59,122,802	-
	Power Capital Outlay	89,672,000	-
	Low Income Assistance/Family Need	2,500,000	-
<b>Subtotal</b>		<b>961,330,966</b>	<b>838.3</b>
Rail	Rail Administration	19,212,001	17.0
	Operations	24,502,263	80.0
	Mechanical	12,744,323	18.0
	Construction	5,087,689	11.0
	Rail Debt Service	1,640,486	-
	Rail Capital Outlay	4,466,084	-
<b>Subtotal</b>		<b>67,652,846</b>	<b>126.0</b>
Fleet Services		26,379,258	30.0
<b>Subtotal</b>		<b>26,379,258</b>	<b>30.0</b>
Self Insurance		6,712,450	-
<b>Subtotal</b>		<b>6,712,450</b>	<b>-</b>
TPU Customer Services, Administration and Support Services*		-	217.1
<b>Subtotal</b>		<b>-</b>	<b>217.1</b>
<b>Grand Total</b>		<b>1,290,367,062</b>	<b>1,500.7</b>

\*The cost of the program is reflected in the operating divisions.

# 2025 Goals and Performance Measures Tacoma Public Utilities



## 1. BETTERMENT OF THE COMMUNITY

In order to contribute to the betterment of the community, Tacoma Public Utilities will engage as a community partner in numerous ways.

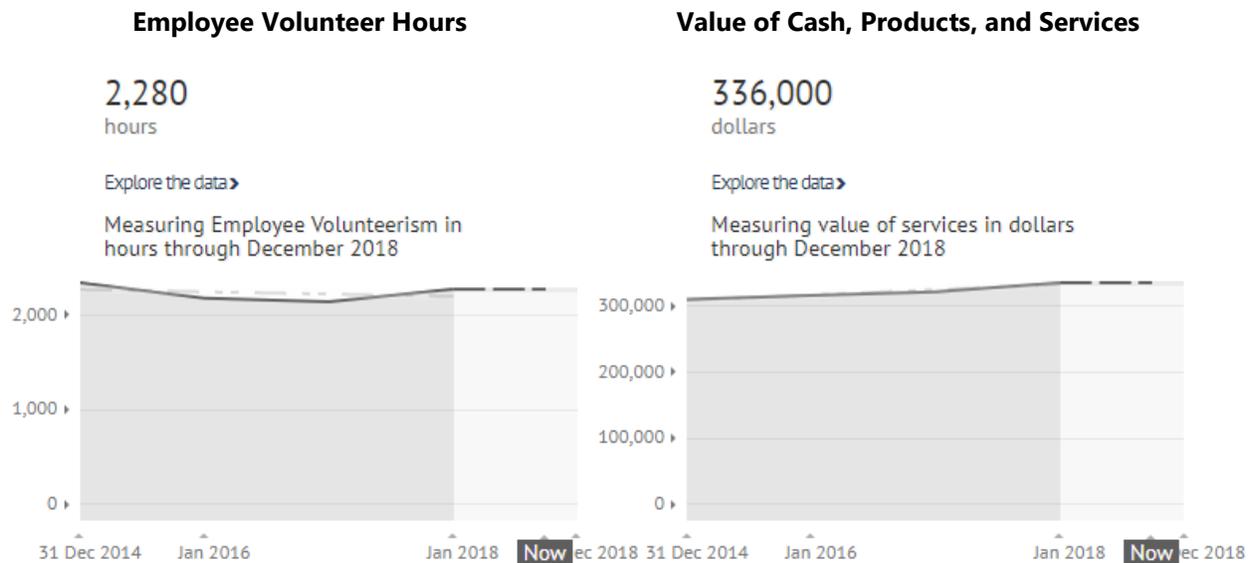
## 2019-2020 Goals and Performance Measures

### Betterment of the Community

#### What is our goal?

In order to contribute to the betterment of the community, Tacoma Public Utilities employees will make significant community contributions through time, monetary donations, and products by partnering with non-profit organizations such as United Way of Pierce County, the Emergency Food Network, community Boys and Girls Clubs, Habitat for Humanity, and others.

#### Current Performance



# 2025 Goals and Performance Measures Tacoma Power



## 1. FISCAL SUSTAINABILITY

In order to support fiscal sustainability, Tacoma Power will plan for and seek to execute a fiscal strategy for the enterprise which maintains existing AA-level bond ratings or higher.



## 2. ENVIRONMENTAL STEWARDSHIP

In order to be outstanding stewards of the environment, Tacoma Power will invest in clean power resources and energy conservation and will meet renewable energy portfolio standards.



## 3. ENHANCE NEIGHBORHOODS

In order to be outstanding stewards of the environment and to enhance Tacoma's neighborhoods, Tacoma Power will promote environmentally-friendly actions within its enterprise and communities.



## 4. BILL PAYMENT ASSISTANCE

In order to aid income eligible customers, Tacoma Power will offer bill payment assistance coupled with a financial literacy program. For the benefit of all customers, Tacoma Power will provide conservation assistance and tips.

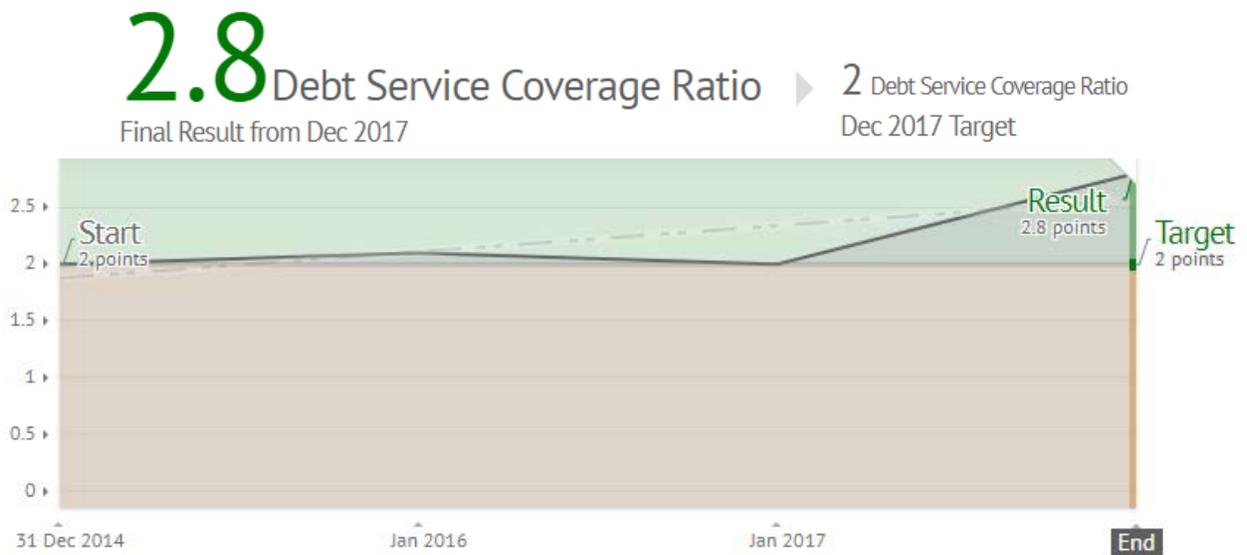
# 2019-2020 Goals and Performance Measures

## 1. Fiscal Sustainability

### What is our goal?

In order to support fiscal sustainability, Tacoma Power will maintain key financial metrics which support existing AA-level bond ratings.

### Current Performance



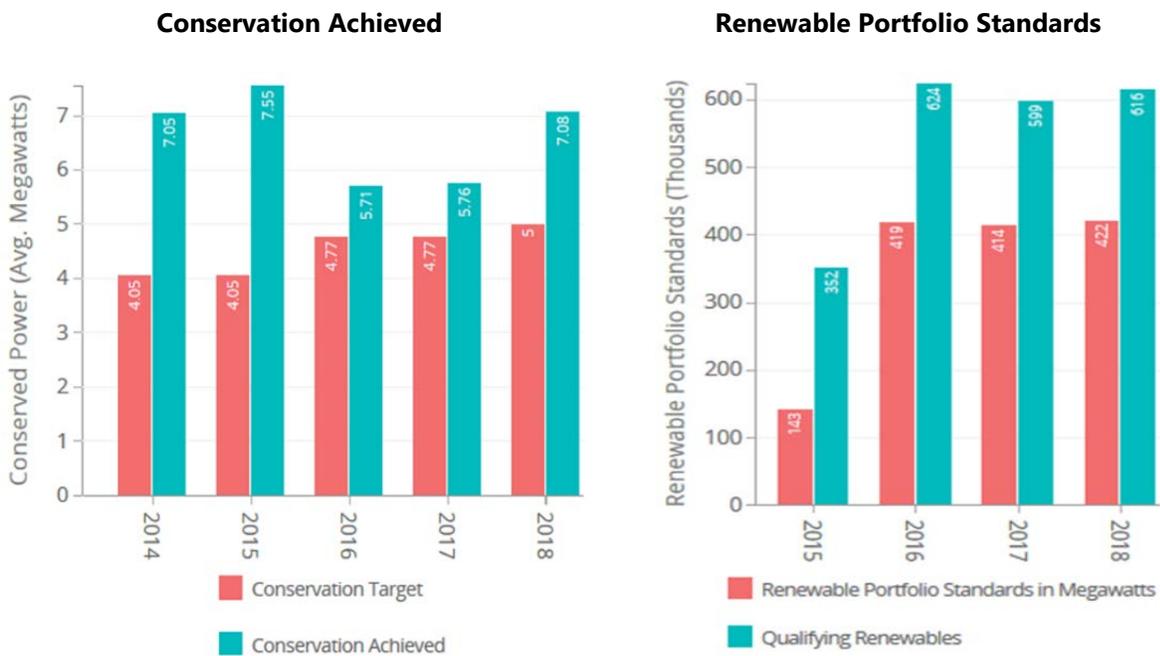
## 2. Environmental Stewardship

Tacoma Power’s conservation programs provide information, education, rebates, loans, and low-income grants to help our customers save money and protect the environment. The programs reduce power loads and over the long-run, cost the utility and its rate payers less than new power supply alternatives, while meeting Washington State’s Energy Independence Act requirements. The year 2018 represented a milestone, with Tacoma Power customers using conservation programs to save over ½ billion kWh since 2009.

### What is our goal?

In order to be outstanding stewards of the environment, Tacoma Power will meet or exceed established energy conservation goals and renewable portfolio standards for 2019 and 2020.

### Current Performance



### 3. Enhance Neighborhoods

#### What is our goal?

In order to be outstanding stewards of the environment and to enhance neighborhoods, Tacoma Power will develop and assist in implementation of a city street lighting enhancement plan with the Public Works department, which will improve lighting quality, greatly reduce energy consumption, and save operating and maintenance costs.

By the end of 2018, Tacoma Public Works and Tacoma Power will have replaced over 75% of the city's aging overhead sodium vapor street lights with new, energy efficient LED fixtures. Continuing the replacement of the 16,000 cobrahead and shoebox streetlights will save over 10,500 MWh a year, equal to powering 1,000 homes a year in Tacoma. This project is estimated to save Tacoma residents more than \$5 million over the next 15 years.

**Before LED Installation**



**After LED Installation**

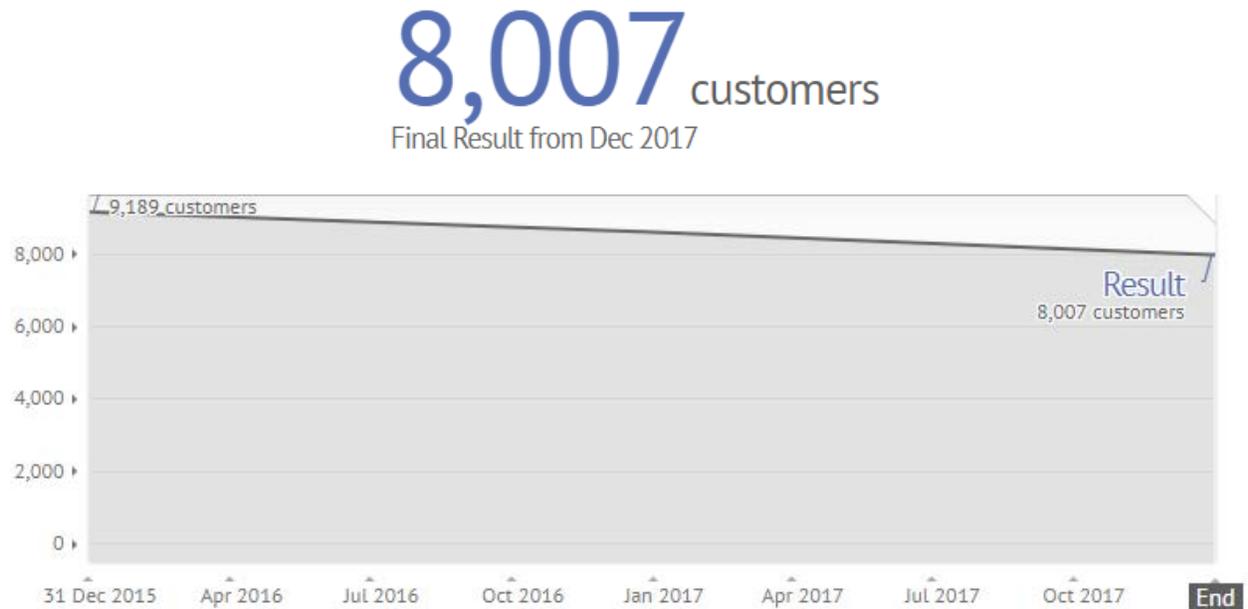


## 4. Bill Payment Assistance

### What is our goal?

In order to aid income eligible customers, Tacoma Power implemented a bill payment assistance program which supplements bill credits with financial education to help customers better manage their finances. Additional resources will be dedicated to the program in 2019 and 2020.

### Current Performance



## 2025 Goals and Performance Measures Tacoma Water



### 1. FISCAL SUSTAINABILITY

In order to support fiscal sustainability, Tacoma Water will plan for and seek to execute a fiscal strategy for the enterprise which maintains existing AA-level bond ratings or higher.



### 2. ENVIRONMENTAL STEWARDSHIP

In order to be outstanding stewards of the environment, Tacoma Water will contribute toward survival and recovery of endangered fish species.



### 3. PUBLIC HEALTH AND SAFETY

In order to contribute to public health and safety, Tacoma Water will employ all measures necessary to supply the community with safe, clean drinking water and will provide reliable and effective fire hydrant services to Tacoma.



### 4. BILL PAYMENT ASSISTANCE

In order to aid income eligible customers, Tacoma Water will offer bill payment assistance coupled with a financial literacy program. For the benefit of all customers, Tacoma Water will provide conservation assistance and tips.

# 2019-2020 Goals and Performance Measures

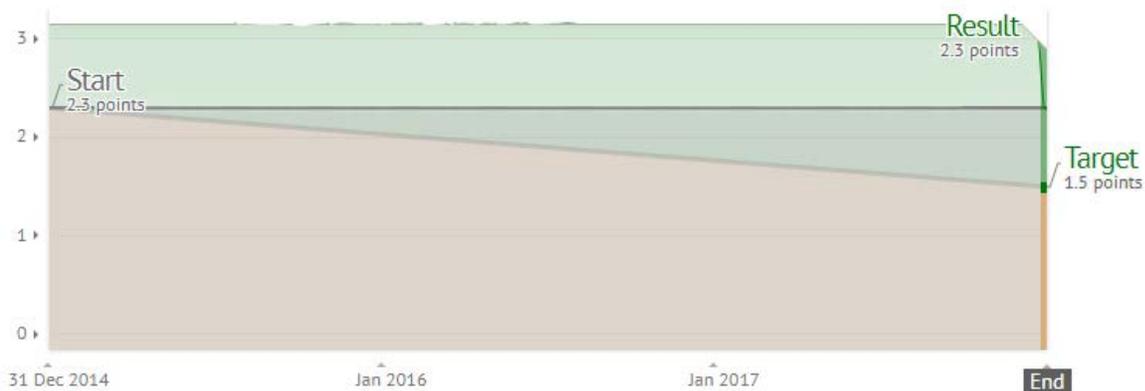
## 1. Fiscal Sustainability

### What is our goal?

In order to support fiscal sustainability, Tacoma Water will maintain key financial metrics which support existing AA-level bond ratings.

### Current Performance

**2.3** Debt Service Coverage Ratio **Final Result from Dec 2017** ▶ **1.5** Debt Service Coverage Ratio **Dec 2017 Target**



## 2. Environmental Stewardship

### What is our goal?

In order to be outstanding stewards of the environment, Tacoma Water will conduct handling operations at the Green River Headworks adult fish trap and sort facility that result in a survival rate of 99.5% or more for adult Chinook, Coho, and Steelhead salmon through 2020.

### Current Performance

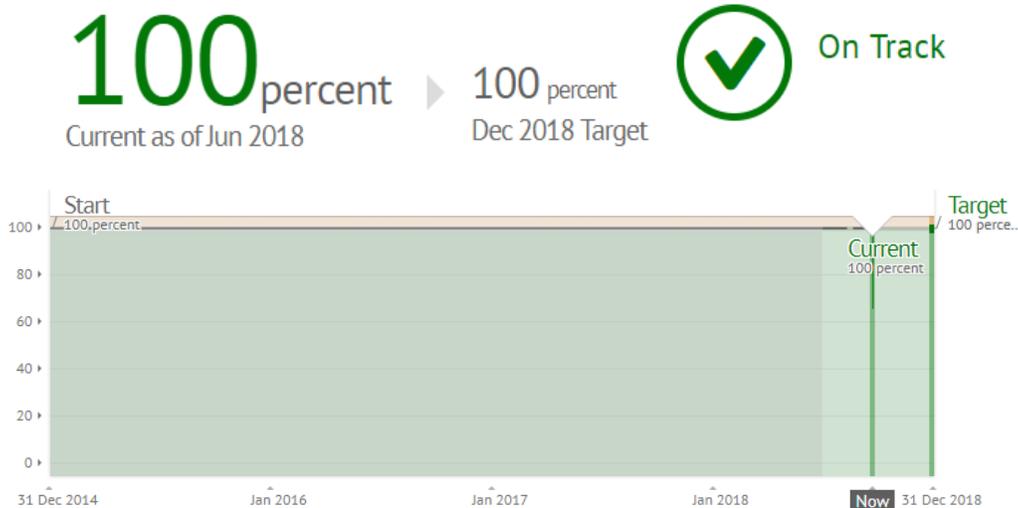


### 3. Public Health and Safety

#### What is our goal?

In order to improve public health and safety, Tacoma Water will employ techniques necessary to meet all federally determined health-related drinking water standards in 2017 and 2018.

#### Current Performance



### 4. Bill Payment Assistance

#### What is our goal?

In order to aid the City's less advantaged customers, Tacoma Water will implement a new bill payment assistance program in 2017 which supplements bill credits with financial education to help customers better manage their finances.

#### Current Performance



## 2025 Goals and Performance Measures Tacoma Rail



### 1. FISCAL SUSTAINABILITY

In order to support fiscal sustainability, Tacoma Rail will plan for and seek to execute a fiscal strategy for the enterprise which maintains sound financial metrics.



### 2. ENVIRONMENTAL STEWARDSHIP

In order to be outstanding stewards of the environment, Tacoma Rail will invest in upgrading its diesel locomotive fleet to attain clear-burning emission levels.



### 3. ECONOMIC VIBRANCY

In order to contribute to the economic vibrancy of the region, Tacoma Rail will maintain rates which are competitive with its short-line railroad peers as it provides essential services at the Port of Tacoma and elsewhere in carrying out its mission.

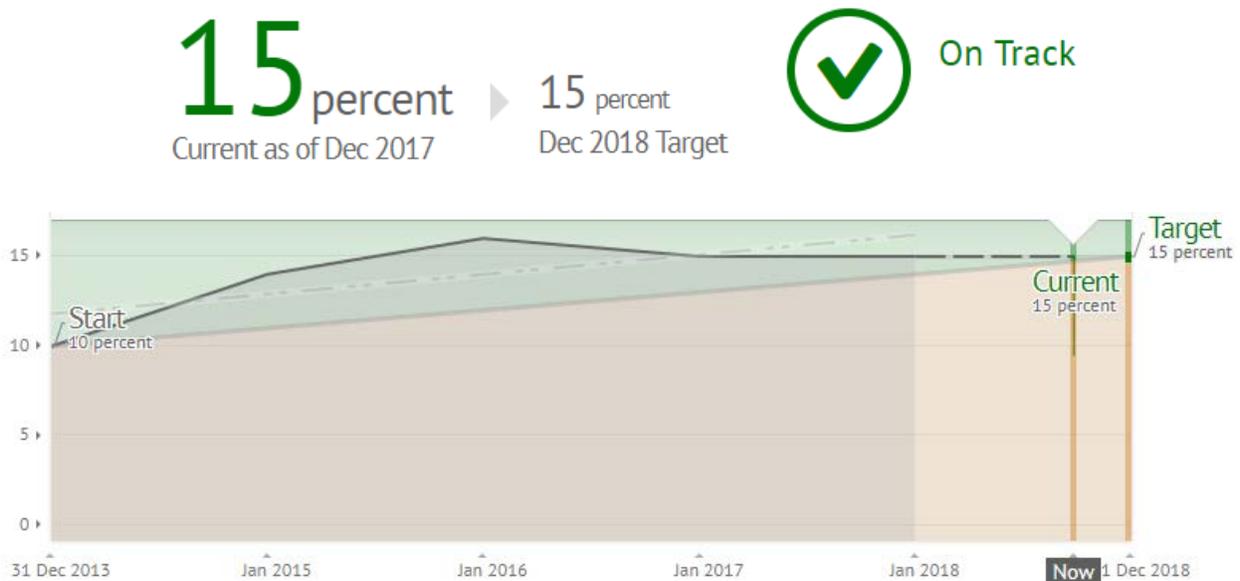
# 2019-2020 Goals and Performance Measures

## 1. Fiscal Sustainability

### What is our goal?

In order to support fiscal sustainability, Tacoma Rail will maintain key metrics above financial policy minimums through 2018.

### Current Performance

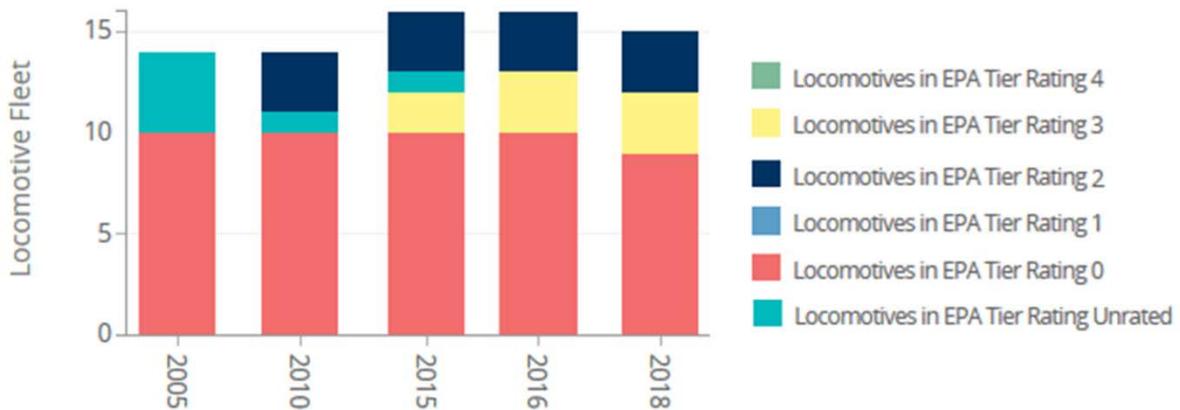


## 2. Environmental Stewardship

### What is our goal?

In order to sustain and improve the environment, Tacoma Rail will repower one or more locomotives to cleaner-burning tier 3 or higher levels (as defined by the EPA) by the end of 2020.

### Current Performance

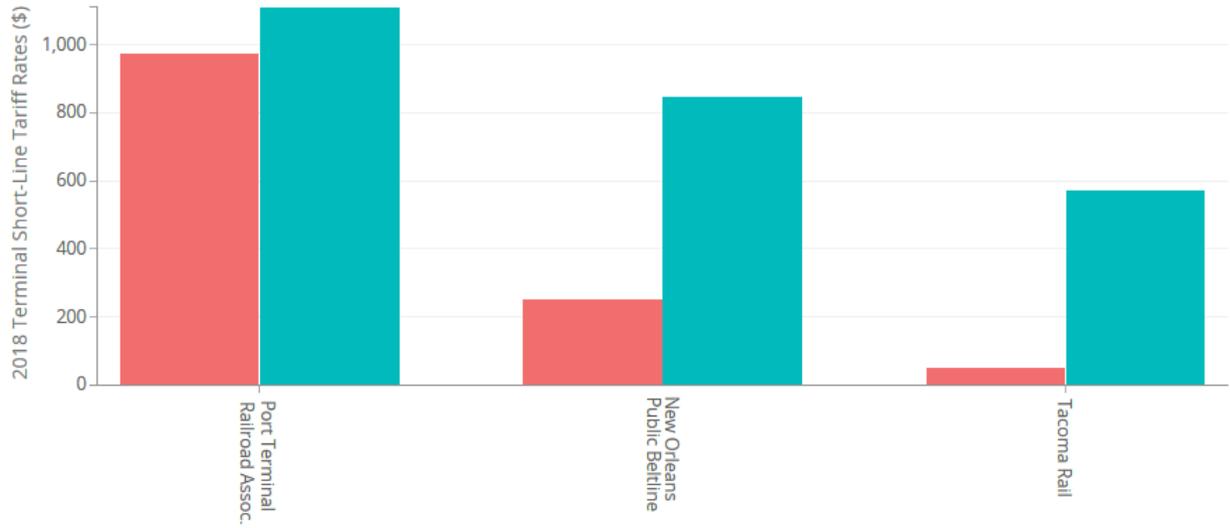


### 3. Economic Vibrancy

#### What is our goal?

In order to contribute to the economic vibrancy of the region, Tacoma Rail will continue to employ a rate structure that falls below Tacoma Rail's peer short-line railroads through 2020.

#### Current Performance





# TACOMA VENUES & EVENTS

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## MISSION

Provide professionally managed and well-maintained venues, continuing a tradition of superlative service while supporting a vibrant cultural sector that fosters a creative, cohesive community.

## KEY FUNCTION ORGANIZATIONAL CHART



## DEPARTMENT OVERVIEW

Tacoma Venues and Events (TVE) is responsible for sports and entertainment venues within the City of Tacoma, including the Tacoma Dome, Greater Tacoma Convention Center (GTCC), Pantages and Rialto Theaters and Theater on the Square, and Cheney Stadium. The venues host concerts, performances, public gatherings, sporting events, meetings, conventions, conferences, trade and consumer shows, and community celebrations. Most of the venues produce revenue to fund facility operations. TVE also partners with Travel Tacoma to promote both the GTCC and the destination, and with South Sound Sports to drive sporting events to the venues and the community. In 2018, the Office of Arts & Cultural Vitality moved to TVE, as did the Special Events Program, to better align with department missions.

### TACOMA DOME

One of the world's largest wooden-domed structures, the iconic Tacoma Dome hosts events for up to 22,000 attendees. Commencing in the summer of 2018, the Tacoma Dome is underway with a \$32 million renovation to include replacement of all seating, expanded restrooms, artists quarters, and loading docks. This is the first major renovation of the Tacoma Dome since its construction in 1983. Upon completion the Dome will be well positioned for success in the competitive venue market of the Puget Sound region. TVE will continue to strategically invest in staff and other upgrades including enhanced security measures.

### GREATER TACOMA CONVENTION CENTER

The Greater Tacoma Convention Center opened in November 2004. It provides 119,000 square feet of contemporary event space, including the 50,000 square foot column-free exhibit hall and a 13,400 square-foot ballroom. The GTCC aims to make Tacoma a destination for national, regional, state, and local conventions and events. The ability to attract these events will be enhanced by the construction of the Tacoma Convention Center Hotel immediately adjacent to GTCC and by continuing to revitalize the downtown business district. These actions will positively impact the greater Tacoma area and its economic development. The hotel is scheduled to open in early 2020.

## **THEATERS**

The City of Tacoma owns three theaters in downtown Tacoma: the Pantages, the Rialto, and the Theatre on the Square. Broadway Center for the Performing Arts (BCPA) is a non-profit organization contracted by the City to manage the theaters. The venues offer live performances, educational events, festivals, and other programming that reflects the creativity and diversity of Tacoma. BCPA maintains the venues with funding from the City. The City has funded renovations to the Pantages, which will reopen with new seating and support amenities in the fall of 2018.

## **CHENEY STADIUM**

Cheney Stadium is home to the Tacoma Rainiers, the AAA affiliate of the Seattle Mariners Baseball Club. The 9,600 seat Stadium was renovated in 2011 and is operated by the Rainiers on behalf of the City. In 2018, the Stadium began to host games for the Sounders 2 Football Club. The Rainiers have invested in capital improvements in recent years, and the 2019-2020 budget continues to provide City funds to maintain the facility.

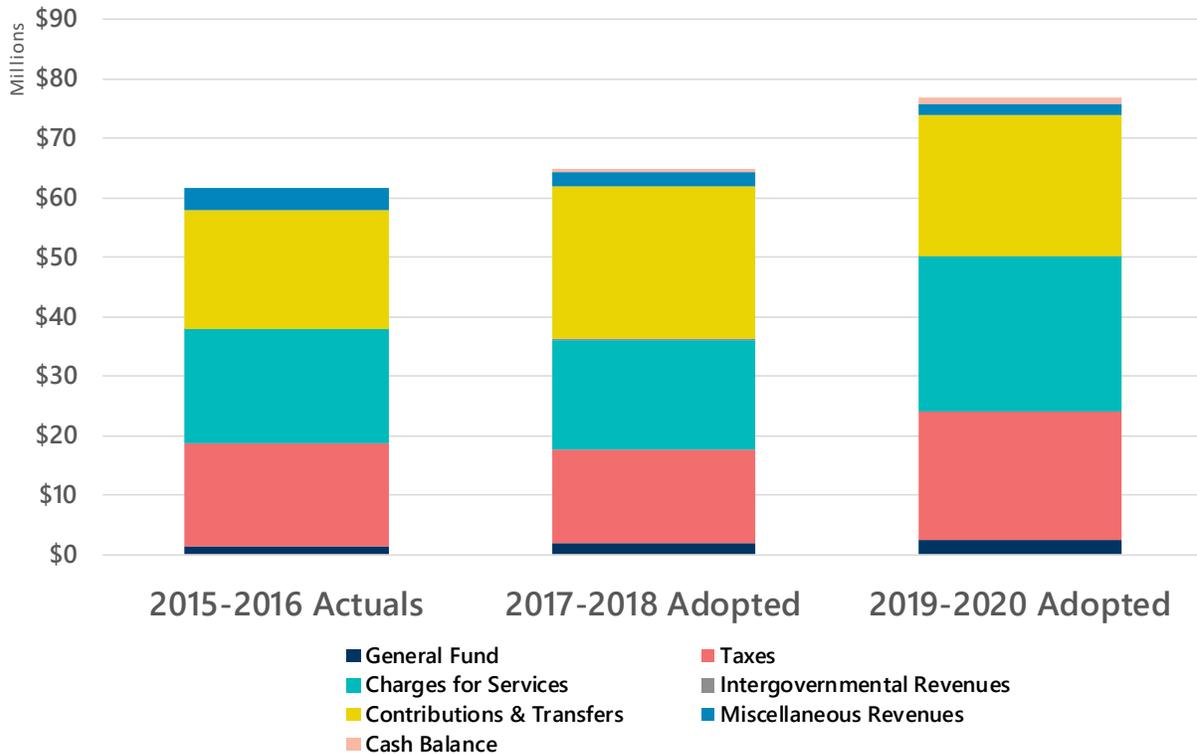
## **OFFICE OF ARTS AND CULTURAL VITALITY**

The Office of Arts & Cultural Vitality is guided by the ArtFull Tacoma strategic plan. The Office focuses on Cultural Programming including the annual Tacoma Arts Month every October, Public Art and Creative Placemaking (administering the Municipal Art Program and providing public funding for artists and arts organizations), the Creative Economy including Spaceworks Tacoma, Cultural Tourism, and Cultural Equity and Community Engagement. The Office also provides support to the Tacoma Arts Commission.

## **SPECIAL EVENTS PROGRAM**

The Special Events Program provides assistance to event permit applicants and authorizes permission to produce events in the City of Tacoma. Staff also provides support to the City's Events & Recognitions Committee which advises on City-hosted events and special recognition programs, including the Martin Luther King, Jr. Celebration and the City of Destiny Awards.

## TACOMA VENUES & EVENTS FUNDING BY CATEGORY

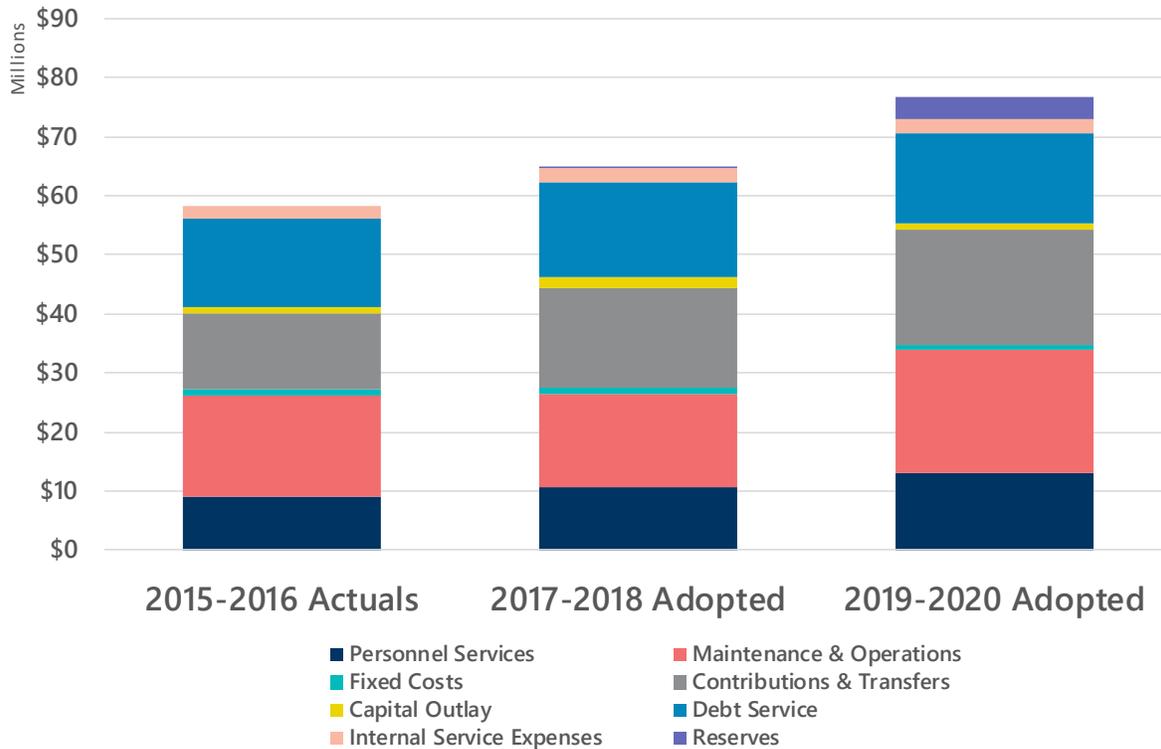


	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
General Fund	1,246,351	1,899,270	2,422,664
Taxes	17,387,922	15,603,380	21,479,035
Charges for Services	19,140,646	18,571,090	26,180,874
Intergovernmental Revenues	61,470	100,000	144,000
Contributions & Transfers	20,112,554	25,838,957	23,595,513
Miscellaneous Revenues	3,650,718	2,275,965	1,939,882
Cash Balance		666,649	991,666
<b>Grand Total</b>	<b>61,599,661</b>	<b>64,955,311</b>	<b>76,753,634</b>

## FUNDING SUMMARY

Funding for TVE comes from several sources including tax revenues from admissions tax and a citywide hotel/motel tax. Beyond taxes, TVE relies on two greater sources of revenue. Charges for Service include fees for use of venues and associated ancillary revenues including parking revenues. Contributions & Transfers are received by TVE through contributions by the General Fund and the Greater Tacoma Regional Convention Center Public Facilities District (PFD), which collects regional sales tax rebate revenue. The Office of Arts and Culture is funded directly through the General Fund. Increased revenue generated through events hosted at the Tacoma Dome and the GTCC have reduced reliance on the General Fund for operational support. The 2019-2020 biennial budget will strategically invest in capital upgrades to these venues including enhanced security measures. The renovated Tacoma Dome and renovated Pantages Theater will both open for events in 2019.

## TACOMA VENUES & EVENTS EXPENDITURES BY CATEGORY



	2015-2016 Actuals	2017-2018 Adopted	2019-2020 Adopted
Personnel Services	9,164,923	10,574,102	12,951,220
Maintenance & Operations	17,073,965	15,947,870	20,956,254
Fixed Costs	914,022	1,017,267	933,711
Contributions & Transfers	13,023,086	16,858,636	19,431,151
Capital Outlay	1,084,657	1,900,000	1,000,000
Debt Service	14,969,940	15,995,872	15,319,599
Internal Service Expenses	2,004,848	2,350,273	2,547,247
Reserves		311,290	3,614,451
<b>Grand Total</b>	<b>58,235,441</b>	<b>64,955,311</b>	<b>76,753,634</b>
Full Time Equivalents	42.0	45.0	55.3

## EXPENDITURE SUMMARY

As TVE has hosted more events and higher-quality events, its event-related costs have increased in nearly every category. However, these costs are recovered with the revenues collected through those events.

Personnel Services, Maintenance and Operations (day-to-day expenses), and Contributions and Transfers are among the largest expenditure categories for TVE. The transfers are mainly from the Public Facilities tax district (PFD) which funds the GTCC. Debt Service is also a large expenditure category for TVE; these funds pay for capital projects at Cheney Stadium, the Tacoma Dome, and the Convention Center. Additionally, staff has been relocated from the Community and Economic Development department. These sections include the Special Events program and the Office of Arts and Cultural Vitality. This move accounts for some of the additional salary expense. Beyond this organizational change, TVE plans to hire several new employees to manage the increase in events held in Tacoma.

Capital Outlay includes spending for projects at the Tacoma Dome, GTCC, and the three City-owned Theaters—The Pantages, The Rialto, and the Theatre on the Square. These outlays typically do not rise to the level of a major renovation or construction project. Rather, these funds are for upgrades and maintenance required to keep the building systems up to date, deal with emerging facility issues, and upgrade equipment and service capacity at the venues.

Internal Service Expenses are charges received for services from other City departments. These charges include Human Resource services, Information Technology hosting and troubleshooting services, Finance and accounting services, budget preparation and monitoring services, and the City Attorney's Office and its legal services.

Reserves are monies held by the department. Increased revenues have allowed TVE to hold more money in reserve for the 2019-2020 biennium. This money will be used to support TVE operations, maintenance and capital projects in City-operated venues in the future.

## BUDGET BY PROGRAM

Division	Program	2019-2020 Adopted Budget	FTEs	
Business Administration	Business Admin - Tacoma Dome	6,225,306	6.3	
	Business Admin - Convention Center	2,021,705	4.7	
Cheney Stadium	Cheney Stadium 2009 Bond Financing	2,819,998	-	
	Cheney Stadium Facility Operations	243,370	-	
	Cheney Stadium Capital Repair and Replacement	202,000	-	
Community Development	Special Events Facilitation/Management	541,127	0.5	
	Special Events Permitting	171,146	0.8	
Convention Center	Tourism & Convention	9,901,314	-	
	Public Facilities District	9,263,448	-	
	GTCC 2013 LTGO	6,760,800	-	
	GTCC Sales/Booking	2,786,872	-	
	GTCC Facility Operation	2,685,496	2.0	
	GTCC Events	2,148,119	7.3	
	GTCC 2015A LTGO Refunding Bonds	1,880,876	-	
	GTCC 2015 Parking Rev Ref Bonds	1,614,604	-	
	GTCC 2010B LTGO	1,066,144	-	
	GTCC Custodial	1,011,723	5.5	
	GTCC HVAC, Electrical & Conveyance	704,106	2.5	
	GTCC Public Services/Security	472,916	-	
	GTCC Food & Beverage Service	468,004	-	
	GTCC 2010 Revenue Bond	431,533	-	
	GTCC Marketing	309,848	0.7	
	GTCC AV & IT Systems	41,134	0.2	
	Office of Arts and Cultural Vitality	GTCC Life Safety & Alarm Systems	18,313	-
GTCC Grounds		4,578	-	
Tacoma Arts Commission		751,457	1.5	
Municipal Art		651,585	-	
Arts Community Outreach		456,829	0.7	
Arts Administration		232,668	0.5	
Arts External Consulting		219,284	0.3	
Spaceworks		50,153	0.2	
Tacoma Dome		Tacoma Dome Events	10,068,528	7.8
		Tacoma Dome Facility Operations	2,233,343	1.0
	Tacoma Dome HVAC, Elect & Conveyance	965,611	3.5	
	Tacoma Dome Marketing	902,092	2.3	
	Tacoma Dome Business Development	673,491	1.0	
	Tacoma Dome Custodial	658,276	3.5	
	Tacoma Dome Sales/Booking	599,855	2.0	
	Tacoma Dome Public Services/Security	381,849	-	
	Tacoma Dome Parking	355,743	-	
	Tacoma Dome AV & IT Systems	186,972	0.9	
	Tacoma Dome Self/Promote-Admin & Operations	100,000	-	
	Tacoma Dome Food & Beverage Services	40,900	-	
	Tacoma Dome Life Safety & Alarm Systems	10,377	-	
Theaters	Tacoma Dome Grounds	5,087	-	
	Theaters Maintenance	3,415,057	-	
<b>Grand Total</b>		<b>76,753,634</b>	<b>55.3</b>	

# 2025 Goals and Performance Measures



## **1. CAPITAL INFRASTRUCTURE IN TACOMA VENUES & EVENTS FACILITIES**

In order to establish and maintain Tacoma venues as premier facilities, the City will invest \$88.4 million in capital infrastructure by 2025.



## **2. EVENTS IN TACOMA VENUES & EVENTS FACILITIES**

In order to ensure the provision of a robust variety of entertainment, sporting and cultural events, Tacoma Venues & Events will increase the number of events at the Tacoma Dome and Convention Center 25% by 2025.



## **3. CUSTOMER SATISFACTION AT TACOMA VENUES & EVENTS FACILITIES**

In order to enhance the reputation of Tacoma venues, Tacoma Venues & Events will raise the overall customer experience ratings on satisfaction surveys 10% by 2025.



## **4. REGIONAL HUB FOR CREATIVE ENTERPRISE**

In order to position Tacoma as a Regional Hub for Creative Enterprise, Tacoma Venues & Events Office of Arts and Cultural Vitality will increase the percentage of business activity represented by creative industries.



## **5. PARTICIPATION IN ARTS AND CULTURE**

In order to enhance and promote cultural equity among Tacoma's diverse people, places and cultures, Tacoma Venues & Events Office of Arts and Cultural Vitality will increase investment in public arts programs and grow the presence of public art projects in underrepresented areas ("art deserts").

# 2019-2020 GOALS & PERFORMANCE MEASURES

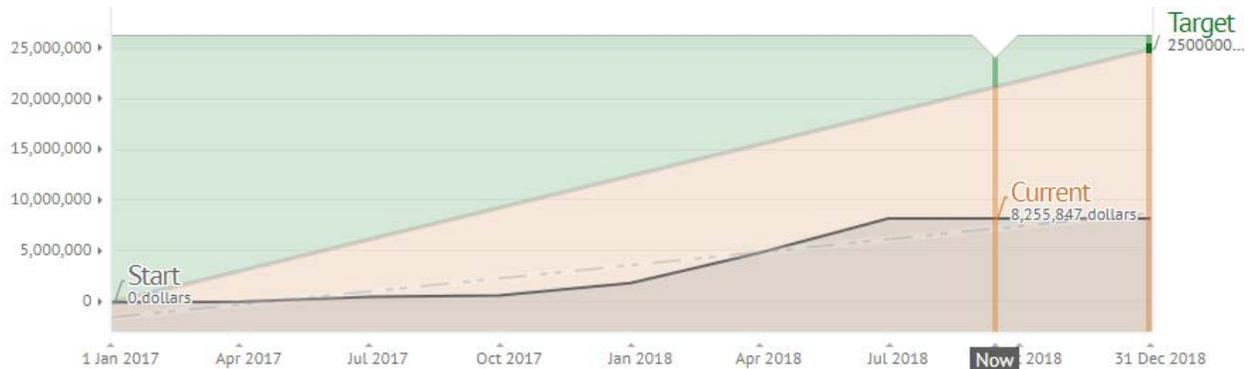
## 1. CAPITAL INFRASTRUCTURE IN TACOMA VENUES & EVENTS FACILITIES

### What is our goal?

In order to establish and maintain Tacoma venues as premier facilities, the City will invest \$29 million in capital infrastructure by 2020.

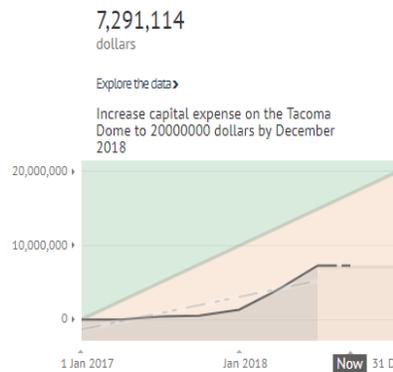
### Current Performance

**8,255,847** dollars ▶ 25,000,000 dollars  
Current as of Dec 2018 Dec 2018 Target



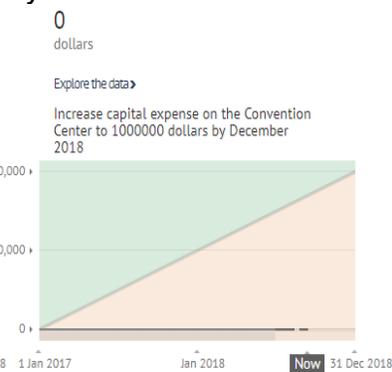
### Tacoma Dome Capital Expense

Increase capital expense on the Tacoma Dome to \$22 million by 2020.



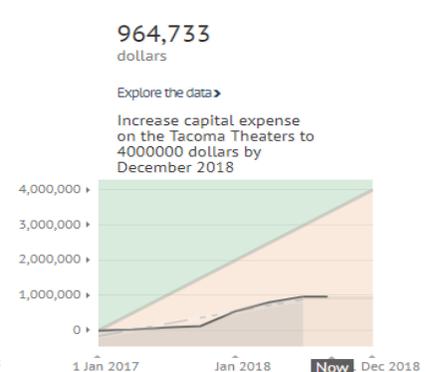
### Convention Center Capital Expense

Increase capital expense on the Convention Center to \$3.5 million by 2020.



### Theater Capital Expense

Increase capital expense on the Tacoma Theaters to \$3.5 million by 2020.



**Why is it Important?**

City venues operate in a highly competitive market and have considerable deferred maintenance needs and a high demand for customer amenities. Capital improvements and investment in City venues will positively impact viability and appeal to users. This will result in continued and new opportunities for cultural, sporting, and entertainment programming providing associated economic impact and promoting civic pride.

**What will we do?**

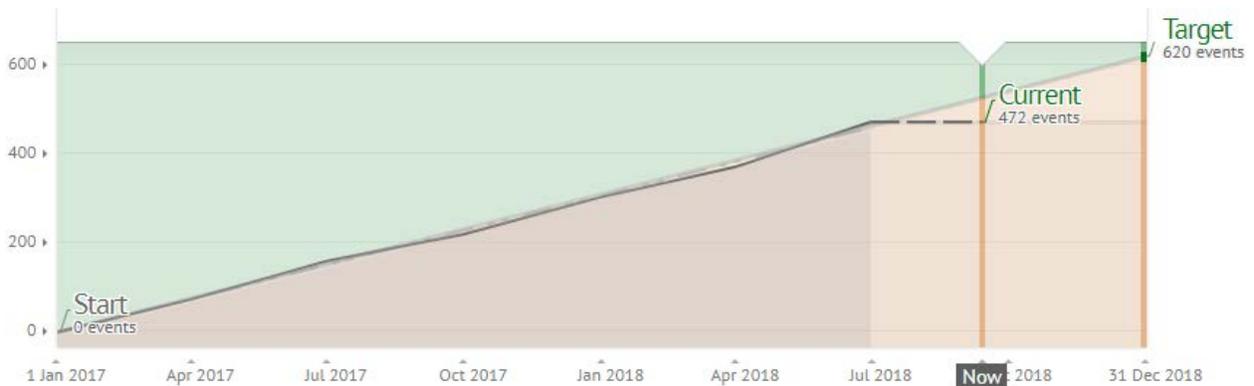
Tacoma Venues & Events staff will secure and manage funding for capital reserve accounts for the Tacoma Dome, Convention Center, and Theaters.

## 2. EVENTS IN TACOMA VENUES & EVENTS FACILITIES

### What is our goal?

To ensure the provision of a robust variety of entertainment, sporting, and cultural events, Tacoma Venues & Events will increase the number of events at the Tacoma Dome by 10 events, a 13% increase, by 2020. This is a slight change from measuring total events from the Tacoma Dome and Convention Center in the 2017-18 Biennium.

### Current Performance

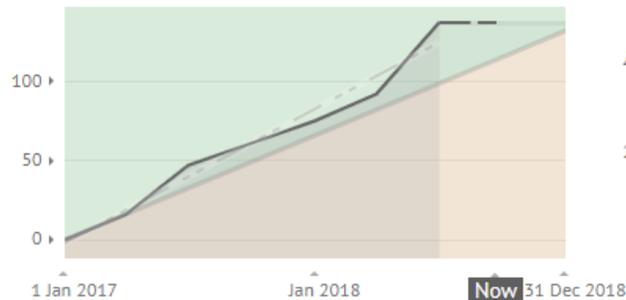


#### Tacoma Dome Events

**137**  
events

[Explore the data >](#)

This goal is measured by tracking Tacoma Dome events.

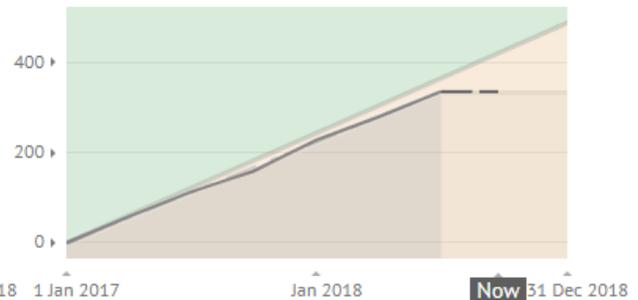


#### Convention Center Events

**335**  
events

[Explore the data >](#)

This goal is measured by tracking Convention Center events.



### Why is it Important?

Tacoma City-managed venues historically have had dates available for further programming. Increasing the number of events at these venues will result in more and varied entertainment, sporting, and cultural event opportunities and the attraction of business and leisure travelers. This in turn will enhance the livability of the region, provide additional operational and tax revenues for the City, and deliver funds to continually reinvest in the facilities. The Tacoma Dome has already increased its number of events 23% since 2015.

### What will we do?

Tacoma Venues & Events staff will devote resources to and invest in proactive venue booking and marketing through key partnerships, participation in industry events and associations, branding and positioning, self-promotion, and other creative sales methods.

Tacoma Venues & Events will continue its partnership with Travel Tacoma/Pierce County to provide a focused sales team and destination marketing to specifically benefit the Greater Tacoma Convention Center. Marketing and promotion plans will be developed for the new hotel as it comes on line later in the biennium. The event mix will continue to shift to events of higher value coupled with room nights for enhanced economic impact.

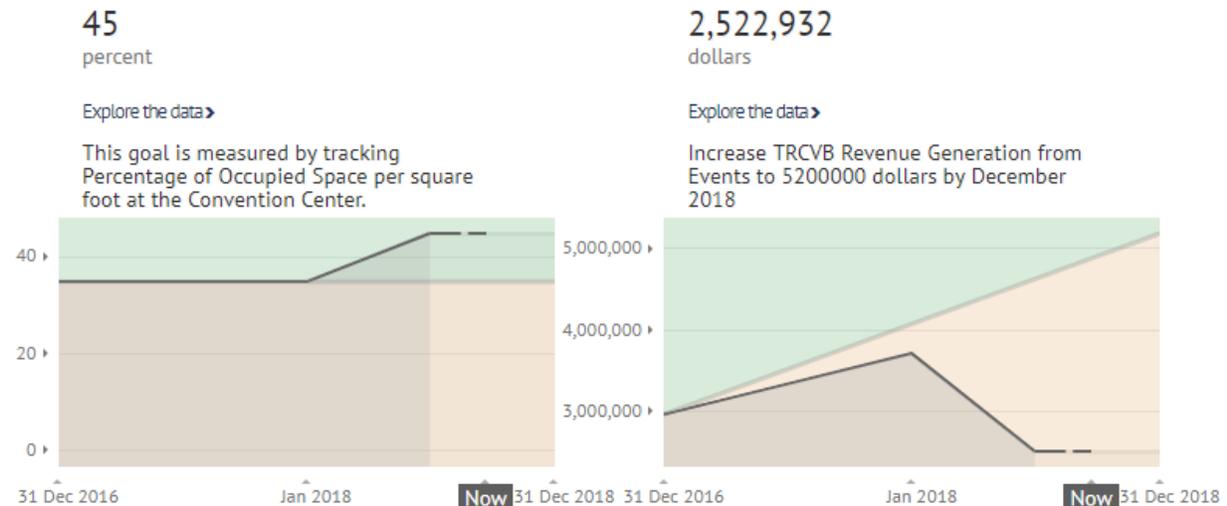
### Current Performance

#### Convention Center Occupation Per Square Foot

Increase the percentage of time the Convention Center is occupied by events per square foot above 38% through 2020.

#### TRCVB Revenue Generation

Increase the revenue generated at the Convention Center through events marketed and booked by the Tacoma Regional Convention Visitor's Bureau (TRCVB) as contracted to \$5.2 million by 2020.



### New Metric for 2019-2020

#### Tacoma Dome New Promoter Bookings

Increase the number of new promoter bookings at the Tacoma Dome by eight events by 2020.

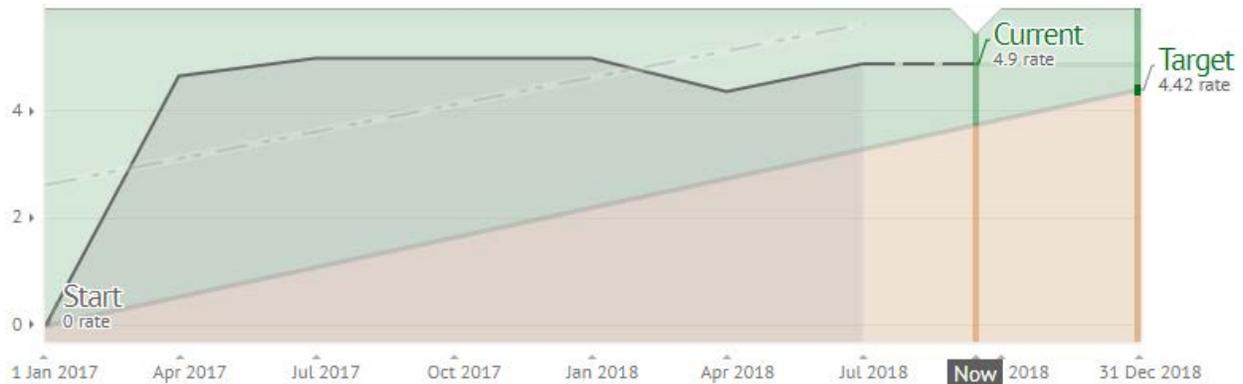
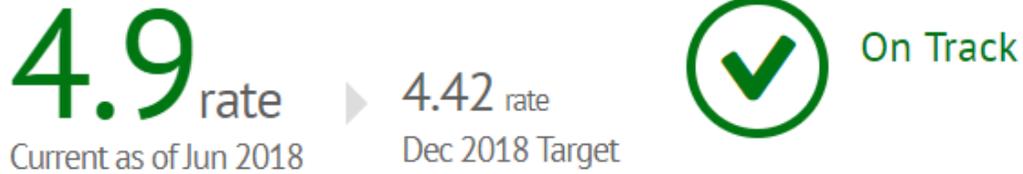
### 3. CUSTOMER SATISFACTION AT TACOMA VENUES & EVENTS FACILITIES

#### What is our goal?

In order to enhance the reputation of Tacoma venues, Tacoma Venues & Events will raise the overall customer experience on satisfaction surveys to a rating of 5 by 2020.

#### Current Performance

##### Tacoma Dome

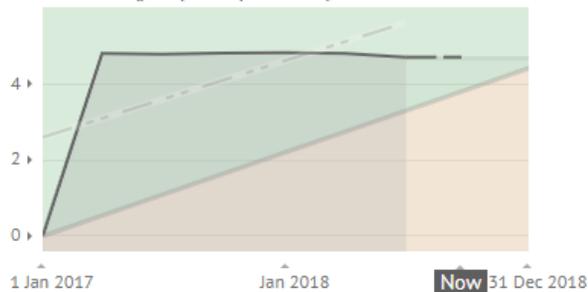


##### Convention Center

**4.71**  
rate

[Explore the data](#)

This goal is measured by tracking average customer satisfaction at the Convention Center events using a survey with scale from 1 (poor) to 5 (excellent).



### Why is it Important?

Tacoma Venues & Events must continually strive to elevate customer experience and satisfaction at City-managed venues (Tacoma Dome and Convention Center) to remain competitive with other regional venues. Heightened customer satisfaction enhances the reputation of the City and its venues, as well as the City's ability to maintain and increase activity and revenues. Additionally, when the Tacoma Dome reopens after renovations with a new food and beverage provider, it will be important to assess customer satisfaction as related to these significant changes.

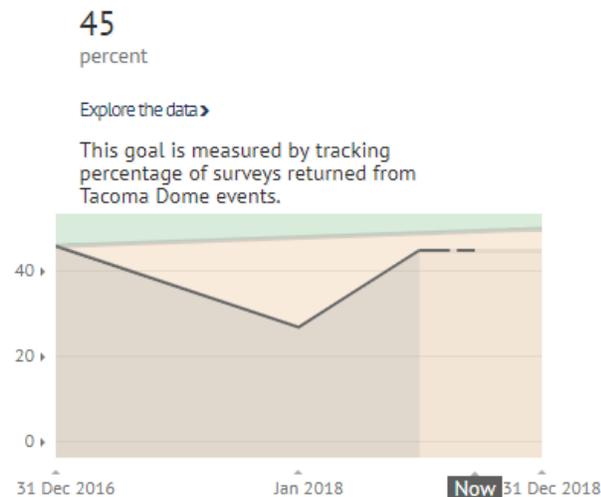
### What will we do?

Tacoma Venues & Events staff will devote resources to and invest in customer amenities, customer service training, and the cultivation of a customer service-based culture that will garner quality and repeat events. Additionally, we will increase the rate of return of client surveys for the Tacoma Dome by 10%. Currently, roughly 45% of clients consistently return surveys. During the 2019-2020 biennium, we will also benchmark attendee feedback in order to provide customer satisfaction measures in future biennia.

### Current Performance

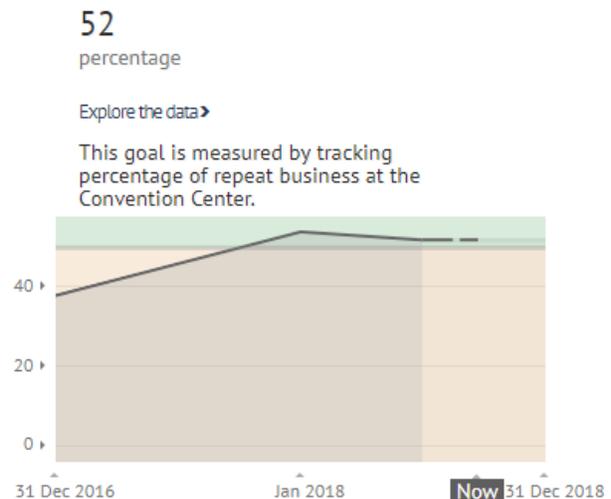
#### Tacoma Dome Client Surveys Returned

Increase the percentage of surveys returned regarding Tacoma Dome events to 50% by 2020.



#### Percentage of Repeat Business at the Convention Center

Maintain the percentage of repeat business at the Convention Center at 50% or above through 2020.



## **4. REGIONAL HUB FOR CREATIVE ECONOMY**

### **What is our goal?**

In order to position Tacoma as a Regional Hub for Creative Enterprises, Tacoma Venues & Events Office of Arts and Cultural Vitality will increase the percentage of business activity represented by creative industries by 2020. Benchmarks for this increase will be established in the 2019-2020 biennium.

### **Why is it Important?**

For-profit and non-profit creative businesses reflect the values of an innovative community, create jobs, and serve as destinations to generate wealth locally.

### **What will we do?**

The Department will increase supply and build capacity of local creative entrepreneurs by providing training, professional development and networking events, supporting the work of Spaceworks Tacoma, identifying and nurturing growth sectors such as the film industry and maker community and providing opportunities for artists and arts organizations to grow and gain visibility through Tacoma Arts Month, public art, and funding.

## **5. PARTICIPATION IN ARTS AND CULTURE**

### **What is our goal?**

In order to enhance and promote cultural equity among Tacoma's diverse people, places and cultures, Tacoma Venues & Events Office of Arts and Cultural Vitality will increase investment in public arts programs and grow the presence of public art projects in underrepresented areas ("art deserts") by 2020. Benchmarks for this increase will be established in the 2019-2020 biennium.

### **Why is it Important?**

Equitable distribution of and access to the arts means ensuring opportunities to encounter and participate in the arts by all people throughout all neighborhoods. Underrepresented areas related to this goal are East Tacoma, South End, West End and North East Tacoma. In addition, a diverse collection of public art created by artists who represent the richness of all cultures and ethnicities best reflects the vision and stories of all our citizens and contributes to authentic and engaged place making.

### **What will we do?**

The Department will increase installation of public art city-wide through effective use of the Municipal Art Program (1% of construction costs committed to public art in public construction projects), leveraging partnerships with Metro Parks, Sound Transit, Tacoma Housing Authority and others to increase opportunities, access and reach. The Department will also investigate opportunities for private investment for public art.

# SUMMARY OF FINANCIAL POLICIES

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This is a summary of some of the City's key financial policies. The City's financial policies are intended to guide the City in meeting both its immediate and long-term objectives. These policies recognize that:

- The City is accountable to its citizens for the use of public dollars.
- Structurally balanced budgets are critical for the City to maintain its fiscal integrity.
- All activities supported by the City must function within the limits of its financial resources.
- These policies are applied over periods of time extending well beyond the current budget period.

## BUDGET AND CONTINGENCY POLICIES

To maintain financial stability, a budget showing that revenues and other financing resources meet or exceed expenditures will be prepared and adopted by the City Council. A fiscally sound budget will include the following:

- An adopted budget that will fund recurring operating expenditures with recurring operating revenues.
- The Contingency Fund may be funded at the beginning of each biennium in an amount not to exceed \$3 million. The 2019-2020 Adopted Biennial Budget includes a contingency fund appropriation of \$500,000.
- General Fund revenue and expenditure forecasts will include two biennia beyond the adopted budget period to create a six-year forecast. The projection will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels and to provide for long-term strategic planning.
- The City-operated utilities should show positive net operating results.

## RESERVE POLICIES

### GENERAL POLICY STATEMENT

The principle reasons for building and maintaining reserves are:

- Financial best practices and fiscal prudence dictates that the City should have a reasonable amount of resources in reserve to address unanticipated declines in revenue.
- Large unexpected one-time expenditures/expenses are more easily funded from reserves.
- Reserves help mitigate the effects of an economic downturn or other unanticipated events on revenue growth. A weak economy will slow revenue growth relative to expenditures/expenses.
- Reasonable cash reserves are needed to maintain favorable credit ratings.

### GENERAL FUND

- Reserves should be maintained between 10% and 20% of projected annual expenditures. Ideally the City should have total reserves equal to at least 15% of projected annual expenditures. Any proposed use of the reserves will require super-majority (majority plus one of voting members) approval by the City Council.
- The first 5% to 10% of reserves shall only be available to fund one-time emergencies, unanticipated expenditure requirements, or to offset unanticipated revenue fluctuations occurring within a fiscal year.
- The next 10% to 15% of reserves is a counter cyclical reserve. This portion of the reserve is to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 12-18 months of a recession.

## UTILITY WORKING CASH BALANCES

City-owned utilities will maintain working cash balances in the following amounts:

UTILITY	MINIMUM WORKING CASH BALANCES EQUAL TO:
Tacoma Power	90-days of budgeted expenditures
Tacoma Water	60-days of budgeted expenditures
Tacoma Rail	60-days of budgeted expenditures
Tacoma Wastewater	60-days of budgeted expenditures
Tacoma Surface Water	60-days of budgeted expenditures
Tacoma Solid Waste	60-days of budgeted expenditures

## REVENUE POLICIES

Service demands require that an adequate revenue stream be maintained. A diversified and stable revenue structure will be maintained to shelter the City from fluctuations in any single revenue source. City funds will be prudently invested to provide for safety of the principal amounts invested, sufficient liquidity to meet cash flow needs, and finally to provide interest earnings. The following will serve as guidelines for maintaining the City's revenue stream:

- The City will seek to avoid dependence on temporary or unstable revenues to fund basic municipal services.
- The City will work to ensure that it receives its fair share of available state and federal revenues.
- The City will actively protect current revenues received from State and Federal sources.
- The City will actively oppose state and federal legislation that will mandate costs to the City of Tacoma without providing a revenue source to offset those mandated costs.
- The City will diligently collect due revenues and ensure compliance with revenue regulations.
- User fees to the extent appropriate for the character of the service and its user should recover full costs, including all direct costs, capital costs, department overhead, and citywide overhead.
- The City will seek opportunities to generate revenues by providing services to other local jurisdictions and will ensure the City is fully compensated for the actual cost of service provision.

## ACCOUNTING AND FINANCIAL REPORTING POLICIES

- The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with Washington state budget laws and regulations. The City will annually report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP).
- As an additional, independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association (GFOA) Certificate of Achievement in Excellence for Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The CAFR will be presented in a manner designed to clearly communicate to citizens the financial affairs of the City. In addition to the citywide CAFR, each utility with outstanding bonded indebtedness shall prepare a separate, audited Component Unit Financial Report (CUFR).
- Reports outlining the status of revenues and expenditures shall be done monthly and will be distributed to the City Council, City Manager, Director of Public Utilities, department directors, and any interested parties.

## AUDIT POLICIES

The City's Comprehensive Annual Financial Report (CAFR) will be audited annually by the Washington State Auditor's Office as required by State law.

In addition to the annual audit of the CAFR, each utility fund with outstanding revenue bonds will receive a separate audit of their Component Unit Financial Report (CUFR) from an audit firm with expertise in their industry.

The City will also contract for other external audits when deemed necessary for the City's operations. Audit advisory, oversight, and liaison functions are the responsibility of the Government Performance and Finance Committee. The Committee will be supported in these functions by an Audit Advisory Board consisting of the four members of the Government Performance and Finance Committee, two members appointed from the Public Utilities Board, and one citizen member.

## DEBT POLICIES

The City of Tacoma has adopted the following Debt Policies which are intended to apply to all forms of long-term debt including voted bonds, non-voted bonds, revenue bonds, interfund loans, and conduit debt. The intent of the City Council is that the City shall manage its long-term debt in a manner designed to utilize its credit to optimize City services while balancing overall debt levels and annual debt service obligations. The City recognizes that prudent use of its credit can both facilitate construction of essential capital improvements and serve as a method for sharing the costs of those improvements between current and future beneficiaries.

### GENERAL POLICIES

**Debt Not to be Used for Operating Expenses:** When considered necessary, long-term debt may be used to provide for capital acquisitions and construction. Long-term debt will not be used to fund operating expenses except in extraordinary circumstances as authorized by the City Council. This policy recognizes that some City staff costs such as project engineers are integral to the capital projects and are reasonably chargeable to bond fund proceeds.

**Term of Debt:** Long-term debt will be structured in a manner so that the life of the debt does not exceed the expected useful life of the asset being funded by the debt. To the maximum extent possible, the City will fund its capital needs on a pay-as-you-go basis.

**Method of Sale of Bonds and Notes:** It is the City's policy to sell debt through a competitive sale unless there are clearly expressed reasons for selling debt through a negotiated process. This policy does recognize that a negotiated sale may be in the City's best interests when refunding an existing bond issue or when unusual conditions exist that may make it difficult for the marketplace to reasonably evaluate the risks of the bonds being sold. Whenever a negotiated method of sale is being recommended to the City Council, the justification and rationale for not using a competitive sale must be clearly explained.

**Refunding Bonds:** As a general rule, existing bonds will not be refunded through the issuance of refunding bonds unless the refunding plan will achieve a net present value savings of at least 5%. As an exception to this general rule, bonds may be refunded to obtain more favorable covenants when it is clearly in the City's interests to do so.

## GENERAL OBLIGATION AND NON-UTILITY DEBT

**Legal Limitation of Indebtedness:** The City will utilize general obligation (GO or "Voted") and Limited Tax General Obligation (LTGO or "non-voted") debt authority prudently. The Finance Department will annually calculate the City's Constitutional Limit of Indebtedness and monitor the City's outstanding debt to avoid exceeding the constitutional limits.

**Reserve of Debt Authority:** At a minimum, the City will maintain at least 10% of its legal limit of Non-Voted General Purpose Indebtedness (LTGO) as a reserve for emergencies.

**Preservation of Credit Rating:** The City will carefully consider the future fiscal impacts of incurring additional long-term debt and will recognize the implicit, additional future costs of any debt issuance that adversely impacts the City's credit rating.

**Use of Revenue Debt Whenever Possible:** The City recognizes that its ability to pledge its taxing authority as security for debt is a limited resource that should be preserved whenever possible. Therefore, whenever the improvement being financed with debt is expected to produce off-setting revenues that can be used to secure all or part of the debt in lieu of a pledge of the City's taxing authority, that revenue should be used to secure the debt to the maximum practical extent to minimize usage of the City's limited voted and non-voted debt capacity. For example, in financing a parking structure expected to produce net revenues for the parking system, revenue bonds secured by parking system revenues should be used to the maximum practical extent to finance the improvement.

**Internally Financed Debt:** In accordance with the City's Investment Policy, the City can invest in its own bonds and notes to a maximum of 5% of the City's investment portfolio. State law also permits the City to make inter-fund loans when it is prudent to do so.

## UTILITY DEBT

Each rate-based utility will adopt a capital financing policy which allocates capital financing needs between debt and pay-as-you-go use of current revenues. When it is determined that issuance of debt is needed for capital construction, debt will be secured solely by a pledge of rate revenues and will not utilize any general pledge of the City's taxing authority except in extraordinary circumstances approved by the City Council.

## CONDUIT DEBT

The City can permit itself to be used as a conduit for debt secured by others where such an arrangement is required by law or regulation and where the City is not, in any way, contingently liable for the repayment of debt. The chief example of conduit debt is Local Improvement District (LID) debt where the City sells bonds on behalf of property owners benefited by the LID. LID bonds are repaid solely by special property tax assessments on benefited properties. For another example, the City serves as a conduit for Economic Development Bonds issued by the Economic Development Board in support of private development as authorized by State laws and repaid solely by those businesses.

## INSURANCE POLICIES

- The City shall maintain a Self-insurance Program Claim Fund, Unemployment Compensation Self-Insurance Fund, Self-Insured Workers' Compensation Fund, and Public Utilities Self-Insurance Fund.
- There will be sufficient premiums paid annually by the insured City departments to cover all of the actuarially estimated current claims, plus eliminate any prior claims, fund deficiencies as scheduled by the actuary, and build up individual departments' reserve accounts to the actuarially recommended levels.
- Any transfer, appropriation, or expenditure of funds deposited in the Self-insurance Program Claim Fund for any purpose other than those set forth in Ordinance No. 20909 shall require unanimous approval of the City Council.
- The City will periodically review the insurance market to determine whether to self-insure or purchase commercial insurance.

## UTILITY FUND RATE PROJECTION POLICIES

- Utility rate studies shall be conducted at least every five years to update assumptions and ensure the long-term solvency and viability of the City's utilities.
- Utility rates shall be reviewed at least biennially and necessary adjustments shall be made to reflect inflation, construction needs, and to avoid major rate increases.
- Rates should be adequate to ensure reliable, competitive-priced services for customers. Net revenues in excess of both legal requirements and minimum working cash balances should be used to minimize future rate increases, fund approved capital projects, retire high cost debt, and augment fund reserves established to reduce ratepayer risk.

## CAPITAL BUDGET POLICIES

The major sources of funding for the capital budget are revenues, grants, and debt. Financing planned capital replacement costs are an ongoing challenge. It involves evaluating capital assets, estimating their expected useful lives, projecting replacement costs, examining financing options, determining bonding levels, estimating user fees/tax levies, and evaluating the impact on property owners/stakeholders.

Estimating future needs well in advance helps the City develop practical strategies for meeting future demands. Preparing for the challenges of infrastructure replacement or enhancements demands a long-term view of replacement needs in an effort to:

- Ensure that the City's infrastructure is improved to meet the community's expectations and that there is no further growth in aggregate dollar amount of deferred maintenance.
- Moderate changes in tax levies and user fees.
- Manage debt levels.
- Predict and carefully plan for future debt issuance.
- Provide stable revenues.
- Limit the use of special assessments to finance replacement costs.

In general, sharp changes in tax levies and user fees are unacceptable to citizens, business owners, and elected officials. In order to provide stability the City will:

- Develop a six-year capital planning and financing system for use in preparing a multi-year capital plan for adoption by the City Council as required by the Growth Management Act of Washington State.
- Assign the responsibility for coordinating and preparing the City's Capital Facilities Program to the Office of Management & Budget.
- Consider long-term borrowing as an appropriate method of financing large capital projects that benefit more than one generation of users.

## APPROPRIATING THE CAPITAL BUDGET

Unlike the operating budget, which sets appropriation levels for the two years of the upcoming biennium, the capital budget establishes multiyear or long-term appropriation authority. Budgetary control, the level at which expenditures cannot legally exceed the appropriated amount, is exercised at the fund level. The capital budget approved by City Council establishes the appropriation or spending authority for the duration of all projects residing in each capital fund. Amounts approved will not lapse and will remain until expended for the intended purpose or unencumbered by a future ordinance.

Capital project and grant appropriations lapse when the project or grant activity is completed. For open projects, any unspent appropriations at biennium end will not lapse and will be carried over to the next biennium without further Council action.

Amendments to a capital fund budget may be initiated for any the following reasons:

- To appropriate new projects as approved by the City Council.
- To appropriate additional expenses as a result of new funds or use of reserves.
- To transfer funds between projects that have a similar purpose.

The Office of Management & Budget shall perform an annual review of all capital projects and provide status updates to the City Council. The review will include capital budget amendments including adjustments based on savings or needing increases in appropriation.

## SUMMARY OF INVESTMENT POLICY

The City Charter creates a Finance Committee composed of the Mayor, Finance Director, and the City Treasurer. The Finance Committee is charged with overseeing the City's investments and has adopted Investment Policies to guide the City Treasurer in investing City funds. The following is a brief summary of those policies:

- The City will strive to maximize the return on its investments with the primary objective of preserving capital in accordance with the City's ordinances and prudent investment practices including diversification requirements.
- Disbursement, collection, and deposit of funds will be managed to ensure needed cash availability.

## BUDGETARY BASIS

- The City budgets on a modified accrual basis. Property taxes, sales taxes, business and occupation taxes, and other taxpayer-assessed revenues due for the current year are considered measurable and available and, therefore, as revenues, even though a portion of the taxes may be collected in the subsequent year. Licenses, fines, penalties, and miscellaneous revenues are recorded as revenues when they are received in cash since this is when they can be accurately measured. Investment earnings are accrued as earned.
- Expenditures are considered a liability when they are incurred. Interest on long-term debt, judgments and claims, workers' compensation, and compensated absences are considered a liability when they are paid.

## INTERGOVERNMENTAL REVENUE POLICIES

- Other governments influence many service costs of the City, either because of service overlaps or mandates imposed by the federal, state, or county governments. The City should take advantage of opportunities to enhance services through intergovernmental cooperation, shared revenues, or grants.
- For planning purposes, all grants will be treated in the same manner as other temporary and uncertain resources and will not be used to fund ongoing, basic service needs.
- Appropriate City staff, including Finance, City Attorney's Office, and sponsoring department will review agreements to ensure compliance with state, federal, and City regulations.
- The City will budget expenditures for grant-funded programs only after receipts of grant award or letter of commitment and only for the amount of the grant award. City overhead or indirect costs for grant-funded programs may be included in all grant proposals, where permitted.
- The City will aggressively oppose state or federal actions that mandate expenditures that result in the reallocation of local resources, without local control (i.e., unfunded mandates). The City will pursue intergovernmental funding to support the incremental cost of those mandates.

Note: The Debt and Financial Policies of the Public Utility are contained in public utility board policy numbers 3.4, 3.5, and 3.6 and will be incorporated into the rate policies during the next revisions. The Environmental Services Department financial policies are contained in resolution 35288 and were adopted in September of 2001.



# REVENUE FORECASTING

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The City incorporates many different methodologies and approaches to develop the revenue forecast for the City. These methodologies include analyzing historical trends from monthly financial reports, reviewing economic indicators from agencies and experts in the field, and engaging in conversations with residents and utility customers. The City's goal for forecasting revenues is not to be overly conservative or optimistic. Being overly conservative may result in opportunity losses for the City, preventing it from spending funds on services that the City could have provided. At the same time, being overly optimistic could result in having to reduce or eliminate services if revenues failed to meet projections. Due to the cyclical nature of the economy, the City avoids overcommitting all of its ongoing revenues during positive economic periods to avoid service reductions in downturns.

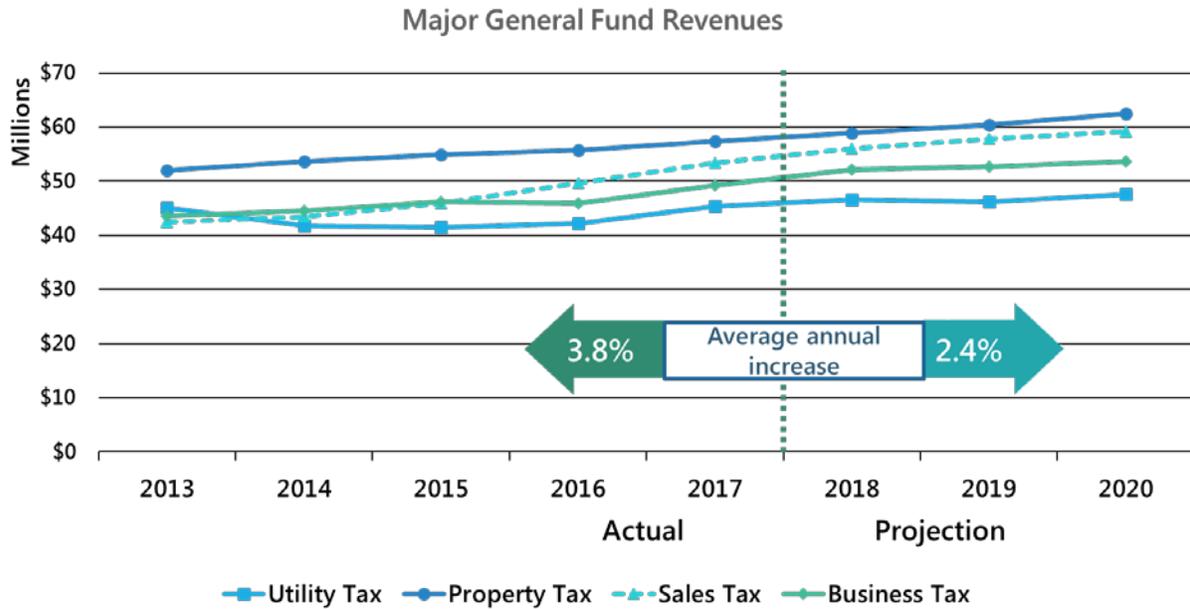
This section focuses on how the General Fund and the City's Utility Enterprise Funds revenues are forecasted. These funds make up the vast majority of City revenues after controlling for transfers from internal charges (Internal Services Fund and Trust & Agency Funds).

## GENERAL FUND REVENUE FORECASTING

Since 2013, the City's General Fund revenues have increased at an average annual rate of 3.8%. Past revenue increases and declines are due to both the economy as well as past City Council action. City Council's actions include raising business license fees in 2012 and again in 2017, committing and separating dedicated resources for street maintenance in 2013, implementing a fire inspection fee in 2015, adding \$1.4 M in annual charges for services in 2015, and increasing tax and license compliance efforts throughout the 2015-2106 biennium. In 2019-2020, Ground Emergency Medical Transportation (GEMT) revenues of \$260 K were budgeted to reflect new reimbursements from Medicaid via the State of Washington. Lift assist fees and fire false alarm fees were also added, adding approximately \$500 K in biennial revenue.

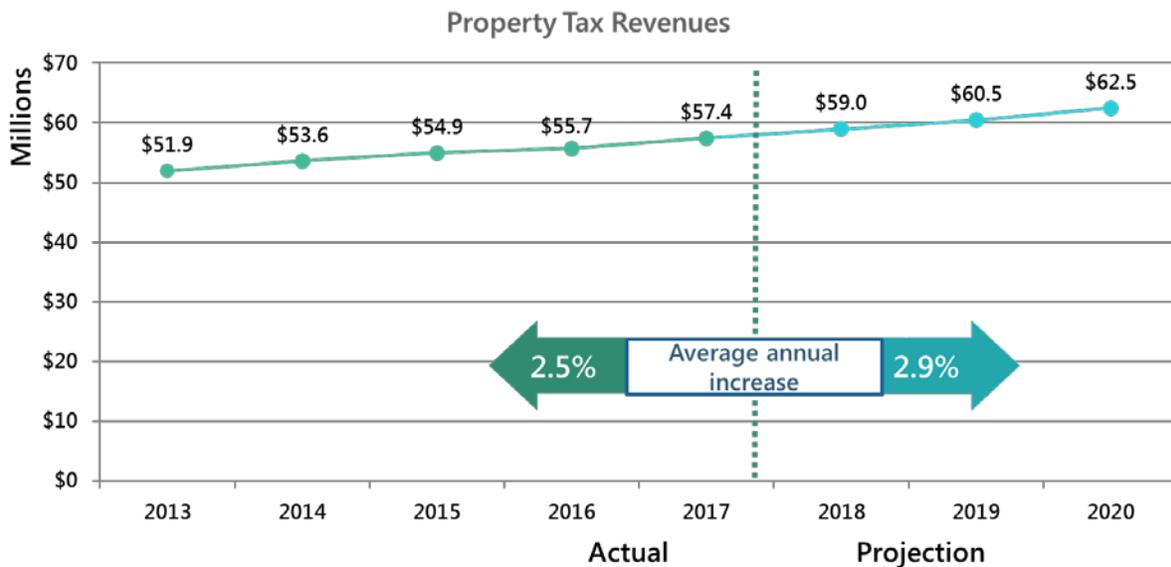
The City forecasted year-end revenue estimates for the General Fund for 2018 and projected revenues for the 2019-2020 biennium based on economic indicators and trends. These projections became the 2019-2020 Adopted Budget. The current General Fund Revenue for the 2019-2020 Adopted Budget is \$493.84 M.

Overall revenues for the City's General Fund are anticipated to increase on average by 2.4% per year during the 2019-2020 biennium. The higher percentage growth in 2013-2017 reflect the recovery of the economy after the Great Recession and changes in tax rates, licenses, and fees, noted above. The City anticipates that growth will begin to slow in the coming years given current revenue trends, State and Federal economic reports and actions, and the unprecedented length of the current economic recovery. The following graph shows the trends in the City's major General Fund Revenues by source. Not shown in the graphs are property tax revenues dedicated to Emergency Medical Services and the 2015 Voter-approved Street Initiative; Sales Tax Revenues dedicated to Mental Health and Substance use disorder and the Transportation Benefit District; and utility taxes revenues dedicated to the streets initiative. These revenues are all projected based on the same methodologies described above, but are received directly into Special Revenue Funds that allocate these services.

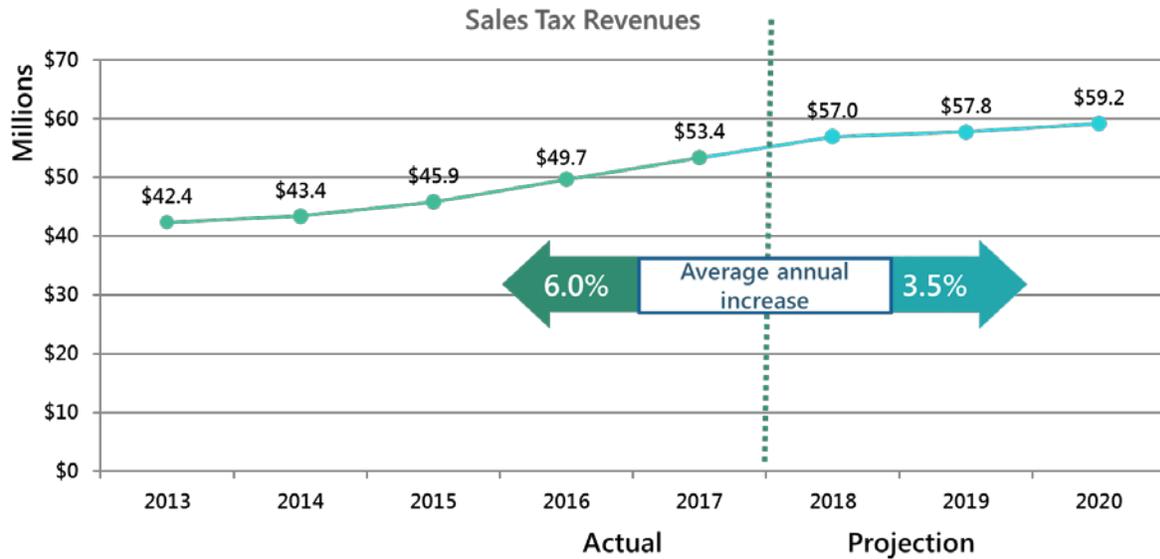


**PROPERTY TAXES** represent \$123 M or 25% of all General Fund Revenues. Property tax revenues in Washington State are capped at a 1% increase year over year or by the Implicit Price Deflator, an indicator of inflation, depending on which percentage is lower. Any revenue increase beyond 1% per year is due to the addition of new construction within city limits.

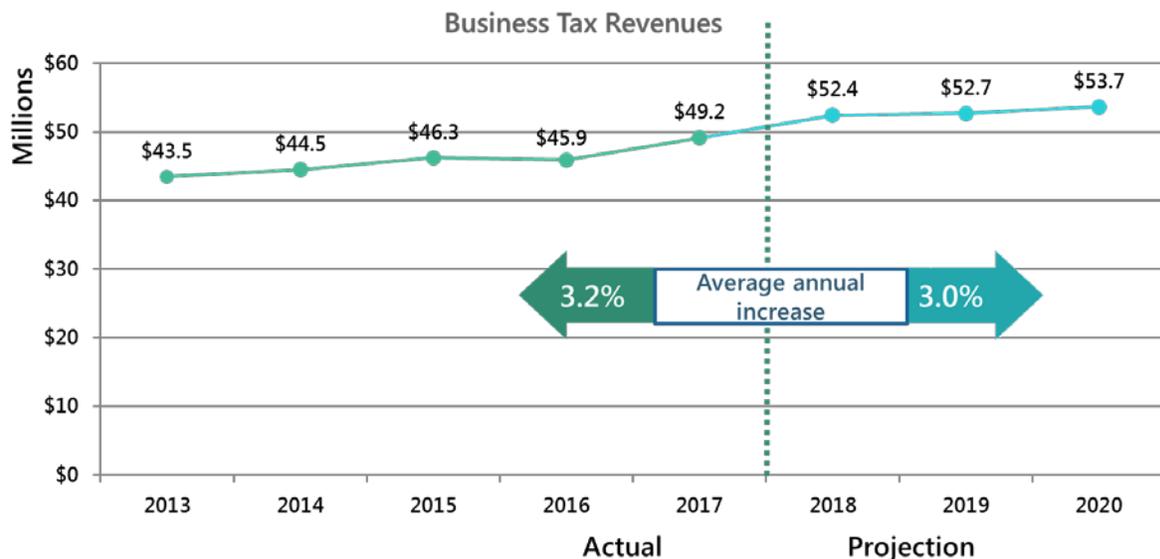
The City anticipates an average annual increase of 2.9% in Property Tax over the forecasted years, as new construction is projected to increase at a moderate rate over the 2019-2020 biennium. The rate of new construction has highly varied in recent years. The forecast includes a moderate rate of growth as supported by economic forecasts on the construction market in Tacoma.



**SALES TAXES** represent \$117 M or 24% of General Fund revenues. Tacoma consumers pay a sales tax rate of 10.1% of which 1.0% is the City's General Fund portion. Sales tax revenues increased from 2013 to 2017 at an average annual increase of 6.0%. Sales tax is influenced by variable factors such as personal income, the employment market, and consumer confidence. Much of the recent growth has been in construction-related sales taxes which have increased 82% over the last five years. This pace of growth is not expected to continue, however. The largest single category of sales tax, the retail category, in comparison, has only increased 17% over that same period. Going forward, the City forecasts an average annual increase of 3.5% over the next biennium. This projection was informed by peaking consumer confidence, recent spending trends, unemployment rates, construction spending, and housing markets.

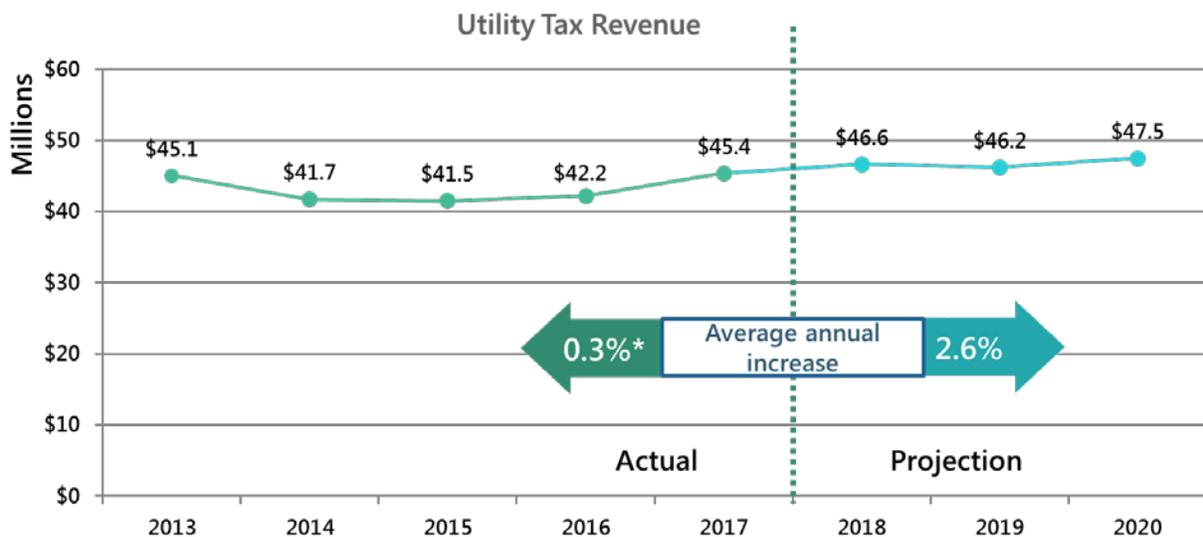


**BUSINESS TAXES** represent \$106 M or 22% of all General Fund revenues. These taxes are also volatile and impacted by the local economy. The City projects an average annual increase of 3.0% over the forecasted years for Business Taxes. Projected growth is relatively moderate due to conflicting trends in some major Business Tax sources. Significant declines in Cell Phone, Telephone, and Cable taxes are being offset by recent growth in Service, Retailing, Manufacturing, and Wholesaling taxes. This has resulted in a relatively modest growth projection overall as displayed in the following graph.



**UTILITY TAXES** represent \$94 M or 19% of General Fund revenues. Most of the City’s utility tax sources have increased over the past several years. Usage, rates, weather, and the market for selling power influence utility revenues as seen in the graph below.

The large decrease in 2014 is due to the dedication and separation from the General Fund of approximately \$6 million from water, wastewater, surface water, solid waste, rail, and click utilities to fund street services. When controlling for the move of Gross Earnings Tax (GET) revenues to support street maintenance, the average annual increase from 2011 to 2015 is 3.4%. The City projects an annual average rate of 2.6% over the forecasted years using economic indicators and utility-provided estimates.

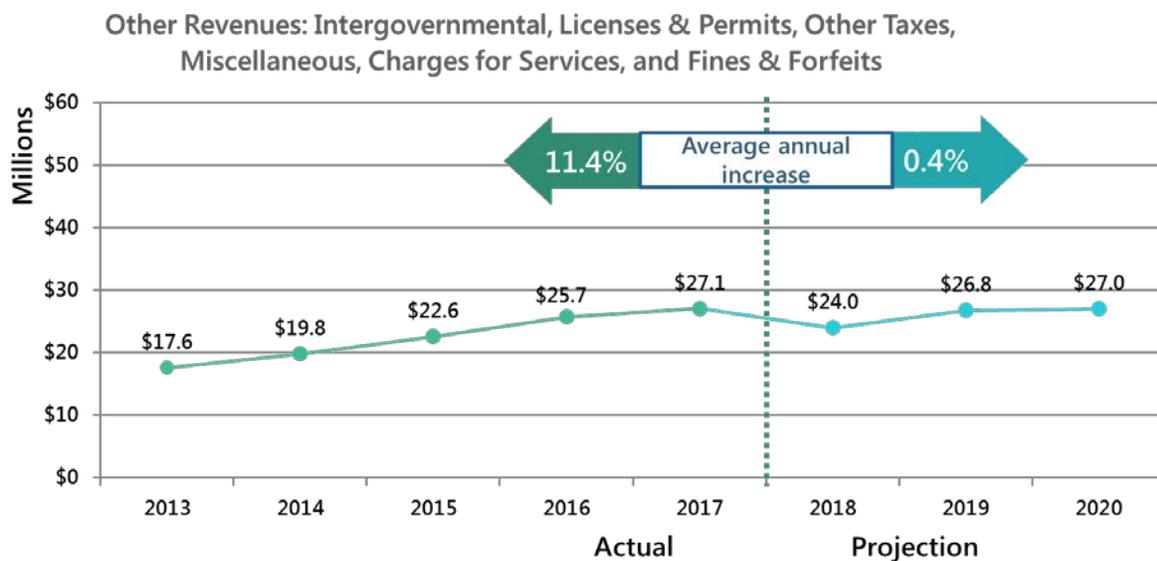


\* In 2014, 2% of several Utility Tax revenues began to be directly deposited into the streets fund for dedicated street maintenance. The average annual increase after controlling for the movement in revenues is 3.5%

The City's **OTHER REVENUE** sources in the General Fund represent \$54 M or 10%. Other Revenues include multiple revenue sources and have been rolled-up in the following graph. These sources include Intergovernmental Revenues, Licenses & Permits Revenues, Other Taxes, Miscellaneous Revenues, Charges for Services, and Fine & Forfeits Revenues. The City's **INTERGOVERNMENTAL REVENUES** include liquor taxes, Criminal Justice, and fire protection service revenues. **LICENSES AND PERMITS REVENUES** include business and non-business licenses and permits. In addition to the positive trend in business tax revenues, the expanded audit efforts have resulted in an increase in businesses filing for business licenses that previously had not occurred. **OTHER TAXES** are made up of Leasehold excise taxes as well as gambling taxes. **MISCELLANEOUS REVENUES** include interest earnings, Build America bonds, transfers from other active funds, contributions, selling assets, and other various forms of revenues the City receives. **CHARGES FOR SERVICES** are made up of charges for copies, filing, false alarms, or charges to cover the cost of other City services provided. Finally, the City charges **FINES AND FORFEITURES** for DUI, penalties on delinquent business taxes, etc. Many of these fines and forfeitures are required per State laws and City codes.

For the last five years of actuals, the average annual increase for Other Revenues was 11.4%. There has been broad swings in this revenue source due to past council action rather than the economy. The City is projecting a conservative annual increase of 0.4% as these revenues are variable and dependent upon the market the revenue comes from or the service it supports. For example, marijuana taxes are dependent on the sales of that product, which is dependent on consumers, and how much the State will allocate to the City.

Projections for State-shared revenues, most often included in Intergovernmental Revenues, are based on trend and legislative analysis completed by the Municipal Research and Services Center (MRSC). With the exception of Intergovernmental and Licenses and Permits Revenues which make up a combined 7% of general fund revenues, the remaining revenue categories tend to be made up of many different categories of smaller amounts of unpredictable revenue. Some years may see an increase in donations and contributions, while others show one-time assets being sold. As a practice, the City typically does not budget many of the smaller miscellaneous revenues because they tend to be highly variable.



## ENTERPRISE FUND REVENUE FORECASTING

The majority of the City of Tacoma's Enterprise Funds in size and budget are comprised of Tacoma Public Utilities and the Environmental Services Department.

### TACOMA PUBLIC UTILITIES

**TACOMA PUBLIC UTILITIES** is funded by revenues from ratepayers for the services provided. Rate calculations are based on resource consumption, market forecasts, and the surplus amounts a division can sell wholesale.

**TACOMA POWER** represents \$959 M or 46% of all appropriated revenue in the enterprise funds. Tacoma Power forecasts its revenue budget on wholesale electric price forecasts, historical probabilistic analysis and forecasting, and customer feedback. Tacoma Power is in regular communication with new and existing large customers to understand and meet their changing energy needs. A retail load forecast employs statistical analysis to forecast energy use across all retail customer classes. Wholesale electric market forecasts consider changing power market conditions combined with forecasts for generation capabilities at owned hydroelectric projects. System-wide, power rates are expected to increase by an average of 2.0% for both 2019 and 2020. Residential rates are expected to increase 0.9% each year.

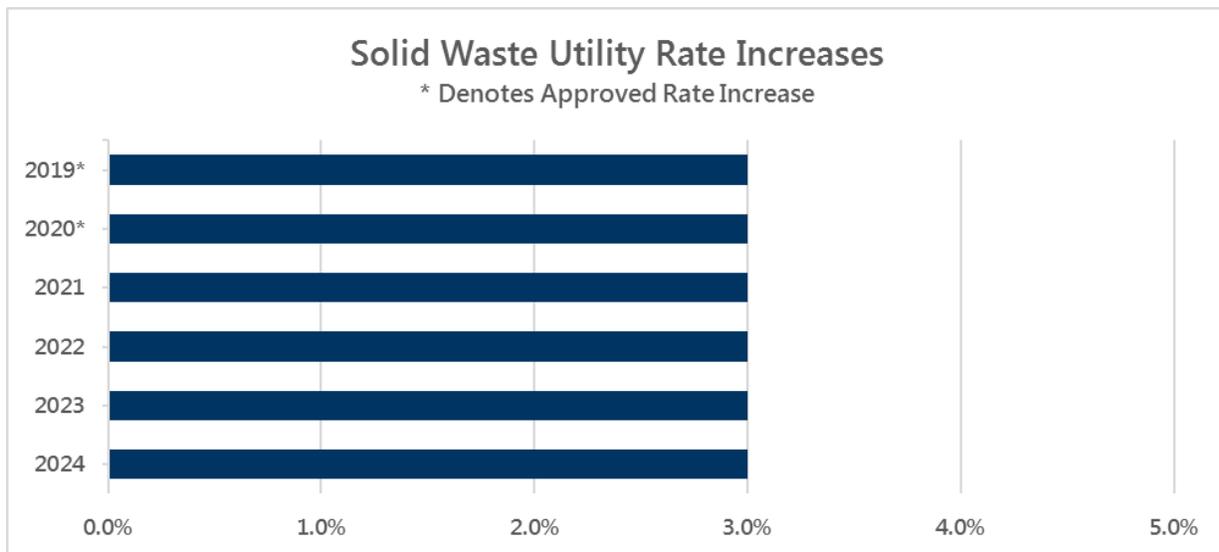
**TACOMA WATER** represents \$228 M or 11% of all appropriated revenue in the enterprise funds. Tacoma Water bases its revenue budget on forecasted demand and customer accounts using probabilistic econometric time series models for each customer rate category for a ten-year planning period. Tacoma Water also connects with wholesale and large-volume customers on changes in their needs throughout the year in order to adjust revenue projections for the current budgeted period and future planning periods. System-wide, water rates are expected to increase by an average of 2.5% for both 2019 and 2020. Residential rates are expected to increase 2.9% each year.

**TACOMA RAIL** represents \$68 M or 3% of all appropriated revenue in the enterprise funds. Tacoma Rail projects its revenue budget on industry trends, historical analysis, and customer communication. Industry trends such as intermodal shipping, railroad traffic indicators, and economic conditions are considered. Historical analysis is done to shape the seasonality of railcar traffic. Tacoma Rail is also in constant communication and planning efforts with customers to have an understanding of rail service requirements and financial forecasting.

## ENVIRONMENTAL SERVICES DEPARTMENT

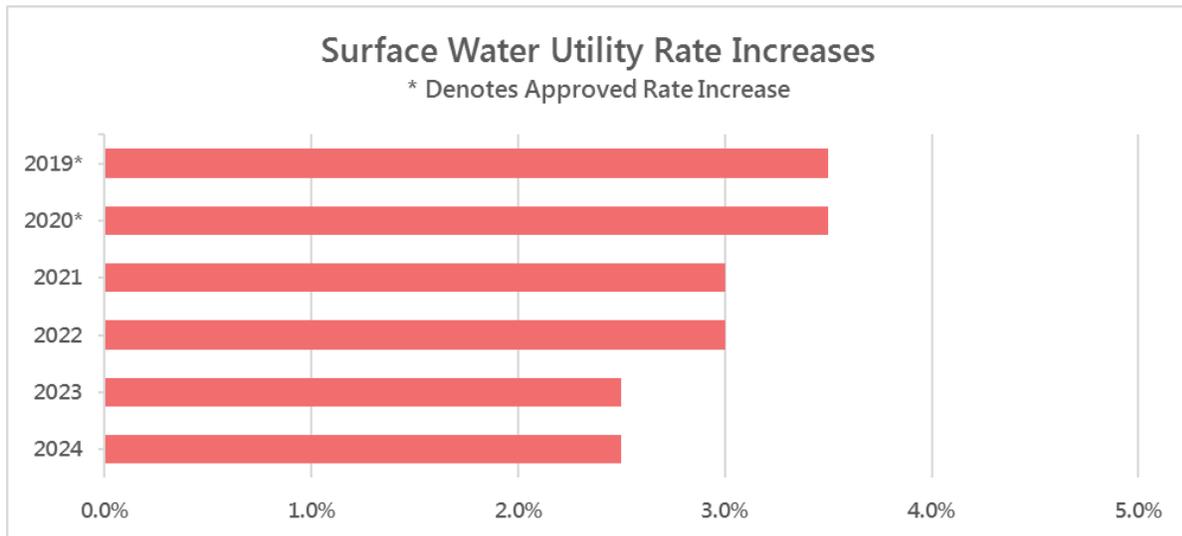
The Environmental Services Department utilities, Wastewater, Surface Water, and Solid Waste, are funded by revenues from ratepayers for the services provided. Rate calculations are based on biennium operating and capital budgets. Rate models balance the available cash, capital financing, and rate revenue from customers required to pay for operating costs, debt service, and capital expenditures while ensuring bond covenants and financial policies are met. The Department continues to improve efficiency to reduce costs with a goal of “cost of living” rate increases in each of the utilities.

**SOLID WASTE** revenues represent \$153 M or 7% of all appropriated revenue in the Enterprise Funds. Solid Waste rates are close to achieving cost of living rate increases over time. The landfill facilities are nearly all updated. The Solid Waste fleet of trucks is being replaced with more fuel efficient and environmentally friendly trucks. There are no new bond funding requirements on the horizon and the costly environmental cleanup of the landfill has been completed.



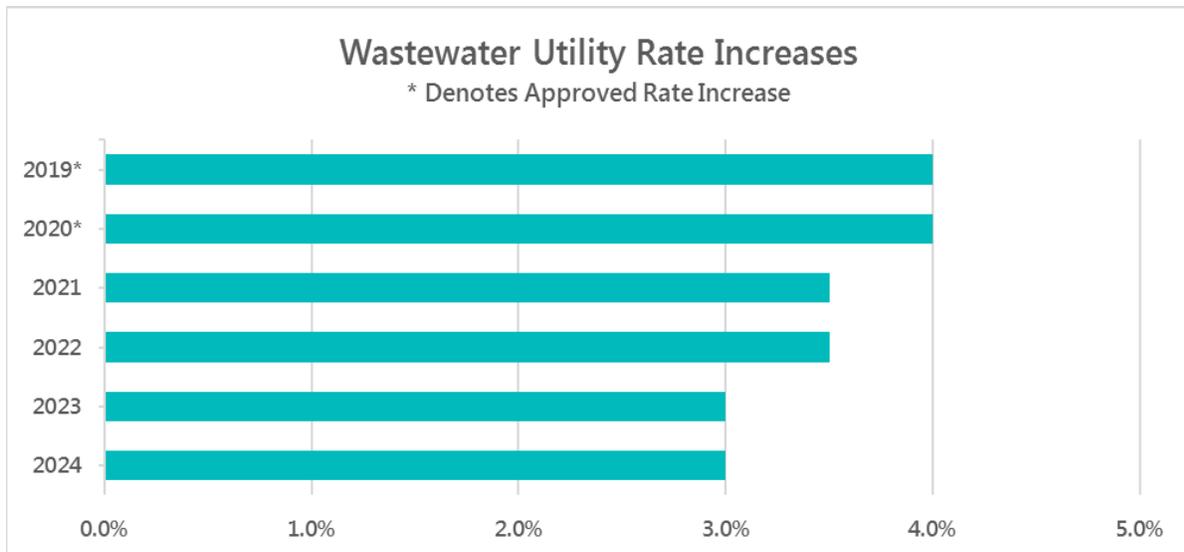
**SURFACE WATER** revenues represents \$110 M or 5% of all appropriated revenue across the Enterprise Funds. Three principal issues adversely affect Surface Water rates: inflation, climate change, and increasing National Pollutant Discharge Elimination System (NPDES) regulations. Construction inflation is at 5%, helping to drive cost increases above the CPI. Climate change has resulted in more frequent flooding and landslides, which has resulted in capital expenditures needed to retrofit the existing system to increase capacity. New regulations for the City’s permit for a NPDES MS4 phase one city means that water quality efforts to help save Puget Sound water quality will result in future cost increases to the Utility.

Asset management is used to determine the best use of every construction dollar by weighing the chance of failure with the cost of failure. Bonds were issued in 2018 with proceeds of \$55 M to pay for capital projects, including replacing aging pipes in order to increase system capacity and protect water quality. Future plans include capital financing to support the asset management and capital improvement plans.



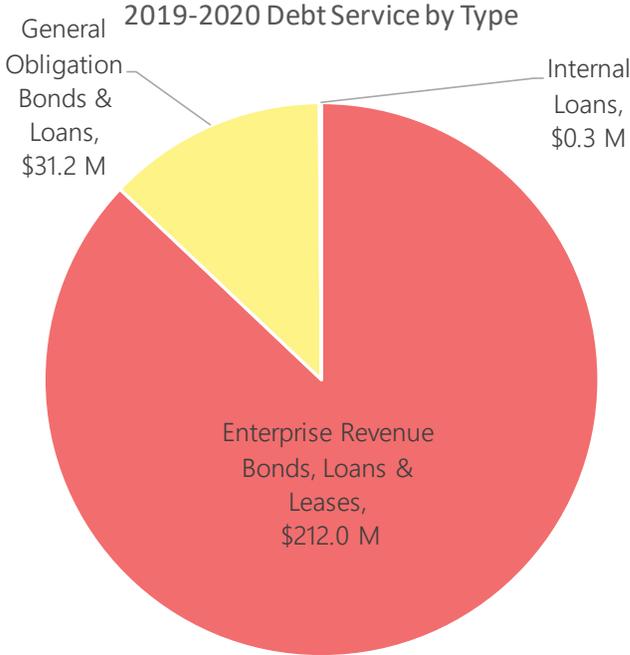
**WASTEWATER** revenues represent \$210 M or 10% of all appropriated revenue in the Enterprise Funds. The need to replace aging or failing sewer pipes and maintaining the investment of two treatment plants present a challenge to keep Wastewater rates close to “cost of living” calculations. Similar to Surface Water, asset management is utilized to maximize every construction dollar. Likewise, climate change also impacts the Wastewater.

Past upgrades and improvements to the Central Treatment plant provide for increased peak wet weather flows and protection from flooding. In addition, a major automation project to reduce maintenance and operational (M&O) costs for the above ground assets is almost complete. M&O positions were reduced by attrition over the last biennium to further reduce costs. Bonds were issued in 2018 with proceeds of \$52 M to replace aging sewerage pipe. Additional capital financing is planned in support of asset management and capital improvement plans.





# DEBT SERVICE



The 2019-2020 Adopted Biennial Budget includes expenditures related to debt service, which includes payments of principal and interest toward different types of debt. These types are outlined below.

## TYPES OF DEBT

### GENERAL OBLIGATION

General Obligation (GO), also called General Purpose, debt is backed by the full faith and credit of the City. GO bond proceeds and loans are used to finance capital improvements (i.e. municipal buildings or improvements required for public safety purposes) and may be incurred in two ways: with or without a vote of the people. The City may incur more debt with a vote of the people than without voter approval. Debt that is approved by a

vote of the people is called Unlimited-Tax General Obligation (UTGO) and debt that does not require voter approval is called Limited-Tax General Obligation (LTGO). The City has UTGO and LTGO debt.

### REVENUE

Revenue debt is not backed by the full faith and credit of the City, but by revenues collected by the issuing entity. These bonds and loans are generally used to finance public facilities or infrastructure for proprietary functions of the City including the delivery of power, water, sewer, and solid waste services. The revenue from these functions is then used to repay the debt. The City has numerous revenue bonds and loans used to pay for Parking, Convention Center, Wastewater, Surface Water, Solid Waste, Power, Water, and Rail projects.

### INTERNAL LOANS

Internal loans are used when one fund of the City borrows from another. The debt is paid back, with interest, per the debt schedule. It does not impact the debt capacity of the City but is included in the Debt Service category for budget reporting.

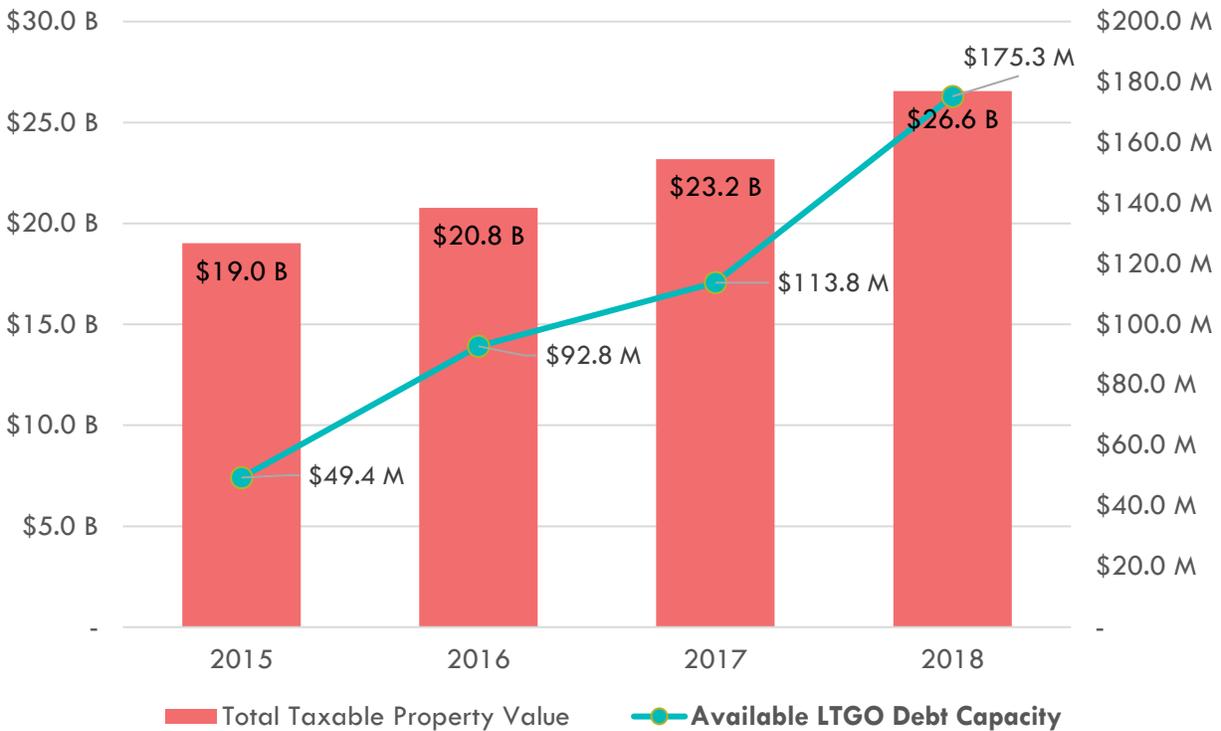
# CONSTITUTIONAL LIMIT OF INDEBTEDNESS

## GENERAL OBLIGATION INDEBTEDNESS

The Revised Code of the State of Washington sets limits on the amount of debt that a jurisdiction can lawfully incur for GO indebtedness. The total General Obligation Indebtedness cannot exceed 2.5% of the Total Taxable Property Value (i.e. Assessed Value (PV)). Non-voted General Obligation Indebtedness (LTGO) may be up to 1.5% PV only if voted General Obligation Indebtedness does not exceed 1% of PV.



### 2015-2018 LTGO Debt Capacity & Property Values



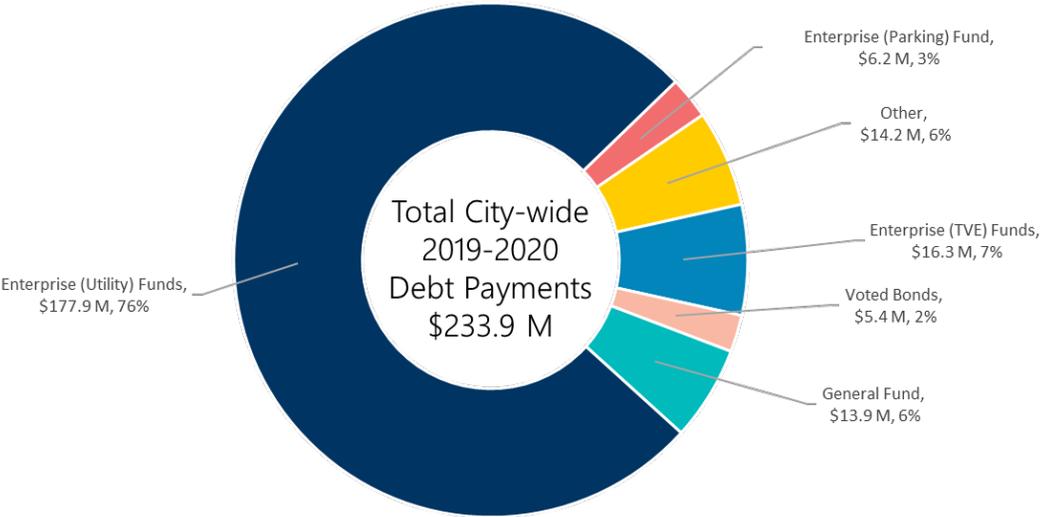
A calculation is performed annually in the Comprehensive Annual Financial Report which determines the City's legal capacity to issue debt for the acquisition of capital assets or the completion of capital projects.

In addition to limitations in the state code, the City's Financial Policies require the maintenance of a reserve of 10% of LTGO debt capacity. The 2018 calculation allows for more than \$175 million in LTGO debt capacity. After reserves are taken out, \$158 million remains for usage.

# DEBT BY FUNDING SOURCE

Fund/Funding Source	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
<b>Enterprise (Parking) Fund</b>						
4140 - PWE Parking Operating	2,584,709	522,148	3,106,857	2,658,259	454,672	3,112,931
<b>Enterprise (Parking) Fund Total</b>	<b>2,584,709</b>	<b>522,148</b>	<b>3,106,857</b>	<b>2,658,259</b>	<b>454,672</b>	<b>3,112,931</b>
<b>Enterprise (TVE) Funds</b>						
4165 - PAF Convention Center	3,473,043	2,413,885	5,886,928.63	3,574,189	2,292,837	5,867,026
4170 - PAF Cheney Stadium	325,000	1,045,361	1,370,361	365,000	1,030,281	1,395,281
4180 - PAF Tacoma Dome	1,000,000	731,087	1,731,087	1,020,000	711,887	1,731,887
<b>Enterprise (TVE) Funds Total</b>	<b>4,798,043</b>	<b>4,190,333</b>	<b>8,988,376</b>	<b>4,959,189</b>	<b>4,035,005</b>	<b>7,262,307</b>
<b>Enterprise (Utility) Funds</b>						
<b>4200 - Solid Waste</b>	<b>2,321,975</b>	<b>2,721,609</b>	<b>5,043,584</b>	<b>2,439,725</b>	<b>2,605,511</b>	<b>5,045,236</b>
<b>4300 - Wastewater</b>	<b>6,533,449</b>	<b>3,939,387</b>	<b>10,472,836</b>	<b>6,738,010</b>	<b>3,811,084</b>	<b>10,549,093</b>
<b>4301 - Surface Water</b>	<b>3,868,438</b>	<b>7,794,739</b>	<b>11,663,178</b>	<b>4,058,658</b>	<b>7,609,048</b>	<b>11,667,706</b>
4500 - Rail	820,250	-	820,250	820,250	-	820,250
<b>4600 - Water Utility</b>	<b>14,538,017</b>	<b>16,980,283</b>	<b>31,518,300</b>	<b>14,878,017</b>	<b>16,573,245</b>	<b>31,451,262</b>
<b>4700 - Power</b>	<b>10,095,000</b>	<b>19,915,735</b>	<b>30,010,735</b>	<b>9,365,000</b>	<b>19,454,235</b>	<b>28,819,235</b>
<b>Enterprise (Utility) Funds Total</b>	<b>38,177,130</b>	<b>51,351,753</b>	<b>89,528,883</b>	<b>38,299,660</b>	<b>50,053,122</b>	<b>88,352,782</b>
<b>General Fund</b>						
<b>0010 - General Fund</b>	<b>5,267,546</b>	<b>1,694,730</b>	<b>6,962,276</b>	<b>5,368,351</b>	<b>1,564,197</b>	<b>6,932,548</b>
<b>General Fund Total</b>	<b>5,267,546</b>	<b>1,694,730</b>	<b>6,962,276</b>	<b>5,368,351</b>	<b>1,564,197</b>	<b>6,932,548</b>
<b>Voted Bonds</b>						
2010 - Voted Bonds	2,275,000	439,750	2,714,750	2,400,000	326,000	2,726,000
<b>Voted Bonds Total</b>	<b>2,275,000</b>	<b>439,750</b>	<b>2,714,750</b>	<b>2,400,000</b>	<b>326,000</b>	<b>2,726,000</b>
<b>Other</b>						
1050 - Transportation Revenues	111,236	3,337	114,573	111,236	2,781	114,017
3211 - Capital Projects Fund	762,460	731,189	1,493,649	782,375	701,903	1,484,278
7999 - LID Consolidated Fund	-	1,449,259	1,449,259	-	1,449,259	1,449,259
U.S. General Services Administration	3,020,000	1,028,211	4,048,211	3,305,000	743,009	4,048,009
<b>Other Total</b>	<b>3,893,696</b>	<b>3,211,996</b>	<b>7,105,693</b>	<b>4,198,611</b>	<b>2,896,951</b>	<b>7,095,563</b>
<b>Grand Total</b>	<b>56,996,124</b>	<b>61,410,711</b>	<b>118,406,835</b>	<b>57,884,070</b>	<b>59,329,947</b>	<b>115,482,131</b>

2019-2020 Citywide Debt by Funding Source



## DEBT SCHEDULE

The following pages contain information for all outstanding City debt, including:

- Name
- Purpose
- Type
- Date of Issue – Date of original issue
- Maturity Date(s) – Single or range of dates of expected maturity
- Original Amount – Amount as of Date of Issue
- Effective Interest Rate
- Amount Outstanding – As of December 31, 2018
- Funding Source – The fund that is responsible for the principal and interest payments for
- 2019-2020
- Principal & Interest – Broken out by year (2019-2020)

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
<b>General Obligation Bonds &amp; Loans</b>														
<b>Unlimited-Tax General Obligation</b>														
LTGO Bonds 2010A	Refunding 2002 Bonds (for construction of new Tacoma Police Headquarters and substations)	LTGO	11/10/10	2011-22	21,870	2.6323	9,825	2010 - Voted Bonds	2,275	440	2,715	2,400	326	2,726
	<b>Subtotal Unlimited-Tax General Obligation</b>				<b>21,870</b>		<b>9,825</b>		<b>2,275</b>	<b>440</b>	<b>2,715</b>	<b>2,400</b>	<b>326</b>	<b>2,726</b>
<b>Limited-Tax General Obligation</b>														
LTGO Bonds 2009A	Cheney Stadium Capital Improvements	LTGO	12/17/09	2011-35	15,380	5.8600	13,950	4170 - PAF Cheney Stadium	325	81.5	1,140	365	800	1,165
LTGO Bonds 2009B	Dock & Salishan Capital Improvements	LTGO	12/17/09	2035	3,320	3.5400	3,320	0010 - General Fund, transfer to 2040 - LTGO 2009 Series A-F Bond Redemption	-	212	212	-	212	212
LTGO Bonds 2009C	Cheney Stadium Capital Improvements	LTGO	12/17/09	2034	4,975	4.8800	4,975	4170 - PAF Cheney Stadium	-	230	230	-	230	230
LTGO Bonds 2009E <sup>1</sup>	Capital Improvements	LTGO	12/17/09	2026-35	13,526	5.7500	22,368	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2009F <sup>1</sup>	Cheney Stadium & Environmental Remediation Capital Improvements	LTGO	12/17/09	2023-26	6,681	7.2020	12,543	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2010B	Refunding 1997B, 2001, 2004, 2006A LTGO Bonds	LTGO	11/10/10	2015-22	7,355	2.7966	2,945	0010 - General Fund (35.8%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	268	33	301	268	25	293
LTGO Bonds 2010C	Refunding 2001, 2007, 2009 LTGO Bonds	LTGO	11/10/10	2015-22	7,355	3.8076	3,925	4165 - PAF Convention Center (64.2%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	482	58	540	482	44	526
LTGO Bonds 2010D (BABs)	Capital Improvements	LTGO	11/10/10	2015-33	30,225	5.0399	25,130	0010 - General Fund (59.2%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	548	96	644	568	75	644
LTGO Bonds 2010E (RZED)	Capital Improvements	LTGO	11/10/10	2015-40	9,130	5.7155	8,115	4140 - PWE Parking Operating (40.8%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	377	66	444	392	52	444
LTGO Bonds 2013	Refunding 2001 & 2004 LTGO Bonds	LTGO	3/5/13	2015-34	44,170	3.1768	38,200	0010 - General Fund (43.1%)	578	554	1,131	593	532	1,124
LTGO Bonds 2015A	Refunding 2006A LTGO Bonds	LTGO	12/29/15	2016-2036	12,735	3.2066	11,895	3211 - Capital Projects Fund (56.9%)	762	731	1,494	782	702	1,484
LTGO Bonds 2015B	Refunding 2006B LTGO Bonds	LTGO	12/29/15	2016-27	20,215	2.8933	18,980	0010 - General Fund	270	455	725	275	444	719
LTGO Bonds 2017	Tacoma Dome Improvements	LTGO	12/12/17	2018-37	25,295	3.2114	24,340	4165 - PAF Convention Center	1,680	1,702	3,382	1,745	1,634	3,379
	<b>Subtotal Limited-Tax General Obligation</b>				<b>175,067</b>		<b>190,686</b>		<b>10,450</b>	<b>6,704</b>	<b>17,154</b>	<b>10,745</b>	<b>6,386</b>	<b>17,131</b>

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
<b>Washington State PWTF Loans</b>														
PWTF No. 04-691-068	Capital Improvements	PWTF	6/2/04	2004-24	4,500	0.5000	3,423	0010 - General Fund (80.5%), transfer to 2038 - Public Works Trust Fund Loan	459	14	473	459	11	471
					4,500		3,423	1050 - Transportation Revenues (19.5%), transfer to 2038 - Public Works Trust Fund Loan	111	3	115	111	3	114
	<b>Subtotal Washington State PWTF Loans</b>				<b>4,500</b>		<b>3,423</b>		<b>570</b>	<b>17</b>	<b>588</b>	<b>570</b>	<b>14</b>	<b>585</b>
	<b>Total General Obligation Bonds &amp; Loans</b>				<b>201,437</b>		<b>203,934</b>		<b>13,295</b>	<b>7,161</b>	<b>20,456</b>	<b>13,715</b>	<b>6,727</b>	<b>20,442</b>
<b>Enterprise Revenue Bonds, Loans &amp; Leases</b>														
<b>GTCTC &amp; Parking</b>														
GTCTC & Parking Revenue Bonds - Series 2010	Refunding 2004 Revenue Bonds	Rev	11/10/10	2015-24	5,015	3.7656	3,300	4165 - PAF Convention Center (35%)	172	44	215	179	38	216
								4140 - PWE Parking Operating (65%)	319	81	399	332	71	402
GTCTC & Parking Revenue Bonds - Series 2015	Refunding 2004 Revenue Bonds	Rev	8/14/15	2015-24	20,453	2.3304	12,716	4165 - PAF Convention Center (35%)	705	104	808	719	87	806
								4140 - PWE Parking Operating (65%)	1,309	193	1,501	1,335	162	1,497
	<b>Subtotal GTCTC &amp; Parking</b>				<b>25,468</b>		<b>16,016</b>		<b>2,504</b>	<b>421</b>	<b>2,924</b>	<b>2,564</b>	<b>358</b>	<b>2,922</b>
<b>Wastewater (Sewer) Utility</b>														
SRF Loan #40006A	Treatment Plant Upgrade	Loan	9/19/03	2008-28	53,491	1.5000	28,189	4300 - Wastewater	2,782		2,782	2,824		2,824
SRF Loan #40006B	Treatment Plant Upgrade	Loan	9/20/03	2009-28	21,687	2.6000	12,064	4300 - Wastewater	1,134		1,134	1,164		1,164
Sewer Revenue & Refunding Bonds 2006	Improvements/Refunding	Rev	6/29/06	2006-36	55,000	4.8852	-	4300 - Wastewater		<1	<1		<1	<1
								4301 - Surface Water		<1	<1		<1	<1
Sewer Revenue & Refunding Bonds 2011	Refunding	Rev	10/12/11	2022-31	34,315	3.8768	-	4300 - Wastewater (20%)		331	331		331	331
								4301 - Surface Water (80%)		1,323	1,323		1,323	1,323
Sewer Revenue & Refunding Bonds 2015	Refunding	Rev	3/18/15	2016-45	109,300	3.5358	104,600	4300 - Wastewater (42%)	369	872	1,241	384	857	1,241
								4301 - Surface Water (58%)	1,476	3,488	4,964	1,536	3,429	4,965
Sewer Revenue & Refunding Bonds 2016A	Refunding	Rev	6/15/16	2016-38	31,855	2.8277	29,345	4300 - Wastewater	1,045	1,048	2,093	1,095	996	2,091
Sewer Revenue & Refunding Bonds 2016B	Refunding	Rev	6/15/16	2017-20	11,865	1.3269	7,450	4300 - Wastewater (42%)	991	156	1,148	1,044	107	1,151
								4301 - Surface Water (58%)	1,369	216	1,585	1,441	148	1,589
Sewer Revenue Bonds 2018 Waste 1	Improvements		11/28/18	2019-48	43,460	3.9387	43,460	4300 - Wastewater	830	1,873	2,703	870	1,833	2,703
								4300 - Wastewater	5	284	289	10	281	291
	<b>Subtotal Wastewater (Sewer) Utility</b>				<b>367,088</b>		<b>231,223</b>		<b>10,001</b>	<b>9,591</b>	<b>19,592</b>	<b>10,368</b>	<b>9,304</b>	<b>19,672</b>

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
<b>Surface Water Utility</b>														
Department of Ecology State Revolving Fund Loan L1000007	Sewer Plant Upgrade	Loan	2/7/06	2011-30	474	2.9000	322	4301 - Surface Water	23	10	33	23	10	34
Sewer Revenue Bonds 2018 Surface 1	Improvements		11/28/18	2019-48	26,930	3.9387	26,930	4301 - Surface Water	515	1,161	1,676	540	1,136	1,676
Sewer Revenue Bonds 2018 Surface 2	Improvements		11/28/18	2019-31	24,440	3.0387	24,440	4301 - Surface Water	25	1,135	1,160	35	1,125	1,160
	<b>Subtotal Surface Water Utility</b>				<b>51,844</b>		<b>51,692</b>		<b>563</b>	<b>2,306</b>	<b>2,868</b>	<b>598</b>	<b>2,270</b>	<b>2,869</b>
<b>Solid Waste Utility</b>														
Solid Waste Revenue Bonds 2015	Capital Improvements	Rev	3/18/15	2017-2025	21,095	2.1375	17,075	4200 - Solid Waste	2,160	737	2,897	2,270	629	2,899
Solid Waste Revenue & Refunding Bonds 2016A	Refunding	Rev	6/15/16	2031-2036	23,200	3.4260	23,200	4200 - Solid Waste	-	1,071	1,071	-	1,071	1,071
Solid Waste Revenue & Refunding Bonds 2016B	Refunding	Rev	6/15/16	2026-2031	15,025	2.9985	15,025	4200 - Solid Waste	-	751	751	-	751	751
	<b>Subtotal Solid Waste Utility</b>				<b>59,320</b>		<b>55,300</b>		<b>2,160</b>	<b>2,559</b>	<b>4,719</b>	<b>2,270</b>	<b>2,451</b>	<b>4,721</b>
<b>Power (Electric System) Utility</b>														
Power Revenue Bonds 2010B (BABs)	Capital Improvements	Rev	7/27/10	2031-35	147,070	3.9071	147,070	4700 - Power	-	8,692	8,692	-	8,692	8,692
Power Revenue Bonds 2010C (CREBs)	Capital Improvements	Rev	7/27/10	2010-27	24,185	1.9235	24,185	4700 - Power	-	1,364	1,364	-	1,364	1,364
Power Revenue & Refunding Bonds 2013A	Refunding & Capital Improvements	Rev	6/13/13	2014-42	181,610	3.3869	115,585	4700 - Power	10,095	4,957	15,052	9,365	4,495	13,860
Power Revenue & Refunding Bonds 2013B	Refunding	Rev	6/13/13	2014-30	35,620	3.3427	35,620	4700 - Power	-	1,616	1,616	-	1,616	1,616
Power Revenue Bonds 2017	Capital Improvements	Rev	9/1/17	2022-2046	70,575		70,575	4700 - Power		3,287	3,287		3,287	3,287
	<b>Subtotal Power (Electric System) Utility</b>				<b>459,060</b>		<b>393,035</b>		<b>10,095</b>	<b>19,916</b>	<b>30,011</b>	<b>9,365</b>	<b>19,454</b>	<b>28,819</b>

Debt Schedule

Name Water Utility (including RWSS)	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
DWSRF 00-651 20-031	Construction	Loan	10/7/02	2003-21	3,060	2.5000	483	4600 - Water Utility	161	12	173	161	8	169
PWTF PW-00-691-PRE-115 2001	Construction	Loan	4/11/01	2003-21	1,000	0.5000	158	4600 - Water Utility	53	1	53	53	1	53
PWTF PW-01-691-061 2001	Construction	Loan	8/27/01	2003-21	10,000	0.5000	1,600	4600 - Water Utility	533	8	541	533	5	539
PWTF PW-01-691-PRE-127 2001	Construction	Loan	2/15/02	2003-21	1,000	0.5000	163	4600 - Water Utility	54	1	55	54	1	55
PWTF PW-02-691-056 2002	Construction	Loan	4/15/02	2004-22	10,000	0.5000	2,125	4600 - Water Utility	531	11	542	531	8	539
PWTF PW-04-691-PRE-101 2004	Construction	Loan	3/19/04	2006-24	1,000	0.5000	320	4600 - Water Utility	53	2	55	53	1	55
Water Refunding & Revenue Bonds 2005	Construction & Refunding	Rev	10/11/05	2006-25	46,550	4.6390	5	4600 - Water Utility	-	<1	<1	-	<1	<1
PWTF PW-06-962-043 2006	Construction	Loan	7/18/06	2008-26	7,000	0.5000	2,965	4600 - Water Utility	371	15	385	371	13	384
Water System Revenue Bonds 2009 (Taxable BABs)	Capital Improvements	Rev	11/4/09	2033-39	76,775	3.7780	76,775	4600 - Water Utility	-	4,415	4,415	-	4,415	4,415
PWTF PC08-951-047 2009	Construction	Loan	11/25/09	2010-28	10,000	0.5000	5,459	4600 - Water Utility	546	27	573	546	25	570
DWSRF DM07-952-015 2010	Construction	Loan	3/31/10	2010-28	4,040	1.5000	2,151	4600 - Water Utility	215	32	247	215	29	244
DWSRF DR09-952-074 2010	Construction	Loan	4/9/10	2013-32	6,579	1.0000	5,139	4600 - Water Utility	367	51	418	367	48	415
Water Revenue & Refunding Bonds 2010A	Refunding	Rev	8/24/10	2012-23	29,100	3.2789	21,890	4600 - Water Utility	4,100	1,009	5,109	4,260	845	5,105
Water Revenue Bonds 2010B (BABs)	Construction	Rev	8/24/10	2024-40	74,985	5.5636	74,985	4600 - Water Utility	-	4,077	4,077	-	4,077	4,077
Water RWSS Revenue Bonds 2010A	Construction	Rev	8/24/10	2013-24	3,595	3.2460	1,955	4600 - Water Utility	300	72	372	310	63	373
Water RWSS Revenue Bonds 2010B (BABs)	Construction	Rev	8/24/10	2025-40	44,245	5.5636	44,245	4600 - Water Utility	-	24	24	-	24	24
DWSRF DM10-952-026 2011	Construction	Loan	6/17/11	2015-34	6,060	1.5000	4,242	4600 - Water Utility	303	64	367	303	59	362
DWSRF DM11-952-035 2012	Construction	Loan	6/30/11	2016-35	6,060	1.5000	1,823	4600 - Water Utility	122	27	149	122	26	147
DWSRF DM11-952-036 2012	Construction	Loan	6/30/11	2016-35	6,060	1.5000	5,151	4600 - Water Utility	303	77	380	303	73	376
PWTF PC12-951-017 2012	Construction	Loan	7/1/11	2011-31	10,000	0.5000	7,222	4600 - Water Utility	556	36	592	556	33	589
DWSRF DM12-952-088 2012	Construction	Loan	1/22/13	2017-36	12,120	1.5000	10,302	4600 - Water Utility	606	155	761	606	145	751
Water Revenue & Refunding Bonds 2013 (RWSS)	Refunding	Rev	4/16/13	2013-32	64,795	3.1477	59,400	4600 - Water Utility	1,690	2,782	4,472	1,790	2,698	4,488
Water Revenue & Refunding Bonds 2013	Refunding	Rev	5/7/13	2013-43	78,305	3.8523	74,355	4600 - Water Utility	-	2,974	2,974	-	2,974	2,974
DWSRF DM13-952-133 2013	Construction	Loan	10/7/13	2018-37	12,120	1.5000	10,302	4600 - Water Utility	606	155	761	606	145	751
DWSRF DM10-952-031 2014	Construction	Loan	3/26/14	2015-34	5,460	1.5000	4,873	4600 - Water Utility	305	73	378	305	69	373
DWSRF DM13-952-167 2014	Construction	Loan	11/6/14	2015-37	4,620	1.5000	10,302	4600 - Water Utility	606	155	761	606	145	751
DWSRF DM15-952-033 2014	Construction	Loan	6/1/14	2016-2034	12,120	1.5000	10,844	4600 - Water Utility	638	108	746	638	102	740
Water Refunding Bonds 2015A	Refinance	Rev	5/12/15	2017-2025	16,645	1.9926	12,340	4600 - Water Utility	1,520	617	2,137	1,590	541	2,131
							<b>563,294</b>	<b>451,574</b>	<b>14,538</b>	<b>16,980</b>	<b>31,518</b>	<b>14,878</b>	<b>16,573</b>	<b>31,451</b>
								<b>Subtotal Water Utility (including RWSS)</b>						

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2019 Total	2020 Principal	2020 Interest	2020 Total
<b>Rail System</b>														
WA State Loan RR00407 2009	Capital Improvements	Loan	8/4/09	2010-24	26	-	10 4500 - Rail		2	-	2	2	-	2
WA State Loan RR00408 2009	Capital Improvements	Loan	8/4/09	2011-25	249	-	116 4500 - Rail		17	-	17	17	-	17
WSDOT Loan RRB-1007 2011	Capital Improvements	Loan	12/6/11	2013-22	450	-	180 4500 - Rail		45	-	45	45	-	45
WSDOT Loan RRB-1010 2012	Capital Improvements	Loan	3/28/12	2013-22	612	-	245 4500 - Rail		61	-	61	61	-	61
WSDOT Loan RRB-1011 2012	Capital Improvements	Loan	3/28/12	2013-22	349	-	139 4500 - Rail		35	-	35	35	-	35
WSDOT Loan RRB-1026 2013	Capital Improvements	Loan	9/6/12	2014-23	347	-	173 4500 - Rail		35	-	35	35	-	35
WSDOT Loan RRB-1030 2013	Capital Improvements	Loan	9/6/12	2014-23	364	-	182 4500 - Rail		36	-	36	36	-	36
WSDOT Loan RRB-1045 2013	Capital Improvements	Loan	8/1/13	2015-24	823	-	371 4500 - Rail		62	-	62	62	-	62
WSDOT Loan RRB-1046 2013	Capital Improvements	Loan	8/1/13	2015-24	250	-	150 4500 - Rail		25	-	25	25	-	25
WSDOT Loan RRB-1052 2014	Capital Improvements	Loan	10/24/13	2016-25	366	-	256 4500 - Rail		37	-	37	37	-	37
WSDOT Loan RRB-1053 2014	Capital Improvements	Loan	10/24/13	2016-25	773	-	541 4500 - Rail		77	-	77	77	-	77
WSDOT Loan RRB-1054 2014	Capital Improvements	Loan	10/24/13	2016-25	1,015	-	773 4500 - Rail		111	-	111	111	-	111
WSDOT Loan RRB-1055 2013	Capital Improvements	Loan	10/8/13	2016-2025	516	-	361 4500 - Rail		52	-	52	52	-	52
WSDOT Loan RRB-1086 2015	Capital Improvements	Loan	10/27/15	2016-2025	1,037	-	637 4500 - Rail		91	-	91	91	-	91
WSDOT Loan RRB-1108 2016	Capital Improvements	Loan	7/3/17	2017-2026	311	-	249 4500 - Rail		31	-	31	31	-	31
WSDOT Loan RRB-1109 2016	Capital Improvements	Loan	9/29/16	2017-2026	121	-	97 4500 - Rail		12	-	12	12	-	12
WSDOT Loan RRB-1110 2016	Capital Improvements	Loan	9/8/16	2017-2026	406	-	324 4500 - Rail		41	-	41	41	-	41
WSDOT Loan RRB-1111 2016	Capital Improvements	Loan	1/6/17	2017-2026	370	-	296 4500 - Rail		37	-	37	37	-	37
WSDOT Loan RRB-1112 2016	Capital Improvements	Loan	12/6/16	2017-2026	150	-	120 4500 - Rail		15	-	15	15	-	15
<b>Subtotal Rail System</b>					<b>8,535</b>		<b>5,220</b>		<b>820</b>	<b>-</b>	<b>820</b>	<b>820</b>	<b>-</b>	<b>820</b>
<b>Lease Revenue</b>														
Lease Revenue Bonds 1990	Union Station Federal Courthouse Construction	Rev	3/15/90	1992-22	36,250	9.3476	10,600 U.S. General Services Administration		2,690	930	3,620	2,950	672	3,622
Lease Revenue Bonds 1992	Union Station Federal Courthouse Construction	Rev	12/15/92	1993-22	4,695	7.4769	1,275 U.S. General Services Administration		330	99	429	355	71	426
<b>Subtotal Lease Revenue</b>					<b>40,945</b>		<b>11,875</b>		<b>3,020</b>	<b>1,028</b>	<b>4,048</b>	<b>3,305</b>	<b>743</b>	<b>4,048</b>
<b>Total Enterprise Revenue Bonds, Loans &amp; Leases</b>					<b>1,575,554</b>		<b>1,215,935</b>		<b>43,701</b>	<b>52,801</b>	<b>96,501</b>	<b>44,169</b>	<b>51,154</b>	<b>95,323</b>
<b>Special Assessment Bonds</b>														
<b>Local Improvement District</b>														
District #63 Bonds	Construction	LID	9/29/11	2023	1,557	4.1800	153 7999 - LID Consolidated Fund <sup>2</sup>		-	8	8	-	8	8
District #64 Bonds	Construction	LID	4/5/16		2,341	3.2500	1,680 7999 - LID Consolidated Fund <sup>2</sup>		-	55	55	-	55	55
District #65 Bonds	Construction	LID	4/29/13	2043	30,999	5.7500	21,105 7999 - LID Consolidated Fund <sup>2</sup>		-	1,387	1,387	-	1,387	1,387
<b>Subtotal Local Improvement District</b>					<b>34,897</b>		<b>22,938</b>		<b>-</b>	<b>1,449</b>	<b>1,449</b>	<b>-</b>	<b>1,449</b>	<b>1,449</b>

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2018	Funding Source (Fund No. - Name)	2019 Principal	2019 Interest	2020 Principal	2020 Interest	2020 Total	
Revolving Line of Credit	LID Construction	LID	7/1/16	At CLID Issue	\$15M max	Floating	8,572 LID		-	-	-	-	-	
<b>Subtotal Bond Anticipation Notes</b>							<b>8,572</b>		-	-	-	-	-	
<b>Total Special Assessment Bonds</b>							<b>34,897</b>		-	1,449	-	1,449	1,449	1,449
<b>Total Debt</b>							<b>1,811,888</b>		56,996	61,411	118,407	57,884	59,330	117,214

All dollar values in thousands.  
 <1 Indicates that the total is less than \$1,000

Acronyms:

- BABs - Build America Bonds
- CLID - Consolidated Local Improvement District
- CREBs - Clean Renewable Energy Bonds
- DWRSRF - Drinking Water State Revolving Fund (Washington State)
- GTCTC - Greater Tacoma Convention & Trade Center
- LID - Local Improvement District
- LTGO - Limited-Tax General Obligation
- PWTF - Public Works Trust Fund
- RWSS - Regional Water Supply System
- RZED - Recovery Zone Economic Development
- SRF - State Revolving Fund (Washington State)
- UTGO - Unlimited-Tax General Obligation
- WSDOT - Washington State Department of Transportation

<sup>1</sup> Amount Outstanding as of 12/31/2018 includes accreted interest.

<sup>2</sup> Fund 7999 is unappropriated; these bonds are paid by fees collected from property owners and this fund is a pass-through to make the debt payments.

# FUND TYPES

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The City has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund. Below is a definition of each fund type that includes a list of the funds contained in the following financial pages.

## GENERAL FUND

Although the General Fund is not the largest in dollar volume, it is the primary fund of the City and associated with traditional City services such as Police, Fire, and Libraries. The accounting for all financial resources except those required to be accounted for in another fund is accomplished within this fund. It derives a majority of its revenue from property, sales, business, and utility taxes, and receives all other revenues not designated for specific use by statute or the City Charter.

In the financial reports that follow this fund is shown as:

- 0010 - General Fund

## SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes. Examples include federal or state grants received for a dedicated purpose or restricted funding such as the Transportation Benefit District Fund, which collects revenue from a vehicle licensing surcharge and directs those revenues to street improvements.

- 1020 - Courts Special Revenue
- 1030 - Contingency Fund
- 1050 - PWS Transportation Revenues
- 1065 - PWS Operations, Engineering, & Transportation
- 1070 - PWS Transportation Benefit District
- 1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)
- 1085 - Voted Streets Initiative
- 1090 - TFD Special Revenue
- 1100 - PWF Property Management
- 1110 - Local Improvement Guaranty
- 1145 - PWB Building & Land Use Services
- 1155 - TFD EMS Special Revenue
- 1180 - Tourism & Conventions
- 1185 - NCS Special Revenue
- 1195 - Economic Development Grants
- 1200 - Library Special Revenue
- 1236 - CED Small Business Enterprise
- 1267 - TPD Special Revenue
- 1431 - CMO Municipal Cable TV
- 1500 - CED Local Employment Apprenticeship Program
- 1650 - Traffic Enforcement, Engineering, & Education

## DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, interest and principal on general long-term debt. It is further used to account for the payment of debt on special assessment projects.

- 2010 - Voted Bonds
- 2035 - LTD GO Bonds 1997 A & B
- 2038 - Public Works Trust Fund Loan
- 2039 - LTGO Refunding Bonds 2001
- 2040 - LTGO 2009 Series A-F Bond Redemption
- 2041 - 2010 LTGO Bonds Series 2010B - 2010E
- 2042 - 2013 LTGO Refunding Bonds

## CAPITAL FUNDS

Capital Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds). It is also used to account for construction of special assessment capital projects.

Special Capital Funds are unique in that their appropriation is adopted separately from the operating budget. Special Capital Funds have multiyear appropriation authority; Capital projects in these funds have spending authority for the duration of the project. Unspent appropriation is carried forward from biennium to biennium without further action by the City Council.

- 3209 - 1997 Bond Issue Const/Dvl PM
- 3210 - Real Estate Excise Tax
- 3216 - Police Facility 2002
- 3217 - Parking Garage Capital Projects
- 3218 - 2009 LTGO Bond Capital Projects
- 3220 - 2010 LTGO Bonds

## SPECIAL CAPITAL FUNDS

- 1060 – Transportation Capital & Engineering
- 1140 - PWE Paths & Trails Reserve
- 3211 - Capital Projects Fund

## ENTERPRISE FUNDS

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

- 4110 - Permit Services Fund
- 4120 - PW Tacoma Rail Mountain Division
- 4140 - PWE Parking Operating
- 4165 - Convention Center
- 4170 - Cheney Stadium
- 4180 - Tacoma Dome
- 4190 - Performing Arts
- 4200 - Solid Waste
- 4300 - Wastewater
- 4301 - Surface Water
- 4450 - Union Station
- 4500 - Rail
- 4600 - Water Utility
- 4700 - Power
- 4800 - TPU Self Insurance Claim
- 4805 - TPU Low Income Assistance

## INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments of the City, or to other governmental units, on a cost-reimbursement basis.

- 5007 - Finance Payroll/Organizational Mgmt
- 5016 - Finance Management & Budget
- 5027 - Business System Improvement Project
- 5042 - IT Graphics Services
- 5050 - TPU Fleet Service
- 5086 - Tacoma Training & Employment Program
- 5400 - PW Fleet Equipment Rental
- 5453 - PWS Asphalt Plant
- 5540 - Radio Communications Equipment
- 5550 - Third Party Liability Claims
- 5560 - Unemployment Compensation
- 5570 - Worker's Compensation
- 5700 - Municipal Building Acquisition & Operations
- 5800 - General Government Internal Services

## TRUST & AGENCY FUNDS

Trust and Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other governmental units and/or funds. These include, but are not limited to, pooling funds for employee and retiree benefits and funds held for special districts.

- 6050 - Deferred Compensation Trust
- 6100 - Employees Retirement
- 6120 - Relief & Pension Police
- 6150 - Relief & Pension Firefighters
- 6430 - Health Care Trust Labor Management
- 6440 - Group Life Trust
- 6460 - Dental Care Labor Management
- 6470 - Health Care Trust Firefighters
- 6480 - Health Care Trust Police
- 6795 - Public Facilities Districts

## DEFINITION OF MAJOR & NON-MAJOR FUNDS

For the purposes of this document, Major Funds are defined as the General Fund and the Transportation Capital & Engineering Fund (to align with 2017 CAFR reporting of governmental funds) and Proprietary (Enterprise & Internal Service) Funds that comprise at least 5% of that fund type. All other funds are considered Non-Major and are combined.

## MAJOR FUNDS LIST

### MAJOR GOVERNMENTAL FUNDS

- 0010 - General Fund
- 1060 - Transportation Capital & Engineering (Reported with Multiyear Appropriation Special Capital Funds)

### MAJOR PROPRIETARY FUNDS

- 4200 - Solid Waste
- 4300 - Wastewater
- 4301 - Surface Water
- 4600 - Water Utility
- 4700 - Power

## NON-MAJOR FUNDS LIST

### NON-MAJOR GOVERNMENTAL FUNDS

- 1020 - Courts Special Revenue
- 1030 - Contingency Fund
- 1050 - PWS Transportation Revenues
- 1065 - PW Street Fund (Street Operations, Engineering, Transportation)
- 1070 - Transportation Benefit District
- 1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)
- 1090 - TFD Special Revenue
- 1100 - PWF Property Management
- 1110 - Local Improvement Guaranty
- 1140 - PWE Paths & Trails Reserve
- 1145 - PWB Building & Land Use Services
- 1155 - TFD EMS Special Revenue
- 1180 - PAF Tourism & Conventions
- 1185 - NCS Special Revenue
- 1195 - Economic Development Grants
- 1200 - Library Special Revenue
- 1236 - CED Small Business Enterprise
- 1267 - TPD Special Revenue
- 1431 - CMO Municipal Cable TV
- 1500 - CED Local Employment Apprenticeship Program
- 1650 - Traffic Enforcement, Engineering, & Education
- 2010 - Voted Bonds
- 2035 - LTD GO Bonds 1997 A & B
- 2038 - CTED PWTF Loan
- 2040 - LTGO 2009 Series A-F Bond Redemption
- 2041 - 2010 LTGO Bonds Series 2010B - 2010E
- 2042 - 2013 LTGO Refunding Bonds
- 3210- Real Estate Excise Tax
- 3211 - Capital Projects Fund
- 3216 - Police Facility 2002
- 3218 - 2009 LTGO Bond Capital Projects
- 3220 - 2010 LTGO Bonds

## NON-MAJOR PROPRIETARY FUNDS

- 4110 - Permit Services Fund
- 4120 - PW Tacoma Rail Mountain Division
- 4140 - PWE Parking Operating
- 4165 - PAF Convention Center
- 4170 - PAF Cheney Stadium
- 4180 - PAF Tacoma Dome
- 4190 - PAF Performing Arts
- 4450 - Union Station
- 4500 - Tacoma Rail
- 4800 - TPU Self Insurance Claim
- 4805 - Low Income Assistance
- 5042 - IT Graphics Services
- 5050 - TPU Fleet Service
- 5086 - Tacoma Training & Employment Program
- 5400 - PW Fleet Equipment Rental
- 5453 - PWS Asphalt Plant
- 5540 - Communications Equipment Replacement Reserve
- 5550 - Third Party Liability Claims
- 5560 - Unemployment Compensation
- 5570 - Worker's Compensation
- 5700 - Municipal Building Acquisition & Operations
- 5800 - General Government Internal Services

## NON-MAJOR FIDUCIARY FUNDS

- 6050 - Deferred Compensation Trust
- 6100 - Employees Retirement
- 6120 - Relief & Pension Police
- 6150 - Relief & Pension Firefighters
- 6430 - Health Care Trust Labor Management
- 6440 - Group Life Trust
- 6460 - Dental Care Labor Management
- 6470 - Health Care Trust Firefighters
- 6480 - Health Care Trust Police
- 6795 - Public Facilities Districts

# FUND BALANCE SCHEDULES

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The following tables show fund balance, which is the difference between assets and liabilities in a governmental fund. This includes cash balances as well as all other assets and liabilities. It is essential that governments maintain adequate resources within funds to mitigate risks and provide a backup for revenue shortfalls. If fund balance falls below the level stated in a government’s policy, then it is important to have a plan to replenish fund balance levels. When evaluating the City’s financial health, bond-rating agencies consider the government’s fund balance policy, historical use of fund balance, and policy and practice of replenishment of fund balance. As stated in the Financial Policies and evident in the Fund Balance Schedules, the City of Tacoma is meeting its reserve policies and all of its funds are balanced.

## EXPLANATIONS FOR CHANGES IN FUND BALANCE

### 0010 – GENERAL FUND

In 2019-2020, expected reserves of the General Fund exceed the amount required by the Financial Policies so some one-time expenditures are planned. These include:

- Affordable Housing Trust Seed Funds (\$1.2 M)
- Continuation of the Homeless Stability Site through 2019 (\$2.3 M)
- One-time Police vehicle purchases (\$1.3 M)
- Two replacement fire engines (\$1.2 M)
- Fire Station Master Plan (\$1 M)
- New Station 5 in the Tideflats (\$1.7 M)
- Library information technology infrastructure improvements (\$1 M)

The remaining change in fund balance is the result of additional funds that have been allocated to one-time projects in departments throughout the General Fund. The 2018 year-end estimate reflects a positive trend in revenues; revenues are estimated to come in \$19 M higher than the 2018 plan. Expenditure savings occurred due to lower than budgeted jail costs, Police and Fire Pension payments, and vacancy and other labor savings. The positive trend in revenues combined with expenditure savings resulted in a contribution to reserves.

### FUND 4200 – SOLID WASTE

The \$7.1 M use of fund balance in 2019 is offset by a \$3.2M contribution to fund balance in 2020 due to the timing of capital outlay expenditures, primarily vehicle replacements planned in the first year of the biennium.

### FUND 4301 – SURFACE WATER

The \$14.9 M use of fund balance in 2019 and 12.3M use of fund balance in 2020 is an intentional spend down of cash balance, utilizing bond proceeds received in 2018 to fund capital projects.

## ALL NON-MAJOR FIDUCIARY FUNDS

### 6100 – EMPLOYEES RETIREMENT

Pension investments and contributions exceed the estimated cost of services, which results in an accumulation of fund balance that is invested into the retirement system.

## MULTIYEAR APPROPRIATION CAPITAL FUNDS INCLUDING MAJOR FUND

### 1060 – TRANSPORTATION CAPITAL & ENGINEERING

In 2019-2020, three funds will receive multiyear appropriation authority –

- 1060 - Transportation Capital & Engineering
- 1140 - PWE Paths & Trails Reserve
- 3211 - Capital Projects Fund

These funds receive appropriation authority that lasts for the duration of the project, which is more than will be spent in the 2019-2020 biennium.

## Fund Balance Schedules

	0010 - General Fund			All Non-Major Governmental Funds		
	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget
<b>Beginning Balance</b>	<b>\$ 79,172</b>	<b>\$ 93,071</b>	<b>\$ 82,530</b>	<b>\$ 126,819</b>	<b>\$ 110,039</b>	<b>\$ 105,479</b>
<b>Revenues</b>						
Property Tax	59,180	60,466	62,527	17,496	17,790	18,301
Sales Tax	56,005	57,764	59,229	12,651	12,256	12,427
Business Tax	52,177	52,715	53,651	4,639	5,034	5,041
Utility Tax	46,538	46,232	47,509	13,981	13,900	14,256
Other Taxes	2,019	1,991	1,995	18,570	15,261	15,395
Licenses & Permits	7,595	7,231	7,369	791	225	225
Intergovernmental Revenues	20,061	10,592	10,687	14,933	16,873	16,663
Charges for Services	3,420	4,075	4,100	5,374	4,480	4,528
Fines & Forfeits	885	855	854	2,653	3,545	3,548
Contributions & Transfers	1,031	659	637	43,017	46,818	46,738
Miscellaneous Revenues	1,892	1,351	1,349	5,659	733	719
Personnel Services	-	-	-	13	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Internal Service Revenues	-	-	-	597	533	547
<b>Total Revenues</b>	<b>250,804</b>	<b>243,931</b>	<b>249,908</b>	<b>140,373</b>	<b>137,448</b>	<b>138,388</b>
<b>Expenditures</b>						
Personnel Services	138,422	146,336	152,019	36,735	37,208	38,521
Fixed Costs	25,152	26,123	26,651	4,081	4,117	4,168
Maintenance & Operations	25,709	24,728	25,826	34,442	42,137	40,920
Contributions & Transfers	22,862	27,523	26,153	57,396	34,838	31,436
Debt Service	8,906	8,293	8,264	17,599	17,349	17,344
Capital Outlay	1,328	2,177	1,513	1,434	573	1,084
Internal Service Expenses	14,527	19,290	19,726	5,467	5,785	5,792
Internal Service Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>236,906</b>	<b>254,471</b>	<b>260,151</b>	<b>157,154</b>	<b>142,008</b>	<b>139,264</b>
<b>Ending Balance</b>	<b>\$ 93,071</b>	<b>\$ 82,530</b>	<b>\$ 72,287</b>	<b>\$ 110,039</b>	<b>\$ 105,479</b>	<b>\$ 104,602</b>
Contribution to/(Use of) Reserves	13,899	(10,540)	(10,244)	(16,781)	(4,560)	(876)
Increase/(Decrease) in Fund Balance	17.6%	(11.3%)	(12.4%)	(13.2%)	(4.1%)	(0.8%)

## Fund Balance Schedules

	4200 - ES Solid Waste			4300 - ES Wastewater		
	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget
<b>Beginning Balance</b>	<b>\$ 37,044</b>	<b>\$ 42,240</b>	<b>\$ 35,132</b>	<b>\$ 309,733</b>	<b>\$ 308,156</b>	<b>\$ 283,306</b>
<b>Revenues</b>						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Business Tax	-	-	-	-	-	-
Utility Tax	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Intergovernmental Revenues	118	-	-	-	-	-
Charges for Services	68,736	71,427	73,171	77,746	79,836	83,461
Fines & Forfeits	-	-	-	-	-	-
Contributions & Transfers	0	-	-	2,292	700	-
Miscellaneous Revenues	1,190	443	492	2,733	2,503	2,332
Personnel Services	-	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Internal Service Revenues	-	-	-	-	-	-
<b>Total Revenues</b>	<b>70,045</b>	<b>71,870</b>	<b>73,663</b>	<b>82,770</b>	<b>83,039</b>	<b>85,793</b>
<b>Expenditures</b>						
Personnel Services	21,170	22,350	23,058	24,495	26,238	27,034
Fixed Costs	7,911	8,063	8,144	5,908	5,576	5,739
Maintenance & Operations	15,985	14,590	17,422	10,403	12,219	12,528
Contributions & Transfers	5,841	5,747	5,920	6,442	7,068	7,376
Debt Service	5,134	4,719	4,721	12,380	14,506	14,504
Capital Outlay	3,652	17,777	5,290	16,926	35,216	27,366
Internal Service Expenses	5,156	5,732	5,868	7,794	7,066	7,187
Internal Service Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>64,849</b>	<b>78,978</b>	<b>70,423</b>	<b>84,347</b>	<b>107,889</b>	<b>101,734</b>
<b>Ending Balance</b>	<b>\$ 42,240</b>	<b>\$ 35,132</b>	<b>\$ 38,371</b>	<b>\$ 308,156</b>	<b>\$ 283,306</b>	<b>\$ 267,365</b>
Contribution to/(Use of) Reserves	5,196	(7,108)	3,240	(1,577)	(24,850)	(15,941)
Increase/(Decrease) in Fund Balance	14.0%	(16.8%)	9.2%	(0.5%)	(8.1%)	(5.6%)

## Fund Balance Schedules

	4301 - ES Surface Water			4600 - Water		
	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget
<b>Beginning Balance</b>	<b>\$ 125,640</b>	<b>\$ 123,322</b>	<b>\$ 108,360</b>	<b>\$ 556,717</b>	<b>\$ 557,728</b>	<b>\$ 557,441</b>
<b>Revenues</b>						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Business Tax	-	-	-	-	-	-
Utility Tax	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Licenses & Permits	617	-	-	-	-	-
Intergovernmental Revenues	316	-	-	36	-	-
Charges for Services	36,185	36,805	38,115	93,832	90,241	92,106
Fines & Forfeits	-	-	-	-	-	-
Contributions & Transfers	1,468	1,819	5,525	-	-	-
Miscellaneous Revenues	593	563	317	4,418	23,063	5,926
Personnel Services	-	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Internal Service Revenues	-	-	-	-	-	-
<b>Total Revenues</b>	<b>39,180</b>	<b>39,187</b>	<b>43,957</b>	<b>98,287</b>	<b>113,304</b>	<b>98,031</b>
<b>Expenditures</b>						
Personnel Services	11,256	9,172	9,497	24,458	28,209	29,741
Fixed Costs	2,108	1,843	1,897	5,493	5,697	5,677
Maintenance & Operations	3,186	5,958	3,231	12,209	12,838	12,094
Contributions & Transfers	3,046	4,114	4,263	7,669	7,399	7,567
Debt Service	5,806	7,008	7,013	30,625	30,389	30,314
Capital Outlay	11,745	21,461	25,736	6,595	17,592	17,592
Internal Service Expenses	4,350	4,593	4,658	10,226	11,467	11,716
Internal Service Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>41,498</b>	<b>54,149</b>	<b>56,294</b>	<b>97,276</b>	<b>113,590</b>	<b>114,701</b>
<b>Ending Balance</b>	<b>\$ 123,322</b>	<b>\$ 108,360</b>	<b>\$ 96,023</b>	<b>\$ 557,728</b>	<b>\$ 557,441</b>	<b>\$ 540,771</b>
Contribution to/(Use of) Reserves	(2,319)	(14,962)	(12,337)	1,011	(286)	(16,670)
Increase/(Decrease) in Fund Balance	(1.8%)	(12.1%)	(11.4%)	0.2%	(0.1%)	(3.0%)

## Fund Balance Schedules

	4700 - Power			All Non-Major Proprietary Funds		
	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget
<b>Beginning Balance</b>	<b>\$ 830,171</b>	<b>\$ 855,142</b>	<b>\$ 844,055</b>	<b>\$ 249,484</b>	<b>\$ 257,161</b>	<b>\$ 247,391</b>
<b>Revenues</b>						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	81	9	10
Business Tax	-	-	-	1,290	1,552	1,409
Utility Tax	-	-	-	-	-	-
Other Taxes	-	-	-	16	20	20
Licenses & Permits	-	-	-	5,345	7,434	7,454
Intergovernmental Revenues	10	-	-	276	-	-
Charges for Services	455,338	462,907	475,681	74,346	66,014	66,724
Fines & Forfeits	-	-	-	1,383	3,043	2,895
Contributions & Transfers	-	-	-	41,567	34,950	32,750
Miscellaneous Revenues	9,169	1,778	1,867	10,922	33,566	10,905
Personnel Services	-	-	-	4,764	-	-
Fixed Costs	-	-	-	25	-	-
Maintenance & Operations	-	-	-	1,368	580	580
Internal Service Revenues	-	-	-	54,233	61,775	62,872
<b>Total Revenues</b>	<b>464,516</b>	<b>464,686</b>	<b>477,548</b>	<b>195,615</b>	<b>208,942</b>	<b>185,620</b>
<b>Expenditures</b>						
Personnel Services	92,456	91,946	93,470	78,186	91,087	94,729
Fixed Costs	11,024	13,288	13,330	10,658	10,415	10,633
Maintenance & Operations	209,926	228,477	233,071	49,859	59,374	55,543
Contributions & Transfers	34,486	35,112	36,080	4,249	5,650	2,760
Debt Service	30,475	29,853	29,269	14,272	15,551	15,555
Capital Outlay	32,155	44,327	44,327	22,381	28,475	5,602
Internal Service Expenses	29,024	32,770	33,512	8,334	8,160	8,357
Internal Service Credits	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>439,545</b>	<b>475,773</b>	<b>483,059</b>	<b>187,939</b>	<b>218,711</b>	<b>193,178</b>
<b>Ending Balance</b>	<b>\$ 855,142</b>	<b>\$ 844,055</b>	<b>\$ 838,545</b>	<b>\$ 257,161</b>	<b>\$ 247,391</b>	<b>\$ 239,832</b>
Contribution to/(Use of) Reserves	24,971	(11,087)	(5,511)	7,676	(9,770)	(7,559)
Increase/(Decrease) in Fund Balance	3.0%	(1.3%)	(0.7%)	3.1%	(3.8%)	(3.1%)

## Fund Balance Schedules

	All Non-Major Fiduciary Funds			Long Term Appropriation Capital Funds including Major Fund 1060 - Transportation Capital & Engineering	
	2018 Estimated Actual	2019 Adopted Budget	2020 Adopted Budget	2018 Estimated Actual	Appropriation Beginning 2019-2020
<b>Beginning Balance</b>	<b>\$ 17,024</b>	<b>\$ 33,619</b>	<b>\$ 123,204</b>	<b>\$ 6,674</b>	<b>\$ 7,033</b>
<b>Revenues</b>					
Property Tax	-	-	-	-	-
Sales Tax	4,105	-	-	-	-
Business Tax	-	-	-	-	-
Utility Tax	-	-	-	-	-
Other Taxes	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Intergovernmental Revenues	387	395	400	22,361	4,598
Charges for Services	1,564	180	187	920	950
Fines & Forfeits	-	-	-	3	-
Contributions & Transfers	119,889	128,094	133,112	31,962	23,960
Miscellaneous Revenues	65,467	150,973	160,247	442	302
Personnel Services	-	-	-	-	-
Fixed Costs	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-
Internal Service Revenues	-	-	-	-	-
<b>Total Revenues</b>	<b>191,412</b>	<b>279,642</b>	<b>293,945</b>	<b>55,688</b>	<b>29,809</b>
<b>Expenditures</b>					
Personnel Services	74,175	83,263	84,496	1,637	(0)
Fixed Costs	168	167	172	1	-
Maintenance & Operations	95,830	106,155	113,200	2,235	-
Contributions & Transfers	4,161	-	-	652	297
Debt Service	8	-	-	7	-
Capital Outlay	-	-	-	53,339	29,512
Internal Service Expenses	474	472	495	-	-
Internal Service Credits	-	-	-	-	-
<b>Total Expenditures</b>	<b>174,816</b>	<b>190,057</b>	<b>198,362</b>	<b>57,873</b>	<b>29,809</b>
<b>Ending Balance</b>	<b>\$ 33,619</b>	<b>\$ 123,204</b>	<b>\$ 218,787</b>	<b>\$ 4,490</b>	<b>\$ 7,033</b>
Contribution to/(Use of) Reserves	16,596	89,585	95,583	(2,185)	0
Increase/(Decrease) in Fund Balance	97.5%	266.5%	77.6%	(32.7%)	0.0%

## 2019-2020 Department and Fund Matrix

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Dev.	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community Serv.	Non-Departmental	Planning & Development Services	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Venues & Events
0010 - General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
1020 - Courts Special Revenue												✓								
1030 - Contingency Fund		✓																		
1050 - Transportation Revs																	✓			
1060 - Transportation Captl															✓		✓			
1065 - PW Street Fund																	✓			
1070 - Transportation Benefit District																	✓			
1080 - 2% GET (St Op & Mnt)																	✓			
1085 - 2015 Voted Streets Initiative Fund																	✓			
1090 - TFD Special Revenue							✓													
1100 - PW Property Mgmt																	✓			
1110 - LI Guaranty						✓														
1140 - PWE Paths & Trails																	✓			
1145 - NCS Demolition													✓							
1155 - TFD EMS Special Revenue							✓													
1180 - Tourism & Convention																				✓
1185 - HRHS Special Revenue			✓	✓	✓								✓							
1195 - CED Special Revenue				✓											✓					✓
1200 - Library Special Revenue											✓									
1236 - CED Small Bus Entrp				✓																
1267 - TPD Special Revenue																✓				
1431 - IT Municipal CableTV			✓																	
1500 - CED Loc Emp Apprent				✓																
1650 - Traffic Enforcement												✓				✓	✓			
2010 - Voted Bonds						✓														
2035 - LTGO Bonds 1994/1997						✓														
2038 - CTED PWTF #98 Loan						✓														
2039 - LTGO Ref Bonds 2001						✓														
2040 - LTGO Bonds 2009A-F						✓														
2041 - 2010 LTGO Bonds						✓														
2042 - 2013 LTGO REF Bonds						✓														
2043 - LTGO Bond Issuances						✓														
3209 - 1997 Bnd Cons/Dvl PM																	✓			
3210 - Real Estate Ex Tax						✓														
3211 - Capital Project Fund						✓														
3216 - Police Facility 2002						✓														
3218 - 2009 LTGO Bond Proj						✓														
3220 - 2010 LTGO BONDS						✓														

## 2019-2020 Department and Fund Matrix

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Dev.	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community Serv.	Non-Departmental	Planning & Development Services	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Venues & Events
4110 - PDS Permitting															✓					
4110 - Permit Services Fund															✓					
4120 - PW TacRail Mountain																	✓			
4140 - Public Works																	✓			
4140 - PWE Prking Operating												✓					✓			
4165 - Convention Center																				✓
4170 - Baseball Park																				✓
4180 - PAF Dome																				✓
4190 - PAF Performing Arts																				✓
4200 - ES Solid Waste					✓															
4300 - ES Wastewater					✓															
4301 - ES Surface Water					✓															
4450 - Union Station																	✓			
4500 - Tacoma Rail																				✓
4600 - Water																				✓
4700 - Power																				✓
4800 - TPU Self Ins Claim																				✓
4805 - Low Income Assistance																				✓
5007 - FinancePayrollOrgMgt						✓														
5016 - Finance Budget						✓														
5042 - IT Graphics Svcs										✓										
5050 - TPU Fleet Service																				✓
5086 - TTEP-Tac Training & Employment Program				✓																
5400 - Equipment Rental																	✓			
5453 - PWS Asphalt Plant																	✓			
5540 - Comms Equip Res										✓										
5550 - ThirdPartyLiabClaims						✓														
5560 - UnemplCompensationFd									✓											
5570 - Workers Compensation Fund									✓											
5700 - Muni Bldgs Acq & Ops										✓							✓			
5800 - General Government Internal Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓										
6050 - Deferred Comp Trust									✓											
6100 - Employees Retirement																			✓	
6120 - Rel & Pens Police																			✓	
6150 - Rel & Pens Fire																			✓	
6430 - Health Care LabMgt									✓											

## 2019-2020 Department and Fund Matrix

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Dev.	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community Serv.	Non-Departmental	Planning & Development Services	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Venues & Events	
6440 - Group Life Trust									✓												
6450 - Misc Payroll D&M						✓															
6460 - Dental Care LabMgt									✓												
6470 - Health Care Fire																			✓		
6480 - Health Care Police																		✓			
6795 - Public Fac Districts																					✓



## Revenue & Expenditure Summary

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Revenue</b>				
Taxes	495,556,971	525,463,724	585,357,630	59,893,906
Licenses & Permits	19,295,341	21,061,924	29,939,035	8,877,111
Intergovernmental Revenues	90,065,092	59,891,755	62,808,228	2,916,473
Charges for Services	1,458,122,993	1,521,249,885	1,655,987,324	134,737,440
Fines & Forfeits	12,975,479	12,434,377	14,740,814	2,306,438
Miscellaneous Revenues	247,403,248	339,255,694	373,264,224	34,008,530
Personnel Services	9,514,062	-	-	-
Fixed Costs	315,022	-	-	-
Maintenance & Operations	3,055,964	1,900,000	1,160,000	(740,000)
Cash Balance	-	143,104,100	165,889,434	22,785,335
Contributions & Transfers	387,320,736	431,874,289	496,742,837	64,868,548
Internal Service Revenues	49,238,920	110,994,135	126,272,558	15,278,424
<b>Revenue Total</b>	<b>\$ 2,772,863,828</b>	<b>\$ 3,167,229,881</b>	<b>\$ 3,512,162,085</b>	<b>\$ 344,932,204</b>
<b>Expenditure</b>				
Personnel Services	947,478,406	1,033,017,738	1,095,617,372	62,599,634
Fixed Costs	141,709,637	150,714,417	151,697,927	983,510
Maintenance & Operations	916,949,279	917,488,039	1,021,519,429	104,031,390
Contributions & Transfers	193,245,448	225,209,763	261,976,108	36,766,345
Debt Service	407,134,665	261,734,587	247,171,304	(14,563,283)
Capital Outlay	104,237,533	246,707,017	326,638,041	79,931,024
Reserves	-	159,276,191	214,761,246	55,485,056
Internal Service Expenses	163,718,072	205,319,844	195,682,998	(9,636,846)
Internal Service Credits	(59,956,861)	(32,237,715)	(2,902,340)	29,335,374
<b>Expenditure Total</b>	<b>\$ 2,814,516,179</b>	<b>\$ 3,167,229,881</b>	<b>\$ 3,512,162,085</b>	<b>\$ 344,932,204</b>

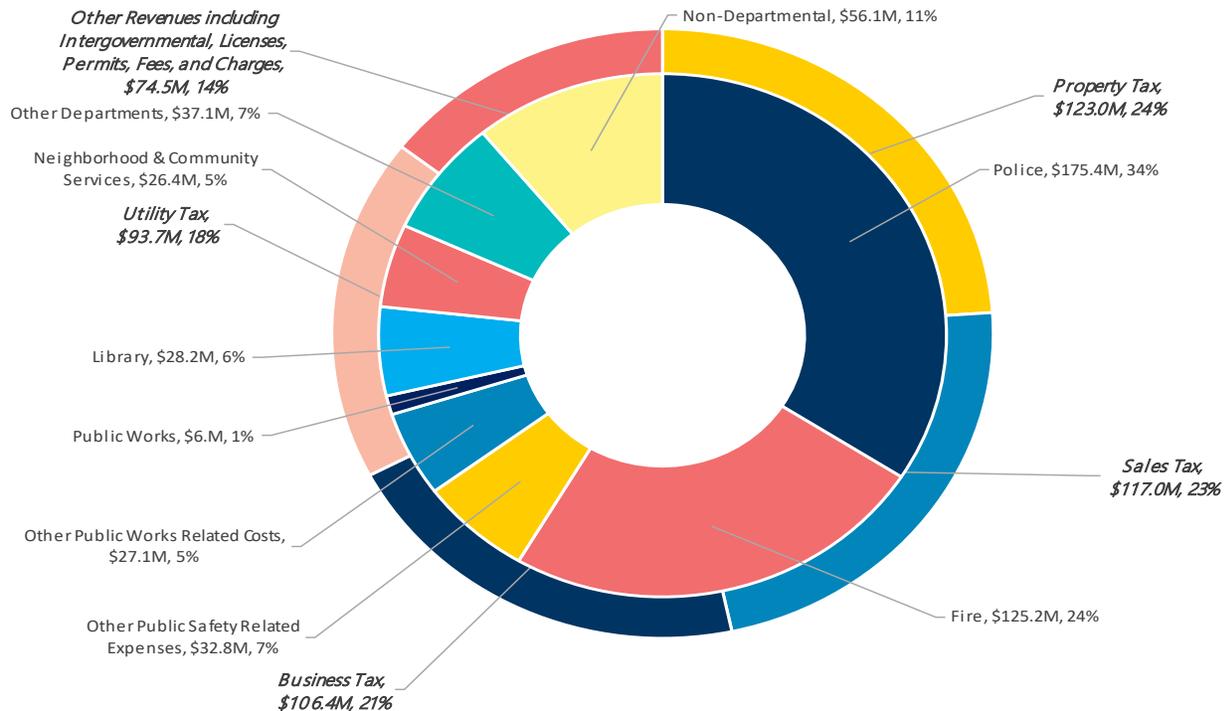
## General Fund Revenues by Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Taxes</b>				
Property Tax	110,685,688	115,955,284	122,993,153	7,037,869
Sales Tax	95,516,869	98,888,552	116,993,269	18,104,717
Business Tax	92,151,929	94,632,523	106,365,631	11,733,108
Utility Tax	83,707,133	86,297,859	93,740,974	7,443,115
Other Taxes	4,105,710	3,727,884	3,985,960	258,076
<b>Taxes Total</b>	<b>\$ 386,167,328</b>	<b>\$ 399,502,102</b>	<b>\$ 444,078,986</b>	<b>\$ 44,576,884</b>
<b>Charges for Services</b>				
Interfund Charges for Services	2,722,654	2,700,000	2,700,000	(0)
Processing Fees	1,258,265	193,367	250,406	57,039
Public Facility Usage Fees	51,149	32,330	30,080	(2,250)
Public Safety Fees	3,102,652	3,319,079	5,168,924	1,849,845
Transportation Fees	0	-	-	-
Other Charges for Services	29,838	36,982	25,924	(11,058)
<b>Charges for Services Total</b>	<b>\$ 7,164,558</b>	<b>\$ 6,281,758</b>	<b>\$ 8,175,335</b>	<b>\$ 1,893,577</b>
<b>Contributions &amp; Transfers</b>				
Contributions	1,736,239	1,379,383	1,295,280	(84,103)
Transfers From Other Funds	1,269,838	1,014,400	-	(1,014,400)
<b>Contributions &amp; Transfers Total</b>	<b>\$ 3,006,077</b>	<b>\$ 2,393,783</b>	<b>\$ 1,295,280</b>	<b>\$ (1,098,503)</b>
<b>Fines &amp; Forfeits</b>				
Civil Penalties	1,183,928	890,983	1,344,584	453,601
Criminal Penalties	406,288	502,319	365,081	(137,238)
<b>Fines &amp; Forfeits Total</b>	<b>\$ 1,590,216</b>	<b>\$ 1,393,302</b>	<b>\$ 1,709,665</b>	<b>\$ 316,363</b>
<b>Intergovernmental Revenues</b>				
Federal Grants	126,210	-	-	-
Grants from Local Units	2,111,707	-	515,100	515,100
State Grants	355,150	100,000	-	(100,000)
State Shared Revenue	9,626,685	9,065,145	9,345,214	280,069
Intragovernmental Revenue	8,310,299	10,424,265	11,026,242	601,977
Payments in Lieu of Taxes	28,770	28,770	28,770	-
Public Safety Fees	-	-	364,000	364,000
<b>Intergovernmental Revenues Total</b>	<b>\$ 20,558,821</b>	<b>\$ 19,618,179</b>	<b>\$ 21,279,325</b>	<b>\$ 1,661,146</b>
<b>Licenses &amp; Permits</b>				
Business Licenses & Permits	8,538,633	11,418,604	12,852,827	1,434,223
Non-Business Licenses & Permits	1,211,699	1,222,196	1,747,218	525,022
<b>Licenses &amp; Permits Total</b>	<b>\$ 9,750,332</b>	<b>\$ 12,640,800</b>	<b>\$ 14,600,045</b>	<b>\$ 1,959,245</b>
<b>Miscellaneous Revenues</b>				
Interest	1,951,782	1,441,731	1,774,659	332,928
Other Miscellaneous Revenues	155,264	76,147	924,824	848,677
<b>Miscellaneous Revenues Total</b>	<b>\$ 2,107,046</b>	<b>\$ 1,517,878</b>	<b>\$ 2,699,483</b>	<b>\$ 1,181,605</b>
<b>Cash Balance</b>	<b>\$ -</b>	<b>\$ 17,860,785</b>	<b>\$ 20,784,423</b>	<b>\$ 2,923,638</b>
<b>Grand Total</b>	<b>\$ 430,344,377</b>	<b>\$ 461,208,587</b>	<b>\$ 514,622,542</b>	<b>\$ 53,413,955</b>

## General Fund Expenditures by Department

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
City Attorney's Office	7,493,385	5,164,991	5,457,975	292,984
City Council	1,221,657	-	-	-
City Manager's Office	4,064,193	989,761	980,758	(9,003)
Community & Economic Development	5,959,651	6,678,751	7,233,147	554,396
Environmental Services	984,293	-	-	-
Finance	12,856,800	8,266,400	8,806,909	540,509
Fire	98,810,839	115,386,892	125,216,956	9,830,064
Hearing Examiner	607,303	-	-	-
Human Resources	2,981,305	-	-	-
Information Technology	-	-	422,188	422,188
Library	22,447,678	25,993,345	28,209,624	2,216,279
Municipal Court	6,786,049	8,235,902	8,081,016	(154,886)
Neighborhood & Community Services	18,167,408	21,885,968	26,379,884	4,493,916
Non-Departmental	62,562,380	102,544,069	116,263,884	13,719,815
Planning & Development Services	3,436,399	3,164,264	3,662,272	498,009
Police	145,056,897	155,355,006	175,483,381	20,128,375
Public Works	20,889,857	5,643,967	6,001,884	357,917
Tacoma Venues & Events	1,246,351	1,899,270	2,422,664	523,394
<b>Grand Total</b>	<b>\$ 415,572,445</b>	<b>\$ 461,208,587</b>	<b>514,622,542</b>	<b>\$ 53,413,955</b>

## 2019-2020 Adopted Budget – General Fund





## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>0010 - General Fund</b>				
<b>Revenue</b>				
Taxes	386,167,328	399,502,102	444,078,986	44,576,884
Charges for Services	7,164,558	6,281,758	8,175,335	1,893,577
Fines & Forfeits	1,590,216	1,393,302	1,709,665	316,363
Intergovernmental Revenues	20,558,821	19,618,179	21,279,325	1,661,146
Licenses & Permits	9,750,332	12,640,800	14,600,045	1,959,245
Contributions & Transfers	3,006,077	2,393,783	1,295,280	(1,098,503)
Miscellaneous Revenues	2,107,046	1,517,878	2,699,483	1,181,605
Cash Balance	-	17,860,785	20,784,423	2,923,638
<b>Revenue Total</b>	<b>\$ 430,344,377</b>	<b>\$ 461,208,587</b>	<b>\$ 514,622,542</b>	<b>\$ 53,413,955</b>
<b>Expenditure</b>				
Personnel Services	289,096,505	277,831,695	298,354,153	20,522,458
Fixed Costs	54,393,951	52,405,540	52,773,864	368,324
Maintenance & Operations	43,546,179	43,520,811	48,400,523	4,879,712
Debt Service	21,692,009	14,506,010	16,557,798	2,051,788
Capital Outlay	2,674,781	2,351,204	3,689,736	1,338,532
Contributions & Transfers	26,023,522	41,230,268	55,829,401	14,599,133
Reserves	-	-	529	529
Internal Service Expenses	14,024,994	30,816,731	40,601,485	9,784,754
Internal Service Credits	(35,879,495)	(1,453,673)	(1,584,946)	(131,274)
<b>Expenditure Total</b>	<b>\$ 415,572,445</b>	<b>\$ 461,208,587</b>	<b>\$ 514,622,542</b>	<b>\$ 53,413,955</b>
<b>1020 - Courts Special Revenue</b>				
<b>Revenue</b>				
Fines & Forfeits	7,731	8,000	8,000	-
Intergovernmental Revenues	140,935	142,604	140,000	(2,604)
Contributions & Transfers	26,414	-	-	-
Cash Balance	-	8,712	8,330	(382)
<b>Revenue Total</b>	<b>\$ 175,080</b>	<b>\$ 159,316</b>	<b>\$ 156,330</b>	<b>\$ (2,986)</b>
<b>Expenditure</b>				
Personnel Services	98,449	119,816	122,830	3,014
Fixed Costs	1,546	-	-	-
Maintenance & Operations	39,222	39,500	33,500	(6,000)
<b>Expenditure Total</b>	<b>\$ 139,217</b>	<b>\$ 159,316</b>	<b>\$ 156,330</b>	<b>\$ (2,986)</b>
<b>1030 - Contingency Fund</b>				
<b>Revenue</b>				
Contributions & Transfers	-	500,000	550,000	50,000
Miscellaneous Revenues	14,145	-	-	-
<b>Revenue Total</b>	<b>\$ 14,145</b>	<b>\$ 500,000</b>	<b>\$ 550,000</b>	<b>\$ 50,000</b>
<b>Expenditure</b>				
Personnel Services	688	-	-	-
Maintenance & Operations	398,000	500,000	550,000	50,000
Internal Service Expenses	1,701	2,809	-	(2,809)
Internal Service Credits	-	(2,809)	-	2,809
<b>Expenditure Total</b>	<b>\$ 400,389</b>	<b>\$ 500,000</b>	<b>\$ 550,000</b>	<b>\$ 50,000</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1050 - Transportation Revs</b>				
<b>Revenue</b>				
Intergovernmental Revenues	-	9,240,000	9,500,600	260,600
Licenses & Permits	-	300,000	250,000	(50,000)
Cash Balance	-	-	114,711	114,711
<b>Revenue Total</b>	<b>\$ -</b>	<b>\$ 9,540,000</b>	<b>\$ 9,865,311</b>	<b>\$ 325,311</b>
<b>Expenditure</b>				
Debt Service	-	230,816	228,591	(2,225)
Contributions & Transfers	-	8,127,300	8,918,977	791,677
Reserves	-	1,181,884	717,744	(464,141)
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 9,540,000</b>	<b>\$ 9,865,311</b>	<b>\$ 325,311</b>
<b>1060 - Transportation Captl</b>				
<b>Revenue</b>				
Charges for Services	457,338	-	950,000	950,000
Fines & Forfeits	18,393	-	-	-
Intergovernmental Revenues	35,554,482	13,840,029	4,597,531	(9,242,498)
Licenses & Permits	310,113	-	-	-
Contributions & Transfers	7,829,639	6,545,657	11,169,710	4,624,053
Miscellaneous Revenues	3,790,132	56,750	5,000	(51,750)
<b>Revenue Total</b>	<b>\$ 47,960,097</b>	<b>\$ 20,442,436</b>	<b>\$ 16,722,241</b>	<b>\$ (3,720,195)</b>
<b>Expenditure</b>				
Personnel Services	8,039,190	1	0	(1)
Fixed Costs	92,386	-	-	-
Maintenance & Operations	40,880,822	-	-	-
Debt Service	434,644	-	-	-
Capital Outlay	29,295	20,442,435	16,722,241	(3,720,194)
Contributions & Transfers	938,564	-	-	-
Internal Service Expenses	865,773	-	-	-
Internal Service Credits	(1)	-	-	-
<b>Expenditure Total</b>	<b>\$ 51,280,672</b>	<b>\$ 20,442,436</b>	<b>\$ 16,722,241</b>	<b>\$ (3,720,195)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1065 - PW Street Fund</b>				
<b>Revenue</b>				
Taxes	-	14,164,139	15,096,371	932,232
Charges for Services	1,132,232	750,000	870,000	120,000
Fines & Forfeits	164	-	-	-
Intergovernmental Revenues	3,541,277	-	231,093	231,093
Contributions & Transfers	31,993,079	28,724,327	36,055,272	7,330,945
Miscellaneous Revenues	80,286	-	-	-
Cash Balance	-	-	300,000	300,000
<b>Revenue Total</b>	<b>\$ 36,747,038</b>	<b>\$ 43,638,466</b>	<b>\$ 52,552,736</b>	<b>\$ 8,914,270</b>
<b>Expenditure</b>				
Personnel Services	19,251,341	21,819,529	26,612,240	4,792,711
Fixed Costs	4,343,732	4,151,227	4,812,574	661,347
Maintenance & Operations	8,881,567	11,084,272	13,739,771	2,655,499
Debt Service	7,393	-	-	-
Capital Outlay	287,075	-	100,000	100,000
Contributions & Transfers	262,857	595,000	1,155,000	560,000
Internal Service Expenses	3,473,083	6,048,576	6,133,151	84,575
Internal Service Credits	-	(60,138)	-	60,138
<b>Expenditure Total</b>	<b>\$ 36,507,049</b>	<b>\$ 43,638,466</b>	<b>\$ 52,552,736</b>	<b>\$ 8,914,270</b>
<b>1070 - Transportation Benefit District</b>				
<b>Revenue</b>				
Taxes	9,648,103	15,845,790	16,666,498	820,708
Intergovernmental Revenues	-	-	-	-
Miscellaneous Revenues	4,871	-	-	-
Cash Balance	-	-	1,255,000	1,255,000
<b>Revenue Total</b>	<b>\$ 9,652,974</b>	<b>\$ 15,845,790</b>	<b>\$ 17,921,498</b>	<b>\$ 2,075,708</b>
<b>Expenditure</b>				
Maintenance & Operations	7,171	-	-	-
Contributions & Transfers	7,672,895	15,845,790	17,921,498	2,075,708
<b>Expenditure Total</b>	<b>\$ 7,680,066</b>	<b>\$ 15,845,790</b>	<b>\$ 17,921,498</b>	<b>\$ 2,075,708</b>
<b>1080 - 2% GET (St Op &amp; Mnt)</b>				
<b>Revenue</b>				
Taxes	13,744,713	-	-	-
Miscellaneous Revenues	3,668	-	-	-
<b>Revenue Total</b>	<b>\$ 13,748,381</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Maintenance & Operations	48	-	-	-
Debt Service	167	-	-	-
Contributions & Transfers	13,085,638	-	-	-
<b>Expenditure Total</b>	<b>\$ 13,085,854</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1085 - 2015 Voted Streets Initiative Fund</b>				
<b>Revenue</b>				
Taxes	10,283,993	23,470,363	25,067,407	1,597,044
Charges for Services	9,156	-	-	-
Contributions & Transfers	5,570,000	16,477,790	17,870,498	1,392,708
Miscellaneous Revenues	17,075	-	-	-
<b>Revenue Total</b>	<b>\$ 15,880,224</b>	<b>\$ 39,948,153</b>	<b>\$ 42,937,904</b>	<b>\$ 2,989,751</b>
<b>Expenditure</b>				
Personnel Services	2,269,495	5,207,888	5,671,463	463,575
Fixed Costs	44,548	503,885	840,035	336,150
Maintenance & Operations	7,468,129	29,282,722	34,787,857	5,505,135
Contributions & Transfers	886,000	4,340,198	-	(4,340,198)
Internal Service Expenses	-	613,460	1,638,550	1,025,090
<b>Expenditure Total</b>	<b>\$ 10,668,171</b>	<b>\$ 39,948,153</b>	<b>\$ 42,937,904</b>	<b>\$ 2,989,752</b>
<b>1090 - TFD Special Revenue</b>				
<b>Revenue</b>				
Charges for Services	22,961	-	-	-
Intergovernmental Revenues	6,195,638	910,124	3,412,508	2,502,384
Contributions & Transfers	925,880	-	1,566,011	1,566,011
Miscellaneous Revenues	37,070	28,900	34,000	5,100
Cash Balance	-	912,768	249,506	(663,262)
<b>Revenue Total</b>	<b>\$ 7,181,549</b>	<b>\$ 1,851,792</b>	<b>\$ 5,262,025</b>	<b>\$ 3,410,233</b>
<b>Expenditure</b>				
Personnel Services	3,353,603	281,324	3,218,076	2,936,752
Fixed Costs	26,470	-	78,000	78,000
Maintenance & Operations	2,023,735	261,000	1,286,622	1,025,622
Debt Service	282,492	296,668	296,668	-
Capital Outlay	1,414,131	229,100	382,659	153,559
Contributions & Transfers	-	700,000	-	(700,000)
Reserves	-	83,700	-	(83,700)
<b>Expenditure Total</b>	<b>\$ 7,100,432</b>	<b>\$ 1,851,792</b>	<b>\$ 5,262,025</b>	<b>\$ 3,410,233</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1100 - PW Property Mgmt</b>				
<b>Revenue</b>				
Taxes	328,516	200,000	-	(200,000)
Licenses & Permits	988,675	410,000	200,000	(210,000)
Contributions & Transfers	10,000	-	-	-
Miscellaneous Revenues	849,086	775,924	24,000	(751,924)
Cash Balance	-	42,332	146,075	103,743
<b>Revenue Total</b>	<b>\$ 2,176,278</b>	<b>\$ 1,428,256</b>	<b>\$ 370,075</b>	<b>\$ (1,058,181)</b>
<b>Expenditure</b>				
Personnel Services	258,768	236,552	123,187	(113,365)
Fixed Costs	2,176	92,179	504	(91,675)
Maintenance & Operations	58,902	168,700	80,000	(88,700)
Capital Outlay	-	300,000	150,000	(150,000)
Contributions & Transfers	190,000	-	-	-
Reserves	-	512,136	3,821	(508,315)
Internal Service Expenses	163,775	118,689	12,563	(106,126)
<b>Expenditure Total</b>	<b>\$ 673,621</b>	<b>\$ 1,428,256</b>	<b>\$ 370,075</b>	<b>\$ (1,058,181)</b>
<b>1110 - LI Guaranty</b>				
<b>Revenue</b>				
Contributions & Transfers	138,309	-	-	-
Miscellaneous Revenues	29,026	-	-	-
Cash Balance	-	58,203	28,952	(29,251)
<b>Revenue Total</b>	<b>\$ 167,335</b>	<b>\$ 58,203</b>	<b>\$ 28,952</b>	<b>\$ (29,251)</b>
<b>Expenditure</b>				
Personnel Services	142,234	14,935	15,617	682
Fixed Costs	595	-	60	60
Maintenance & Operations	1,180	-	-	-
Internal Service Expenses	31,653	43,268	13,275	(29,993)
<b>Expenditure Total</b>	<b>\$ 175,662</b>	<b>\$ 58,203</b>	<b>\$ 28,952</b>	<b>\$ (29,251)</b>
<b>1140 - PWE Paths &amp; Trails</b>				
<b>Revenue</b>				
Intergovernmental Revenues	3,772,773	2,042,600	-	(2,042,600)
Contributions & Transfers	2,035,185	1,704,267	88,874	(1,615,393)
Miscellaneous Revenues	209,801	-	-	-
<b>Revenue Total</b>	<b>\$ 6,017,758</b>	<b>\$ 3,746,867</b>	<b>\$ 88,874</b>	<b>\$ (3,657,993)</b>
<b>Expenditure</b>				
Personnel Services	1,524,944	-	-	-
Fixed Costs	4,908	-	-	-
Maintenance & Operations	3,949,772	-	-	-
Debt Service	1,005	-	-	-
Capital Outlay	309,788	3,746,867	88,874	(3,657,993)
Contributions & Transfers	60,750	-	-	-
Internal Service Expenses	24,751	-	-	-
<b>Expenditure Total</b>	<b>\$ 5,875,918</b>	<b>\$ 3,746,867</b>	<b>\$ 88,874</b>	<b>\$ (3,657,993)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1145 - NCS Demolition</b>				
<b>Revenue</b>				
Charges for Services	57,749	49,214	41,356	(7,858)
Fines & Forfeits	484,726	502,375	608,853	106,478
Intergovernmental Revenues	-	-	-	-
Contributions & Transfers	9,908	-	-	-
Miscellaneous Revenues	857,660	357,631	424,525	66,894
Cash Balance	-	577,577	391,425	(186,152)
<b>Revenue Total</b>	<b>\$ 1,410,043</b>	<b>\$ 1,486,797</b>	<b>\$ 1,466,158</b>	<b>\$ (20,639)</b>
<b>Expenditure</b>				
Personnel Services	187,185	90,942	-	(90,942)
Fixed Costs	25,034	-	-	-
Maintenance & Operations	662,124	1,195,770	1,195,770	0
Contributions & Transfers	250,000	-	-	-
Internal Service Expenses	142,425	200,085	270,388	70,303
<b>Expenditure Total</b>	<b>\$ 1,266,768</b>	<b>\$ 1,486,797</b>	<b>\$ 1,466,158</b>	<b>\$ (20,639)</b>
<b>1155 - TFD EMS Special Revenue</b>				
<b>Revenue</b>				
Taxes	18,435,302	21,004,881	22,543,500	1,538,619
Charges for Services	6,002,701	5,991,505	4,939,000	(1,052,505)
Intergovernmental Revenues	-	-	6,916,800	6,916,800
Contributions & Transfers	313,254	300,000	300,000	-
Miscellaneous Revenues	100,339	48,200	-	(48,200)
Cash Balance	-	2,534,116	-	(2,534,116)
<b>Revenue Total</b>	<b>\$ 24,851,596</b>	<b>\$ 29,878,702</b>	<b>\$ 34,699,300</b>	<b>\$ 4,820,598</b>
<b>Expenditure</b>				
Personnel Services	22,310,801	23,815,106	24,637,538	822,432
Fixed Costs	1,516,710	1,897,919	1,782,579	(115,340)
Maintenance & Operations	1,588,620	1,684,646	1,925,900	241,254
Capital Outlay	218,259	24,000	24,000	-
Contributions & Transfers	314,500	314,500	-	(314,500)
Reserves	-	-	3,606,833	3,606,833
Internal Service Expenses	1,199,942	2,142,531	2,722,449	579,918
<b>Expenditure Total</b>	<b>\$ 27,148,831</b>	<b>\$ 29,878,702</b>	<b>\$ 34,699,300</b>	<b>\$ 4,820,597</b>
<b>1180 - Tourism &amp; Convention</b>				
<b>Revenue</b>				
Taxes	8,448,950	7,025,752	9,860,059	2,834,307
Miscellaneous Revenues	37,363	-	41,255	41,255
<b>Revenue Total</b>	<b>\$ 8,486,313</b>	<b>\$ 7,025,752</b>	<b>\$ 9,901,314</b>	<b>\$ 2,875,562</b>
<b>Expenditure</b>				
Maintenance & Operations	585	-	-	-
Contributions & Transfers	6,664,197	7,025,752	9,707,819	2,682,067
Reserves	-	-	193,495	193,495
<b>Expenditure Total</b>	<b>\$ 6,664,782</b>	<b>\$ 7,025,752</b>	<b>\$ 9,901,314</b>	<b>\$ 2,875,562</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1185 - HRHS Special Revenue</b>				
<b>Revenue</b>				
Taxes	10,050,258	10,165,101	12,425,934	2,260,833
Charges for Services	57,850	3,000	63,000	60,000
Intergovernmental Revenues	2,455,386	1,796,554	812,804	(983,750)
Contributions & Transfers	215,908	2,052,420	1,884,700	(167,720)
Miscellaneous Revenues	171,524	-	11,600	11,600
Cash Balance	-	4,334,322	2,532,311	(1,802,011)
<b>Revenue Total</b>	<b>\$ 12,950,926</b>	<b>\$ 18,351,397</b>	<b>\$ 17,730,349</b>	<b>\$ (621,048)</b>
<b>Expenditure</b>				
Personnel Services	1,552,889	2,162,700	1,649,177	(513,523)
Fixed Costs	38,343	23,854	9,104	(14,750)
Maintenance & Operations	8,841,941	12,840,272	15,603,813	2,763,541
Debt Service	289	-	-	-
Capital Outlay	-	1,000,000	-	(1,000,000)
Contributions & Transfers	609,850	1,500,000	-	(1,500,000)
Reserves	-	484,221	7,601	(476,620)
Internal Service Expenses	95,475	340,350	460,653	120,303
<b>Expenditure Total</b>	<b>\$ 11,138,787</b>	<b>\$ 18,351,397</b>	<b>\$ 17,730,349</b>	<b>\$ (621,048)</b>
<b>1195 - CED Special Revenue</b>				
<b>Revenue</b>				
Charges for Services	2,097,535	1,968,800	2,792,273	823,473
Fines & Forfeits	481	-	-	-
Intergovernmental Revenues	8,618,326	10,612,621	11,273,011	660,390
Contributions & Transfers	924,804	-	-	-
Miscellaneous Revenues	763,834	200,000	-	(200,000)
Cash Balance	-	3,851,691	2,135,856	(1,715,835)
<b>Revenue Total</b>	<b>\$ 12,404,980</b>	<b>\$ 16,633,112</b>	<b>\$ 16,201,140</b>	<b>\$ (431,972)</b>
<b>Expenditure</b>				
Personnel Services	1,419,024	1,451,644	1,969,732	518,088
Fixed Costs	80,694	43,909	41,251	(2,658)
Maintenance & Operations	5,829,327	7,039,007	6,911,469	(127,538)
Capital Outlay	4,001,879	-	-	-
Contributions & Transfers	5,018,139	7,520,690	7,079,603	(441,088)
Reserves	-	531,211	139,823	(391,388)
Internal Service Expenses	43,936	46,651	59,262	12,611
<b>Expenditure Total</b>	<b>\$ 16,393,001</b>	<b>\$ 16,633,112</b>	<b>\$ 16,201,140</b>	<b>\$ (431,972)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1200 - Library Special Revenue</b>				
<b>Revenue</b>				
Charges for Services	8,534	17,374	2,000	(15,374)
Intergovernmental Revenues	253,640	168,188	190,000	21,812
Contributions & Transfers	22,351	8,754	5,500	(3,254)
Miscellaneous Revenues	181,559	188,185	181,210	(6,975)
Cash Balance	-	416,795	918,000	501,205
<b>Revenue Total</b>	<b>\$ 466,083</b>	<b>\$ 799,296</b>	<b>\$ 1,296,710</b>	<b>\$ 497,414</b>
<b>Expenditure</b>				
Maintenance & Operations	491,973	780,300	791,300	11,000
Capital Outlay	29,585	-	500,000	500,000
Reserves	-	18,996	5,410	(13,586)
<b>Expenditure Total</b>	<b>\$ 521,559</b>	<b>\$ 799,296</b>	<b>\$ 1,296,710</b>	<b>\$ 497,414</b>
<b>1236 - CED Small Bus Entrp</b>				
<b>Revenue</b>				
Contributions & Transfers	814	-	-	-
Internal Service Revenues	485,992	1,014,701	528,521	(486,180)
<b>Revenue Total</b>	<b>\$ 486,806</b>	<b>\$ 1,014,701</b>	<b>\$ 528,521</b>	<b>\$ (486,180)</b>
<b>Expenditure</b>				
Personnel Services	367,976	478,584	381,434	(97,150)
Fixed Costs	36,200	10,282	3,726	(6,556)
Maintenance & Operations	46,494	443,759	78,317	(365,442)
Internal Service Expenses	35,322	82,076	65,044	(17,032)
<b>Expenditure Total</b>	<b>\$ 485,992</b>	<b>\$ 1,014,701</b>	<b>\$ 528,521</b>	<b>\$ (486,180)</b>
<b>1267 - TPD Special Revenue</b>				
<b>Revenue</b>				
Charges for Services	698,914	500,000	300,000	(200,000)
Fines & Forfeits	992,879	557,000	570,000	13,000
Intergovernmental Revenues	4,208,792	1,213,056	722,000	(491,056)
Contributions & Transfers	30,427	16,086	-	(16,086)
Miscellaneous Revenues	52,446	32,660	10,000	(22,660)
Cash Balance	-	542,948	458,710	(84,238)
<b>Revenue Total</b>	<b>\$ 5,983,458</b>	<b>\$ 2,861,750</b>	<b>\$ 2,060,710</b>	<b>\$ (801,040)</b>
<b>Expenditure</b>				
Personnel Services	4,322,924	1,325,920	984,800	(341,120)
Fixed Costs	52,964	-	51,000	51,000
Maintenance & Operations	942,230	923,420	888,000	(35,420)
Capital Outlay	99,933	-	-	-
Reserves	-	580,236	116,792	(463,444)
Internal Service Expenses	313,626	32,174	20,119	(12,055)
<b>Expenditure Total</b>	<b>\$ 5,731,676</b>	<b>\$ 2,861,750</b>	<b>\$ 2,060,710</b>	<b>\$ (801,040)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1431 - IT Municipal CableTV</b>				
<b>Revenue</b>				
Taxes	6,899,857	7,085,468	6,559,149	(526,319)
Charges for Services	7,571	-	-	-
Intergovernmental Revenues	15,609	-	-	-
Contributions & Transfers	19,754	70,000	-	(70,000)
Miscellaneous Revenues	610,894	452,136	525,920	73,784
Cash Balance	-	55,596	-	(55,596)
<b>Revenue Total</b>	<b>\$ 7,553,685</b>	<b>\$ 7,663,200</b>	<b>\$ 7,085,069</b>	<b>\$ (578,131)</b>
<b>Expenditure</b>				
Personnel Services	3,804,823	3,995,546	4,724,684	729,138
Fixed Costs	935,235	400,448	440,456	40,008
Maintenance & Operations	4,185,881	1,134,808	1,090,655	(44,153)
Capital Outlay	9,702	500,000	500,000	-
Contributions & Transfers	-	305,572	-	(305,572)
Reserves	-	446,343	733,289	286,946
Internal Service Expenses	632,829	880,484	913,379	32,895
Internal Service Credits	-	-	(1,317,393)	(1,317,393)
<b>Expenditure Total</b>	<b>\$ 9,568,471</b>	<b>\$ 7,663,200</b>	<b>\$ 7,085,069</b>	<b>\$ (578,131)</b>
<b>1500 - CED Loc Emp Apprent</b>				
<b>Revenue</b>				
Personnel Services	24,309	-	-	-
Fines & Forfeits	5,928	18,000	-	(18,000)
Intergovernmental Revenues	110,712	219,200	337,556	118,356
Contributions & Transfers	493	-	-	-
Miscellaneous Revenues	6,705	-	-	-
Cash Balance	-	16,691	31,018	14,327
Internal Service Revenues	424,317	660,880	551,791	(109,089)
<b>Revenue Total</b>	<b>\$ 572,465</b>	<b>\$ 914,771</b>	<b>\$ 920,365</b>	<b>\$ 5,594</b>
<b>Expenditure</b>				
Personnel Services	384,356	477,794	506,023	28,229
Fixed Costs	7,187	8,400	4,641	(3,759)
Maintenance & Operations	152,421	336,226	347,127	10,901
Internal Service Expenses	31,796	92,351	62,574	(29,777)
<b>Expenditure Total</b>	<b>\$ 575,759</b>	<b>\$ 914,771</b>	<b>\$ 920,365</b>	<b>\$ 5,594</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1650 - Traffic Enforcement</b>				
<b>Revenue</b>				
Fines & Forfeits	5,715,255	5,445,096	5,906,296	461,200
Contributions & Transfers	8,897	1,352,369	1,521,714	169,345
Miscellaneous Revenues	12,671	-	-	-
<b>Revenue Total</b>	<b>\$ 5,736,822</b>	<b>\$ 6,797,464</b>	<b>\$ 7,428,010</b>	<b>\$ 630,546</b>
<b>Expenditure</b>				
Personnel Services	4,465,766	4,789,115	5,112,488	323,373
Fixed Costs	94,647	120,961	221,123	100,162
Maintenance & Operations	1,402,167	1,423,022	1,537,238	114,216
Reserves	-	-	34,562	34,562
Internal Service Expenses	301,961	464,366	522,598	58,233
<b>Expenditure Total</b>	<b>\$ 6,264,541</b>	<b>\$ 6,797,464</b>	<b>\$ 7,428,010</b>	<b>\$ 630,546</b>
<b>2010 - Voted Bonds</b>				
<b>Revenue</b>				
Taxes	5,569,150	5,422,500	5,440,750	18,250
<b>Revenue Total</b>	<b>\$ 5,569,150</b>	<b>\$ 5,422,500</b>	<b>\$ 5,440,750</b>	<b>\$ 18,250</b>
<b>Expenditure</b>				
Debt Service	5,412,050	5,422,500	5,440,750	18,250
<b>Expenditure Total</b>	<b>\$ 5,412,050</b>	<b>\$ 5,422,500</b>	<b>\$ 5,440,750</b>	<b>\$ 18,250</b>
<b>2035 - LTGO Bonds 1994/1997</b>				
<b>Revenue</b>				
Contributions & Transfers	6,541,994	6,058,617	8,478,340	2,419,723
Miscellaneous Revenues	14,401,342	-	-	-
<b>Revenue Total</b>	<b>\$ 20,943,336</b>	<b>\$ 6,058,617</b>	<b>\$ 8,478,340</b>	<b>\$ 2,419,723</b>
<b>Expenditure</b>				
Debt Service	19,760,036	6,058,617	8,478,340	2,419,723
<b>Expenditure Total</b>	<b>\$ 19,760,036</b>	<b>\$ 6,058,617</b>	<b>\$ 8,478,340</b>	<b>\$ 2,419,723</b>
<b>2038 - CTED PWTF #98 Loan</b>				
<b>Revenue</b>				
Contributions & Transfers	2,313,603	2,280,581	1,172,259	(1,108,322)
<b>Revenue Total</b>	<b>\$ 2,313,603</b>	<b>\$ 2,280,581</b>	<b>\$ 1,172,259</b>	<b>\$ (1,108,322)</b>
<b>Expenditure</b>				
Debt Service	2,313,603	2,280,581	1,172,259	(1,108,322)
<b>Expenditure Total</b>	<b>\$ 2,313,603</b>	<b>\$ 2,280,581</b>	<b>\$ 1,172,259</b>	<b>\$ (1,108,322)</b>
<b>2039 - LTGO Ref Bonds 2001</b>				
<b>Revenue</b>				
Miscellaneous Revenues	10	-	-	-
<b>Revenue Total</b>	<b>\$ 10</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>2040 - LTGO Bonds 2009A-F</b>				
<b>Revenue</b>				
Contributions & Transfers	2,998,003	3,087,403	3,189,275	101,872
Miscellaneous Revenues	3,555,551	-	-	-
<b>Revenue Total</b>	<b>\$ 6,553,554</b>	<b>\$ 3,087,403</b>	<b>\$ 3,189,275</b>	<b>\$ 101,872</b>
<b>Expenditure</b>				
Maintenance & Operations	2	-	-	-
Debt Service	2,998,003	3,087,403	3,189,275	101,872
<b>Expenditure Total</b>	<b>\$ 2,998,005</b>	<b>\$ 3,087,403</b>	<b>\$ 3,189,275</b>	<b>\$ 101,872</b>
<b>2041 - 2010 LTGO Bonds</b>				
<b>Revenue</b>				
Contributions & Transfers	12,351,380	13,087,418	9,446,932	(3,640,486)
Miscellaneous Revenues	6,710,390	-	-	-
<b>Revenue Total</b>	<b>\$ 19,061,769</b>	<b>\$ 13,087,418</b>	<b>\$ 9,446,932</b>	<b>\$ (3,640,486)</b>
<b>Expenditure</b>				
Debt Service	19,039,195	13,087,418	9,446,932	(3,640,486)
<b>Expenditure Total</b>	<b>\$ 19,039,195</b>	<b>\$ 13,087,418</b>	<b>\$ 9,446,932</b>	<b>\$ (3,640,486)</b>
<b>2042 - 2013 LTGO REF Bonds</b>				
<b>Revenue</b>				
Contributions & Transfers	3,243,400	6,791,200	-	(6,791,200)
<b>Revenue Total</b>	<b>\$ 3,243,400</b>	<b>\$ 6,791,200</b>	<b>\$ -</b>	<b>\$ (6,791,200)</b>
<b>Expenditure</b>				
Debt Service	3,243,400	6,791,200	-	(6,791,200)
<b>Expenditure Total</b>	<b>\$ 3,243,400</b>	<b>\$ 6,791,200</b>	<b>\$ -</b>	<b>\$ (6,791,200)</b>
<b>2043 - LTGO Bond Issuances</b>				
<b>Revenue</b>				
Contributions & Transfers	-	-	3,462,974	3,462,974
<b>Revenue Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,462,974</b>	<b>\$ 3,462,974</b>
<b>Expenditure</b>				
Debt Service	-	-	3,462,974	3,462,974
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,462,974</b>	<b>\$ 3,462,974</b>
<b>3209 - 1997 Bnd Cons/Dvl PM</b>				
<b>Revenue</b>				
Contributions & Transfers	776	-	-	-
Miscellaneous Revenues	1,613	-	-	-
<b>Revenue Total</b>	<b>\$ 2,389</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Maintenance & Operations	7	-	-	-
Debt Service	425	-	-	-
<b>Expenditure Total</b>	<b>\$ 432</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>3210 - Real Estate Ex Tax</b>				
<b>Revenue</b>				
Taxes	-	13,000,000	16,000,000	3,000,000
Contributions & Transfers	-	-	8,052,668	8,052,668
Miscellaneous Revenues	-	242,000	200,000	(42,000)
Cash Balance	-	5,548,343	2,400,000	(3,148,343)
<b>Revenue Total</b>	<b>\$ -</b>	<b>\$ 18,790,343</b>	<b>\$ 26,652,668</b>	<b>\$ 7,862,325</b>
<b>Expenditure</b>				
Fixed Costs	-	240	-	(240)
Maintenance & Operations	-	1,500,000	753,000	(747,000)
Debt Service	-	3,014,808	2,977,928	(36,881)
Contributions & Transfers	-	12,145,000	21,183,000	9,038,000
Reserves	-	2,130,295	1,738,741	(391,555)
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 18,790,343</b>	<b>\$ 26,652,668</b>	<b>\$ 7,862,325</b>
<b>3211 - Capital Project Fund</b>				
<b>Revenue</b>				
Taxes	17,041,828	-	-	-
Charges for Services	250	-	-	-
Intergovernmental Revenues	284,918	-	-	-
Contributions & Transfers	1,292,261	5,121,572	12,700,966	7,579,394
Miscellaneous Revenues	307,869	-	296,668	296,668
Cash Balance	-	702,000	-	(702,000)
<b>Revenue Total</b>	<b>\$ 18,927,126</b>	<b>\$ 5,823,572</b>	<b>\$ 12,997,634</b>	<b>\$ 7,174,062</b>
<b>Expenditure</b>				
Personnel Services	711,934	-	-	-
Fixed Costs	3,524	-	-	-
Maintenance & Operations	1,043,846	-	-	-
Debt Service	3,043,884	-	-	-
Capital Outlay	89,004	5,823,572	12,700,966	6,877,394
Contributions & Transfers	8,114,425	-	296,668	296,668
Internal Service Expenses	219,702	-	-	-
<b>Expenditure Total</b>	<b>\$ 13,226,320</b>	<b>\$ 5,823,572</b>	<b>\$ 12,997,634</b>	<b>\$ 7,174,062</b>
<b>3216 - Police Facility 2002</b>				
<b>Revenue</b>				
Contributions & Transfers	77,113	126,000	-	(126,000)
Miscellaneous Revenues	5	-	-	-
<b>Revenue Total</b>	<b>\$ 77,118</b>	<b>\$ 126,000</b>	<b>\$ -</b>	<b>\$ (126,000)</b>
<b>Expenditure</b>				
Debt Service	77,118	126,000	-	(126,000)
<b>Expenditure Total</b>	<b>\$ 77,118</b>	<b>\$ 126,000</b>	<b>\$ -</b>	<b>\$ (126,000)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>3218 - 2009 LTGO Bond Proj</b>				
<b>Revenue</b>				
Intergovernmental Revenues	2,682,827	-	-	-
Contributions & Transfers	5,360,452	-	-	-
Miscellaneous Revenues	45,237	-	-	-
<b>Revenue Total</b>	<b>\$ 8,088,516</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Personnel Services	6,258	-	-	-
Maintenance & Operations	7,621,211	-	-	-
Debt Service	1,706	-	-	-
Capital Outlay	3,001,815	-	-	-
Contributions & Transfers	1,386,429	-	-	-
<b>Expenditure Total</b>	<b>\$ 12,017,418</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>3220 - 2010 LTGO BONDS</b>				
<b>Revenue</b>				
Charges for Services	-	-	-	-
Contributions & Transfers	17,741	-	-	-
Miscellaneous Revenues	119,429	-	-	-
Cash Balance	-	-	307,966	307,966
<b>Revenue Total</b>	<b>\$ 137,170</b>	<b>\$ -</b>	<b>\$ 307,966</b>	<b>\$ 307,966</b>
<b>Expenditure</b>				
Personnel Services	126,874	-	-	-
Fixed Costs	-	-	-	-
Maintenance & Operations	568,801	-	-	-
Capital Outlay	408,925	-	-	-
Contributions & Transfers	7,627,694	-	307,966	307,966
<b>Expenditure Total</b>	<b>\$ 8,732,294</b>	<b>\$ -</b>	<b>\$ 307,966</b>	<b>\$ 307,966</b>
<b>4110 - Permit Services Fund</b>				
<b>Revenue</b>				
Charges for Services	9,100,758	9,239,827	15,480,884	6,241,057
Intergovernmental Revenues	11,397	-	-	-
Licenses & Permits	8,200,540	7,672,595	14,848,990	7,176,395
Contributions & Transfers	859,937	1,396,904	2,905,002	1,508,098
Miscellaneous Revenues	371,383	-	-	-
Cash Balance	-	699,756	1,440,906	741,150
<b>Revenue Total</b>	<b>\$ 18,544,015</b>	<b>\$ 19,009,082</b>	<b>\$ 34,675,782</b>	<b>\$ 15,666,700</b>
<b>Expenditure</b>				
Personnel Services	13,190,469	14,203,238	21,390,239	7,187,001
Fixed Costs	944,661	931,940	1,711,268	779,328
Maintenance & Operations	1,770,331	889,278	6,525,440	5,636,163
Debt Service	1,386	-	-	-
Reserves	-	594,988	1,937,723	1,342,735
Internal Service Expenses	2,336,310	2,389,638	3,111,111	721,473
<b>Expenditure Total</b>	<b>\$ 18,243,157</b>	<b>\$ 19,009,082</b>	<b>\$ 34,675,782</b>	<b>\$ 15,666,700</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4120 - PW TacRail Mountain</b>				
<b>Revenue</b>				
Charges for Services	2,219,347	2,028,000	2,828,800	800,800
Intergovernmental Revenues	51,464	-	-	-
Contributions & Transfers	405,921	400,000	800,000	400,000
Miscellaneous Revenues	7,920,480	1,432,600	1,127,000	(305,600)
Cash Balance	-	202,927	33,704	(169,223)
<b>Revenue Total</b>	<b>\$ 10,597,213</b>	<b>\$ 4,063,527</b>	<b>\$ 4,789,504</b>	<b>\$ 725,977</b>
<b>Expenditure</b>				
Personnel Services	1,301,573	1,380,000	1,450,000	70,000
Fixed Costs	339,581	386,594	418,098	31,504
Maintenance & Operations	1,963,215	1,930,188	2,672,795	742,607
Debt Service	51,377	41,412	-	(41,412)
Reserves	-	-	22,544	22,544
Internal Service Expenses	242,432	325,333	226,067	(99,266)
<b>Expenditure Total</b>	<b>\$ 3,898,178</b>	<b>\$ 4,063,527</b>	<b>\$ 4,789,504</b>	<b>\$ 725,977</b>
<b>4140 - PWE Prking Operating</b>				
<b>Revenue</b>				
Charges for Services	10,450,260	10,588,626	11,579,000	990,374
Fines & Forfeits	4,159,709	4,510,604	5,938,000	1,427,396
Licenses & Permits	18,749	38,529	40,000	1,471
Contributions & Transfers	155,704	-	-	-
Miscellaneous Revenues	62,625	-	118,244	118,244
Cash Balance	-	48,121	-	(48,121)
<b>Revenue Total</b>	<b>\$ 14,847,046</b>	<b>\$ 15,185,880</b>	<b>\$ 17,675,244</b>	<b>\$ 2,489,364</b>
<b>Expenditure</b>				
Personnel Services	2,646,105	2,818,868	3,570,153	751,285
Fixed Costs	558,763	422,588	560,088	137,500
Maintenance & Operations	4,413,766	4,502,978	6,112,459	1,609,480
Debt Service	6,527,561	6,185,404	6,219,789	34,385
Capital Outlay	215,155	300,000	120,000	(180,000)
Reserves	-	-	309,498	309,498
Internal Service Expenses	682,420	956,043	783,258	(172,785)
<b>Expenditure Total</b>	<b>\$ 15,043,770</b>	<b>\$ 15,185,880</b>	<b>\$ 17,675,244</b>	<b>\$ 2,489,364</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4165 - Convention Center</b>				
<b>Revenue</b>				
Taxes	18,852	16,987	22,534	5,547
Charges for Services	5,327,727	4,959,586	5,216,695	257,109
Contributions & Transfers	13,891,174	17,167,268	18,931,152	1,763,884
Miscellaneous Revenues	1,733,009	160,800	100,800	(60,000)
Cash Balance	-	-	155,588	155,588
<b>Revenue Total</b>	<b>\$ 20,970,762</b>	<b>\$ 22,304,641</b>	<b>\$ 24,426,769</b>	<b>\$ 2,122,128</b>
<b>Expenditure</b>				
Personnel Services	3,038,545	3,713,531	4,657,114	943,584
Fixed Costs	346,261	353,147	308,326	(44,821)
Maintenance & Operations	4,313,310	4,577,822	6,428,752	1,850,930
Debt Service	11,506,236	12,409,041	11,753,956	(655,085)
Capital Outlay	409,053	-	-	-
Contributions & Transfers	-	200,000	-	(200,000)
Reserves	-	-	296,855	296,855
Internal Service Expenses	1,066,423	1,051,100	981,767	(69,334)
<b>Expenditure Total</b>	<b>\$ 20,679,827</b>	<b>\$ 22,304,641</b>	<b>\$ 24,426,769</b>	<b>\$ 2,122,128</b>
<b>4170 - Baseball Park</b>				
<b>Revenue</b>				
Taxes	439,806	452,670	492,906	40,236
Charges for Services	272,460	285,364	386,286	100,922
Contributions & Transfers	1,815,442	1,415,024	1,291,678	(123,346)
Miscellaneous Revenues	1,081,695	1,096,111	1,094,337	(1,774)
Cash Balance	-	-	161	161
<b>Revenue Total</b>	<b>\$ 3,609,403</b>	<b>\$ 3,249,169</b>	<b>\$ 3,265,368</b>	<b>\$ 16,199</b>
<b>Expenditure</b>				
Fixed Costs	83,375	94,477	95,083	606
Maintenance & Operations	189,089	141,385	141,385	-
Debt Service	2,576,165	2,663,771	2,765,643	101,873
Capital Outlay	668,583	-	-	-
Reserves	-	300,000	259,142	(40,858)
Internal Service Expenses	42,157	49,536	4,115	(45,422)
<b>Expenditure Total</b>	<b>\$ 3,559,369</b>	<b>\$ 3,249,169</b>	<b>\$ 3,265,368</b>	<b>\$ 16,199</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4180 - PAF Dome</b>				
<b>Revenue</b>				
Taxes	1,646,110	1,670,087	2,503,536	833,449
Charges for Services	13,169,708	13,031,140	20,247,893	7,216,753
Contributions & Transfers	1,040,897	1,415,665	-	(1,415,665)
Miscellaneous Revenues	744,466	995,658	656,000	(339,658)
<b>Revenue Total</b>	<b>\$ 16,601,181</b>	<b>\$ 17,112,550</b>	<b>\$ 23,407,429</b>	<b>\$ 6,294,879</b>
<b>Expenditure</b>				
Personnel Services	5,646,396	6,170,926	7,273,113	1,102,187
Fixed Costs	320,849	405,091	439,375	34,284
Maintenance & Operations	7,753,705	7,663,403	10,867,317	3,203,914
Debt Service	887,490	923,061	800,000	(123,061)
Capital Outlay	7,021	900,000	-	(900,000)
Reserves	-	-	2,802,326	2,802,326
Internal Service Expenses	777,872	1,050,069	1,225,299	175,230
<b>Expenditure Total</b>	<b>\$ 15,393,333</b>	<b>\$ 17,112,550</b>	<b>\$ 23,407,429</b>	<b>\$ 6,294,879</b>
<b>4190 - PAF Performing Arts</b>				
<b>Revenue</b>				
Charges for Services	-	-	35,000	35,000
Contributions & Transfers	3,175,141	5,841,000	3,372,683	(2,468,317)
Miscellaneous Revenues	19,116	23,396	7,374	(16,022)
Cash Balance	-	53,542	-	(53,542)
<b>Revenue Total</b>	<b>\$ 3,194,257</b>	<b>\$ 5,917,938</b>	<b>\$ 3,415,057</b>	<b>\$ (2,502,881)</b>
<b>Expenditure</b>				
Personnel Services	2,050	-	-	-
Fixed Costs	158,769	160,694	87,626	(73,068)
Maintenance & Operations	3,628,527	1,556,281	1,660,715	104,435
Debt Service	49	-	-	-
Capital Outlay	-	1,000,000	1,000,000	-
Contributions & Transfers	-	3,000,000	500,000	(2,500,000)
Reserves	-	11,290	27,518	16,228
Internal Service Expenses	110,508	189,673	139,198	(50,475)
<b>Expenditure Total</b>	<b>\$ 3,899,903</b>	<b>\$ 5,917,938</b>	<b>\$ 3,415,057</b>	<b>\$ (2,502,881)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4200 - ES Solid Waste</b>				
<b>Revenue</b>				
Charges for Services	122,337,529	130,098,294	144,598,000	14,499,706
Intergovernmental Revenues	588,928	63,600	-	(63,600)
Contributions & Transfers	591,206	-	-	-
Miscellaneous Revenues	1,635,959	753,000	934,942	181,942
Cash Balance	-	6,189,335	7,108,163	918,828
<b>Revenue Total</b>	<b>\$ 125,153,622</b>	<b>\$ 137,104,229</b>	<b>\$ 152,641,105</b>	<b>\$ 15,536,876</b>
<b>Expenditure</b>				
Personnel Services	39,632,183	42,446,044	45,407,992	2,961,947
Fixed Costs	15,314,539	18,557,607	16,207,080	(2,350,528)
Maintenance & Operations	31,967,738	27,705,191	32,011,712	4,306,521
Debt Service	18,420,324	12,281,688	9,440,300	(2,841,388)
Capital Outlay	11,874,068	15,332,240	23,067,475	7,735,235
Contributions & Transfers	10,451,545	10,462,000	11,667,000	1,205,000
Reserves	-	-	3,239,784	3,239,784
Internal Service Expenses	9,356,157	10,319,458	11,599,762	1,280,305
<b>Expenditure Total</b>	<b>\$ 137,016,555</b>	<b>\$ 137,104,229</b>	<b>\$ 152,641,105</b>	<b>\$ 15,536,876</b>
<b>4300 - ES Wastewater</b>				
<b>Revenue</b>				
Charges for Services	137,346,773	147,049,000	163,296,550	16,247,550
Intergovernmental Revenues	548	-	1,300,000	1,300,000
Licenses & Permits	-	-	-	-
Contributions & Transfers	5,346,528	2,350,000	700,000	(1,650,000)
Miscellaneous Revenues	2,873,587	4,862,737	4,835,000	(27,737)
Cash Balance	-	28,181,881	39,491,073	11,309,192
<b>Revenue Total</b>	<b>\$ 145,567,435</b>	<b>\$ 182,443,618</b>	<b>\$ 209,622,623</b>	<b>\$ 27,179,005</b>
<b>Expenditure</b>				
Personnel Services	50,657,686	50,319,198	53,271,457	2,952,260
Fixed Costs	11,229,873	11,017,946	11,315,102	297,156
Maintenance & Operations	42,352,349	20,895,241	24,747,295	3,852,054
Debt Service	20,610,029	24,250,455	29,009,589	4,759,134
Capital Outlay	1,351,334	48,170,542	62,582,129	14,411,587
Contributions & Transfers	12,108,590	12,152,000	14,444,000	2,292,000
Internal Service Expenses	13,664,310	15,638,236	14,253,050	(1,385,185)
<b>Expenditure Total</b>	<b>\$ 151,974,170</b>	<b>\$ 182,443,618</b>	<b>\$ 209,622,623</b>	<b>\$ 27,179,005</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4301 - ES Surface Water</b>				
<b>Revenue</b>				
Charges for Services	63,491,072	69,442,000	74,920,000	5,478,000
Intergovernmental Revenues	268,139	25,000	1,300,000	1,275,000
Licenses & Permits	26,932	-	-	-
Contributions & Transfers	5,611,093	4,640,000	7,344,406	2,704,406
Miscellaneous Revenues	1,225,673	673,000	880,000	207,000
Cash Balance	-	11,613,672	25,998,572	14,384,900
<b>Revenue Total</b>	<b>\$ 70,622,910</b>	<b>\$ 86,393,672</b>	<b>\$ 110,442,978</b>	<b>\$ 24,049,306</b>
<b>Expenditure</b>				
Personnel Services	22,776,862	20,759,386	18,669,069	(2,090,317)
Fixed Costs	3,922,430	5,002,113	3,739,414	(1,262,699)
Maintenance & Operations	28,817,003	8,192,762	9,189,737	996,975
Debt Service	11,357,728	11,730,681	14,020,810	2,290,129
Capital Outlay	1,104,708	26,388,123	47,196,784	20,808,661
Contributions & Transfers	6,057,715	5,611,000	8,377,000	2,766,000
Internal Service Expenses	8,508,550	9,870,835	9,250,164	(620,671)
Internal Service Credits	-	(1,161,228)	-	1,161,228
<b>Expenditure Total</b>	<b>\$ 82,544,996</b>	<b>\$ 86,393,672</b>	<b>\$ 110,442,978</b>	<b>\$ 24,049,306</b>
<b>4450 - Union Station</b>				
<b>Revenue</b>				
Contributions & Transfers	29	-	-	-
Miscellaneous Revenues	3,568,173	7,953,729	1,602,930	(6,350,799)
Cash Balance	-	9,235	6,332,600	6,323,365
<b>Revenue Total</b>	<b>\$ 3,568,202</b>	<b>\$ 7,962,964</b>	<b>\$ 7,935,530</b>	<b>\$ (27,435)</b>
<b>Expenditure</b>				
Maintenance & Operations	7,694	9,600	9,600	-
Debt Service	5,867,805	7,953,364	7,925,930	(27,435)
<b>Expenditure Total</b>	<b>\$ 5,875,499</b>	<b>\$ 7,962,964</b>	<b>\$ 7,935,530</b>	<b>\$ (27,435)</b>
<b>4500 - Tacoma Rail</b>				
<b>Revenue</b>				
Charges for Services	58,269,917	62,709,884	62,408,512	(301,372)
Contributions & Transfers	258,583	-	-	-
Miscellaneous Revenues	4,295,143	3,933,312	5,025,000	1,091,688
Cash Balance	-	-	219,334	219,334
<b>Revenue Total</b>	<b>\$ 62,823,643</b>	<b>\$ 66,643,196</b>	<b>\$ 67,652,846</b>	<b>\$ 1,009,650</b>
<b>Expenditure</b>				
Personnel Services	30,452,253	31,543,815	33,984,306	2,440,491
Fixed Costs	5,336,090	5,889,035	8,322,324	2,433,289
Maintenance & Operations	13,169,680	14,402,257	9,780,840	(4,621,417)
Debt Service	1,431,742	1,799,885	1,640,486	(159,399)
Capital Outlay	5,725,882	4,298,543	4,466,084	167,541
Contributions & Transfers	5,001,352	5,331,455	5,410,000	78,545
Internal Service Expenses	2,959,911	3,378,207	4,048,806	670,599
<b>Expenditure Total</b>	<b>\$ 64,076,911</b>	<b>\$ 66,643,196</b>	<b>\$ 67,652,846</b>	<b>\$ 1,009,649</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4600 - Water</b>				
<b>Revenue</b>				
Charges for Services	168,901,185	166,764,475	182,346,427	15,581,952
Intergovernmental Revenues	1,752	-	-	-
Contributions & Transfers	7,931,879	21,562,570	27,543,519	5,980,949
Miscellaneous Revenues	1,809,777	(6,626,390)	1,445,551	8,071,941
Cash Balance	-	9,863,115	16,956,044	7,092,929
<b>Revenue Total</b>	<b>\$ 178,644,592</b>	<b>\$ 191,563,770</b>	<b>\$ 228,291,541</b>	<b>\$ 36,727,771</b>
<b>Expenditure</b>				
Personnel Services	46,634,999	54,522,063	57,949,725	3,427,662
Fixed Costs	7,572,398	10,208,388	11,373,863	1,165,475
Maintenance & Operations	20,855,549	31,157,223	32,486,641	1,329,419
Debt Service	57,677,794	53,012,978	53,220,486	207,508
Capital Outlay	2,343,841	8,010,973	35,111,569	27,100,596
Contributions & Transfers	13,777,214	13,709,380	14,966,259	1,256,879
Internal Service Expenses	18,575,242	20,942,765	23,182,998	2,240,232
<b>Expenditure Total</b>	<b>\$ 167,437,038</b>	<b>\$ 191,563,770</b>	<b>\$ 228,291,541</b>	<b>\$ 36,727,771</b>
<b>4700 - Power</b>				
<b>Revenue</b>				
Charges for Services	831,982,547	874,133,720	938,588,764	64,455,044
Intergovernmental Revenues	8,675	-	-	-
Contributions & Transfers	7,877,161	7,340,000	7,418,000	78,000
Miscellaneous Revenues	17,704,371	3,750,235	3,645,145	(105,090)
Cash Balance	-	38,158,158	9,179,059	(28,979,099)
<b>Revenue Total</b>	<b>\$ 857,572,754</b>	<b>\$ 923,382,113</b>	<b>\$ 958,830,967</b>	<b>\$ 35,448,854</b>
<b>Expenditure</b>				
Personnel Services	173,794,905	200,456,764	185,415,658	(15,041,106)
Fixed Costs	21,759,163	26,831,114	26,617,378	(213,736)
Maintenance & Operations	392,726,265	422,791,393	460,529,359	37,737,966
Debt Service	191,895,216	66,995,223	59,122,802	(7,872,421)
Capital Outlay	49,301,341	81,830,000	89,672,000	7,842,000
Contributions & Transfers	56,907,596	65,232,397	71,191,386	5,958,989
Internal Service Expenses	51,535,344	59,245,222	66,282,385	7,037,163
<b>Expenditure Total</b>	<b>\$ 937,919,831</b>	<b>\$ 923,382,113</b>	<b>\$ 958,830,967</b>	<b>\$ 35,448,854</b>
<b>4800 - TPU Self Ins Claim</b>				
<b>Revenue</b>				
Contributions & Transfers	2,480,000	2,080,000	3,680,000	1,600,000
Miscellaneous Revenues	125,073	120,000	150,000	30,000
Cash Balance	-	1,562,254	2,882,450	1,320,196
<b>Revenue Total</b>	<b>\$ 2,605,073</b>	<b>\$ 3,762,254</b>	<b>\$ 6,712,450</b>	<b>\$ 2,950,196</b>
<b>Expenditure</b>				
Personnel Services	6,013	-	-	-
Maintenance & Operations	876,567	3,505,600	6,520,450	3,014,850
Internal Service Expenses	249,860	256,654	192,000	(64,654)
<b>Expenditure Total</b>	<b>\$ 1,132,439</b>	<b>\$ 3,762,254</b>	<b>\$ 6,712,450</b>	<b>\$ 2,950,196</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4805 - Low Income Assistance</b>				
<b>Revenue</b>				
Contributions & Transfers	1,003,110	200,000	1,000,000	800,000
Miscellaneous Revenues	24,641	-	-	-
Cash Balance	-	1,800,000	1,500,000	(300,000)
<b>Revenue Total</b>	<b>\$ 1,027,751</b>	<b>\$ 2,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 500,000</b>
<b>Expenditure</b>				
Contributions & Transfers	717,335	2,000,000	2,500,000	500,000
<b>Expenditure Total</b>	<b>\$ 717,335</b>	<b>\$ 2,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 500,000</b>
<b>5007 - Finance Payroll Org Mgt</b>				
<b>Revenue</b>				
Charges for Services	6,380	-	-	-
Contributions & Transfers	539	-	-	-
Miscellaneous Revenues	-	-	-	-
<b>Revenue Total</b>	<b>\$ 6,919</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Personnel Services	-	-	-	-
Fixed Costs	-	-	-	-
Maintenance & Operations	-	-	-	-
Contributions & Transfers	1,899,094	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,899,094</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5016 - Finance Budget</b>				
<b>Expenditure</b>				
Maintenance & Operations	16,451	-	-	-
Contributions & Transfers	776,231	-	-	-
<b>Expenditure Total</b>	<b>\$ 792,682</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5042 - IT Graphics Svcs</b>				
<b>Revenue</b>				
Charges for Services	1,365,723	-	-	-
Contributions & Transfers	10,148	-	-	-
Miscellaneous Revenues	2,364	-	-	-
<b>Revenue Total</b>	<b>\$ 1,378,235</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Maintenance & Operations	1,405,146	-	-	-
Debt Service	4	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,405,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5050 - TPU Fleet Service</b>				
<b>Revenue</b>				
Charges for Services	4,710,685	-	-	-
Contributions & Transfers	11,100	-	-	-
Miscellaneous Revenues	12,227,063	24,760,076	16,578,588	(8,181,488)
Cash Balance	-	-	9,800,670	9,800,670
<b>Revenue Total</b>	<b>\$ 16,948,847</b>	<b>\$ 24,760,076</b>	<b>\$ 26,379,258</b>	<b>\$ 1,619,182</b>
<b>Expenditure</b>				
Personnel Services	5,819,193	6,643,451	6,767,495	124,043
Fixed Costs	1,253,753	1,125,134	975,729	(149,405)
Maintenance & Operations	409,448	2,204,377	506,968	(1,697,409)
Capital Outlay	10,889,266	13,418,000	16,780,500	3,362,500
Internal Service Expenses	1,233,530	1,369,113	1,348,567	(20,546)
<b>Expenditure Total</b>	<b>\$ 19,605,190</b>	<b>\$ 24,760,076</b>	<b>\$ 26,379,258</b>	<b>\$ 1,619,183</b>
<b>5086 - TTEP-Tac Training &amp; Employment Program</b>				
<b>Revenue</b>				
Contributions & Transfers	11	-	-	-
Miscellaneous Revenues	2,579	-	-	-
Internal Service Revenues	520,012	660,482	626,150	(34,332)
<b>Revenue Total</b>	<b>\$ 522,602</b>	<b>\$ 660,482</b>	<b>\$ 626,150</b>	<b>\$ (34,332)</b>
<b>Expenditure</b>				
Maintenance & Operations	510,018	640,604	615,004	(25,600)
Debt Service	7	-	-	-
Internal Service Expenses	9,988	19,878	11,146	(8,732)
<b>Expenditure Total</b>	<b>\$ 520,012</b>	<b>\$ 660,482</b>	<b>\$ 626,150</b>	<b>\$ (34,332)</b>
<b>5400 - Equipment Rental</b>				
<b>Revenue</b>				
Personnel Services	5,184,803	-	-	-
Fixed Costs	206,970	-	-	-
Maintenance & Operations	1,023,616	-	-	-
Charges for Services	3,409	-	-	-
Contributions & Transfers	121,900	335,093	8,648,790	8,313,697
Miscellaneous Revenues	15,276,868	20,825,332	15,923,854	(4,901,478)
Cash Balance	-	1,123,100	286,100	(837,000)
<b>Revenue Total</b>	<b>\$ 21,817,566</b>	<b>\$ 22,283,525</b>	<b>\$ 24,858,744</b>	<b>\$ 2,575,219</b>
<b>Expenditure</b>				
Personnel Services	7,001,425	9,542,941	10,250,719	707,778
Fixed Costs	4,218,210	634,752	835,374	200,622
Maintenance & Operations	1,148,053	565,760	567,346	1,586
Debt Service	228	-	-	-
Capital Outlay	6,251,483	9,062,544	10,895,791	1,833,247
Contributions & Transfers	-	-	-	-
Reserves	-	500,000	599,414	99,414
Internal Service Expenses	1,389,830	1,977,528	1,710,102	(267,427)
<b>Expenditure Total</b>	<b>\$ 20,009,228</b>	<b>\$ 22,283,525</b>	<b>\$ 24,858,745</b>	<b>\$ 2,575,219</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5453 - PWS Asphalt Plant</b>				
<b>Revenue</b>				
Personnel Services	102,650	-	-	-
Maintenance & Operations	1,288,805	1,900,000	1,160,000	(740,000)
Charges for Services	11,965	8,000	5,000	(3,000)
Contributions & Transfers	157,859	-	-	-
Miscellaneous Revenues	2,272,291	2,892,000	2,086,760	(805,240)
<b>Revenue Total</b>	<b>\$ 3,833,569</b>	<b>\$ 4,800,000</b>	<b>\$ 3,251,760</b>	<b>\$ (1,548,240)</b>
<b>Expenditure</b>				
Personnel Services	660,837	416,152	435,701	19,550
Fixed Costs	195,703	198,953	258,844	59,891
Maintenance & Operations	2,190,211	2,707,640	2,331,500	(376,140)
Debt Service	3	-	-	-
Reserves	-	1,244,945	69,308	(1,175,637)
Internal Service Expenses	143,926	232,310	156,406	(75,904)
<b>Expenditure Total</b>	<b>\$ 3,190,681</b>	<b>\$ 4,800,000</b>	<b>\$ 3,251,760</b>	<b>\$ (1,548,240)</b>
<b>5540 - Comms Equip Res</b>				
<b>Revenue</b>				
Charges for Services	5,611,099	5,478,517	5,680,089	201,572
Contributions & Transfers	6,384	295,200	-	(295,200)
Miscellaneous Revenues	77,041	-	-	-
Cash Balance	-	123,895	209,633	85,738
<b>Revenue Total</b>	<b>\$ 5,694,525</b>	<b>\$ 5,897,612</b>	<b>\$ 5,889,722</b>	<b>\$ (7,890)</b>
<b>Expenditure</b>				
Personnel Services	1,479,070	1,470,130	1,548,341	78,211
Fixed Costs	78,588	64,506	45,578	(18,928)
Maintenance & Operations	1,659,601	2,480,420	2,404,163	(76,257)
Capital Outlay	245,513	601,075	735,875	134,800
Reserves	-	786,774	885,619	98,846
Internal Service Expenses	470,821	494,708	270,146	(224,562)
<b>Expenditure Total</b>	<b>\$ 3,933,592</b>	<b>\$ 5,897,612</b>	<b>\$ 5,889,722</b>	<b>\$ (7,890)</b>
<b>5550 - ThirdPartyLiabClaims</b>				
<b>Revenue</b>				
Contributions & Transfers	7,383,949	7,076,728	9,838,600	2,761,872
Miscellaneous Revenues	120,824	-	-	-
Cash Balance	-	382,300	-	(382,300)
<b>Revenue Total</b>	<b>\$ 7,504,773</b>	<b>\$ 7,459,028</b>	<b>\$ 9,838,600</b>	<b>\$ 2,379,572</b>
<b>Expenditure</b>				
Personnel Services	79,136	114,223	-	(114,223)
Fixed Costs	1,167,451	1,127,296	1,411,286	283,990
Maintenance & Operations	3,128,505	4,533,297	6,111,206	1,577,909
Capital Outlay	-	-	-	-
Reserves	-	-	1,224,930	1,224,930
Internal Service Expenses	1,521,407	1,684,212	1,091,178	(593,033)
<b>Expenditure Total</b>	<b>\$ 5,896,500</b>	<b>\$ 7,459,028</b>	<b>\$ 9,838,600</b>	<b>\$ 2,379,572</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5560 - UnemplCompensationFd</b>				
<b>Revenue</b>				
Contributions & Transfers	685,707	1,040,005	1,267,200	227,195
Miscellaneous Revenues	12,126	-	-	-
Cash Balance	-	29,286	-	(29,286)
<b>Revenue Total</b>	<b>\$ 697,834</b>	<b>\$ 1,069,291</b>	<b>\$ 1,267,200</b>	<b>\$ 197,909</b>
<b>Expenditure</b>				
Maintenance & Operations	925,815	1,040,000	1,030,000	(10,000)
Capital Outlay	-	-	-	-
Reserves	-	-	237,200	237,200
Internal Service Expenses	26,658	29,291	-	(29,291)
<b>Expenditure Total</b>	<b>\$ 952,473</b>	<b>\$ 1,069,291</b>	<b>\$ 1,267,200</b>	<b>\$ 197,909</b>
<b>5570 - Workers Compensation Fund</b>				
<b>Revenue</b>				
Contributions & Transfers	16,964,641	18,576,558	15,365,000	(3,211,558)
Miscellaneous Revenues	153,458	-	-	-
Cash Balance	-	-	143,020	143,020
<b>Revenue Total</b>	<b>\$ 17,118,099</b>	<b>\$ 18,576,558</b>	<b>\$ 15,508,020</b>	<b>\$ (3,068,538)</b>
<b>Expenditure</b>				
Personnel Services	2,024,979	2,064,352	-	(2,064,352)
Fixed Costs	775,032	699,924	737,332	37,408
Maintenance & Operations	13,161,541	14,690,032	14,624,932	(65,100)
Capital Outlay	-	-	-	-
Reserves	-	780,456	145,756	(634,700)
Internal Service Expenses	332,711	341,794	-	(341,794)
<b>Expenditure Total</b>	<b>\$ 16,294,263</b>	<b>\$ 18,576,558</b>	<b>\$ 15,508,020</b>	<b>\$ (3,068,538)</b>
<b>5700 - Muni Bldgs Acq &amp; Ops</b>				
<b>Revenue</b>				
Personnel Services	274,379	-	-	-
Charges for Services	9,705,125	9,130,288	9,869,686	739,398
Intergovernmental Revenues	935	-	-	-
Contributions & Transfers	1,564,732	-	600,000	600,000
Miscellaneous Revenues	68,619	-	-	-
Cash Balance	-	11,780	47,440	35,660
<b>Revenue Total</b>	<b>\$ 11,613,790</b>	<b>\$ 9,142,068</b>	<b>\$ 10,517,126</b>	<b>\$ 1,375,058</b>
<b>Expenditure</b>				
Personnel Services	3,601,688	3,783,375	3,833,300	49,925
Fixed Costs	255,949	267,603	351,458	83,855
Maintenance & Operations	6,984,363	4,269,885	5,313,631	1,043,746
Debt Service	-	-	-	-
Capital Outlay	(33)	-	-	-
Contributions & Transfers	85,705	-	-	-
Reserves	-	76,700	72,009	(4,691)
Internal Service Expenses	452,972	744,505	946,728	202,223
<b>Expenditure Total</b>	<b>\$ 11,380,645</b>	<b>\$ 9,142,068</b>	<b>\$ 10,517,126</b>	<b>\$ 1,375,058</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5800 - General Government Internal Services</b>				
<b>Revenue</b>				
Personnel Services	96,541	-	-	-
Fixed Costs	457	-	-	-
Maintenance & Operations	2,967	-	-	-
Charges for Services	6,151	370,000	-	(370,000)
Contributions & Transfers	1,513,464	-	-	-
Miscellaneous Revenues	2,995,299	3,489,166	-	(3,489,166)
Cash Balance	-	93,112	1,277,730	1,184,618
Internal Service Revenues	47,808,598	108,658,072	124,566,097	15,908,025
<b>Revenue Total</b>	<b>\$ 52,423,478</b>	<b>\$ 112,610,350</b>	<b>\$ 125,843,827</b>	<b>\$ 13,233,477</b>
<b>Expenditure</b>				
Personnel Services	26,665,755	76,369,049	90,655,668	14,286,618
Fixed Costs	3,852,722	6,329,212	4,489,717	(1,839,495)
Maintenance & Operations	16,635,333	25,406,062	29,042,158	3,636,096
Debt Service	5,726	-	-	-
Capital Outlay	1,276,145	2,889,299	78,858	(2,810,441)
Contributions & Transfers	-	1,228,576	1,297,200	68,624
Reserves	-	62,810	-	(62,810)
Internal Service Expenses	25,415,383	29,885,208	280,227	(29,604,981)
Internal Service Credits	(24,077,365)	(29,559,867)	-	29,559,867
<b>Expenditure Total</b>	<b>\$ 49,773,700</b>	<b>\$ 112,610,350</b>	<b>\$ 125,843,827</b>	<b>\$ 13,233,477</b>
<b>6050 - Deferred Comp Trust</b>				
<b>Revenue</b>				
Charges for Services	212,491	371,513	366,776	(4,737)
Contributions & Transfers	471	-	-	-
Miscellaneous Revenues	38,766	48,000	64,725	16,725
<b>Revenue Total</b>	<b>\$ 251,728</b>	<b>\$ 419,513</b>	<b>\$ 431,501</b>	<b>\$ 11,988</b>
<b>Expenditure</b>				
Personnel Services	225,783	209,535	232,879	23,345
Fixed Costs	19,419	20,814	21,176	362
Maintenance & Operations	124,531	145,600	145,600	-
Reserves	-	-	2,989	2,989
Internal Service Expenses	23,303	43,565	28,856	(14,709)
<b>Expenditure Total</b>	<b>\$ 393,036</b>	<b>\$ 419,513</b>	<b>\$ 431,501</b>	<b>\$ 11,988</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>6100 - Employees Retirement</b>				
<b>Revenue</b>				
Contributions & Transfers	93,759,224	107,632,895	123,783,748	16,150,853
Miscellaneous Revenues	92,845,354	222,100,000	270,900,000	48,800,000
<b>Revenue Total</b>	<b>\$ 186,604,579</b>	<b>\$ 329,732,895</b>	<b>\$ 394,683,748</b>	<b>\$ 64,950,853</b>
<b>Expenditure</b>				
Personnel Services	1,605,189	1,906,027	2,045,764	139,737
Fixed Costs	276,818	293,991	288,649	(5,342)
Maintenance & Operations	153,622,627	178,369,182	196,668,618	18,299,436
Debt Service	10,306	-	-	-
Reserves	-	148,713,756	195,293,441	46,579,685
Internal Service Expenses	469,365	449,938	387,276	(62,662)
<b>Expenditure Total</b>	<b>\$ 155,984,305</b>	<b>\$ 329,732,895</b>	<b>\$ 394,683,748</b>	<b>\$ 64,950,853</b>
<b>6120 - Rel &amp; Pens Police</b>				
<b>Revenue</b>				
Contributions & Transfers	8,132,214	9,808,002	10,381,595	573,593
Miscellaneous Revenues	4,171	6,000	5,000	(1,000)
Cash Balance	-	-	11,748	11,748
<b>Revenue Total</b>	<b>\$ 8,136,385</b>	<b>\$ 9,814,002</b>	<b>\$ 10,398,343</b>	<b>\$ 584,341</b>
<b>Expenditure</b>				
Personnel Services	290,158	240,949	243,790	2,841
Fixed Costs	14,195	16,327	14,421	(1,906)
Maintenance & Operations	7,786,259	9,425,733	9,939,516	513,783
Debt Service	18	-	-	-
Reserves	-	64,035	-	(64,035)
Internal Service Expenses	96,356	66,959	200,616	133,657
<b>Expenditure Total</b>	<b>\$ 8,186,985</b>	<b>\$ 9,814,002</b>	<b>\$ 10,398,343</b>	<b>\$ 584,341</b>
<b>6150 - Rel &amp; Pens Fire</b>				
<b>Revenue</b>				
Intergovernmental Revenues	739,117	-	795,000	795,000
Contributions & Transfers	10,019,225	12,456,812	11,136,553	(1,320,259)
Miscellaneous Revenues	6,761	8,000	5,000	(3,000)
Cash Balance	-	-	14,156	14,156
<b>Revenue Total</b>	<b>\$ 10,765,103</b>	<b>\$ 12,464,812</b>	<b>\$ 11,950,709</b>	<b>\$ (514,103)</b>
<b>Expenditure</b>				
Personnel Services	290,152	242,949	245,790	2,842
Fixed Costs	14,195	16,327	14,421	(1,906)
Maintenance & Operations	10,516,395	12,066,120	11,463,334	(602,786)
Debt Service	53	-	-	-
Reserves	-	65,599	-	(65,599)
Internal Service Expenses	102,381	73,817	227,163	153,346
<b>Expenditure Total</b>	<b>\$ 10,923,175</b>	<b>\$ 12,464,812</b>	<b>\$ 11,950,709</b>	<b>\$ (514,103)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>6430 - Health Care LabMgt</b>				
<b>Revenue</b>				
Charges for Services	582,885	-	-	-
Contributions & Transfers	100,872,465	100,942,636	108,736,740	7,794,104
Miscellaneous Revenues	26,266,125	26,603,656	27,881,082	1,277,426
Cash Balance	-	5,187,034	10,093,071	4,906,037
<b>Revenue Total</b>	<b>\$ 127,721,476</b>	<b>\$ 132,733,326</b>	<b>\$ 146,710,893</b>	<b>\$ 13,977,567</b>
<b>Expenditure</b>				
Personnel Services	121,920,131	130,988,854	145,584,451	14,595,597
Maintenance & Operations	1,265,673	1,522,400	1,126,400	(396,000)
Internal Service Expenses	230,405	222,073	42	(222,031)
<b>Expenditure Total</b>	<b>\$ 123,416,209</b>	<b>\$ 132,733,326</b>	<b>\$ 146,710,893</b>	<b>\$ 13,977,567</b>
<b>6440 - Group Life Trust</b>				
<b>Revenue</b>				
Contributions & Transfers	94	-	-	-
Miscellaneous Revenues	1,506,080	1,522,984	1,592,204	69,220
Cash Balance	-	8,911	-	(8,911)
<b>Revenue Total</b>	<b>\$ 1,506,174</b>	<b>\$ 1,531,895</b>	<b>\$ 1,592,204</b>	<b>\$ 60,309</b>
<b>Expenditure</b>				
Personnel Services	1,511,665	1,522,984	1,592,204	69,220
Maintenance & Operations	206	-	-	-
Internal Service Expenses	8,806	8,910	-	(8,910)
<b>Expenditure Total</b>	<b>\$ 1,520,677</b>	<b>\$ 1,531,894</b>	<b>\$ 1,592,204</b>	<b>\$ 60,310</b>
<b>6450 - Misc Payroll D&amp;M</b>				
<b>Revenue</b>				
Miscellaneous Revenues	7,880	-	-	-
<b>Revenue Total</b>	<b>\$ 7,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditure</b>				
Personnel Services	7,880	-	-	-
Maintenance & Operations	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 7,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>6460 - Dental Care LabMgt</b>				
<b>Revenue</b>				
Contributions & Transfers	629	-	-	-
Miscellaneous Revenues	10,185,436	11,546,245	10,755,630	(790,615)
Cash Balance	-	99,806	-	(99,806)
<b>Revenue Total</b>	<b>\$ 10,186,064</b>	<b>\$ 11,646,051</b>	<b>\$ 10,755,630</b>	<b>\$ (890,421)</b>
<b>Expenditure</b>				
Personnel Services	11,251,899	11,503,845	10,743,000	(760,845)
Maintenance & Operations	16,197	11,194	11,194	-
Reserves	-	105,816	1,436	(104,380)
Internal Service Expenses	29,193	25,196	-	(25,196)
<b>Expenditure Total</b>	<b>\$ 11,297,289</b>	<b>\$ 11,646,051</b>	<b>\$ 10,755,630</b>	<b>\$ (890,421)</b>

## Revenues & Expenditures by Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>6470 - Health Care Fire</b>				
<b>Revenue</b>				
Contributions & Transfers	5,100,497	7,042,636	7,166,864	124,228
Miscellaneous Revenues	12,668	18,000	16,000	(2,000)
Cash Balance	-	-	11,161	11,161
<b>Revenue Total</b>	<b>\$ 5,113,164</b>	<b>\$ 7,060,636</b>	<b>\$ 7,194,025</b>	<b>\$ 133,389</b>
<b>Expenditure</b>				
Personnel Services	5,061,915	7,028,000	7,071,000	43,000
Maintenance & Operations	276	-	-	-
Internal Service Expenses	25,228	32,636	123,025	90,389
<b>Expenditure Total</b>	<b>\$ 5,087,419</b>	<b>\$ 7,060,636</b>	<b>\$ 7,194,025</b>	<b>\$ 133,389</b>
<b>6480 - Health Care Police</b>				
<b>Revenue</b>				
Contributions & Transfers	4,299,841	6,554,833	7,345,617	790,784
Miscellaneous Revenues	10,042	14,000	14,000	-
Cash Balance	-	-	11,435	11,435
<b>Revenue Total</b>	<b>\$ 4,309,883</b>	<b>\$ 6,568,833</b>	<b>\$ 7,371,052</b>	<b>\$ 802,219</b>
<b>Expenditure</b>				
Personnel Services	4,505,484	6,538,000	7,245,000	707,000
Maintenance & Operations	214	-	-	-
Internal Service Expenses	25,572	30,833	126,052	95,219
<b>Expenditure Total</b>	<b>\$ 4,531,270</b>	<b>\$ 6,568,833</b>	<b>\$ 7,371,052</b>	<b>\$ 802,219</b>
<b>6795 - Public Fac Districts</b>				
<b>Revenue</b>				
Taxes	6,834,204	6,437,884	8,600,000	2,162,116
Miscellaneous Revenues	31,539	-	40,116	40,116
Cash Balance	-	200,000	623,332	423,332
<b>Revenue Total</b>	<b>\$ 6,865,743</b>	<b>\$ 6,637,884</b>	<b>\$ 9,263,448</b>	<b>\$ 2,625,564</b>
<b>Expenditure</b>				
Maintenance & Operations	5,272	5,000	5,000	-
Contributions & Transfers	6,357,610	6,632,884	9,223,332	2,590,448
Reserves	-	-	35,116	35,116
<b>Expenditure Total</b>	<b>\$ 6,362,882</b>	<b>\$ 6,637,884</b>	<b>\$ 9,263,448</b>	<b>\$ 2,625,564</b>



## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>City Attorney's Office</b>				
<b>0010 - General Fund</b>				
Personnel Services	12,483,676	3,962,854	4,322,189	359,335
Fixed Costs	941,137	404,675	324,664	(80,011)
Maintenance & Operations	683,799	148,882	131,058	(17,824)
Contributions & Transfers	100,000	-	-	-
Internal Service Expenses	795,222	648,580	680,064	31,484
Internal Service Credits	(7,510,448)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 7,493,385</b>	<b>\$ 5,164,991</b>	<b>\$ 5,457,975</b>	<b>\$ 292,984</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	9,934,259	11,630,170	1,695,912
Fixed Costs	-	584,553	707,265	122,712
Maintenance & Operations	-	1,067,914	1,163,467	95,553
Internal Service Expenses	-	46,180	54,164	7,984
Internal Service Credits	-	(15,866)	-	15,866
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 11,617,039</b>	<b>\$ 13,555,066</b>	<b>\$ 1,938,027</b>
<b>City Attorney's Office Total</b>	<b>\$ 7,493,385</b>	<b>\$ 16,782,030</b>	<b>\$ 19,013,041</b>	<b>\$ 2,231,010</b>
<b>City Council</b>				
<b>0010 - General Fund</b>				
Personnel Services	2,070,981	-	-	-
Fixed Costs	401,771	-	-	-
Maintenance & Operations	212,024	-	-	-
Internal Service Expenses	166,445	-	-	-
Internal Service Credits	(1,629,565)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 1,221,657</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>1030 - Contingency Fund</b>				
Personnel Services	688	-	-	-
Maintenance & Operations	398,000	500,000	550,000	50,000
Internal Service Expenses	1,701	2,809	-	(2,809)
Internal Service Credits	-	(2,809)	-	2,809
<b>1030 - Contingency Fund Total</b>	<b>\$ 400,389</b>	<b>\$ 500,000</b>	<b>\$ 550,000</b>	<b>\$ 50,000</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	2,231,312	2,679,871	448,559
Fixed Costs	-	246,729	222,072	(24,657)
Maintenance & Operations	-	184,610	293,448	108,838
Internal Service Expenses	-	7,004	8,904	1,901
Internal Service Credits	-	(5,411)	-	5,411
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 2,664,244</b>	<b>\$ 3,204,295</b>	<b>\$ 540,051</b>
<b>City Council Total</b>	<b>\$ 1,622,046</b>	<b>\$ 3,164,244</b>	<b>\$ 3,754,295</b>	<b>\$ 590,051</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>City Manager's Office</b>				
<b>0010 - General Fund</b>				
Personnel Services	5,752,133	642,321	728,132	85,810
Fixed Costs	248,864	10,504	3,589	(6,915)
Maintenance & Operations	1,225,347	221,200	76,742	(144,458)
Contributions & Transfers	35,000	-	-	-
Internal Service Expenses	340,528	115,736	172,296	56,560
Internal Service Credits	(3,537,680)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 4,064,193</b>	<b>\$ 989,761</b>	<b>\$ 980,758</b>	<b>\$ (9,003)</b>
<b>1185 - HRHS Special Revenue</b>				
Personnel Services	92,920	194,289	231,410	37,121
Fixed Costs	1,620	1,446	2,742	1,296
Maintenance & Operations	52,402	24,000	8,007	(15,993)
Debt Service	1	-	-	-
Reserves	-	785	-	(785)
<b>1185 - HRHS Special Revenue Total</b>	<b>\$ 146,942</b>	<b>\$ 220,520</b>	<b>\$ 242,159</b>	<b>\$ 21,639</b>
<b>1431 - IT Municipal CableTV</b>				
Personnel Services	3,804,823	3,995,546	4,724,684	729,138
Fixed Costs	935,235	400,448	440,456	40,008
Maintenance & Operations	4,185,881	1,134,808	1,090,655	(44,153)
Contributions & Transfers	-	305,572	-	(305,572)
Capital Outlay	9,702	500,000	500,000	-
Reserves	-	446,343	733,289	286,946
Internal Service Expenses	632,829	880,484	913,379	32,895
Internal Service Credits	-	-	(1,317,393)	(1,317,393)
<b>1431 - IT Municipal CableTV Total</b>	<b>\$ 9,568,471</b>	<b>\$ 7,663,200</b>	<b>\$ 7,085,069</b>	<b>\$ (578,131)</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	6,078,654	6,685,749	607,095
Fixed Costs	-	296,824	402,238	105,414
Maintenance & Operations	-	1,509,259	1,938,723	429,464
Internal Service Expenses	-	17,191	40,564	23,373
Internal Service Credits	-	(16,833)	-	16,833
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 7,885,095</b>	<b>\$ 9,067,274</b>	<b>\$ 1,182,179</b>
<b>City Manager's Office Total</b>	<b>\$ 13,779,606</b>	<b>\$ 16,758,577</b>	<b>\$ 17,375,261</b>	<b>\$ 616,684</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Community &amp; Economic Development</b>				
<b>0010 - General Fund</b>				
Personnel Services	3,541,782	4,033,651	4,105,672	72,021
Fixed Costs	424,702	475,956	345,992	(129,964)
Maintenance & Operations	1,477,905	1,006,242	1,401,638	395,396
Contributions & Transfers	100	-	283,349	283,349
Internal Service Expenses	515,163	1,162,902	1,123,082	(39,820)
Internal Service Credits	-	-	(26,587)	(26,587)
<b>0010 - General Fund Total</b>	<b>\$ 5,959,651</b>	<b>\$ 6,678,751</b>	<b>\$ 7,233,147</b>	<b>\$ 554,396</b>
<b>1185 - HRHS Special Revenue</b>				
Maintenance & Operations	227,981	400,000	400,000	-
Debt Service	39	-	-	-
Internal Service Expenses	-	-	6,959	6,959
<b>1185 - HRHS Special Revenue Total</b>	<b>\$ 228,020</b>	<b>\$ 400,000</b>	<b>\$ 406,959</b>	<b>\$ 6,959</b>
<b>1195 - CED Special Revenue</b>				
Personnel Services	1,382,653	1,408,226	1,969,732	561,506
Fixed Costs	79,755	43,639	41,251	(2,388)
Maintenance & Operations	4,806,181	5,449,128	5,565,730	116,602
Contributions & Transfers	4,912,785	7,344,455	6,994,682	(349,774)
Capital Outlay	4,001,879	-	-	-
Reserves	-	531,211	139,823	(391,388)
Internal Service Expenses	35,683	37,561	59,262	21,701
<b>1195 - CED Special Revenue Total</b>	<b>\$ 15,218,936</b>	<b>\$ 14,814,221</b>	<b>\$ 14,770,480</b>	<b>\$ (43,740)</b>
<b>1236 - CED Small Bus Entrp</b>				
Personnel Services	367,976	478,584	381,434	(97,150)
Fixed Costs	36,200	10,282	3,726	(6,556)
Maintenance & Operations	46,494	443,759	78,317	(365,442)
Internal Service Expenses	35,322	82,076	65,044	(17,032)
<b>1236 - CED Small Bus Entrp Total</b>	<b>\$ 485,992</b>	<b>\$ 1,014,701</b>	<b>\$ 528,521</b>	<b>\$ (486,180)</b>
<b>1500 - CED Loc Emp Apprent</b>				
Personnel Services	384,356	477,794	506,023	28,229
Fixed Costs	7,187	8,400	4,641	(3,759)
Maintenance & Operations	152,421	336,226	347,127	10,901
Internal Service Expenses	31,796	92,351	62,574	(29,777)
<b>1500 - CED Loc Emp Apprent Total</b>	<b>\$ 575,759</b>	<b>\$ 914,771</b>	<b>\$ 920,365</b>	<b>\$ 5,594</b>
<b>5086 - TTEP-Tac Training &amp; Employment Program</b>				
Maintenance & Operations	510,018	640,604	615,004	(25,600)
Debt Service	7	-	-	-
Internal Service Expenses	9,988	19,878	11,146	(8,732)
<b>5086 - TTEP-Tac Training &amp; Employment Program Total</b>	<b>\$ 520,012</b>	<b>\$ 660,482</b>	<b>\$ 626,150</b>	<b>\$ (34,332)</b>
<b>Community &amp; Economic Development Total</b>	<b>\$ 22,988,372</b>	<b>\$ 24,482,926</b>	<b>\$ 24,485,622</b>	<b>\$ 2,696</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Environmental Services</b>				
<b>0010 - General Fund</b>				
Personnel Services	541,101	-	-	-
Fixed Costs	14,594	-	-	-
Maintenance & Operations	748,940	-	-	-
Internal Service Expenses	57,698	-	-	-
Internal Service Credits	(378,042)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 984,293</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>1185 - HRHS Special Revenue</b>				
Personnel Services	-	751,370	926,156	174,786
Fixed Costs	-	13,020	1,160	(11,860)
Maintenance & Operations	-	966,734	470,300	(496,434)
Reserves	-	907	2,037	1,130
Internal Service Expenses	-	60,978	145,046	84,069
<b>1185 - HRHS Special Revenue Total</b>	<b>\$ -</b>	<b>\$ 1,793,009</b>	<b>\$ 1,544,700</b>	<b>\$ (248,309)</b>
<b>4200 - ES Solid Waste</b>				
Personnel Services	39,632,183	42,446,044	45,407,992	2,961,947
Fixed Costs	15,314,539	18,557,607	16,207,080	(2,350,528)
Maintenance & Operations	31,967,738	27,705,191	32,011,712	4,306,521
Contributions & Transfers	10,451,545	10,462,000	11,667,000	1,205,000
Debt Service	18,420,324	12,281,688	9,440,300	(2,841,388)
Capital Outlay	11,874,068	15,332,240	23,067,475	7,735,235
Reserves	-	-	3,239,784	3,239,784
Internal Service Expenses	9,356,157	10,319,458	11,599,762	1,280,305
<b>4200 - ES Solid Waste Total</b>	<b>\$ 137,016,555</b>	<b>\$ 137,104,229</b>	<b>\$ 152,641,105</b>	<b>\$ 15,536,876</b>
<b>4300 - ES Wastewater</b>				
Personnel Services	50,657,686	50,319,198	53,271,457	2,952,260
Fixed Costs	11,229,873	11,017,946	11,315,102	297,156
Maintenance & Operations	42,352,349	20,895,241	24,747,295	3,852,054
Contributions & Transfers	12,108,590	12,152,000	14,444,000	2,292,000
Debt Service	20,610,029	24,250,455	29,009,589	4,759,134
Capital Outlay	1,351,334	48,170,542	62,582,129	14,411,587
Internal Service Expenses	13,664,310	15,638,236	14,253,050	(1,385,185)
<b>4300 - ES Wastewater Total</b>	<b>\$ 151,974,170</b>	<b>\$ 182,443,618</b>	<b>\$ 209,622,623</b>	<b>\$ 27,179,005</b>
<b>4301 - ES Surface Water</b>				
Personnel Services	22,776,862	20,759,386	18,669,069	(2,090,317)
Fixed Costs	3,922,430	5,002,113	3,739,414	(1,262,699)
Maintenance & Operations	28,817,003	8,192,762	9,189,737	996,975
Contributions & Transfers	6,057,715	5,611,000	8,377,000	2,766,000
Debt Service	11,357,728	11,730,681	14,020,810	2,290,129
Capital Outlay	1,104,708	26,388,123	47,196,784	20,808,661
Internal Service Expenses	8,508,550	9,870,835	9,250,164	(620,671)
Internal Service Credits	-	(1,161,228)	-	1,161,228
<b>4301 - ES Surface Water Total</b>	<b>\$ 82,544,996</b>	<b>\$ 86,393,672</b>	<b>\$ 110,442,978</b>	<b>\$ 24,049,306</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5800 - General Government Internal Services</b>				
Contributions & Transfers	-	1,228,576	1,297,200	68,624
Internal Service Credits	-	(2,689)	-	2,689
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 1,225,887</b>	<b>\$ 1,297,200</b>	<b>\$ 71,313</b>
<b>Environmental Services Total</b>	<b>\$ 372,520,014</b>	<b>\$ 408,960,415</b>	<b>\$ 475,548,606</b>	<b>\$ 66,588,191</b>
<b>Finance</b>				
<b>0010 - General Fund</b>				
Personnel Services	21,122,043	5,486,952	5,900,025	413,073
Fixed Costs	1,514,742	382,900	610,084	227,184
Maintenance & Operations	2,279,319	1,072,351	1,178,989	106,638
Debt Service	7	-	-	-
Capital Outlay	47,639	-	-	-
Internal Service Expenses	2,232,694	1,324,198	1,117,811	(206,387)
Internal Service Credits	(14,339,644)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 12,856,800</b>	<b>\$ 8,266,400</b>	<b>\$ 8,806,909</b>	<b>\$ 540,509</b>
<b>1110 - LI Guaranty</b>				
Personnel Services	142,234	14,935	15,617	682
Fixed Costs	595	-	60	60
Maintenance & Operations	1,180	-	-	-
Internal Service Expenses	31,653	43,268	13,275	(29,993)
<b>1110 - LI Guaranty Total</b>	<b>\$ 175,662</b>	<b>\$ 58,203</b>	<b>\$ 28,952</b>	<b>\$ (29,251)</b>
<b>2010 - Voted Bonds</b>				
Debt Service	5,412,050	5,422,500	5,440,750	18,250
<b>2010 - Voted Bonds Total</b>	<b>\$ 5,412,050</b>	<b>\$ 5,422,500</b>	<b>\$ 5,440,750</b>	<b>\$ 18,250</b>
<b>2035 - LTGO Bonds 1994/1997</b>				
Debt Service	19,760,036	6,058,617	8,478,340	2,419,723
<b>2035 - LTGO Bonds 1994/1997 Total</b>	<b>\$ 19,760,036</b>	<b>\$ 6,058,617</b>	<b>\$ 8,478,340</b>	<b>\$ 2,419,723</b>
<b>2038 - CTED PWTF #98 Loan</b>				
Debt Service	2,313,603	2,280,581	1,172,259	(1,108,322)
<b>2038 - CTED PWTF #98 Loan Total</b>	<b>\$ 2,313,603</b>	<b>\$ 2,280,581</b>	<b>\$ 1,172,259</b>	<b>\$ (1,108,322)</b>
<b>2040 - LTGO Bonds 2009A-F</b>				
Maintenance & Operations	2	-	-	-
Debt Service	2,998,003	3,087,403	3,189,275	101,872
<b>2040 - LTGO Bonds 2009A-F Total</b>	<b>\$ 2,998,005</b>	<b>\$ 3,087,403</b>	<b>\$ 3,189,275</b>	<b>\$ 101,872</b>
<b>2041 - 2010 LTGO Bonds</b>				
Debt Service	19,039,195	13,087,418	9,446,932	(3,640,486)
<b>2041 - 2010 LTGO Bonds Total</b>	<b>\$ 19,039,195</b>	<b>\$ 13,087,418</b>	<b>\$ 9,446,932</b>	<b>\$ (3,640,486)</b>
<b>2042 - 2013 LTGO REF Bonds</b>				
Debt Service	3,243,400	6,791,200	-	(6,791,200)
<b>2042 - 2013 LTGO REF Bonds Total</b>	<b>\$ 3,243,400</b>	<b>\$ 6,791,200</b>	<b>\$ -</b>	<b>\$ (6,791,200)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>2043 - LTGO Bond Issuances</b>				
Debt Service	-	-	3,462,974	3,462,974
<b>2043 - LTGO Bond Issuances Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,462,974</b>	<b>\$ 3,462,974</b>
<b>3210 - Real Estate Ex Tax</b>				
Fixed Costs	-	240	-	(240)
Maintenance & Operations	-	1,500,000	753,000	(747,000)
Contributions & Transfers	-	12,145,000	21,183,000	9,038,000
Debt Service	-	3,014,808	2,977,928	(36,881)
Reserves	-	2,130,295	1,738,741	(391,555)
<b>3210 - Real Estate Ex Tax Total</b>	<b>\$ -</b>	<b>\$ 18,790,343</b>	<b>\$ 26,652,668</b>	<b>\$ 7,862,325</b>
<b>3211 - Capital Project Fund</b>				
Personnel Services	711,934	-	-	-
Fixed Costs	3,524	-	-	-
Maintenance & Operations	1,043,846	-	-	-
Contributions & Transfers	8,114,425	-	296,668	296,668
Debt Service	3,043,884	-	-	-
Capital Outlay	89,004	5,823,572	12,700,966	6,877,394
Internal Service Expenses	219,702	-	-	-
<b>3211 - Capital Project Fund Total</b>	<b>\$ 13,226,320</b>	<b>\$ 5,823,572</b>	<b>\$ 12,997,634</b>	<b>\$ 7,174,062</b>
<b>3216 - Police Facility 2002</b>				
Debt Service	77,118	126,000	-	(126,000)
<b>3216 - Police Facility 2002 Total</b>	<b>\$ 77,118</b>	<b>\$ 126,000</b>	<b>\$ -</b>	<b>\$ (126,000)</b>
<b>3218 - 2009 LTGO Bond Proj</b>				
Personnel Services	6,258	-	-	-
Maintenance & Operations	7,621,211	-	-	-
Contributions & Transfers	1,386,429	-	-	-
Debt Service	1,706	-	-	-
Capital Outlay	3,001,815	-	-	-
<b>3218 - 2009 LTGO Bond Proj Total</b>	<b>\$ 12,017,418</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>3220 - 2010 LTGO BONDS</b>				
Personnel Services	126,874	-	-	-
Fixed Costs	-	-	-	-
Maintenance & Operations	568,801	-	-	-
Contributions & Transfers	7,627,694	-	307,966	307,966
Capital Outlay	408,925	-	-	-
<b>3220 - 2010 LTGO BONDS Total</b>	<b>\$ 8,732,294</b>	<b>\$ -</b>	<b>\$ 307,966</b>	<b>\$ 307,966</b>
<b>5007 - FinancePayrollOrgMgt</b>				
Personnel Services	-	-	-	-
Fixed Costs	-	-	-	-
Maintenance & Operations	-	-	-	-
Contributions & Transfers	1,899,094	-	-	-
<b>5007 - FinancePayrollOrgMgt Total</b>	<b>\$ 1,899,094</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5016 - Finance Budget</b>				
Maintenance & Operations	16,451	-	-	-
Contributions & Transfers	776,231	-	-	-
<b>5016 - Finance Budget Total</b>	<b>\$ 792,682</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5550 - ThirdPartyLiabClaims</b>				
Personnel Services	79,136	114,223	-	(114,223)
Fixed Costs	1,167,451	1,127,296	1,411,286	283,990
Maintenance & Operations	3,128,505	4,533,297	6,111,206	1,577,909
Capital Outlay	-	-	-	-
Reserves	-	-	1,224,930	1,224,930
Internal Service Expenses	1,521,407	1,684,212	1,091,178	(593,033)
<b>5550 - ThirdPartyLiabClaims Total</b>	<b>\$ 5,896,500</b>	<b>\$ 7,459,028</b>	<b>\$ 9,838,600</b>	<b>\$ 2,379,572</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	19,772,259	20,136,869	364,610
Fixed Costs	-	978,939	944,113	(34,826)
Maintenance & Operations	-	2,089,627	1,722,776	(366,851)
Internal Service Expenses	-	158,803	106,050	(52,752)
Internal Service Credits	-	(76,195)	-	76,195
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 22,923,433</b>	<b>\$ 22,909,809</b>	<b>\$ (13,624)</b>
<b>6450 - Misc Payroll D&amp;M</b>				
Personnel Services	7,880	-	-	-
Maintenance & Operations	-	-	-	-
<b>6450 - Misc Payroll D&amp;M Total</b>	<b>\$ 7,880</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Finance Total</b>	<b>\$ 108,448,056</b>	<b>\$ 100,174,699</b>	<b>\$ 112,733,068</b>	<b>\$ 12,558,369</b>
<b>Fire</b>				
<b>0010 - General Fund</b>				
Personnel Services	87,018,002	94,738,000	101,977,921	7,239,920
Fixed Costs	5,202,913	6,036,850	6,233,237	196,387
Maintenance & Operations	4,080,716	4,037,834	3,927,884	(109,950)
Contributions & Transfers	220,891	2,315,200	1,200,000	(1,115,200)
Capital Outlay	46,135	85,500	290,000	204,500
Internal Service Expenses	2,242,181	8,173,507	11,886,837	3,713,329
Internal Service Credits	-	-	(298,921)	(298,921)
<b>0010 - General Fund Total</b>	<b>\$ 98,810,839</b>	<b>\$ 115,386,892</b>	<b>\$ 125,216,956</b>	<b>\$ 9,830,064</b>
<b>1090 - TFD Special Revenue</b>				
Personnel Services	3,353,603	281,324	3,218,076	2,936,752
Fixed Costs	26,470	-	78,000	78,000
Maintenance & Operations	2,023,735	261,000	1,286,622	1,025,622
Contributions & Transfers	-	700,000	-	(700,000)
Debt Service	282,492	296,668	296,668	-
Capital Outlay	1,414,131	229,100	382,659	153,559
Reserves	-	83,700	-	(83,700)
<b>1090 - TFD Special Revenue Total</b>	<b>\$ 7,100,432</b>	<b>\$ 1,851,792</b>	<b>\$ 5,262,025</b>	<b>\$ 3,410,233</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1155 - TFD EMS Special Revenue</b>				
Personnel Services	22,310,801	23,815,106	24,637,538	822,432
Fixed Costs	1,516,710	1,897,919	1,782,579	(115,340)
Maintenance & Operations	1,588,620	1,684,646	1,925,900	241,254
Contributions & Transfers	314,500	314,500	-	(314,500)
Capital Outlay	218,259	24,000	24,000	-
Reserves	-	-	3,606,833	3,606,833
Internal Service Expenses	1,199,942	2,142,531	2,722,449	579,918
<b>1155 - TFD EMS Special Revenue Total</b>	<b>\$ 27,148,831</b>	<b>\$ 29,878,702</b>	<b>\$ 34,699,300</b>	<b>\$ 4,820,597</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	-	559,288	559,288
Fixed Costs	-	-	70,983	70,983
Maintenance & Operations	-	-	125,050	125,050
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 755,321</b>	<b>\$ 755,321</b>
<b>Fire Total</b>	<b>\$ 133,060,102</b>	<b>\$ 147,117,386</b>	<b>\$ 165,933,601</b>	<b>\$ 18,816,215</b>
<b>Hearing Examiner</b>				
<b>0010 - General Fund</b>				
Personnel Services	697,351	-	-	-
Fixed Costs	56,160	-	-	-
Maintenance & Operations	30,181	-	-	-
Internal Service Expenses	53,968	-	-	-
Internal Service Credits	(230,357)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 607,303</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	776,030	802,528	26,498
Fixed Costs	-	58,366	54,188	(4,178)
Maintenance & Operations	-	40,114	42,437	2,323
Internal Service Expenses	-	10,187	8,904	(1,283)
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 884,697</b>	<b>\$ 908,057</b>	<b>\$ 23,360</b>
<b>Hearing Examiner Total</b>	<b>\$ 607,303</b>	<b>\$ 884,697</b>	<b>\$ 908,057</b>	<b>\$ 23,360</b>
<b>Human Resources</b>				
<b>0010 - General Fund</b>				
Personnel Services	6,614,095	-	-	-
Fixed Costs	509,670	-	-	-
Maintenance & Operations	2,421,196	-	-	-
Contributions & Transfers	38,232	-	-	-
Internal Service Expenses	796,132	-	-	-
Internal Service Credits	(7,398,020)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 2,981,305</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5560 - UnemplCompensationFd</b>				
Maintenance & Operations	925,815	1,040,000	1,030,000	(10,000)
Capital Outlay	-	-	-	-
Reserves	-	-	237,200	237,200
Internal Service Expenses	26,658	29,291	-	(29,291)
<b>5560 - UnemplCompensationFd Total</b>	<b>\$ 952,473</b>	<b>\$ 1,069,291</b>	<b>\$ 1,267,200</b>	<b>\$ 197,909</b>
<b>5570 - Workers Compensation Fund</b>				
Personnel Services	2,024,979	2,064,352	-	(2,064,352)
Fixed Costs	775,032	699,924	737,332	37,408
Maintenance & Operations	13,161,541	14,690,032	14,624,932	(65,100)
Capital Outlay	-	-	-	-
Reserves	-	780,456	145,756	(634,700)
Internal Service Expenses	332,711	341,794	-	(341,794)
<b>5570 - Workers Compensation Fund Total</b>	<b>\$ 16,294,263</b>	<b>\$ 18,576,558</b>	<b>\$ 15,508,020</b>	<b>\$ (3,068,538)</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	-	7,682,431	11,637,113	3,954,682
Fixed Costs	-	551,554	491,180	(60,374)
Maintenance & Operations	-	2,695,295	3,171,489	476,194
Capital Outlay	-	-	50,000	50,000
Internal Service Expenses	-	57,123	43,832	(13,291)
Internal Service Credits	-	(13,694)	-	13,694
<b>5800 - General Government Internal Services Total</b>	<b>\$ -</b>	<b>\$ 10,972,709</b>	<b>\$ 15,393,614</b>	<b>\$ 4,420,905</b>
<b>6050 - Deferred Comp Trust</b>				
Personnel Services	225,783	209,535	232,879	23,345
Fixed Costs	19,419	20,814	21,176	362
Maintenance & Operations	124,531	145,600	145,600	-
Reserves	-	-	2,989	2,989
Internal Service Expenses	23,303	43,565	28,856	(14,709)
<b>6050 - Deferred Comp Trust Total</b>	<b>\$ 393,036</b>	<b>\$ 419,513</b>	<b>\$ 431,501</b>	<b>\$ 11,988</b>
<b>6430 - Health Care LabMgt</b>				
Personnel Services	121,920,131	130,988,854	145,584,451	14,595,597
Maintenance & Operations	1,265,673	1,522,400	1,126,400	(396,000)
Internal Service Expenses	230,405	222,073	42	(222,031)
<b>6430 - Health Care LabMgt Total</b>	<b>\$ 123,416,209</b>	<b>\$ 132,733,326</b>	<b>\$ 146,710,893</b>	<b>\$ 13,977,567</b>
<b>6440 - Group Life Trust</b>				
Personnel Services	1,511,665	1,522,984	1,592,204	69,220
Maintenance & Operations	206	-	-	-
Internal Service Expenses	8,806	8,910	-	(8,910)
<b>6440 - Group Life Trust Total</b>	<b>\$ 1,520,677</b>	<b>\$ 1,531,894</b>	<b>\$ 1,592,204</b>	<b>\$ 60,310</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>6460 - Dental Care LabMgt</b>				
Personnel Services	11,251,899	11,503,845	10,743,000	(760,845)
Maintenance & Operations	16,197	11,194	11,194	-
Reserves	-	105,816	1,436	(104,380)
Internal Service Expenses	29,193	25,196	-	(25,196)
<b>6460 - Dental Care LabMgt Total</b>	<b>\$ 11,297,289</b>	<b>\$ 11,646,051</b>	<b>\$ 10,755,630</b>	<b>\$ (890,421)</b>
<b>Human Resources Total</b>	<b>\$ 156,855,252</b>	<b>\$ 176,949,343</b>	<b>\$ 191,659,062</b>	<b>\$ 14,709,719</b>
<b>Information Technology</b>				
<b>0010 - General Fund</b>				
Maintenance & Operations	-	-	415,020	415,020
Internal Service Expenses	-	-	7,168	7,168
<b>0010 - General Fund Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 422,188</b>	<b>\$ 422,188</b>
<b>5042 - IT Graphics Svcs</b>				
Maintenance & Operations	1,405,146	-	-	-
Debt Service	4	-	-	-
<b>5042 - IT Graphics Svcs Total</b>	<b>\$ 1,405,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5540 - Comms Equip Res</b>				
Personnel Services	1,479,070	1,470,130	1,548,341	78,211
Fixed Costs	78,588	64,506	45,578	(18,928)
Maintenance & Operations	1,659,601	2,480,420	2,404,163	(76,257)
Capital Outlay	245,513	601,075	735,875	134,800
Reserves	-	786,774	885,619	98,846
Internal Service Expenses	470,821	494,708	270,146	(224,562)
<b>5540 - Comms Equip Res Total</b>	<b>\$ 3,933,592</b>	<b>\$ 5,897,612</b>	<b>\$ 5,889,722</b>	<b>\$ (7,890)</b>
<b>5700 - Muni Bldgs Acq &amp; Ops</b>				
Personnel Services	-	-	-	-
Fixed Costs	4	-	-	-
Maintenance & Operations	1,255,204	-	-	-
Debt Service	-	-	-	-
Capital Outlay	(33)	-	-	-
<b>5700 - Muni Bldgs Acq &amp; Ops Total</b>	<b>\$ 1,255,175</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>5800 - General Government Internal Services</b>				
Personnel Services	26,665,755	29,894,104	36,524,080	6,629,976
Fixed Costs	3,852,722	3,612,247	1,597,677	(2,014,570)
Maintenance & Operations	16,635,333	17,819,243	20,584,768	2,765,525
Debt Service	5,726	-	-	-
Capital Outlay	1,276,145	2,889,299	28,858	(2,860,441)
Reserves	-	62,810	-	(62,810)
Internal Service Expenses	25,415,383	29,588,721	17,808	(29,570,913)
Internal Service Credits	(24,077,365)	(29,429,180)	-	29,429,180
<b>5800 - General Government Internal Services Total</b>	<b>\$ 49,773,700</b>	<b>\$ 54,437,245</b>	<b>\$ 58,753,191</b>	<b>\$ 4,315,946</b>
<b>Information Technology Total</b>	<b>\$ 56,367,616</b>	<b>\$ 60,334,857</b>	<b>\$ 65,065,101</b>	<b>\$ 4,730,244</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Library</b>				
<b>0010 - General Fund</b>				
Personnel Services	16,209,192	17,503,218	18,489,916	986,698
Fixed Costs	470,239	512,224	481,121	(31,104)
Maintenance & Operations	2,961,747	3,136,967	3,225,674	88,707
Capital Outlay	2,522,057	2,170,704	3,270,704	1,100,000
Internal Service Expenses	284,443	2,670,232	2,742,209	71,977
<b>0010 - General Fund Total</b>	<b>\$ 22,447,678</b>	<b>\$ 25,993,345</b>	<b>\$ 28,209,624</b>	<b>\$ 2,216,279</b>
<b>1200 - Library Special Revenue</b>				
Maintenance & Operations	491,973	780,300	791,300	11,000
Capital Outlay	29,585	-	500,000	500,000
Reserves	-	18,996	5,410	(13,586)
<b>1200 - Library Special Revenue Total</b>	<b>\$ 521,559</b>	<b>\$ 799,296</b>	<b>\$ 1,296,710</b>	<b>\$ 497,414</b>
<b>Library Total</b>	<b>\$ 22,969,237</b>	<b>\$ 26,792,641</b>	<b>\$ 29,506,334</b>	<b>\$ 2,713,693</b>
<b>Municipal Court</b>				
<b>0010 - General Fund</b>				
Personnel Services	5,038,385	5,453,096	5,647,964	194,868
Fixed Costs	577,750	665,834	524,763	(141,071)
Maintenance & Operations	440,168	450,506	646,199	195,693
Contributions & Transfers	26,252	-	-	-
Internal Service Expenses	703,493	1,666,466	1,262,090	(404,376)
<b>0010 - General Fund Total</b>	<b>\$ 6,786,049</b>	<b>\$ 8,235,902</b>	<b>\$ 8,081,016</b>	<b>\$ (154,886)</b>
<b>1020 - Courts Special Revenue</b>				
Personnel Services	98,449	119,816	122,830	3,014
Fixed Costs	1,546	-	-	-
Maintenance & Operations	39,222	39,500	33,500	(6,000)
<b>1020 - Courts Special Revenue Total</b>	<b>\$ 139,217</b>	<b>\$ 159,316</b>	<b>\$ 156,330</b>	<b>\$ (2,986)</b>
<b>1650 - Traffic Enforcement</b>				
Personnel Services	1,346,499	1,403,961	1,482,771	78,810
Fixed Costs	94,597	120,935	95,497	(25,438)
Maintenance & Operations	73,735	81,678	81,678	0
Internal Service Expenses	181,927	254,620	181,312	(73,308)
<b>1650 - Traffic Enforcement Total</b>	<b>\$ 1,696,759</b>	<b>\$ 1,861,194</b>	<b>\$ 1,841,258</b>	<b>\$ (19,936)</b>
<b>4140 - PWE Prking Operating</b>				
Personnel Services	560,878	645,061	656,849	11,787
Fixed Costs	47,692	61,319	51,152	(10,167)
Maintenance & Operations	22,194	18,634	24,634	6,000
Internal Service Expenses	51,650	65,506	90,045	24,539
<b>4140 - PWE Prking Operating Total</b>	<b>\$ 682,414</b>	<b>\$ 790,520</b>	<b>\$ 822,679</b>	<b>\$ 32,159</b>
<b>Municipal Court Total</b>	<b>\$ 9,304,438</b>	<b>\$ 11,046,931</b>	<b>\$ 10,901,283</b>	<b>\$ (145,649)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Neighborhood &amp; Community Services</b>				
<b>0010 - General Fund</b>				
Personnel Services	6,009,548	6,944,355	7,741,015	796,659
Fixed Costs	1,024,953	1,016,565	1,140,637	124,072
Maintenance & Operations	9,936,626	11,453,293	15,621,942	4,168,649
Contributions & Transfers	282,021	400,000	-	(400,000)
Capital Outlay	45,313	-	-	-
Internal Service Expenses	868,948	2,071,755	1,876,291	(195,464)
<b>0010 - General Fund Total</b>	<b>\$ 18,167,408</b>	<b>\$ 21,885,968</b>	<b>\$ 26,379,884</b>	<b>\$ 4,493,916</b>
<b>1145 - NCS Demolition</b>				
Personnel Services	187,185	90,942	-	(90,942)
Fixed Costs	25,034	-	-	-
Maintenance & Operations	662,124	1,195,770	1,195,770	0
Contributions & Transfers	250,000	-	-	-
Internal Service Expenses	142,425	200,085	270,388	70,303
<b>1145 - NCS Demolition Total</b>	<b>\$ 1,266,768</b>	<b>\$ 1,486,797</b>	<b>\$ 1,466,158</b>	<b>\$ (20,639)</b>
<b>1185 - HRHS Special Revenue</b>				
Personnel Services	1,459,969	1,217,041	491,611	(725,430)
Fixed Costs	36,723	9,388	5,202	(4,186)
Maintenance & Operations	8,561,558	11,449,538	14,725,506	3,275,968
Contributions & Transfers	609,850	1,500,000	-	(1,500,000)
Debt Service	250	-	-	-
Capital Outlay	-	1,000,000	-	(1,000,000)
Reserves	-	482,529	5,564	(476,965)
Internal Service Expenses	95,475	279,372	308,647	29,275
<b>1185 - HRHS Special Revenue Total</b>	<b>\$ 10,763,825</b>	<b>\$ 15,937,868</b>	<b>\$ 15,536,531</b>	<b>\$ (401,337)</b>
<b>Neighborhood &amp; Community Services Total</b>	<b>\$ 30,198,001</b>	<b>\$ 39,310,633</b>	<b>\$ 43,382,573</b>	<b>\$ 4,071,940</b>
<b>Non-Departmental</b>				
<b>0010 - General Fund</b>				
Personnel Services	19,780,498	25,031,568	25,470,409	438,841
Fixed Costs	296,517	10,957,352	11,322,802	365,450
Maintenance & Operations	11,815,181	15,990,155	13,484,764	(2,505,391)
Contributions & Transfers	9,008,411	35,501,438	48,002,262	12,500,824
Debt Service	21,680,824	14,506,010	16,557,798	2,051,788
Capital Outlay	6,969	-	-	-
Reserves	-	-	529	529
Internal Service Expenses	100,420	557,545	1,425,320	867,775
Internal Service Credits	(126,441)	-	-	-
<b>0010 - General Fund Total</b>	<b>\$ 62,562,380</b>	<b>\$ 102,544,069</b>	<b>\$ 116,263,884</b>	<b>\$ 13,719,815</b>
<b>Non-Departmental Total</b>	<b>\$ 62,562,380</b>	<b>\$ 102,544,069</b>	<b>\$ 116,263,884</b>	<b>\$ 13,719,815</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>Planning &amp; Development Services</b>				
<b>0010 - General Fund</b>				
Personnel Services	1,975,945	2,098,892	2,070,449	(28,443)
Fixed Costs	127,124	101,293	99,548	(1,745)
Maintenance & Operations	369,253	411,394	948,168	536,774
Contributions & Transfers	830,700	50,000	50,000	-
Internal Service Expenses	133,377	502,684	494,107	(8,577)
<b>0010 - General Fund Total</b>	<b>\$ 3,436,399</b>	<b>\$ 3,164,264</b>	<b>\$ 3,662,272</b>	<b>\$ 498,009</b>
<b>1060 - Transportation Captl</b>				
Personnel Services	1,501,018	-	-	-
Fixed Costs	93	-	-	-
Maintenance & Operations	145,427	-	-	-
<b>1060 - Transportation Captl Total</b>	<b>\$ 1,646,538</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>1195 - CED Special Revenue</b>				
Personnel Services	26,450	-	-	-
Fixed Costs	821	-	-	-
Maintenance & Operations	612,080	834,549	694,154	(140,395)
Contributions & Transfers	105,354	176,235	84,921	(91,314)
Internal Service Expenses	366	-	-	-
<b>1195 - CED Special Revenue Total</b>	<b>\$ 745,071</b>	<b>\$ 1,010,784</b>	<b>\$ 779,075</b>	<b>\$ (231,709)</b>
<b>4110 - Permit Services Fund</b>				
Personnel Services	13,190,469	14,203,238	21,390,239	7,187,001
Fixed Costs	944,661	931,940	1,711,268	779,328
Maintenance & Operations	1,770,331	889,278	6,525,440	5,636,163
Debt Service	1,386	-	-	-
Reserves	-	594,988	1,937,723	1,342,735
Internal Service Expenses	2,336,310	2,389,638	3,111,111	721,473
<b>4110 - Permit Services Fund Total</b>	<b>\$ 18,243,157</b>	<b>\$ 19,009,082</b>	<b>\$ 34,675,782</b>	<b>\$ 15,666,700</b>
<b>Planning &amp; Development Services Total</b>	<b>\$ 24,071,165</b>	<b>\$ 23,184,129</b>	<b>\$ 39,117,129</b>	<b>\$ 15,933,000</b>
<b>Police</b>				
<b>0010 - General Fund</b>				
Personnel Services	95,612,392	106,421,867	115,755,723	9,333,856
Fixed Costs	41,688,989	30,970,579	31,280,500	309,921
Maintenance & Operations	3,775,310	4,003,543	5,463,619	1,460,076
Contributions & Transfers	16,086	2,963,630	6,293,790	3,330,160
Debt Service	11,177	-	-	-
Capital Outlay	6,668	95,000	29,032	(65,968)
Internal Service Expenses	3,946,275	10,900,387	16,660,717	5,760,329
<b>0010 - General Fund Total</b>	<b>\$ 145,056,897</b>	<b>\$ 155,355,006</b>	<b>\$ 175,483,381</b>	<b>\$ 20,128,375</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1267 - TPD Special Revenue</b>				
Personnel Services	4,322,924	1,325,920	984,800	(341,120)
Fixed Costs	52,964	-	51,000	51,000
Maintenance & Operations	942,230	923,420	888,000	(35,420)
Capital Outlay	99,933	-	-	-
Reserves	-	580,236	116,792	(463,444)
Internal Service Expenses	313,626	32,174	20,119	(12,055)
<b>1267 - TPD Special Revenue Total</b>	<b>\$ 5,731,676</b>	<b>\$ 2,861,750</b>	<b>\$ 2,060,710</b>	<b>\$ (801,040)</b>
<b>1650 - Traffic Enforcement</b>				
Personnel Services	2,942,293	3,079,635	3,244,342	164,708
Fixed Costs	50	24	118,829	118,805
Maintenance & Operations	1,208,469	1,341,344	1,455,560	114,216
Reserves	-	-	34,562	34,562
Internal Service Expenses	119,227	177,647	304,267	126,620
<b>1650 - Traffic Enforcement Total</b>	<b>\$ 4,270,038</b>	<b>\$ 4,598,650</b>	<b>\$ 5,157,561</b>	<b>\$ 558,910</b>
<b>Police Total</b>	<b>\$ 155,058,612</b>	<b>\$ 162,815,406</b>	<b>\$ 182,701,652</b>	<b>\$ 19,886,246</b>
<b>Public Works</b>				
<b>0010 - General Fund</b>				
Personnel Services	4,161,369	4,868,693	5,123,747	255,054
Fixed Costs	889,175	867,220	403,626	(463,594)
Maintenance & Operations	316,057	339,794	677,326	337,532
Contributions & Transfers	15,464,550	-	-	-
Capital Outlay	-	-	100,000	100,000
Internal Service Expenses	788,005	1,021,934	956,624	(65,309)
Internal Service Credits	(729,299)	(1,453,673)	(1,259,438)	194,235
<b>0010 - General Fund Total</b>	<b>\$ 20,889,857</b>	<b>\$ 5,643,967</b>	<b>\$ 6,001,884</b>	<b>\$ 357,917</b>
<b>1050 - Transportation Revs</b>				
Contributions & Transfers	-	8,127,300	8,918,977	791,677
Debt Service	-	230,816	228,591	(2,225)
Reserves	-	1,181,884	717,744	(464,141)
<b>1050 - Transportation Revs Total</b>	<b>\$ -</b>	<b>\$ 9,540,000</b>	<b>\$ 9,865,311</b>	<b>\$ 325,311</b>
<b>1060 - Transportation Captl</b>				
Personnel Services	6,538,172	1	0	(1)
Fixed Costs	92,293	-	-	-
Maintenance & Operations	40,735,395	-	-	-
Contributions & Transfers	938,564	-	-	-
Debt Service	434,644	-	-	-
Capital Outlay	29,295	20,442,435	16,722,241	(3,720,194)
Internal Service Expenses	865,773	-	-	-
Internal Service Credits	(1)	-	-	-
<b>1060 - Transportation Captl Total</b>	<b>\$ 49,634,135</b>	<b>\$ 20,442,436</b>	<b>\$ 16,722,241</b>	<b>\$ (3,720,195)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1065 - PW Street Fund</b>				
Personnel Services	19,251,341	21,819,529	26,612,240	4,792,711
Fixed Costs	4,343,732	4,151,227	4,812,574	661,347
Maintenance & Operations	8,881,567	11,084,272	13,739,771	2,655,499
Contributions & Transfers	262,857	595,000	1,155,000	560,000
Debt Service	7,393	-	-	-
Capital Outlay	287,075	-	100,000	100,000
Internal Service Expenses	3,473,083	6,048,576	6,133,151	84,575
Internal Service Credits	-	(60,138)	-	60,138
<b>1065 - PW Street Fund Total</b>	<b>\$ 36,507,049</b>	<b>\$ 43,638,466</b>	<b>\$ 52,552,736</b>	<b>\$ 8,914,270</b>
<b>1070 - Transportation Benefit District</b>				
Maintenance & Operations	7,171	-	-	-
Contributions & Transfers	7,672,895	15,845,790	17,921,498	2,075,708
<b>1070 - Transportation Benefit District Total</b>	<b>\$ 7,680,066</b>	<b>\$ 15,845,790</b>	<b>\$ 17,921,498</b>	<b>\$ 2,075,708</b>
<b>1080 - 2% GET (St Op &amp; Mnt)</b>				
Maintenance & Operations	48	-	-	-
Contributions & Transfers	13,085,638	-	-	-
Debt Service	167	-	-	-
<b>1080 - 2% GET (St Op &amp; Mnt) Total</b>	<b>\$ 13,085,854</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>1085 - 2015 Voted Streets Initiative Fund</b>				
Personnel Services	2,269,495	5,207,888	5,671,463	463,575
Fixed Costs	44,548	503,885	840,035	336,150
Maintenance & Operations	7,468,129	29,282,722	34,787,857	5,505,135
Contributions & Transfers	886,000	4,340,198	-	(4,340,198)
Internal Service Expenses	-	613,460	1,638,550	1,025,090
<b>1085 - 2015 Voted Streets Initiative Fund Total</b>	<b>\$ 10,668,171</b>	<b>\$ 39,948,153</b>	<b>\$ 42,937,904</b>	<b>\$ 2,989,752</b>
<b>1100 - PW Property Mgmt</b>				
Personnel Services	258,768	236,552	123,187	(113,365)
Fixed Costs	2,176	92,179	504	(91,675)
Maintenance & Operations	58,902	168,700	80,000	(88,700)
Contributions & Transfers	190,000	-	-	-
Capital Outlay	-	300,000	150,000	(150,000)
Reserves	-	512,136	3,821	(508,315)
Internal Service Expenses	163,775	118,689	12,563	(106,126)
<b>1100 - PW Property Mgmt Total</b>	<b>\$ 673,621</b>	<b>\$ 1,428,256</b>	<b>\$ 370,075</b>	<b>\$ (1,058,181)</b>
<b>1140 - PWE Paths &amp; Trails</b>				
Personnel Services	1,524,944	-	-	-
Fixed Costs	4,908	-	-	-
Maintenance & Operations	3,949,772	-	-	-
Contributions & Transfers	60,750	-	-	-
Debt Service	1,005	-	-	-
Capital Outlay	309,788	3,746,867	88,874	(3,657,993)
Internal Service Expenses	24,751	-	-	-
<b>1140 - PWE Paths &amp; Trails Total</b>	<b>\$ 5,875,918</b>	<b>\$ 3,746,867</b>	<b>\$ 88,874</b>	<b>\$ (3,657,993)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>1650 - Traffic Enforcement</b>				
Personnel Services	176,974	305,520	385,375	79,856
Fixed Costs	-	2	6,797	6,795
Maintenance & Operations	119,963	-	-	-
Internal Service Expenses	807	32,099	37,019	4,921
<b>1650 - Traffic Enforcement Total</b>	<b>\$ 297,743</b>	<b>\$ 337,620</b>	<b>\$ 429,191</b>	<b>\$ 91,571</b>
<b>3209 - 1997 Bnd Cons/Dvl PM</b>				
Maintenance & Operations	7	-	-	-
Debt Service	425	-	-	-
<b>3209 - 1997 Bnd Cons/Dvl PM Total</b>	<b>\$ 432</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4120 - PW TacRail Mountain</b>				
Personnel Services	1,301,573	1,380,000	1,450,000	70,000
Fixed Costs	339,581	386,594	418,098	31,504
Maintenance & Operations	1,963,215	1,930,188	2,672,795	742,607
Debt Service	51,377	41,412	-	(41,412)
Reserves	-	-	22,544	22,544
Internal Service Expenses	242,432	325,333	226,067	(99,266)
<b>4120 - PW TacRail Mountain Total</b>	<b>\$ 3,898,178</b>	<b>\$ 4,063,527</b>	<b>\$ 4,789,504</b>	<b>\$ 725,977</b>
<b>4140 - PWE Prking Operating</b>				
Personnel Services	2,085,227	2,173,806	2,913,304	739,498
Fixed Costs	511,071	361,269	508,937	147,668
Maintenance & Operations	4,391,572	4,484,344	6,087,825	1,603,480
Debt Service	6,527,561	6,185,404	6,219,789	34,385
Capital Outlay	215,155	300,000	120,000	(180,000)
Reserves	-	-	309,498	309,498
Internal Service Expenses	630,770	890,537	693,213	(197,324)
<b>4140 - PWE Prking Operating Total</b>	<b>\$ 14,361,355</b>	<b>\$ 14,395,361</b>	<b>\$ 16,852,565</b>	<b>\$ 2,457,205</b>
<b>4450 - Union Station</b>				
Maintenance & Operations	7,694	9,600	9,600	-
Debt Service	5,867,805	7,953,364	7,925,930	(27,435)
<b>4450 - Union Station Total</b>	<b>\$ 5,875,499</b>	<b>\$ 7,962,964</b>	<b>\$ 7,935,530</b>	<b>\$ (27,435)</b>
<b>5400 - Equipment Rental</b>				
Personnel Services	7,001,425	9,542,941	10,250,719	707,778
Fixed Costs	4,218,210	634,752	835,374	200,622
Maintenance & Operations	1,148,053	565,760	567,346	1,586
Contributions & Transfers	-	-	-	-
Debt Service	228	-	-	-
Capital Outlay	6,251,483	9,062,544	10,895,791	1,833,247
Reserves	-	500,000	599,414	99,414
Internal Service Expenses	1,389,830	1,977,528	1,710,102	(267,427)
<b>5400 - Equipment Rental Total</b>	<b>\$ 20,009,228</b>	<b>\$ 22,283,525</b>	<b>\$ 24,858,745</b>	<b>\$ 2,575,219</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>5453 - PWS Asphalt Plant</b>				
Personnel Services	660,837	416,152	435,701	19,550
Fixed Costs	195,703	198,953	258,844	59,891
Maintenance & Operations	2,190,211	2,707,640	2,331,500	(376,140)
Debt Service	3	-	-	-
Reserves	-	1,244,945	69,308	(1,175,637)
Internal Service Expenses	143,926	232,310	156,406	(75,904)
<b>5453 - PWS Asphalt Plant Total</b>	<b>\$ 3,190,681</b>	<b>\$ 4,800,000</b>	<b>\$ 3,251,760</b>	<b>\$ (1,548,240)</b>
<b>5700 - Muni Bldgs Acq &amp; Ops</b>				
Personnel Services	3,601,688	3,783,375	3,833,300	49,925
Fixed Costs	255,945	267,603	351,458	83,855
Maintenance & Operations	5,729,159	4,269,885	5,313,631	1,043,746
Contributions & Transfers	85,705	-	-	-
Reserves	-	76,700	72,009	(4,691)
Internal Service Expenses	452,972	744,505	946,728	202,223
<b>5700 - Muni Bldgs Acq &amp; Ops Total</b>	<b>\$ 10,125,470</b>	<b>\$ 9,142,068</b>	<b>\$ 10,517,126</b>	<b>\$ 1,375,058</b>
<b>Public Works Total</b>	<b>\$ 202,773,255</b>	<b>\$ 203,218,999</b>	<b>\$ 215,094,943</b>	<b>\$ 11,875,944</b>
<b>Retirement</b>				
<b>6100 - Employees Retirement</b>				
Personnel Services	1,605,189	1,906,027	2,045,764	139,737
Fixed Costs	276,818	293,991	288,649	(5,342)
Maintenance & Operations	153,622,627	178,369,182	196,668,618	18,299,436
Debt Service	10,306	-	-	-
Reserves	-	148,713,756	195,293,441	46,579,685
Internal Service Expenses	469,365	449,938	387,276	(62,662)
<b>6100 - Employees Retirement Total</b>	<b>\$ 155,984,305</b>	<b>\$ 329,732,895</b>	<b>\$ 394,683,748</b>	<b>\$ 64,950,853</b>
<b>6120 - Rel &amp; Pens Police</b>				
Personnel Services	290,158	240,949	243,790	2,841
Fixed Costs	14,195	16,327	14,421	(1,906)
Maintenance & Operations	7,786,259	9,425,733	9,939,516	513,783
Debt Service	18	-	-	-
Reserves	-	64,035	-	(64,035)
Internal Service Expenses	96,356	66,959	200,616	133,657
<b>6120 - Rel &amp; Pens Police Total</b>	<b>\$ 8,186,985</b>	<b>\$ 9,814,002</b>	<b>\$ 10,398,343</b>	<b>\$ 584,341</b>
<b>6150 - Rel &amp; Pens Fire</b>				
Personnel Services	290,152	242,949	245,790	2,842
Fixed Costs	14,195	16,327	14,421	(1,906)
Maintenance & Operations	10,516,395	12,066,120	11,463,334	(602,786)
Debt Service	53	-	-	-
Reserves	-	65,599	-	(65,599)
Internal Service Expenses	102,381	73,817	227,163	153,346
<b>6150 - Rel &amp; Pens Fire Total</b>	<b>\$ 10,923,175</b>	<b>\$ 12,464,812</b>	<b>\$ 11,950,709</b>	<b>\$ (514,103)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>6470 - Health Care Fire</b>				
Personnel Services	5,061,915	7,028,000	7,071,000	43,000
Maintenance & Operations	276	-	-	-
Internal Service Expenses	25,228	32,636	123,025	90,389
<b>6470 - Health Care Fire Total</b>	<b>\$ 5,087,419</b>	<b>\$ 7,060,636</b>	<b>\$ 7,194,025</b>	<b>\$ 133,389</b>
<b>6480 - Health Care Police</b>				
Personnel Services	4,505,484	6,538,000	7,245,000	707,000
Maintenance & Operations	214	-	-	-
Internal Service Expenses	25,572	30,833	126,052	95,219
<b>6480 - Health Care Police Total</b>	<b>\$ 4,531,270</b>	<b>\$ 6,568,833</b>	<b>\$ 7,371,052</b>	<b>\$ 802,219</b>
<b>Retirement Total</b>	<b>\$ 184,713,154</b>	<b>\$ 365,641,178</b>	<b>\$ 431,597,878</b>	<b>\$ 65,956,700</b>
<b>Tacoma Public Utilities</b>				
<b>4500 - Tacoma Rail</b>				
Personnel Services	30,452,253	31,543,815	33,984,306	2,440,491
Fixed Costs	5,336,090	5,889,035	8,322,324	2,433,289
Maintenance & Operations	13,169,680	14,402,257	9,780,840	(4,621,417)
Contributions & Transfers	5,001,352	5,331,455	5,410,000	78,545
Debt Service	1,431,742	1,799,885	1,640,486	(159,399)
Capital Outlay	5,725,882	4,298,543	4,466,084	167,541
Internal Service Expenses	2,959,911	3,378,207	4,048,806	670,599
<b>4500 - Tacoma Rail Total</b>	<b>\$ 64,076,911</b>	<b>\$ 66,643,196</b>	<b>\$ 67,652,846</b>	<b>\$ 1,009,649</b>
<b>4600 - Water</b>				
Personnel Services	46,634,999	54,522,063	57,949,725	3,427,662
Fixed Costs	7,572,398	10,208,388	11,373,863	1,165,475
Maintenance & Operations	20,855,549	31,157,223	32,486,641	1,329,419
Contributions & Transfers	13,777,214	13,709,380	14,966,259	1,256,879
Debt Service	57,677,794	53,012,978	53,220,486	207,508
Capital Outlay	2,343,841	8,010,973	35,111,569	27,100,596
Internal Service Expenses	18,575,242	20,942,765	23,182,998	2,240,232
<b>4600 - Water Total</b>	<b>\$ 167,437,038</b>	<b>\$ 191,563,770</b>	<b>\$ 228,291,541</b>	<b>\$ 36,727,771</b>
<b>4700 - Power</b>				
Personnel Services	173,794,905	200,456,764	185,415,658	(15,041,106)
Fixed Costs	21,759,163	26,831,114	26,617,378	(213,736)
Maintenance & Operations	392,726,265	422,791,393	460,529,359	37,737,966
Contributions & Transfers	56,907,596	65,232,397	71,191,386	5,958,989
Debt Service	191,895,216	66,995,223	59,122,802	(7,872,421)
Capital Outlay	49,301,341	81,830,000	89,672,000	7,842,000
Internal Service Expenses	51,535,344	59,245,222	66,282,385	7,037,163
<b>4700 - Power Total</b>	<b>\$ 937,919,831</b>	<b>\$ 923,382,113</b>	<b>\$ 958,830,967</b>	<b>\$ 35,448,854</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4800 - TPU Self Ins Claim</b>				
Personnel Services	6,013	-	-	-
Maintenance & Operations	876,567	3,505,600	6,520,450	3,014,850
Internal Service Expenses	249,860	256,654	192,000	(64,654)
<b>4800 - TPU Self Ins Claim Total</b>	<b>\$ 1,132,439</b>	<b>\$ 3,762,254</b>	<b>\$ 6,712,450</b>	<b>\$ 2,950,196</b>
<b>4805 - Low Income Assistance</b>				
Contributions & Transfers	717,335	2,000,000	2,500,000	500,000
<b>4805 - Low Income Assistance Total</b>	<b>\$ 717,335</b>	<b>\$ 2,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 500,000</b>
<b>5050 - TPU Fleet Service</b>				
Personnel Services	5,819,193	6,643,451	6,767,495	124,043
Fixed Costs	1,253,753	1,125,134	975,729	(149,405)
Maintenance & Operations	409,448	2,204,377	506,968	(1,697,409)
Capital Outlay	10,889,266	13,418,000	16,780,500	3,362,500
Internal Service Expenses	1,233,530	1,369,113	1,348,567	(20,546)
<b>5050 - TPU Fleet Service Total</b>	<b>\$ 19,605,190</b>	<b>\$ 24,760,076</b>	<b>\$ 26,379,258</b>	<b>\$ 1,619,183</b>
<b>Tacoma Public Utilities Total</b>	<b>\$ 1,190,888,745</b>	<b>\$ 1,212,111,409</b>	<b>\$ 1,290,367,062</b>	<b>\$ 78,255,653</b>
<b>Tacoma Venues &amp; Events</b>				
<b>0010 - General Fund</b>				
Personnel Services	468,011	646,227	1,020,993	374,766
Fixed Costs	4,650	3,588	3,301	(287)
Maintenance & Operations	772,411	1,248,650	1,201,500	(47,150)
Contributions & Transfers	1,279	-	-	-
Internal Service Expenses	-	805	196,869	196,064
<b>0010 - General Fund Total</b>	<b>\$ 1,246,351</b>	<b>\$ 1,899,270</b>	<b>\$ 2,422,664</b>	<b>\$ 523,394</b>
<b>1180 - Tourism &amp; Convention</b>				
Maintenance & Operations	585	-	-	-
Contributions & Transfers	6,664,197	7,025,752	9,707,819	2,682,067
Reserves	-	-	193,495	193,495
<b>1180 - Tourism &amp; Convention Total</b>	<b>\$ 6,664,782</b>	<b>\$ 7,025,752</b>	<b>\$ 9,901,314</b>	<b>\$ 2,875,562</b>
<b>1195 - CED Special Revenue</b>				
Personnel Services	9,921	43,418	-	(43,418)
Fixed Costs	119	270	-	(270)
Maintenance & Operations	411,066	755,330	651,585	(103,745)
Internal Service Expenses	7,887	9,090	-	(9,090)
<b>1195 - CED Special Revenue Total</b>	<b>\$ 428,994</b>	<b>\$ 808,108</b>	<b>\$ 651,585</b>	<b>\$ (156,523)</b>

## Expenditures by Department & Fund with Category

	2015-2016 Actual	2017-2018 Adopted Budget	2019-2020 Adopted Budget	2019-2020 O / (U) 2017-2018
<b>4165 - Convention Center</b>				
Personnel Services	3,038,545	3,713,531	4,657,114	943,584
Fixed Costs	346,261	353,147	308,326	(44,821)
Maintenance & Operations	4,313,310	4,577,822	6,428,752	1,850,930
Contributions & Transfers	-	200,000	-	(200,000)
Debt Service	11,506,236	12,409,041	11,753,956	(655,085)
Capital Outlay	409,053	-	-	-
Reserves	-	-	296,855	296,855
Internal Service Expenses	1,066,423	1,051,100	981,767	(69,334)
<b>4165 - Convention Center Total</b>	<b>\$ 20,679,827</b>	<b>\$ 22,304,641</b>	<b>\$ 24,426,769</b>	<b>\$ 2,122,128</b>
<b>4170 - Baseball Park</b>				
Fixed Costs	83,375	94,477	95,083	606
Maintenance & Operations	189,089	141,385	141,385	-
Debt Service	2,576,165	2,663,771	2,765,643	101,873
Capital Outlay	668,583	-	-	-
Reserves	-	300,000	259,142	(40,858)
Internal Service Expenses	42,157	49,536	4,115	(45,422)
<b>4170 - Baseball Park Total</b>	<b>\$ 3,559,369</b>	<b>\$ 3,249,169</b>	<b>\$ 3,265,368</b>	<b>\$ 16,199</b>
<b>4180 - PAF Dome</b>				
Personnel Services	5,646,396	6,170,926	7,273,113	1,102,187
Fixed Costs	320,849	405,091	439,375	34,284
Maintenance & Operations	7,753,705	7,663,403	10,867,317	3,203,914
Debt Service	887,490	923,061	800,000	(123,061)
Capital Outlay	7,021	900,000	-	(900,000)
Reserves	-	-	2,802,326	2,802,326
Internal Service Expenses	777,872	1,050,069	1,225,299	175,230
<b>4180 - PAF Dome Total</b>	<b>\$ 15,393,333</b>	<b>\$ 17,112,550</b>	<b>\$ 23,407,429</b>	<b>\$ 6,294,879</b>
<b>4190 - PAF Performing Arts</b>				
Personnel Services	2,050	-	-	-
Fixed Costs	158,769	160,694	87,626	(73,068)
Maintenance & Operations	3,628,527	1,556,281	1,660,715	104,435
Contributions & Transfers	-	3,000,000	500,000	(2,500,000)
Debt Service	49	-	-	-
Capital Outlay	-	1,000,000	1,000,000	-
Reserves	-	11,290	27,518	16,228
Internal Service Expenses	110,508	189,673	139,198	(50,475)
<b>4190 - PAF Performing Arts Total</b>	<b>\$ 3,899,903</b>	<b>\$ 5,917,938</b>	<b>\$ 3,415,057</b>	<b>\$ (2,502,881)</b>
<b>6795 - Public Fac Districts</b>				
Maintenance & Operations	5,272	5,000	5,000	-
Contributions & Transfers	6,357,610	6,632,884	9,223,332	2,590,448
Reserves	-	-	35,116	35,116
<b>6795 - Public Fac Districts Total</b>	<b>\$ 6,362,882</b>	<b>\$ 6,637,884</b>	<b>\$ 9,263,448</b>	<b>\$ 2,625,564</b>
<b>Tacoma Venues &amp; Events Total</b>	<b>\$ 58,235,441</b>	<b>\$ 64,955,311</b>	<b>\$ 76,753,634</b>	<b>\$ 11,798,322</b>

# 2019-2020 CAPITAL BUDGET OVERVIEW

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## OVERVIEW

The Capital Budget is derived from the Capital Facilities Program (CFP), a six-year planning and financial document that prioritizes capital improvements the City intends to build in the next six years and a plan for how to pay for those improvements. The 2019-2024 Capital Facilities Program does not appropriate funds, but rather it functions as a budgeting tool. The first two years of the CFP inform the City's Capital Budget, which represents actual spending authority and funding commitments.

## CAPITAL BUDGET COMPONENTS

The following section provides a brief overview of the capital projects that are funded in the 2019-2020 biennium.

### SUMMARY

Arranged by CFP project section, this summary includes project titles and total new funding for the 2019-2020 biennium, and it indicates projects' previous appropriations if applicable.

### APPROPRIATION PLAN

Arranged by CFP project sections, this plan provides a description of the projects and more details about specific funding sources.

There are two categories of confirmed funding for capital projects:

- **Carryforward (Previously Appropriated)** – Funding that has been dedicated in a previous biennium by City Council for spending. This does not represent new funding for projects.
- **New Appropriation** – Funding that has not been previously appropriated by City Council. Examples include new grants, additional revenues, or use of cash reserves that are confirmed in 2019-2020.

**Note:** Carryforward funding is based on biennium-end projections for 2017-2018. Variations from these projections may result in revised carryforward amounts.

The 2019-2020 plan does not include potential funding or funding that has not been confirmed or received by the City (additional grants, for example). If needed, additional funding will be approved for capital projects during the budget amendment and modification processes.

### UTILITIES SPENDING PLAN

This plan provides information on the 2019-2020 capital programs for the City's utilities. Appropriation authority for utility capital projects is adopted as part of each utility's operating budget. Capital needs throughout the biennium may differ from projections and may result in revised spending amounts.

### FUNDING SUMMARY

This section provides an overview of the sources of funding for the Capital Facilities Program. The new funding identified in 2019-2020 is authorized within the Capital Budget. This section includes the following reports:

- **Funding Summary Report**, which identifies totals for each funding source within the Capital Budget.
- **Funding Detail Report**, which identifies all projects by funding source and their expenditure amounts.

## OPERATING IMPACT REPORT

Before projects are included in the CFP, they are analyzed to determine their financial impact on operations, operating expenditures, and revenues. The total costs of each approved project are identified as part of the capital budgeting process and associated operating expenses are either included in the current operating budget or reductions taken elsewhere in the operating budget to absorb the additional operating costs.

- When and if this is applicable and significant, the impact has been stated in the Expenditures Summary Section in the appropriate Department Section of this budget document.
- Often there is no negative financial impact to the operating budget, as the capital project will result in a reduction to maintenance and operation costs.
- Some capital projects are deferred maintenance projects. In those instances, no ongoing maintenance impact is shown, as the project is focused on current operations, not an expansion of services.

## APPROPRIATING CAPITAL PROJECTS

Unlike the operating budget, which sets the spending plan for the two years of the upcoming biennium, the Capital Budget establishes multiyear or long-term expenditure authority. Once approved by the City Council, the Capital Budget establishes the spending authority for the duration (life) of each project. Amounts approved remain without fiscal limitation until expended or unencumbered by a future ordinance.

### UTILITIES

Although utility capital projects are shown with the General Government capital projects, utility projects are budgeted differently. Utility capital projects do not use multiyear appropriation. Rather, each utility only requests capital appropriation for the two years of the upcoming biennium. Any projects that are not completed in the biennium will then be funded in the next biennium's capital budgeting process.

## CAPITAL FACILITIES PROGRAM

Please refer to the City of Tacoma 2019-2024 Capital Facilities Program for more information about potential funding, particular projects, or program areas.

## 2019-2020 Capital Projects Summary

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Community Development</b>	<b>90,000</b>	<b>15,461,993</b>	<b>15,551,993</b>
Eastside Community Center and Campus		5,000,000	5,000,000
Esplanade Wayfinding	50,000		50,000
Hilltop Offsite Improvements		342,767	342,767
Infrastructure Fund (CED)	40,000	367,233	407,233
Links to Opportunity		500,000	500,000
Municipal Dock Deck Demolition		980,000	980,000
NCS Readiness Site		2,350,000	2,350,000
NCS Teen Home		700,000	700,000
NCS Youth Drop In Overnight Center		1,811,993	1,811,993
Site 10 Seawall & Esplanade Removal		1,710,000	1,710,000
Site 12 Seawall		1,700,000	1,700,000
<b>Cultural Facilities</b>	<b>3,400,000</b>	<b>39,973,308</b>	<b>43,373,308</b>
GTCC Safety and Security Improvements	400,000		400,000
Performing Arts Theaters Capital Campaign	500,000	6,500,000	7,000,000
Performing Arts Theaters Capital Projects	1,000,000	2,000,000	3,000,000
Prairie Line Trail Historic Interpretation Project		440,000	440,000
Tacoma Dome Renovation Project		31,033,308	31,033,308
Tacoma Dome Security Modernization	1,500,000		1,500,000
<b>General Government Municipal Facilities</b>	<b>5,400,000</b>	<b>2,761,572</b>	<b>8,161,572</b>
CityNet MPLS Phase 2 - HFC Network Replacement		305,572	305,572
FM: Beacon Center, Exterior Refurbishment		208,000	208,000
FM: Deferred Repair & Replacement Program (Priority)	3,300,000		3,300,000
FM: Lighthouse Center, Window Replacement		235,000	235,000
FM: Municipal Complex, Tenant Improvement Program	2,100,000		2,100,000
FM: Point Defiance Senior Center, Roof Replacement		163,000	163,000
FM: TMB - Elevator Upgrades		1,850,000	1,850,000
<b>Libraries</b>	<b>1,786,000</b>	<b>826,000</b>	<b>2,612,000</b>
Library Physical Infrastructure and Building Repairs	1,786,000		1,786,000
Main Library Elevator Upgrade		174,000	174,000
RFID Phase 3		202,000	202,000
South Tacoma Branch Library Refurbishment		450,000	450,000
<b>Local Improvement Districts</b>		<b>500,000</b>	<b>500,000</b>
LID 8662 - Bennett Street		500,000	500,000
<b>Parks and Open Space</b>	<b>750,000</b>	<b>1,050,000</b>	<b>1,800,000</b>
Melanie Jan LaPlant Dressel (Central) Park	750,000		750,000
Prairie Line Trail - Art Park		900,000	900,000
Waterway Park		150,000	150,000

## 2019-2020 Capital Projects Summary

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Public Safety</b>	<b>3,649,966</b>	<b>1,460,000</b>	<b>5,109,966</b>
FM: Fire Station #5 (Tideflats)	1,700,000	835,000	2,535,000
FM: Float Installation (MSOC)	874,966	625,000	1,499,966
FM: TFD Facility Master Plan	1,000,000		1,000,000
Harrison Range Update	75,000		75,000
<b>Transportation</b>	<b>23,582,241</b>	<b>141,463,287</b>	<b>165,045,528</b>
11th Street Bridge Study		135,000	135,000
2019-2020 Priority Active Transportation Small Project Improvements	260,000		260,000
56th Street S. and Cirque Drive Corridor		11,727,651	11,727,651
Bicycle & Pedestrian Education, Encouragement, and Bridge Capital Projects	60,000	60,000	120,000
City Contribution to Streets Initiative	100,000	50,000	150,000
City Support for SR167	6,000,000	9,000,000	15,000,000
E. 25th Street Right-of-Way Improvements	500,000		500,000
E. 29th Street Roundabout & Extension	200,000	800,000	1,000,000
East 64th Street : Pacific to McKinley (Phase 1)		1,500,000	1,500,000
East Portland Avenue Safety Improvements	150,000	9,687,418	9,837,418
Fawcett Avenue: South 19th to South 21st		1,790,540	1,790,540
First Creek Middle School Safe Routes to School	1,630,000	1,263,290	2,893,290
Historic Water Ditch Trail- Phase III & IV		398,885	398,885
Lincoln Business District Streetscape		3,146,161	3,146,161
Lister Elementary School Safe Routes to School		9,461,571	9,461,571
Missing Link Sidewalks		550,115	550,115
Neighborhood Programs (PW)	1,500,000		1,500,000
North 21st Street Pedestrian Safety Improvements	130,000	320,989	450,989
North 21st Street: Adams to Pearl	300,000	500,000	800,000
Pedestrian Accessibility Improvements		200,000	200,000
Pipeline Trail/Cross County Commuter Connector-- Phase II	5,000	1,494,000	1,499,000
Pipeline Trail/Cross County Commuter Connector-- Phase III		2,787,867	2,787,867
Pipeline Trail/Cross County Commuter Connector-- Phase III	2,511,057		2,511,057
Prairie Line Trail Phase II		1,102,222	1,102,222
Puyallup Avenue Improvements		255,000	255,000
Puyallup Bridge F16A & F16B Replacement		42,129,749	42,129,749
Puyallup River Bridge Bearing Upgrades	200,000	1,100,000	1,300,000
Puyallup River Bridge Corridor Study	100,000	150,000	250,000
Railroad Crossing Improvements	1,395,000	1,716,750	3,111,750
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	2,801,474		2,801,474
S. 19th St - S. Cedar to Bates Technical College		502,190	502,190
Safe Routes to School Improvements	700,000	500,000	1,200,000
School Beacons	1,040,000	1,370,000	2,410,000

## 2019-2020 Capital Projects Summary

Project Title	New 2019-2020	Previously Appropriated	Total Funding
Schuster Parkway Promenade	200,000	1,416,660	1,616,660
Sidewalk Abatement Program		403,685	403,685
Sound Transit Link Expansion		5,156,168	5,156,168
South 19th Street: Union to Mullen		3,367,865	3,367,865
South Stevens/Tyler/66th Bike and Pedestrian Connector		1,710,059	1,710,059
South Tacoma Way Corridor Safety Improvements	64,710	972,552	1,037,262
SR 7 (Pac Ave) Signal Corridor Improvements		995,166	995,166
Steele Street Lighting and Pedestrian Improvements		173,000	173,000
Streetlight Series Circuit Replacement	850,000		850,000
Streets Initiative Gravel Streets		1,000,630	1,000,630
Taylor Way Rehabilitation		17,860,120	17,860,120
Traffic Enhancements	75,000	256,084	331,084
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		495,000	495,000
Traffic Signal Infrastructure Improvements	1,550,000		1,550,000
Unfit/Unsafe Sidewalk Program	1,260,000	500,000	1,760,000
Yakima Ave Bridge Overlay		3,456,900	3,456,900
<b>Grand Total</b>	<b>\$ 38,658,207</b>	<b>\$ 203,496,160</b>	<b>\$ 242,154,367</b>



## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Community Development</b>			
<b>Eastside Community Center and Campus</b>		5,000,000	5,000,000
The Eastside community center is public-private partnership that will build out a school campus to bring a swimming pool, a gym, after-school activities, and nature hikes to the Eastside neighborhood.			
<b>City-General Fund</b>		3,500,000	3,500,000
<b>City-REET 1</b>		1,500,000	1,500,000
<b>Esplanade Wayfinding</b>	50,000		50,000
Install pedestrian signs at access points to the waterway. The signs will provide directions at points such as Pacific Avenue and the Dome District as well as along Dock Street.			
<b>City-General Fund</b>	50,000		50,000
<b>Hilltop Offsite Improvements</b>		342,767	342,767
Using 2015-2016 catalytic funding, this project will construct off-site improvements required for development of 1.25 acres in the Hilltop.			
<b>City-General Fund</b>		15,000	15,000
<b>City-REET 1</b>		135,000	135,000
<b>City-REET 2</b>		17,767	17,767
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		25,000	25,000
<b>Grant-Federal</b>		150,000	150,000
<b>Infrastructure Fund (CED)</b>	40,000	367,233	407,233
Funds to cost-share off-site improvements to enable the development of substantial market rate residential and office projects in downtown Tacoma that may not otherwise occur due to inadequate or antiquated public infrastructure.			
<b>City-General Fund</b>	40,000	260,000	300,000
<b>City-REET 2</b>		107,233	107,233

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Links to Opportunity</b>		<b>500,000</b>	<b>500,000</b>
<p>This project will include a Multimodal Mobility Plan and streetscape design to address non-vehicular access to the Tacoma Link Extension Project. The project will also include an Equity and Empowerment Initiative focused on job access.</p>			
<b>City-Contribution from Other Fund</b>		50,000	50,000
<b>City-Gas Tax - Fund 1060</b>		168,855	168,855
<b>City-REET 2</b>		261,145	261,145
<b>Utility_Match-Tacoma Power</b>		20,000	20,000
<b>Municipal Dock Deck Demolition</b>		<b>980,000</b>	<b>980,000</b>
<p>Project includes demolition and complete removal of the timber elements including the deck and the stringers and timber header beams to eliminate further deterioration.</p>			
<b>City-General Fund</b>		950,000	950,000
<b>Debt-LTGO Bonds</b>		30,000	30,000
<b>NCS Readiness Site</b>		<b>2,350,000</b>	<b>2,350,000</b>
<p>Provide interim workforce housing to individuals experiencing homelessness. The facility will incentivize work and training, with the goal of securing livable wage jobs, establishing a good rental history, and securing housing.</p>			
<b>City-General Fund</b>		1,000,000	1,000,000
<b>City-REET 2</b>		1,000,000	1,000,000
<b>Grant-Federal</b>		350,000	350,000
<b>NCS Teen Home</b>		<b>700,000</b>	<b>700,000</b>
<p>NCS Teen Home</p>			
<b>Fund_Reserve-1185 - NCS Special Revenue</b>		700,000	700,000
<b>NCS Youth Drop In Overnight Center</b>		<b>1,811,993</b>	<b>1,811,993</b>
<p>NCS Drop In Overnight Center (Youth)</p>			
<b>City-General Fund</b>		90,000	90,000
<b>Fund_Reserve-1185 - NCS Special Revenue</b>		1,721,993	1,721,993
<b>Site 10 Seawall &amp; Esplanade Removal</b>		<b>1,710,000</b>	<b>1,710,000</b>
<p>This project will address subsidence behind the seawall at Site 10. Repairs will remove the existing seawall and esplanade and install a new seawall to provide a service life of 30 years.</p>			
<b>City-General Fund</b>		1,710,000	1,710,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Site 12 Seawall</b>		1,700,000	1,700,000
<p>This project will address subsidence behind the seawall at Site 12. Repairs will remove the existing seawall and install a new seawall to provide a service life of 30 years.</p>			
<b>City-General Fund</b>		1,100,000	1,100,000
<b>City-REET 1</b>		600,000	600,000
<b>Cultural Facilities</b>			
<b>GTCC Safety and Security Improvements</b>	400,000		400,000
<p>Installation of new and updates to existing safety and security infrastructure.</p>			
<b>City-General Fund</b>	400,000		400,000
<b>Performing Arts Theaters Capital Campaign Contribution</b>	500,000	6,500,000	7,000,000
<p>Council Resolution 39108 pledged up to \$10 million in funding by 2020 for the Theater District Centennial Campaign. \$3 million was provided in Capital Campaign contributions in the 2017-2018 biennium and the final \$2.5 million is anticipated for the 2019-2020 biennium.</p>			
<b>City-General Fund</b>		2,953,000	2,953,000
<b>City-REET 1</b>	500,000	3,547,000	4,047,000
<b>Performing Arts Theaters Capital Projects Management</b>	1,000,000	2,000,000	3,000,000
<p>This funding allows the Broadway Center for the Performing Arts (BCPA) to provide capital improvements at the Pantages, Rialto, Theater On The Square and the Jones Building.</p>			
<b>City-REET 1</b>	1,000,000	2,000,000	3,000,000
<b>Prairie Line Trail Historic Interpretation Project</b>		440,000	440,000
<p>This project will develop an historic interpretation plan for the City's segments of the Prairie Line Trail corridor, as well as design and implement projects identified and informed by that interpretation plan.</p>			
<b>Fund_Reserve-1195 - Open Space</b>		40,000	40,000
<b>Grant-State</b>		400,000	400,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Tacoma Dome Renovation Project</b>		31,033,308	31,033,308
Tacoma Dome capital projects approved in the 2017-2018 biennium including seating replacement; dressing room and restroom renovations; a new loading dock; fire, security, audio, and lighting upgrades; exterior renovation; and HVAC replacement.			
<b>City-General Fund</b>		4,350,000	4,350,000
<b>City-REET 1</b>		450,000	450,000
<b>Debt-LTGO Bonds</b>		25,007,050	25,007,050
<b>Fund_Reserve-4180 - Tacoma Dome</b>		1,226,258	1,226,258
<b>Tacoma Dome Security Modernization</b>	1,500,000		1,500,000
Installation of new and updates to existing safety and security infrastructure.			
<b>City-General Fund</b>	1,500,000		1,500,000
<b>General Government Municipal Facilities</b>			
<b>CityNet MPLS Phase 2 - HFC Network Replacement</b>		305,572	305,572
Replacement of 18 network locations migrating from HFC to MPLS			
<b>Fund_Reserve-1431 - Municipal Cable TV</b>		305,572	305,572
<b>FM: Beacon Center, Exterior Refurbishment</b>		208,000	208,000
This project will provide for needed exterior repairs and roof replacement at this aging City-owned and operated facility. The facility was constructed in 1941 and exterior repairs including a new roof, siding replacement, and new paint are needed.			
<b>City-REET 1</b>		208,000	208,000
<b>FM: Deferred Repair &amp; Replacement Program (Priority Needs)</b>	3,300,000		3,300,000
This program will address priority repair and replacement needs of City-owned facilities. Priority need projects will focus on asset preservation, historic facilities and critical building systems.			
<b>City-General Fund</b>	2,300,000		2,300,000
<b>City-REET 1</b>	1,000,000		1,000,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>FM: Lighthouse Center, Window Replacement</b>		235,000	235,000
<p>This project will provide new energy efficient windows at the aging City-owned and operated facility. The facility was originally constructed in 1950 and the original windows have reached the end of their useful life and require replacement.</p>			
<b>City-General Fund</b>		235,000	235,000
<b>FM: Municipal Complex, Tenant Improvement Program</b>	2,100,000		2,100,000
<p>This program will provide for office remodels and reconfigurations. Many areas of the complex have not undergone significant improvements since it was occupied in 1979 and are in need of improvement.</p>			
<b>City-General Fund</b>	2,100,000		2,100,000
<b>FM: Point Defiance Senior Center, Roof Replacement</b>		163,000	163,000
<p>This project will provide for a new roof at the aging City-owned Point Defiance Senior Center, operated by an outside agency. The existing roof has reached the end of its useful life and is in need of replacement.</p>			
<b>City-REET 1</b>		163,000	163,000
<b>FM: TMB - Elevator Upgrades</b>		1,850,000	1,850,000
<p>This project will modernize the elevators to address deferred maintenance. The elevators have not been modernized for more than 20 years and modernization is needed to extend elevator life, reduce service calls, and increase ride comfort and reliability.</p>			
<b>City-REET 1</b>		1,082,966	1,082,966
<b>Fund_Reserve-5700 - Municipal Buildings</b>		767,034	767,034

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Libraries</b>			
<b>Library Physical Infrastructure and Building Repairs</b>	<b>1,786,000</b>		<b>1,786,000</b>
Roofs for 2 buildings, extensive exterior repair on 3 buildings, window replacement on 2 buildings, and HVAC replacement for 3 buildings.			
<b>City-General Fund</b>	636,000		636,000
<b>City-REET 1</b>	1,150,000		1,150,000
<b>Main Library Elevator Upgrade</b>		<b>174,000</b>	<b>174,000</b>
Upgrade the Main Library's elevator.			
<b>City-General Fund</b>		174,000	174,000
<b>RFID Phase 3</b>		<b>202,000</b>	<b>202,000</b>
This phase will provide each branch with an Intelligent-Automated Book Drop. These "smart" book drops will automatically check-in the materials the instant the patron places the item in the drop.			
<b>City-General Fund</b>		202,000	202,000
<b>South Tacoma Branch Library Refurbishment</b>		<b>450,000</b>	<b>450,000</b>
Replace the roof, windows, carpet, furniture, heat pump and repair the walls at South Tacoma Library.			
<b>City-REET 1</b>		450,000	450,000
<b>Local Improvement Districts</b>			
<b>LID 8662 - Bennett Street</b>		<b>500,000</b>	<b>500,000</b>
A majority of the property owners have signed an advisory survey requesting pervious pavement with Storm drainage to replace existing surface.			
<b>Other-Property Owner Contribution</b>		200,000	200,000
<b>Utility_Match-Surface Water</b>		300,000	300,000
<b>Parks and Open Space</b>			
<b>Melanie Jan LaPlant Dressel (Central) Park</b>	<b>750,000</b>		<b>750,000</b>
Renovations at Central Park on the Foss Waterway. Metro Parks will manage the project.			
<b>City-REET 1</b>	750,000		750,000
<b>Prairie Line Trail - Art Park</b>		<b>900,000</b>	<b>900,000</b>
This project will construct an Art Park adjacent to the trail between Pacific Avenue and S. 15th Street along the United Way property.			
<b>City-REET 1</b>		900,000	900,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Waterway Park</b>		150,000	150,000
This project includes planning, design, permitting, remediation and construction of the future Waterway Park and rowing center on the Foss Waterway.			
<b>Debt-LTGO Bonds</b>		62,680	62,680
<b>Other-Local Contribution</b>		87,320	87,320
<b>Public Safety</b>			
<b>FM: Fire Station #5 (Tideflats)</b>	1,700,000	835,000	2,535,000
This project will provide for a new Fire Station #5, to be located in the Tideflats. The new station will provide Fire response, EMS and hazardous materials capabilities in the Port area.			
<b>City-REET 1</b>	1,700,000	835,000	2,535,000
<b>FM: Float Installation (MSOC)</b>	874,966	625,000	1,499,966
This project will provide for a new float system at the Marine Security Operations Center (MSOC), located at 3301 Ruston Way.			
<b>City-REET 1</b>	567,000		567,000
<b>Debt-LTGO Bonds</b>	307,966		307,966
<b>Other-Private Contribution</b>		625,000	625,000
<b>FM: TFD Facility Master Plan</b>	1,000,000		1,000,000
This project will provide for a Facility Master Plan for the Tacoma Fire Department, providing long-term planning of Fire Facilities and Emergency Response Program.			
<b>City-General Fund</b>	1,000,000		1,000,000
<b>Harrison Range Update</b>	75,000		75,000
Replace the Harrison Range building incorporating new classrooms, restroom facilities, storage, resource room, armored area, gun cleaning area, range control area, ammunitions vault and firearms vault.			
<b>Fund_Reserve-1267 - TPD Special Revenue</b>	75,000		75,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Transportation</b>			
<b>11th Street Bridge Study</b>		135,000	135,000
Determine the need for the East 11th Street Bridge and review different options for replacement of this bridge.			
<b>City-Gas Tax - Fund 1060</b>		60,000	60,000
<b>City-General Fund</b>		25,000	25,000
<b>Other-Local Contribution</b>		25,000	25,000
<b>Utility_Funds-Tacoma Water</b>		25,000	25,000
<b>2019-2020 Priority Active Transportation Small Project Improvements</b>	260,000		260,000
This project will construct interim, low-cost improvements to the bikeway and pedestrian network, including safety improvements such as of traffic calming, bike lanes, bike boulevards, crossing improvements, trail crossings, and wayfinding.			
<b>City-REET 2</b>	200,000		200,000
<b>Grant-Federal</b>	60,000		60,000
<b>56th Street S. and Cirque Drive Corridor Improvements</b>		11,727,651	11,727,651
This project is a joint project between City of University Place and City of Tacoma with limits of South 56th Street from I-5 to the west city limit and continuing into the City of University Place to Grandview Drive West.			
<b>City-Gas Tax - Fund 1060</b>		207,750	207,750
<b>City-General Fund</b>		34,991	34,991
<b>City-REET 2</b>		430,000	430,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		1,669,931	1,669,931
<b>Grant-Federal</b>		9,384,979	9,384,979
<b>Bicycle &amp; Pedestrian Education, Encouragement, and Safety Program</b>	60,000	60,000	120,000
This project will improve bicycle and pedestrian safety through education, encouragement, and engineering, which includes bicycle events, purchasing/installing bike racks, striping, signage, and other active transportation improvements.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		60,000	60,000
<b>Grant-Federal</b>	60,000		60,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Bridge Capital Projects</b>	100,000	50,000	150,000
<p>This project supports capital improvements to the City of Tacoma's 43 bridges. This includes replacement, rehabilitation, and maintenance of all bridges.</p>			
<b>City-Gas Tax - Fund 1060</b>	100,000	50,000	150,000
<b>City Contribution to Streets Initiative</b>	6,000,000	9,000,000	15,000,000
<p>As part of the streets initiative approved by voters in November 2015, the City committed to contribute \$30 M over 10 years.</p>			
<b>City-General Fund</b>	6,000,000	4,233,114	10,233,114
<b>City-REET 2</b>		3,650,000	3,650,000
<b>Debt-LTGO Bonds</b>		1,116,886	1,116,886
<b>City Support for SR167</b>	500,000		500,000
<p>This project will provide grant match requested by WSDOT for two project grants, \$500K for the 70th Avenue East project and \$1.5M for the Port of Tacoma Spur as requested to assist in securing funding for completion of SR167.</p>			
<b>City-REET 2</b>	500,000		500,000
<b>E. 25th Street Right-of-Way Improvements</b>	200,000	800,000	1,000,000
<p>This project includes off-site street improvement civil work at E. 25th Street. The project will increase the sidewalk width, change parking from pull in to parallel, resurface the driving lane, landscape, and improve stormwater.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		50,000	50,000
<b>Other-Local Contribution</b>	200,000	750,000	950,000
<b>E. 29th Street Roundabout &amp; Extension</b>		1,500,000	1,500,000
<p>The project will improve 29th Street by constructing a roundabout with asphalt paving, sidewalks, ADA ramp improvements, crosswalk pavers, lighting, and constructing a new segment of 30th Street which will intersect with the roundabout.</p>			
<b>Other-Local Contribution</b>		1,500,000	1,500,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>East 64th Street: Pacific to McKinley (Phase 1)</b>	<b>150,000</b>	<b>9,687,418</b>	<b>9,837,418</b>
<p>This project will rehabilitate the roadway, add bike lanes, install and/or replace and widen sidewalks, and upgrade the stormwater system. The project will also interconnect signals at McKinley and Pacific.</p>			
<b>Fund_Reserve-1065 - Streets Operations</b>	150,000		150,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		3,185,460	3,185,460
<b>Grant-State</b>		6,501,958	6,501,958
<b>East Portland Avenue Safety Improvements</b>		<b>1,790,540</b>	<b>1,790,540</b>
<p>This project will construct needed safety improvements along the Portland Ave corridor. The project will include a variety of safety improvements including signal system upgrades (12" signals with retroreflective backplates), flashing yellow arrow signal heads, countdown pedestrian signals, and audible pedestrian push buttons. The project will also improve signal timing, communication, and coordination.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		566,059	566,059
<b>Grant-Federal</b>		1,224,481	1,224,481
<b>Fawcett Avenue: South 19th to South 21st</b>	<b>1,630,000</b>	<b>1,263,290</b>	<b>2,893,290</b>
<p>This project enhances the Top 4 Bikeways corridor with new crossing treatment at S 21st &amp; Fawcett and traffic calming/bike boulevard improvement on Fawcett from 19th to 21st.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	880,000	250,000	1,130,000
<b>Grant-State</b>		1,013,290	1,013,290
<b>Other-Private Contribution</b>	750,000		750,000
<b>First Creek Middle School Safe Routes to School</b>		<b>398,885</b>	<b>398,885</b>
<p>This project will improve safety for students by installing a HAWK signal on Portland Avenue. Infrastructure improvements will be enhanced by providing education through incentives and encouragement, as well as increased enforcement.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		80,000	80,000
<b>Grant-State</b>		318,885	318,885

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Historic Water Ditch Trail- Phase III &amp; IV</b>		<b>3,146,161</b>	<b>3,146,161</b>
Phase IV is complete. Phase III will complete 1.1 miles of shared use trail between Pine and M Street on the north side of South Tacoma Way and a sidewalk between Pine and Sprague on the south side of South Tacoma Way.			
<b>City-Gas Tax - Fund 1140</b>		69,057	69,057
<b>City-REET 1</b>		537,000	537,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		100,000	100,000
<b>Grant-Federal</b>		2,440,104	2,440,104
<b>Lincoln Business District Streetscape</b>		<b>9,461,571</b>	<b>9,461,571</b>
Reconstruction of roadway and streetscape along S. 38th from Fawcett Ave. to S. J St, along S. G St from S 37th to S 38th, and along Yakima Ave. from S. 37th to S. 39th.			
<b>City-Contribution from Other Fund</b>		6,039	6,039
<b>City-General Fund</b>		2,502,532	2,502,532
<b>City-REET 1</b>		1,862,821	1,862,821
<b>City-REET 2</b>		572,000	572,000
<b>Debt-LTGO Bonds</b>		2,579,143	2,579,143
<b>Fund_Reserve-1065 - Streets Operations</b>		22,857	22,857
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		253,000	253,000
<b>Grant-State</b>		1,663,179	1,663,179
<b>Lister Elementary School Safe Routes to School</b>		<b>550,115</b>	<b>550,115</b>
This project will improve safety by relocating and improving a school crossing, installing school zone beacons, and improving bus/parent access. The project will be enhanced through education incentives, encouragement, and increased enforcement.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		100,000	100,000
<b>Grant-State</b>		450,115	450,115
<b>Missing Link Sidewalks</b>	<b>1,500,000</b>		<b>1,500,000</b>
This project will complete missing link sidewalks with a focus on providing continuous sidewalk access to Schools, Parks and Community Centers.			
<b>City-REET 2</b>	1,000,000		1,000,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	500,000		500,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Neighborhood Programs (PW)</b>	<b>130,000</b>	<b>320,989</b>	<b>450,989</b>
This project designs and constructs neighborhood traffic calming devices, such as speed humps, traffic circles, and bulbouts to address citizen and community requests.			
<b>City-General Fund</b>	30,000		30,000
<b>City-REET 2</b>	100,000	320,989	420,989
<b>North 21st Street Pedestrian Safety Improvements</b>	<b>300,000</b>	<b>500,000</b>	<b>800,000</b>
Improvements to pedestrian crossings along N. 21st Street from Proctor to Pearl Street.			
<b>City-Gas Tax - Fund 1060</b>	50,000		50,000
<b>City-General Fund</b>		500,000	500,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	250,000		250,000
<b>North 21st Street: Adams to Pearl</b>		<b>200,000</b>	<b>200,000</b>
Roadway rehabilitation and streetscape including new sidewalks, ADA compliant curb ramps, bicycle facilities, and a new asphalt surface and re-channelization.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		200,000	200,000
<b>Pedestrian Accessibility Improvements</b>	<b>5,000</b>	<b>1,494,000</b>	<b>1,499,000</b>
This project will replace curb ramps between McKinley and Pacific along S. 38th Street and various ADA curb ramps in the City of Tacoma ROW to current ADA standards as well as replacing substandard driveways. This project will also install bus pads.			
<b>City-Contribution from Other Fund</b>		189,000	189,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		1,305,000	1,305,000
<b>Other-Private Contribution</b>	5,000		5,000
<b>Pipeline Trail/Cross County Commuter Connector--Phase II</b>		<b>2,787,867</b>	<b>2,787,867</b>
This project will construct a 2.4 mile nonmotorized facility including a multiuse path, limited access gates, bike lanes, lighting, stormwater, curb ramps, sidewalks, pedestrian signals, safety enhancements, and user amenities as needed.			
<b>City-REET 1</b>		290,000	290,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		455,267	455,267
<b>Grant-Federal</b>		2,042,600	2,042,600

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Pipeline Trail/Cross County Commuter Connector--Phase III</b>	<b>2,511,057</b>		<b>2,511,057</b>
<p>This project will construct a nonmotorized facility including a multiuse path, lighting, limited access gates, stormwater, curb ramps, sidewalks, pedestrian signals, safety enhancements, and user amenities as needed.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	575,000		575,000
<b>Grant-Federal</b>	1,936,057		1,936,057
<b>Prairie Line Trail Phase II</b>		<b>1,102,222</b>	<b>1,102,222</b>
<p>This project will construct the southern 1/3 mile of the Prairie Line Trail from South 21st Street to South 25th Street.</p>			
<b>City-Gas Tax - Fund 1060</b>		179,326	179,326
<b>City-General Fund</b>		67,000	67,000
<b>City-REET 1</b>		780,896	780,896
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		75,000	75,000
<b>Puyallup Avenue Improvements</b>		<b>255,000</b>	<b>255,000</b>
<p>Utilizing complete street concepts, design and construct streetscape improvements, upgrade utilities, improve ADA access, reduce pavement width, and add bicycle facilities along the corridor.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		255,000	255,000
<b>Puyallup Bridge F16A &amp; F16B Replacement</b>		<b>42,129,749</b>	<b>42,129,749</b>
<p>This project replaces two of the six Puyallup River Bridge segments (westerly two segments).</p>			
<b>City-Gas Tax - Fund 1060</b>		81,005	81,005
<b>City-REET 2</b>		1,770,206	1,770,206
<b>Grant-Federal</b>		27,828,538	27,828,538
<b>Grant-State</b>		11,950,000	11,950,000
<b>Other-Local Contribution</b>		500,000	500,000
<b>Puyallup River Bridge Bearing Upgrades</b>	<b>200,000</b>	<b>1,100,000</b>	<b>1,300,000</b>
<p>The F16 Series bearings are in poor condition and need to be upgraded.</p>			
<b>City-Gas Tax - Fund 1060</b>	200,000	339,443	539,443
<b>Debt-LTGO Bonds</b>		760,557	760,557

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Puyallup River Bridge Corridor Study</b>	<b>100,000</b>	<b>150,000</b>	<b>250,000</b>
Determine cost, bridge type, permits, and right of way needs to complete this corridor.			
<b>City-Gas Tax - Fund 1060</b>	100,000		100,000
<b>City-REET 2</b>		150,000	150,000
<b>Railroad Crossing Improvements</b>	<b>1,395,000</b>	<b>1,716,750</b>	<b>3,111,750</b>
Review existing rail crossings, gather public comment, recommend updates, and construct recommendations where applicable at 6th & Titlow, S. 19th & Narrows Marina, McCarver & Ruston Way, E. C and E. D Sts in the Dome District, and other locations.			
<b>City-Gas Tax - Fund 1060</b>		400,000	400,000
<b>City-Gas Tax - Multimodal</b>		100,000	100,000
<b>City-REET 2</b>	985,000		985,000
<b>Fund_Reserve-1065 - Streets Operations</b>	10,000		10,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		60,000	60,000
<b>Grant-Federal</b>		1,106,750	1,106,750
<b>Grant-State</b>	400,000	50,000	450,000
<b>Revitalizing Tacoma's Brewery District with Complete Streets: Phase I</b>	<b>2,801,474</b>		<b>2,801,474</b>
This project will add bike lanes, curb ramps, pedestrian refuge islands, upgrade crossings, upgrade signals for bicycle detection/APS, improve ADA accessibility, add mid-block crossing, and bicycle amenities.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	600,000		600,000
<b>Grant-Federal</b>	2,201,474		2,201,474
<b>S. 19th St - S. Cedar to Bates Technical College Campus</b>		<b>502,190</b>	<b>502,190</b>
Install approximately 1,200 LF of missing link sidewalk and ADA ramp/signal improvements at the Cedar/S. 19th St. intersection.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		156,190	156,190
<b>Grant-State</b>		346,000	346,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Safe Routes to School Improvements</b>	700,000	500,000	1,200,000
<p>This project will implement strategies outlined in the Safe Routes to School Implementation Plan and construct improvements at schools throughout the City.</p>			
<b>City-REET 2</b>	700,000	500,000	1,200,000
<b>School Beacons</b>	<b>1,040,000</b>	<b>1,370,000</b>	<b>2,410,000</b>
<p>This project will continue installing school zone flashing beacons on arterials as identified on the school priority list developed by the City and School District.</p>			
<b>City-Contribution from Other Fund</b>	500,000		500,000
<b>City-REET 2</b>	540,000	1,070,000	1,610,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		300,000	300,000
<b>Schuster Parkway Promenade</b>	<b>200,000</b>	<b>1,416,660</b>	<b>1,616,660</b>
<p>The Schuster Parkway Promenade project will replace an existing sidewalk with a shared-use promenade along Schuster Parkway between South 4th to North 30th and McCarver. The project will include elevated sections. The project will also improve the intersection at S. 4th Street and Schuster Parkway.</p>			
<b>City-Gas Tax - Fund 1140</b>		60,000	60,000
<b>Fund_Reserve-1065 - Streets Operations</b>	200,000		200,000
<b>Fund_Reserve-1195 - Open Space</b>		91,314	91,314
<b>Grant-Federal</b>		1,170,172	1,170,172
<b>Utility_Funds-Surface Water</b>		95,174	95,174
<b>Sidewalk Abatement Program</b>		<b>403,685</b>	<b>403,685</b>
<p>This project replaces unfit or unsafe sidewalks following the process outlined in Tacoma Municipal Code 10.18 and Revised Code of Washington 35.68 and assesses the cost upon the abutting property owner.</p>			
<b>Fund_Reserve-1060 - Transportation Capital</b>		403,685	403,685

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Sound Transit Link Expansion</b>		<b>5,156,168</b>	<b>5,156,168</b>
<p>Sound Transit selected a route to expand the existing Tacoma Link Streetcar and is completing design. Sound Transit has partnered with City of Tacoma and Pierce Transit to develop the expansion.</p>			
<b>City-Gas Tax - Fund 1060</b>		56,168	56,168
<b>City-REET 2</b>		100,000	100,000
<b>Grant-State</b>		5,000,000	5,000,000
<b>South 19th Street: Union to Mullen</b>		<b>3,367,865</b>	<b>3,367,865</b>
<p>Project consists of grinding the outer lane on each side of the street, overlaying the roadway with HMA and constructing ADA compliant ramps. Traffic signals will also be upgraded.</p>			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		850,000	850,000
<b>Grant-Federal</b>		2,517,865	2,517,865
<b>South Stevens/Tyler/66th Bike and Pedestrian Connector</b>		<b>1,710,059</b>	<b>1,710,059</b>
<p>This project will link existing bikeways north/south across Tacoma by closing the gap on the Tyler/Stevens bikeway and will add an east/west connection along S. 66th St. It will also add pedestrian improvements at certain intersections.</p>			
<b>City-General Fund</b>		15,000	15,000
<b>City-REET 1</b>		38,707	38,707
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		305,460	305,460
<b>Grant-State</b>		1,350,892	1,350,892

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>South Tacoma Way Corridor Safety Improvements</b>	<b>64,710</b>	<b>972,552</b>	<b>1,037,262</b>
<p>This project will construct needed safety improvements along the South Tacoma Way/E. 26th Street corridor. The project will include a variety of safety improvements including signal system upgrades (12" signals with retroreflective backplates), flashing yellow arrow signal heads, countdown pedestrian signals, and audible pedestrian push buttons. The project will also improve signal timing, communication, and coordination.</p>			
<b>City-Gas Tax - Fund 1060</b>	64,710		64,710
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		145,877	145,877
<b>Grant-Federal</b>		826,675	826,675
<b>SR 7 (Pac Ave) Signal Corridor Improvements</b>		<b>995,166</b>	<b>995,166</b>
<p>Improve the visibility of traffic signal heads and improve the phasing, timing, and coordination between signals. Upgrade to accessible countdown pedestrian signals and push buttons, improve crosswalks, and upgrade signs.</p>			
<b>City-Gas Tax - Fund 1060</b>		50,000	50,000
<b>Grant-Federal</b>		945,166	945,166
<b>Steele Street Lighting and Pedestrian Improvements</b>		<b>173,000</b>	<b>173,000</b>
<p>This project will make improvements to the right-of-way including illumination, sidewalk, and landscaping of the southern portion of Steele Street that was vacated by Tacoma Mall owners between S. 42nd and S. 43rd.</p>			
<b>City-Contribution from Other Fund</b>		173,000	173,000
<b>Streetlight Series Circuit Replacement</b>	<b>850,000</b>		<b>850,000</b>
<p>This project replaces 14 failing series circuits throughout the City (190 fixtures) over a six year period. Maintenance is substantial and the fixtures cannot be converted to LED economically.</p>			
<b>City-REET 2</b>	850,000		850,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Streets Initiative Gravel Streets</b>		1,000,630	1,000,630
Upgrading various existing gravel roads across the city to paved roads with associated stormwater upgrades, signage, and other requirements.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		1,000,630	1,000,630
<b>Taylor Way Rehabilitation</b>		17,860,120	17,860,120
Upgrade Taylor Way to Heavy Haul corridor standards, implement ITS, signal, streetlight, pedestrian, and other transportation corridor improvements.			
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>		1,770,824	1,770,824
<b>Grant-Federal</b>		10,279,296	10,279,296
<b>Grant-State</b>		2,500,000	2,500,000
<b>Other-Private Contribution</b>		10,000	10,000
<b>Utility_Match-Rail</b>		275,000	275,000
<b>Utility_Match-Tacoma Water</b>		3,000,000	3,000,000
<b>Utility_Match-Wastewater</b>		25,000	25,000
<b>Traffic Enhancements</b>	75,000	256,084	331,084
This project designs and constructs guardrails, fences, medians, islands, and other vehicle/bicycle/pedestrian barriers for safety and mobility.			
<b>City-REET 1</b>	75,000		75,000
<b>City-REET 2</b>		250,000	250,000
<b>Other-Private Contribution</b>		6,084	6,084
<b>Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project</b>		495,000	495,000
This project will develop, update, and calibrate a citywide travel demand model used for traffic analysis, Growth Management Act concurrency and arterial grant funding. This project will include data collection and asset management.			
<b>City-REET 2</b>		75,000	75,000
<b>Grant-Federal</b>		420,000	420,000

## 2019-2020 Capital Projects Appropriation Plan

Project Title	New 2019-2020	Previously Appropriated	Total Funding
<b>Traffic Signal Infrastructure Improvements</b>	<b>1,550,000</b>		<b>1,550,000</b>
<p>This project includes repair and replacement of failed and outdated traffic signal infrastructure along the top three Pierce Transit corridors. This restores signal functionality along the 6th Avenue and Pacific Avenue corridors (Route 1) and South 19th Street (Route 2).</p>			
City-General Fund	250,000		250,000
City-REET 2	1,300,000		1,300,000
<b>Unfit/Unsafe Sidewalk Program</b>	<b>1,260,000</b>	<b>500,000</b>	<b>1,760,000</b>
<p>Program to administer and supplement grants that provide funding to reconstruct unfit/unsafe sidewalks and construct new sidewalks.</p>			
City-REET 2	1,260,000	500,000	1,760,000
<b>Yakima Ave Bridge Overlay</b>		<b>3,456,900</b>	<b>3,456,900</b>
<p>Provide a concrete deck overlay with expansion joint replacement and minor bridge repair.</p>			
Fund_Reserve-1085 - Voted Streets Initiative		466,900	466,900
Grant-Federal		2,990,000	2,990,000
<b>Grand Total</b>	<b>\$ 38,658,207</b>	<b>\$ 203,496,160</b>	<b>\$ 242,154,367</b>



## 2019-2020 Utilities Capital Spending Plan

Project Title	New 2019-2020	Past 2017-2018	Total Funding 2017-2020
<b>Solid Waste</b>	<b>8,244,991</b>	<b>3,920,500</b>	<b>12,165,491</b>
<b>Solid Waste Management Facilities Upgrades and Maintenance</b>	<b>8,244,991</b>	<b>3,920,500</b>	<b>12,165,491</b>
Provides funds for capital improvement projects associated with the operational needs of the Solid Waste Utility which include improvements and repairs to existing facilities and upgrades to traffic flow and scale houses.			
<b>Surface Water</b>	<b>45,883,807</b>	<b>24,866,441</b>	<b>70,750,248</b>
<b>Facilities Projects</b>	<b>1,946,752</b>	<b>113,816</b>	<b>2,060,568</b>
Provides funding for Surface Water Facilities Projects to include upgraded pump stations and holding basins. Various projects to provide periodic ongoing maintenance, rehabilitation, or upgrades to existing surface water facilities throughout the city.			
<b>Surface Water Collection System Projects</b>	<b>35,521,182</b>	<b>17,030,678</b>	<b>52,551,860</b>
These projects rehabilitate or replace existing surface water collection pipes within the City's 578-mile network of underground pipes.			
<b>Treatment and Low Impact Projects</b>	<b>8,415,873</b>	<b>7,721,947</b>	<b>16,137,820</b>
Various projects that will install water quality or flow control facilities to include green stormwater infrastructure to improve localized flooding and improve water quality.			
<b>Wastewater</b>	<b>55,780,881</b>	<b>41,861,496</b>	<b>97,642,377</b>
<b>Central Treatment Plant Improvements</b>	<b>19,193,624</b>	<b>14,984,731</b>	<b>34,178,355</b>
These projects maintain and replace aging infrastructure and equipment that is either no longer reliable or is too costly to maintain. Projects may also increase the effectiveness of wastewater treatment and reduce operation and maintenance costs.			
<b>North End Treatment Plant Projects</b>	<b>3,687,340</b>	<b>1,388,670</b>	<b>5,076,010</b>
These projects maintain or replace aging infrastructure and equipment that is either no longer reliable and/or is excessively costly to maintain. Several of these projects will also provide new infrastructure.			
<b>Pump Station Projects</b>	<b>2,065,619</b>	<b>1,496,938</b>	<b>3,562,557</b>
These projects maintain and or replace aging pump station infrastructure and equipment that is either no longer reliable and or is excessively costly to maintain.			
<b>Wastewater Collection System Projects</b>	<b>30,834,298</b>	<b>23,991,157</b>	<b>54,825,455</b>
These projects rehabilitate or replace existing wastewater collection pipes within the City's 697-mile network of underground pipes.			

## 2019-2020 Utilities Capital Spending Plan

Project Title	New 2019-2020	Past 2017-2018	Total Funding 2017-2020
<b>Tacoma Power</b>	<b>147,723,000</b>	<b>178,384,000</b>	<b>326,107,000</b>
<b>CLICK! Network</b>	<b>2,475,000</b>	<b>6,139,000</b>	<b>8,614,000</b>
CLICK! provides data-transfer to improve the reliability of the Tacoma Power electric system, fiber-optic cable access, and high-speed telecommunication. Sample projects include system capacity enhancements and internet bandwidth infrastructure growth.			
<b>General Plant</b>	<b>36,483,000</b>	<b>11,928,000</b>	<b>48,411,000</b>
General Plant projects include additions, replacements and modifications to general facilities and equipment including office buildings, warehouses, parking areas and the SAP system.			
<b>Power Generation</b>	<b>22,572,000</b>	<b>47,124,000</b>	<b>69,696,000</b>
Power Generation projects include work at Tacoma Power's four hydroelectric generating projects (Cowlitz, Cushman, Nisqually, and Wynoochee Projects) and the associated recreational facilities, fish hatcheries and other project lands.			
<b>Power Management</b>	<b>14,713,000</b>	<b>28,850,000</b>	<b>43,563,000</b>
Power Management manages Tacoma Power's long and short term power supply portfolio to meet customer needs. Energy conservation is the primary project. This is an ongoing program.			
<b>T&amp;D Projects</b>	<b>51,079,000</b>	<b>52,391,000</b>	<b>103,470,000</b>
Transmission & Distribution Projects include those associated with electrical transmission lines, distribution lines and related substations. Some sample projects include 230 kV System reliability improvements and downtown infrastructure development.			
<b>Utility Technology Services</b>	<b>20,401,000</b>	<b>31,952,000</b>	<b>52,353,000</b>
Smart Grid projects include those associated with networks, communications, operational systems and other utility business systems. Sample projects include enhancements of communication systems and equipment such as telecommunications and digital radio.			
<b>Tacoma Rail</b>	<b>5,875,000</b>	<b>5,660,000</b>	<b>11,535,000</b>
<b>Communications</b>	<b>150,000</b>	<b>235,000</b>	<b>385,000</b>
Upgrading Tacoma Rail's radio system with a radio repeater system and installing more remote health and location monitoring systems on locomotives.			
<b>Facility Upgrades</b>	<b>2,300,000</b>	<b>1,025,000</b>	<b>3,325,000</b>
Replacing Tacoma Rail's west end track pans and stormwater treatment and filtration and upgrading the secondary fueling facility and Tacoma Rail's portion of the Tideflats Intelligent Transportation Systems.			
<b>Rail Equipment/Vehicles</b>	<b>1,175,000</b>	<b>1,000,000</b>	<b>2,175,000</b>
Locomotive repowers to continue to modernize Tacoma Rail's locomotive fleet.			
<b>Track Improvements</b>	<b>2,250,000</b>	<b>3,400,000</b>	<b>5,650,000</b>
Multiple track relays, switch replacements, and rail rehabilitation projects.			

## 2019-2020 Utilities Capital Spending Plan

Project Title	New 2019-2020	Past 2017-2018	Total Funding 2017-2020
<b>Tacoma Water</b>	<b>61,712,259</b>	<b>49,448,339</b>	<b>111,160,598</b>
<b>General Improvements</b>	<b>16,795,574</b>	<b>5,111,724</b>	<b>21,907,298</b>
Capital projects related to upgrading various Tacoma Water facilities and equipment. General capital projects include: Distribution Building; payments to the Muckleshoot Indian Tribe; SAP upgrade; Plant/Equipment Failure Contingency; Fleet; AMI; GIS.			
<b>RWSS Cost Share Eligible Projects</b>	<b>1,649,325</b>	<b>1,396,845</b>	<b>3,046,170</b>
Capital projects eligible for cost-sharing with the partners in the Regional Water Supply System. Project costs include First Diversion and RWSS related project costs for Tacoma Water.			
<b>Water Distribution</b>	<b>31,722,912</b>	<b>27,935,816</b>	<b>59,658,728</b>
Upgrading/renewing Tacoma Water's distribution system through capital programs such as Public Road Projects; Distribution Main Upgrade/Renewal; LIDs; Hydrant Upgrade/Replacement; Water Service Replacement/Renewal; Valve Upgrade/Replacement.			
<b>Water Quality</b>	<b>3,467,902</b>	<b>5,301,255</b>	<b>8,769,157</b>
Projects to maintain the quality of Tacoma Water's water supply which includes treatment and watershed management. Projects that are cost share eligible with the Regional Waster Supply System appear under the title "RWSS Cost Share Eligible Projects."			
<b>Water Supply/Transmission/Storage</b>	<b>8,076,546</b>	<b>9,702,699</b>	<b>17,779,245</b>
Upgrading/renewing/constructing Tacoma Water's supply system. Projects include well modifications, replacements/additions; large valve replacements, commercial, industrial, institutional conservation rebate program; transmission main renewal/replacement.			
<b>Grand Total</b>	<b>\$ 325,219,938</b>	<b>\$ 304,140,776</b>	<b>\$ 629,360,714</b>



## 2019-2020 Capital Budget Funding Summary Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
City-Contribution from Other Fund	500,000	918,039	918,039
City-Gas Tax - Fund 1060	514,710	2,107,257	2,357,257
City-Gas Tax - Fund 1140		129,057	129,057
City-Gas Tax - Multimodal		100,000	100,000
City-General Fund	14,306,000	38,222,637	47,222,637
City-REET 1	6,742,000	22,122,390	22,122,390
City-REET 2	7,435,000	18,209,340	19,859,340
Debt-LTGO Bonds	307,966	29,864,282	29,864,282
Fund_Reserve-1060 - Transportation Capital		403,685	403,685
Fund_Reserve-1065 - Streets Operations	360,000	382,857	382,857
Fund_Reserve-1085 - Voted Streets Initiative	2,805,000	16,490,598	16,490,598
Fund_Reserve-1185 - NCS Special Revenue		2,421,993	2,421,993
Fund_Reserve-1195 - Open Space		131,314	131,314
Fund_Reserve-1267 - TPD Special Revenue	75,000	75,000	200,000
Fund_Reserve-1431 - Municipal Cable TV		305,572	305,572
Fund_Reserve-4180 - Tacoma Dome		1,226,258	1,226,258
Fund_Reserve-5700 - Municipal Buildings		767,034	767,034
Grant-Federal	4,257,531	67,934,157	67,934,157
Grant-State	400,000	31,944,319	31,944,319
Other-Local Contribution	200,000	3,062,320	3,062,320
Other-Private Contribution	755,000	1,396,084	1,396,084
Other-Property Owner Contribution		200,000	200,000
Utility_Funds-Rail	5,875,000	11,535,000	24,235,000
Utility_Funds-Solid Waste	8,244,991	12,165,491	20,524,491
Utility_Funds-Surface Water	45,883,807	70,845,422	121,979,574
Utility_Funds-Tacoma Power	147,723,000	326,107,000	629,231,819
Utility_Funds-Tacoma Water	61,712,259	111,185,598	244,078,793
Utility_Funds-Wastewater	55,780,881	97,642,377	170,461,829
Utility_Match-Rail		275,000	275,000
Utility_Match-Surface Water		300,000	300,000
Utility_Match-Tacoma Power		20,000	20,000
Utility_Match-Tacoma Water		3,000,000	3,000,000
Utility_Match-Wastewater		25,000	25,000
<b>Grand Total</b>	<b>\$ 363,878,145</b>	<b>\$ 871,515,081</b>	<b>\$ 1,463,570,699</b>



## 2019-2020 Capital Budget Funding Detail Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
<b>City-Contribution from Other Fund</b>	<b>500,000</b>	<b>918,039</b>	<b>918,039</b>
Lincoln Business District Streetscape		6,039	6,039
Links to Opportunity		50,000	50,000
Pedestrian Accessibility Improvements		189,000	189,000
School Beacons	500,000	500,000	500,000
Steele Street Lighting and Pedestrian Improvements		173,000	173,000
<b>City-Gas Tax - Fund 1060</b>	<b>514,710</b>	<b>2,107,257</b>	<b>2,357,257</b>
11th Street Bridge Study		60,000	60,000
56th Street S. and Cirque Drive Corridor Improvements		207,750	207,750
Bridge Capital Projects	100,000	150,000	400,000
Links to Opportunity		168,855	168,855
North 21st Street Pedestrian Safety Improvements	50,000	50,000	50,000
Prairie Line Trail Phase II		179,326	179,326
Puyallup Bridge F16A & F16B Replacement		81,005	81,005
Puyallup River Bridge Bearing Upgrades	200,000	539,443	539,443
Puyallup River Bridge Corridor Study	100,000	100,000	100,000
Railroad Crossing Improvements		400,000	400,000
Sound Transit Link Expansion		56,168	56,168
South Tacoma Way Corridor Safety Improvements	64,710	64,710	64,710
SR 7 (Pac Ave) Signal Corridor Improvements		50,000	50,000
<b>City-Gas Tax - Fund 1140</b>		<b>129,057</b>	<b>129,057</b>
Historic Water Ditch Trail- Phase III & IV		69,057	69,057
Schuster Parkway Promenade		60,000	60,000
<b>City-Gas Tax - Multimodal</b>		<b>100,000</b>	<b>100,000</b>
Railroad Crossing Improvements		100,000	100,000
<b>City-General Fund</b>	<b>14,306,000</b>	<b>38,222,637</b>	<b>47,222,637</b>
11th Street Bridge Study		25,000	25,000
56th Street S. and Cirque Drive Corridor Improvements		34,991	34,991
City Contribution to Streets Initiative	6,000,000	10,233,114	10,233,114
Eastside Community Center and Campus		3,500,000	3,500,000
Esplanade Wayfinding	50,000	50,000	50,000
FM: Deferred Repair & Replacement Program	2,300,000	2,300,000	11,300,000
FM: Lighthouse Center, Window Replacement		235,000	235,000
FM: Municipal Complex, Tenant Improvement Program	2,100,000	2,100,000	2,100,000
FM: TFD Facility Master Plan	1,000,000	1,000,000	1,000,000
GTCC Safety and Security Improvements	400,000	400,000	400,000
Hilltop Offsite Improvements		15,000	15,000
Infrastructure Fund (CED)	40,000	300,000	300,000
Library Physical Infrastructure and Building Repairs	636,000	636,000	636,000
Lincoln Business District Streetscape		2,502,532	2,502,532
Main Library Elevator Upgrade		174,000	174,000
Municipal Dock Deck Demolition		950,000	950,000
NCS Readiness Site		1,000,000	1,000,000
NCS Youth Drop In Overnight Center		90,000	90,000
Neighborhood Programs (PW)	30,000	30,000	30,000
North 21st Street Pedestrian Safety Improvements		500,000	500,000
Performing Arts Theaters Capital Campaign Contribution		2,953,000	2,953,000
Prairie Line Trail Phase II		67,000	67,000
RFID Phase 3		202,000	202,000
Site 10 Seawall & Esplanade Removal		1,710,000	1,710,000
Site 12 Seawall		1,100,000	1,100,000
South Stevens/Tyler/66th Bike and Pedestrian Connector		15,000	15,000
Tacoma Dome Renovation Project		4,350,000	4,350,000
Tacoma Dome Security Modernization	1,500,000	1,500,000	1,500,000
Traffic Signal Infrastructure Improvements	250,000	250,000	250,000

## 2019-2020 Capital Budget Funding Detail Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
<b>City-REET 1</b>	<b>6,742,000</b>	<b>22,122,390</b>	<b>22,122,390</b>
Eastside Community Center and Campus		1,500,000	1,500,000
FM: Beacon Center, Exterior Refurbishment		208,000	208,000
FM: Deferred Repair & Replacement Program	1,000,000	1,000,000	1,000,000
FM: Fire Station #5 (Tideflats)	1,700,000	2,535,000	2,535,000
FM: Float Installation (MSOC)	567,000	567,000	567,000
FM: Point Defiance Senior Center, Roof Replacement		163,000	163,000
FM: TMB - Elevator Upgrades		1,082,966	1,082,966
Hilltop Offsite Improvements		135,000	135,000
Historic Water Ditch Trail- Phase III & IV		537,000	537,000
Library Physical Infrastructure and Building Repairs	1,150,000	1,150,000	1,150,000
Lincoln Business District Streetscape		1,862,821	1,862,821
Melanie Jan LaPlant Dressel (Central) Park	750,000	750,000	750,000
Performing Arts Theaters Capital Campaign Contribution	500,000	4,047,000	4,047,000
Performing Arts Theaters Capital Projects Management	1,000,000	3,000,000	3,000,000
Pipeline Trail/Cross County Commuter Connector--Phase II		290,000	290,000
Prairie Line Trail - Art Park		900,000	900,000
Prairie Line Trail Phase II		780,896	780,896
Site 12 Seawall		600,000	600,000
South Stevens/Tyler/66th Bike and Pedestrian Connector		38,707	38,707
South Tacoma Branch Library Refurbishment		450,000	450,000
Tacoma Dome Renovation Project		450,000	450,000
Traffic Enhancements	75,000	75,000	75,000
<b>City-REET 2</b>	<b>7,435,000</b>	<b>18,209,340</b>	<b>19,859,340</b>
2019-2020 Priority Active Transportation Small Project Improvements	200,000	200,000	200,000
56th Street S. and Cirque Drive Corridor Improvements		430,000	430,000
City Contribution to Streets Initiative		3,650,000	3,650,000
City Support for SR167	500,000	500,000	500,000
Hilltop Offsite Improvements		17,767	17,767
Infrastructure Fund (CED)		107,233	107,233
Lincoln Business District Streetscape		572,000	572,000
Links to Opportunity		261,145	261,145
Missing Link Sidewalks	1,000,000	1,000,000	1,000,000
NCS Readiness Site		1,000,000	1,000,000
Neighborhood Programs (PW)	100,000	420,989	420,989
Puyallup Bridge F16A & F16B Replacement		1,770,206	1,770,206
Puyallup River Bridge Corridor Study		150,000	150,000
Railroad Crossing Improvements	985,000	985,000	985,000
Safe Routes to School Improvements	700,000	1,200,000	1,200,000
School Beacons	540,000	1,610,000	1,610,000
Sound Transit Link Expansion		100,000	100,000
Streetlight Series Circuit Replacement	850,000	850,000	2,500,000
Traffic Enhancements		250,000	250,000
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		75,000	75,000
Traffic Signal Infrastructure Improvements	1,300,000	1,300,000	1,300,000
Unfit/Unsafe Sidewalk Program	1,260,000	1,760,000	1,760,000

## 2019-2020 Capital Budget Funding Detail Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
Debt-LTGO Bonds	307,966	29,864,282	29,864,282
City Contribution to Streets Initiative		1,116,886	1,116,886
FM: Float Installation (MSOC)	307,966	307,966	307,966
Lincoln Business District Streetscape		2,579,143	2,579,143
Municipal Dock Deck Demolition		30,000	30,000
Puyallup River Bridge Bearing Upgrades		760,557	760,557
Tacoma Dome Renovation Project		25,007,050	25,007,050
Waterway Park		62,680	62,680
<b>Fund_Reserve-1060 - Transportation Capital</b>		<b>403,685</b>	<b>403,685</b>
Sidewalk Abatement Program		403,685	403,685
<b>Fund_Reserve-1065 - Streets Operations</b>	<b>360,000</b>	<b>382,857</b>	<b>382,857</b>
East 64th Street : Pacific to McKinley (Phase 1)	150,000	150,000	150,000
Lincoln Business District Streetscape		22,857	22,857
Railroad Crossing Improvements	10,000	10,000	10,000
Schuster Parkway Promenade	200,000	200,000	200,000
<b>Fund_Reserve-1085 - Voted Streets Initiative</b>	<b>2,805,000</b>	<b>16,490,598</b>	<b>16,490,598</b>
56th Street S. and Cirque Drive Corridor Improvements		1,669,931	1,669,931
Bicycle & Pedestrian Education, Encouragement, and Safety Program		60,000	60,000
E. 25th Street Right-of-Way Improvements		50,000	50,000
East 64th Street : Pacific to McKinley (Phase 1)		3,185,460	3,185,460
East Portland Avenue Safety Improvements		566,059	566,059
Fawcett Avenue: South 19th to South 21st	880,000	1,130,000	1,130,000
First Creek Middle School Safe Routes to School		80,000	80,000
Hilltop Offsite Improvements		25,000	25,000
Historic Water Ditch Trail- Phase III & IV		100,000	100,000
Lincoln Business District Streetscape		253,000	253,000
Lister Elementary School Safe Routes to School		100,000	100,000
Missing Link Sidewalks	500,000	500,000	500,000
North 21st Street Pedestrian Safety Improvements	250,000	250,000	250,000
North 21st Street: Adams to Pearl		200,000	200,000
Pedestrian Accessibility Improvements		1,305,000	1,305,000
Pipeline Trail/Cross County Commuter Connector--Phase II		455,267	455,267
Pipeline Trail/Cross County Commuter Connector--Phase III	575,000	575,000	575,000
Prairie Line Trail Phase II		75,000	75,000
Puyallup Avenue Improvements		255,000	255,000
Railroad Crossing Improvements		60,000	60,000
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	600,000	600,000	600,000
S. 19th St - S. Cedar to Bates Technical College Campus		156,190	156,190
School Beacons		300,000	300,000
South 19th Street: Union to Mullen		850,000	850,000
South Stevens/Tyler/66th Bike and Pedestrian Connector		305,460	305,460
South Tacoma Way Corridor Safety Improvements		145,877	145,877
Streets Initiative Gravel Streets		1,000,630	1,000,630
Taylor Way Rehabilitation		1,770,824	1,770,824
Yakima Ave Bridge Overlay		466,900	466,900
<b>Fund_Reserve-1185 - NCS Special Revenue</b>		<b>2,421,993</b>	<b>2,421,993</b>
NCS Teen Home		700,000	700,000
NCS Youth Drop In Overnight Center		1,721,993	1,721,993
<b>Fund_Reserve-1195 - Open Space</b>		<b>131,314</b>	<b>131,314</b>
Prairie Line Trail Historic Interpretation Project		40,000	40,000
Schuster Parkway Promenade		91,314	91,314
<b>Fund_Reserve-1267 - TPD Special Revenue</b>	<b>75,000</b>	<b>75,000</b>	<b>200,000</b>
Harrison Range Update	75,000	75,000	200,000

## 2019-2020 Capital Budget Funding Detail Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
Fund_Reserve-1431 - Municipal Cable TV		305,572	305,572
CityNet MPLS Phase 2 - HFC Network Replacement		305,572	305,572
Fund_Reserve-4180 - Tacoma Dome		1,226,258	1,226,258
Tacoma Dome Renovation Project		1,226,258	1,226,258
Fund_Reserve-5700 - Municipal Buildings		767,034	767,034
FM: TMB - Elevator Upgrades		767,034	767,034
<b>Grant-Federal</b>	<b>4,257,531</b>	<b>67,934,157</b>	<b>67,934,157</b>
2019-2020 Priority Active Transportation Small Project Improvements	60,000	60,000	60,000
56th Street S. and Cirque Drive Corridor Improvements		9,384,979	9,384,979
Bicycle & Pedestrian Education, Encouragement, and Safety Program	60,000	60,000	60,000
East Portland Avenue Safety Improvements		1,224,481	1,224,481
Hilltop Offsite Improvements		150,000	150,000
Historic Water Ditch Trail- Phase III & IV		2,440,104	2,440,104
NCS Readiness Site		350,000	350,000
Pipeline Trail/Cross County Commuter Connector--Phase II		2,042,600	2,042,600
Pipeline Trail/Cross County Commuter Connector--Phase III	1,936,057	1,936,057	1,936,057
Puyallup Bridge F16A & F16B Replacement		27,828,538	27,828,538
Railroad Crossing Improvements		1,106,750	1,106,750
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	2,201,474	2,201,474	2,201,474
Schuster Parkway Promenade		1,170,172	1,170,172
South 19th Street: Union to Mullen		2,517,865	2,517,865
South Tacoma Way Corridor Safety Improvements		826,675	826,675
SR 7 (Pac Ave) Signal Corridor Improvements		945,166	945,166
Taylor Way Rehabilitation		10,279,296	10,279,296
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		420,000	420,000
Yakima Ave Bridge Overlay		2,990,000	2,990,000
<b>Grant-State</b>	<b>400,000</b>	<b>31,944,319</b>	<b>31,944,319</b>
East 64th Street : Pacific to McKinley (Phase 1)		6,501,958	6,501,958
Fawcett Avenue: South 19th to South 21st		1,013,290	1,013,290
First Creek Middle School Safe Routes to School		318,885	318,885
Lincoln Business District Streetscape		1,663,179	1,663,179
Lister Elementary School Safe Routes to School		450,115	450,115
Prairie Line Trail Historic Interpretation Project		400,000	400,000
Puyallup Bridge F16A & F16B Replacement		11,950,000	11,950,000
Railroad Crossing Improvements	400,000	450,000	450,000
S. 19th St - S. Cedar to Bates Technical College Campus		346,000	346,000
Sound Transit Link Expansion		5,000,000	5,000,000
South Stevens/Tyler/66th Bike and Pedestrian Connector		1,350,892	1,350,892
Taylor Way Rehabilitation		2,500,000	2,500,000
<b>Other-Local Contribution</b>	<b>200,000</b>	<b>3,062,320</b>	<b>3,062,320</b>
11th Street Bridge Study		25,000	25,000
E. 25th Street Right-of-Way Improvements	200,000	950,000	950,000
E. 29th Street Roundabout & Extension		1,500,000	1,500,000
Puyallup Bridge F16A & F16B Replacement		500,000	500,000
Waterway Park		87,320	87,320
<b>Other-Private Contribution</b>	<b>755,000</b>	<b>1,396,084</b>	<b>1,396,084</b>
Fawcett Avenue: South 19th to South 21st	750,000	750,000	750,000
FM: Float Installation (MSOC)		625,000	625,000
Pedestrian Accessibility Improvements	5,000	5,000	5,000
Taylor Way Rehabilitation		10,000	10,000
Traffic Enhancements		6,084	6,084

## 2019-2020 Capital Budget Funding Detail Report

Funding Source	New Funding 2019-2020	Total Confirmed Funding	Total Requested Funding
Other-Property Owner Contribution		200,000	200,000
LID 8662 - Bennett Street		200,000	200,000
<b>Utility_Funds-Rail</b>	<b>5,875,000</b>	<b>11,535,000</b>	<b>24,235,000</b>
Communications	150,000	385,000	585,000
Facility Upgrades	2,300,000	3,325,000	4,825,000
Rail Equipment/Vehicles	1,175,000	2,175,000	6,175,000
Track Improvements	2,250,000	5,650,000	12,650,000
<b>Utility_Funds-Solid Waste</b>	<b>8,244,991</b>	<b>12,165,491</b>	<b>20,524,491</b>
Solid Waste Management Facilities Upgrades and Maintenance	8,244,991	12,165,491	20,524,491
<b>Utility_Funds-Surface Water</b>	<b>45,883,807</b>	<b>70,845,422</b>	<b>121,979,574</b>
Facilities Projects	1,946,752	2,060,568	2,060,568
Schuster Parkway Promenade		95,174	145,174
Surface Water Collection System Projects	35,521,182	52,551,860	92,814,265
Treatment and Low Impact Projects	8,415,873	16,137,820	26,959,567
<b>Utility_Funds-Tacoma Power</b>	<b>147,723,000</b>	<b>326,107,000</b>	<b>629,231,819</b>
CLICK! Network	2,475,000	8,614,000	28,858,339
General Plant	36,483,000	48,411,000	54,515,000
Power Generation	22,572,000	69,696,000	139,681,000
Power Management	14,713,000	43,563,000	82,763,000
T&D Projects	51,079,000	103,470,000	211,187,480
Utility Technology Services	20,401,000	52,353,000	112,227,000
<b>Utility_Funds-Tacoma Water</b>	<b>61,712,259</b>	<b>111,185,598</b>	<b>244,078,793</b>
11th Street Bridge Study		25,000	25,000
General Improvements	16,795,574	21,907,298	47,215,931
RWSS Cost Share Eligible Projects	1,649,325	3,046,170	9,498,305
Water Distribution	31,722,912	59,658,728	133,917,489
Water Quality	3,467,902	8,769,157	13,511,157
Water Supply/Transmission/Storage	8,076,546	17,779,245	39,910,911
<b>Utility_Funds-Wastewater</b>	<b>55,780,881</b>	<b>97,642,377</b>	<b>170,461,829</b>
Central Treatment Plant Improvements	19,193,624	34,178,355	52,916,079
North End Treatment Plant Projects	3,687,340	5,076,010	7,652,885
Pump Station Projects	2,065,619	3,562,557	7,219,658
Wastewater Collection System Projects	30,834,298	54,825,455	102,673,207
<b>Utility_Match-Rail</b>		<b>275,000</b>	<b>275,000</b>
Taylor Way Rehabilitation		275,000	275,000
<b>Utility_Match-Surface Water</b>		<b>300,000</b>	<b>300,000</b>
LID 8662 - Bennett Street		300,000	300,000
<b>Utility_Match-Tacoma Power</b>		<b>20,000</b>	<b>20,000</b>
Links to Opportunity		20,000	20,000
<b>Utility_Match-Tacoma Water</b>		<b>3,000,000</b>	<b>3,000,000</b>
Taylor Way Rehabilitation		3,000,000	3,000,000
<b>Utility_Match-Wastewater</b>		<b>25,000</b>	<b>25,000</b>
Taylor Way Rehabilitation		25,000	25,000
<b>Grand Total</b>	<b>\$ 363,878,145</b>	<b>\$ 871,515,081</b>	<b>\$ 1,463,570,699</b>



## 2019-2020 Capital Budget Operating Impacts Report

Project Title	Total Costs Through 2022	Est. Annual Maintenance
<b>Community Development</b>	<b>25,681,993</b>	<b>550,300</b>
Eastside Community Center and Campus	5,000,000	
Esplanade Wayfinding	180,000	
Hilltop Offsite Improvements	342,767	30,000
Infrastructure Fund (CED)	407,233	
Links to Opportunity	10,500,000	140,800
Municipal Dock Deck Demolition	980,000	1,500
NCS Readiness Site	2,350,000	125,000
NCS Teen Home	700,000	125,000
NCS Youth Drop In Overnight Center	1,811,993	125,000
Site 10 Seawall & Esplanade Removal	1,710,000	1,500
Site 12 Seawall	1,700,000	1,500
<b>Cultural Facilities</b>	<b>43,373,308</b>	<b>51,500</b>
GTCC Safety and Security Improvements	400,000	2,500
Performing Arts Theaters Capital Campaign Contribution	7,000,000	
Performing Arts Theaters Capital Projects Management	3,000,000	
Prairie Line Trail Historic Interpretation Project	440,000	10,000
Tacoma Dome Renovation Project	31,033,308	36,500
Tacoma Dome Security Modernization	1,500,000	2,500
<b>General Government Municipal Facilities</b>	<b>18,686,572</b>	<b>69,800</b>
CityNet MPLS Phase 2 - HFC Network Replacement	305,572	15,000
FM: Beacon Center, Exterior Refurbishment	208,000	5,200
FM: Deferred Repair & Replacement Program (Priority Needs)	12,300,000	
FM: Lighthouse Center, Window Replacement	235,000	2,600
FM: Municipal Complex, Tenant Improvement Program	3,625,000	
FM: Point Defiance Senior Center, Roof Replacement	163,000	5,200
FM: TMB - Elevator Upgrades	1,850,000	41,800
<b>Libraries</b>	<b>4,467,000</b>	<b>216,500</b>
Library Physical Infrastructure and Building Repairs	3,641,000	155,000
Main Library Elevator Upgrade	174,000	8,100
RFID Phase 3	202,000	48,400
South Tacoma Branch Library Refurbishment	450,000	5,000
<b>Local Improvement Districts</b>	<b>500,000</b>	<b>3,661</b>
LID 8662 - Bennett Street	500,000	3,661
<b>Parks and Open Space</b>	<b>15,500,000</b>	<b>55,000</b>
Melanie Jan LaPlant Dressel (Central) Park	5,400,000	
Prairie Line Trail - Art Park	3,900,000	5,000
Waterway Park	6,200,000	50,000
<b>Public Safety</b>	<b>9,704,966</b>	<b>40,000</b>
FM: Fire Station #5 (Tideflats)	7,005,000	24,000
FM: Float Installation (MSOC)	1,499,966	4,000
FM: TFD Facility Master Plan	1,000,000	
Harrison Range Update	200,000	12,000

## 2019-2020 Capital Budget Operating Impacts Report

Project Title	Total Costs Through 2022	Est. Annual Maintenance
<b>Transportation</b>	<b>227,339,073</b>	<b>2,256,230</b>
11th Street Bridge Study	135,000	100
2019-2020 Priority Active Transportation Small Project Improvements	460,000	45,000
56th Street S. and Cirque Drive Corridor Improvements	11,727,651	413,400
Bicycle & Pedestrian Education, Encouragement, and Safety Program	490,000	36,000
Bridge Capital Projects	400,000	10,000
City Support for SR167	2,000,000	
E. 25th Street Right-of-Way Improvements	1,000,000	25,515
E. 29th Street Roundabout & Extension	1,500,000	25,200
East 64th Street : Pacific to McKinley (Phase 1)	9,837,418	106,188
East Portland Avenue Safety Improvements	1,790,540	247,000
Fawcett Avenue: South 19th to South 21st	2,893,290	47,040
First Creek Middle School Safe Routes to School	398,885	19,000
Historic Water Ditch Trail- Phase III & IV	9,761,556	105,000
Lincoln Business District Streetscape	9,461,571	70,459
Lister Elementary School Safe Routes to School	550,115	6,800
Missing Link Sidewalks	3,015,000	5,000
Neighborhood Programs (PW)	550,989	600
North 21st Street Pedestrian Safety Improvements	800,000	5,000
North 21st Street: Adams to Pearl	17,625,500	169,471
Pedestrian Accessibility Improvements	1,499,000	1,000
Pipeline Trail/Cross County Commuter Connector--Phase II	2,787,867	5,000
Pipeline Trail/Cross County Commuter Connector--Phase III	2,511,057	3,500
Prairie Line Trail Phase II	8,102,222	25,000
Puyallup Avenue Improvements	22,055,000	3,000
Puyallup Bridge F16A & F16B Replacement	42,129,749	500
Puyallup River Bridge Bearing Upgrades	1,300,000	500
Puyallup River Bridge Corridor Study	250,000	100
Railroad Crossing Improvements	3,111,750	57,000
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	2,801,474	75,000
S. 19th St - S. Cedar to Bates Technical College Campus	502,190	3,600
Safe Routes to School Improvements	1,200,000	28,000
School Beacons	2,410,000	5,000
Schuster Parkway Promenade	19,784,310	100,000
Sidewalk Abatement Program	403,685	10,776
Sound Transit Link Expansion	5,156,168	
South 19th Street: Union to Mullen	3,367,865	40,471
South Stevens/Tyler/66th Bike and Pedestrian Connector	1,710,059	17,500
South Tacoma Way Corridor Safety Improvements	1,037,262	114,000
SR 7 (Pac Ave) Signal Corridor Improvements	995,166	9,682
Steele Street Lighting and Pedestrian Improvements	173,000	6,000
Streetlight Series Circuit Replacement	2,500,000	
Streets Initiative Gravel Streets	1,000,630	36,671
Taylor Way Rehabilitation	18,360,120	189,403
Traffic Enhancements	331,084	26,400
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project	495,000	100,000
Traffic Signal Infrastructure Improvements	1,550,000	45,000
Unfit/Unsafe Sidewalk Program	1,960,000	16,254
Yakima Ave Bridge Overlay	3,456,900	100
<b>Grand Total</b>	<b>\$ 345,252,912</b>	<b>\$ 3,242,991</b>

# ADDITIONAL RESOURCES & INFORMATION

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## CITY OF TACOMA INFORMATION

Residents can contact the City of Tacoma through the **TacomaFIRST 311 Customer Support Center**. This Center provides a one-stop shop for services and offers a concierge feel in the way of reception, face-to-face interaction, 311 telephone support, online resources, and mobile app connectivity. Online customer support resources are available at [cityoftacoma.org/tacomafirst311](http://cityoftacoma.org/tacomafirst311).

Residents can also reach the City of Tacoma by phone. Within the city limits of Tacoma, the Customer Support Center can be reached by dialing 311. Outside city limits, the Center can be reached at (253) 591-5000. The Customer Support Center is open Monday through Friday from 8 a.m. to 5 p.m.

## JOB CLASSIFICATION AND SALARY INFORMATION

Please visit [cityoftacoma.org/jobs](http://cityoftacoma.org/jobs) for current Job Classification Specifications with salary data and to browse job openings with the City of Tacoma.

## SERVICES PROVIDED BY OTHER GOVERNMENTAL AGENCIES

### LOW INCOME EMPLOYMENT & TRAINING RESOURCE

Workforce Central .....253-254-7675

### LOW INCOME HOUSING

Tacoma Housing Authority .....253-207-4400

### PARKS & RECREATION

Tacoma Metropolitan Park District (Metro Parks) .....253-305-1000

### PUBLIC HEALTH SERVICES

Tacoma-Pierce County Health Department .....253-798-6500

### PUBLIC SCHOOLS

Tacoma Public Schools ..... 253-571-1000

### TRANSPORTATION

Pierce Transit .....253-581-8000

Sound Transit .....888-889-6368

### HIGHER EDUCATION

Bates Technical College ..... 253-680-7000

Clover Park Technical College ..... 253-589-5800

Evergreen State College-Tacoma ..... 253-680-3000

Pacific Lutheran University ..... 253-535-7411

Pierce Community College ..... 253-964-6500

Tacoma Community College ..... 253-566-5000

University of Puget Sound ..... 253-879-3100

University of Washington-Tacoma ..... 253-692-4400



# CITY OF TACOMA HOLIDAYS

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## 2019 CALENDAR YEAR

New Year's Day	Tuesday	January 1, 2019
Dr. Martin Luther King, Jr. Day	Monday	January 21, 2019
Presidents' Day	Monday	February 18, 2019
Memorial Day	Monday	May 27, 2019
Independence Day	Thursday	July 4, 2019
Labor Day	Monday	September 2, 2019
Veterans Day	Monday	November 11, 2019
Thanksgiving	Thursday-Friday	November 28-29, 2019
Christmas	Wednesday	December 25, 2019

## 2020 CALENDAR YEAR

New Year's Day	Wednesday	January 1, 2020
Dr. Martin Luther King, Jr. Day	Monday	January 20, 2020
Presidents' Day	Monday	February 17, 2020
Memorial Day	Monday	May 25, 2020
Independence Day	Friday	July 3, 2020 (Observed)
Labor Day	Monday	September 7, 2020
Veterans Day	Wednesday	November 11, 2020
Thanksgiving	Thursday-Friday	November 26-27, 2020
Christmas	Friday	December 25, 2020



# GLOSSARY

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**Ad Valorem Tax** – A tax which is levied in proportion to the value of the property against which it is levied, such as property tax.

**Allocation** – The process of distributing budget dollars among the various elements of the City's budget, also known as assessments or internal service allocations.

**Appropriation** – Authorization granted by a legislative body to make expenditures and to incur obligations. The appropriation contains specific limitations as to the amount, purpose, and time when it may be expended.

**Assessed Valuation** – A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised value less any exemptions.

**Biennium Budget** – A financial operations plan (budget) spanning two years.

**Balanced Budget** – Washington State Law requires jurisdictions to propose and adopt balanced budgets, in which appropriations are limited to the total estimated revenues.

**Basis of Budgeting** – Basis of budgeting refers to the method used for recognizing revenues and expenditures in the budget. The City uses the modified accrual basis of accounting for budgetary purposes in all funds, which is in compliance with General Accepted Accounting Principles and is also aligned with the City's accounting practices.

**Capital Asset** – Long term assets such as land, improvements to land, easements, buildings and related improvements, vehicles, machinery and equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

**Capital Expenditure (Outlay)** – An expenditure that acquires, adds value to, or extends the useful life of an existing capital asset. This includes the purchase of major equipment (e.g. fire trucks, radios, police vehicles, telecommunications equipment, furniture).

**Capital Facilities Program (CFP)** – A comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements are essential to sound infrastructure. The capital budget is derived from the long-term CFP.

**Capital Project** - Non-recurring expenditure (with a start and end date) that results in the acquisition of or addition to existing capital assets; categorized by one or more of the following: (1) new construction such as buildings, streets, or utility infrastructure; or (2) major maintenance, renovation, or replacement of an existing asset that increases the effectiveness and useful life of the asset.

**City Charter** – The rules that govern the City, a compilation of past ordinances.

**Classification** – A system for objectively and accurately defining the duties, responsibilities, tasks, and authority level of a job.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contributions and Transfers** – Budgeted amounts sent by one fund to another or to external agencies.

**Cost Center** – Lowest-level accounting group within a department.

**Debt Service** – The amount of money necessary to pay interest and principal to holders of a government's debt instruments.

**Debt Service Fund** – Debt Service Funds are used to account for the accumulation of resources for, and the payment of, interest and principal on general long-term debt. They are further used to account for the payment of debt on special assessment projects. The City now includes its special assessment guaranty fund in this fund type per requirements of GASB Statement 6. Therefore, this fund type also includes costs related to servicing of special assessment debt (such as foreclosures) in the guaranty fund. The guaranty fund is used to generate revenue, including proceeds from property sold, for debt service purposes.

**Department** – A combination of divisions headed by a director with a specific and unique set of goals and objectives.

**Division** – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit’s mission and objectives.

**Enterprise Fund** – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the stated intent is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Examples include Solid Waste, Permitting Services, and Power.

**Expenditures** – Decrease in net financial resources for the purpose of acquiring an asset, service, or settling a loss.

**Expenses** – Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges, which are presumed to benefit the current fiscal period.

**Fiscal Year** – A twelve month period designated as the operating year for accounting purposes. The fiscal year used by the City of Tacoma begins January 1<sup>st</sup> and ends December 31<sup>st</sup>.

**Fixed Costs** – These appropriations are for expenditures controlled at the City level rather than at the department level. Examples are insurance, rent, and communications.

**Fixed Assets** – Long term assets which are intended to continue to be held or used, such as land, buildings, machinery, or equipment.

**Full Time Equivalent (FTE)** – A calculation used to convert part time hours to equivalent full time positions. Full time employee salaries are budgeted at 2,088 hours per year for 2019 and 2,096 for 2020. The full time equivalent of an employee is calculated by dividing number of hours budgeted by the annual full time salary hours. The average of the two years’ FTE is presented in this budget document.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, 96restrictions, or limitations.

**Fund Balance** – Total assets which include cash, accounts receivable, and inventory less total liabilities which include accounts payable and deferred revenue. Fund balances less required reserves are generally available for appropriation and are treated as a non-recurring resource.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards/guidelines for financial accounting and reporting which provide a standard by which to measure financial presentations. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures.

**General Fund** – The General Fund is the primary fund of the City. The accounting for all financial resources except those required to be accounted for in another fund is accomplished within this fund. It derives a majority of its revenue from property, sales, business, and utility taxes, and receives all other City revenues not designated for specific use by statute or the City Charter.

**General Government** – These are the activities and services provided to the citizens exclusive of the services provided by Tacoma Public Utilities.

**General Long-Term Debt** – Represents any un-matured debt not considered to be a fund liability.

**General Obligation Bonds (GO Bonds)** – Bonds which are secured by the full faith and credit of the issuer. GO bonds issued by local governments are secured by a pledge of the issuer's property taxing power or authority.

**Grant** – A grant is a contribution of one government unit or funding source to another. The contribution is usually made to aid in the support of specified function, e.g., education or drug enforcement; however, sometimes it is for general purpose.

**Intergovernmental Revenue** – Revenue collected by one government and distributed to another level or governing entity.

**Interim** – Temporary staff assignment until someone is appointed to the position permanently.

**Internal Service Expenses** – Expenses charged to departments for services rendered by providers.

**Internal Service Revenues** – Revenues received by service providers from customer departments.

**Internal Services Fund (ISF)** – Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City, or to other governmental units, on a cost-reimbursement basis.

**Line-Item Budget** – A budget which provides detailed cost information by type of expenditure such as personnel costs, personnel benefits, services, supplies, etc. This is sometimes referred to as an object expenditure budget.

**Measures of Efficiency** – Information related to inputs, or resources used, to units of output or outcome.

**Maintenance & Operations (M&O) Budget** – Ongoing expenditures supporting departmental functions.

**Operating Transfers** – Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended; such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.

**Ordinance** – A formal action by the City Council that adopts a practice, directs an action, or authorizes a transaction or budget. It has higher legal standing than a resolution.

**Overhead** – The indirect cost associated with providing a service, including such items as centralized human resource and finance activities.

**Performance Measures** – Measures used to evaluate the quality and effectiveness of programs and services.

**Personnel Services** – Expenditures for wages and fringe benefits of employees.

**Program** – An organizational unit that provides a specified service or function.

**Program Budget** – A budget document that classifies or groups programs into specifically defined program function categories. Programs within a category contain activities, services or projects that are similar in function.

**Program Function** – A specifically defined functional category that contains programs that serve the same function by providing similar services or activities.

**Property Tax** – A tax which is based according to value of property and is the source of monies that pay general obligation debt, support the General Fund, and support the Emergency Management Services (EMS) Fund.

**Reserves** – Money set aside to provide stability in the event of unforeseen expenditure needs or revenue shortfalls.

**Resolution** – An opinion, policy, or directive of the City Council expressed in a formally drafted document and voted upon. It has lower legal standing than an ordinance.

**Retained Earnings** – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenue** – Additions to the City's financial assets such as taxes or grants which do not, in themselves, increase the City's liabilities, provided there is no corresponding decrease in assets or increases in other liabilities.

**Revenue Bonds** – Bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project.

**SAP** – SAP is the City's Enterprise Resource Planning (ERP) software. ERP software provides customers with the ability to interact with a common corporate database for a comprehensive range of activities such as inventory control, order tracking, customer service, finance, and human resources.

**Self-Insurance** – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

**Small Business Enterprise (SBE)** –The goal of the City's SBE program is to facilitate procurement, education, and small business assistance to promote equitable participation by historically underutilized businesses in the provision of supplies, services, and public works to the City.

**Special Revenue Fund (SRF)** – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital project(s)) that are legally restricted to expenditure for specific purposes, i.e. grants.

**Strategic Plan** – A formalized plan that identifies citywide long-term goals and objectives and outlines possible strategies and approaches to achieving those goals and objectives.

**Tacoma 2025** – Tacoma's strategic plan based on a vision the community set for the city over the next 10 years.

**Tax Rate** – The amount of tax stated in terms of a unit of the tax base; for example, the City of Tacoma expresses the tax in terms of dollars per thousand of taxable value.

**Trust & Agency Fund** – Trust & Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other governmental units and/or funds. These include: (1) expendable trust funds; (2) non-expendable trust funds (the City has no non-expendable trust funds); (3) pension trust funds; and (4) agency funds.

**Unreserved Fund Balanced** – Represents resources that can be used for any purpose of the fund in which they are reported.

# ACRONYMS

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<b>ADA</b> – Americans with Disabilities Act	<b>GFOA</b> – Government Finance Officers Association
<b>ALS</b> – Advanced Life Support	<b>GG</b> – General Government
<b>ARRA</b> – American Recovery and Reinvestment Act of 2009	<b>GIS</b> – Geographic Information System
<b>AUC</b> – Assets Under Construction	<b>GMA</b> – Growth Management Act
<b>B&amp;O</b> – Business & Operating	<b>GO</b> – General Obligation
<b>BABs</b> – Build America Bonds	<b>GTCC</b> – Greater Tacoma Convention Center
<b>BCPA</b> – Broadway Center for the Performing Arts	<b>HFC</b> – Hybrid fiber-coaxial
<b>BLS</b> – Basic Life Support	<b>HOME</b> – Home Investment Partnerships
<b>BLUS</b> – Building and Land Use	<b>HUB</b> – Historically Underutilized Business
<b>CAO</b> – City Attorney’s Office	<b>HUD</b> – Housing and Urban Development
<b>CAFR</b> – Comprehensive Annual Financial Report	<b>ICMA</b> – International City/County Management Association
<b>CARES</b> – Cleanup and Revitalization Efforts	<b>ILS</b> – Integrated Library System
<b>CCF</b> – Centum Cubic Feet (water measurement)	<b>IPMS</b> – Integrated Permit Management System
<b>CDBG</b> – Community Development Block Grant	<b>ISF</b> – Internal Service Fund
<b>CED</b> – Community & Economic Development	<b>LEAP</b> – Local Employment & Apprenticeship Training Program
<b>CFP</b> – Capital Facilities Program	<b>LEOFF</b> – Law Enforcement Officers and Fire Fighters
<b>CIAC</b> – Contributions In Aid of Construction	<b>LID</b> – Local Improvement District
<b>CLID</b> – Consolidated Local Improvement District	<b>LIHEAP</b> – Low Income Home Energy Assistance Program
<b>CMAQ</b> – Congestion Mitigation and Air Quality Improvement Program	<b>LOS</b> – Level of Service
<b>CMO</b> – City Manager’s Office	<b>LTGO</b> – Limited Tax General Obligation
<b>CNG</b> – Compressed Natural Gas	<b>M&amp;O</b> – Maintenance & Operations
<b>CO</b> – Controlling (Module used in SAP)	<b>MBE</b> – Minority Business Enterprise
<b>COPS</b> – Community Oriented Policing Services	<b>MCO</b> – Media & Communications Office
<b>COT</b> – City of Tacoma	<b>MFPT</b> – Multi-Family Property Tax Exemption
<b>CREBs</b> – Clean Renewable Energy Bonds	<b>MPLS</b> – Multiprotocol Label Switching
<b>CSC</b> – Customer Support Center	<b>NCS</b> – Neighborhood & Community Services
<b>CSSF</b> – Central Service Summary Fund	<b>NPDES</b> – National Pollutant Discharge Elimination System
<b>CTED</b> – Community, Trade, and Economic Development	<b>OEHR</b> – Office of Equity & Human Rights
<b>CUFR</b> – Component Unit Financial Report	<b>OEPS</b> – Office of Environmental Policy & Sustainability
<b>DRS</b> – Department of Retirement Systems	<b>OMB</b> – Office of Management & Budget
<b>EMS</b> – Emergency Medical Services	<b>PCI</b> – Pavement Condition Index
<b>ERP</b> – Enterprise Resource Planning	<b>PDS</b> – Planning & Development Services
<b>ES</b> – Environmental Services	<b>PEACE</b> – Partnering for Equity and Community Engagement
<b>FCC</b> – Federal Communications Commission	<b>PEG</b> – Public, Education, and Government
<b>FTE</b> – Full Time Equivalent	<b>PERS</b> – Public Employees Retirement System
<b>FWDA</b> – Foss Waterway Development Authority	<b>PM</b> – Plant Maintenance (Orders used in SAP)
<b>GAAP</b> – Generally Accepted Accounting Principles	<b>PW</b> – Public Works
<b>GASB</b> – Government Accounting Standards Board	
<b>GDP</b> – Gross Domestic Product	
<b>GF</b> – General Fund	

**PWE** – Public Works Engineering  
**PWF** – Public Works Facilities  
**PWS** – Public Works Streets  
**PWTF** – Public Works Trust Fund  
**RCW** – Revised Code of Washington  
**REET** – Real Estate Excise Tax  
**RFID** – Radio Frequency Identification  
**RZED** – Recovery Zone Economic Development  
**RWSS** – Regional Water Supply System  
**SAFER** – Staffing for Adequate Fire & Emergency Response  
**SAP** – Systems, Applications and Products in Data Processing  
**SBE** – Small Business Enterprise  
**SD** – Sales Document  
**SEPA** – State Environmental Policy Act  
**SLA** – Service Level Agreement  
**SMA** – Shoreline Management Act  
**SRF** – State Revolving Fund *or* Special Revenue Fund  
**SS911** – South Sound 911  
**SWAT** – Special Weapons And Tactics  
**STAR** – Sustainability Tools for Assessing and Rating Communities  
**T&L** – Tax & License  
**TAGRO** – TAcomaGROw  
**TBD** – Transportation Benefit District  
**TCCS** – Tacoma Crime Control System  
**TEEE** – Traffic Enforcement, Engineering & Education  
**TERS** – Tacoma Employees’ Retirement System  
**TFD** – Tacoma Fire Department  
**TIMS** – Tacoma Information Management System  
**TIP** – Transportation Improvement Program  
**TMC** – Tacoma Municipal Code  
**TOOL** – Trade Occupations Opportunity Learning Center  
**TPD** – Tacoma Police Department  
**TPU** – Tacoma Public Utilities  
**TRCVB** – Tacoma Regional Convention and Visitor Bureau  
**TRMD** – Tacoma Rail Mountain Division  
**TTEP** – Tacoma Training & Employment  
**TVE** – Tacoma Venues & Events (formerly Public Assembly Facilities)  
**UDAG** – Urban Development Action Grant  
**UTGO** – Unlimited Tax General Obligation  
**VEBA** – Voluntary Employee Beneficiary Association  
**WBE** – Women Business Enterprise  
**WBS/E** – Work Breakdown Structure/Element  
**WFOA** – Washington Finance Officers Association



**ORDINANCE NO. 28556**

1 AN ORDINANCE relating to the Biennial Operating Budget; adopting the  
2 2019-2020 Biennial Budget of the City of Tacoma.

3 WHEREAS the City Council desires to adopt the proposed 2019-2020  
4 Biennial Budget, and

5 WHEREAS budgets, notices of hearings, hearings, and adoption of the  
6 Biennial Budget are processed and accomplished in accordance with the  
7 requirements of RCW 35.34, and  
8

9 WHEREAS, in October and November 2018, two public hearings were  
10 held to review the preliminary budget and receive citizen comments thereon,  
11 and the City Council held six additional budget work sessions to consider the  
12 same, and

13 WHEREAS a summary of the totals of estimated revenues and  
14 appropriations for each separate fund and the aggregate totals for all such funds  
15 combined for the 2019-2020 biennium is attached as Exhibit "A," and  
16

17 WHEREAS the City Council finds it to be in the best interests of the City  
18 to adopt the 2019-2020 Biennial Operating Budget; Now, Therefore,

19 BE IT ORDAINED BY THE CITY OF TACOMA:  
20

21 That the Biennial Operating Budget of the City of Tacoma for 2019-2020  
22 and each and every item thereof, as fixed, determined, and set out in  
23 Exhibit "A," attached hereto and by this reference incorporated herein as though  
24  
25  
26



1 fully set forth, is hereby adopted as the Biennial Operating Budget of the City of  
2 Tacoma for 2019-2020.

3  
4 Passed NOV 20 2018

5 *W. Woodards*  
6 Mayor

7 Attest:

8 *Doris Seim*  
9 City Clerk

10 Approved as to form:

11  
12 *Debra Case*  
13 Deputy City Attorney

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**Exhibit "A"**

**City of Tacoma, Washington  
2019-2020 Biennial Operating Budget Ordinance**

<b>Fund No.</b>	<b>Fund Name</b>	<b>Proposed Appropriation</b>	<b>Adjustments</b>	<b>Estimated Revenues and Use of Available Funds</b>	<b>Adopted Appropriation</b>
<b>0010</b>	<b>General Fund</b>	<b>\$514,622,542</b>	<b>\$0</b>	<b>\$514,622,542</b>	<b>\$514,622,542</b>
<b>Special Revenue Funds</b>					
1020	Courts Special Revenue	156,330		156,330	156,330
1030	Contingency Fund	550,000		550,000	550,000
1050	PWS Transportation Revenues	9,865,311		9,865,311	9,865,311
1065	PW Street Fund (Street Ops, Eng, Transp)	52,602,736	(50,000)	52,552,736	52,552,736
1070	Transportation Benefit District	17,921,498		17,921,498	17,921,498
1085	Voted Streets Initiative	42,937,904		42,937,904	42,937,904
1090	TFD Special Revenue	5,262,025		5,262,025	5,262,025
1100	PWF Property Management	370,075		370,075	370,075
1110	Local Improvement Guaranty	28,952		28,952	28,952
1145	NCS Demolition	1,466,158		1,466,158	1,466,158
1155	TFD EMS Special Revenue	34,699,300		34,699,300	34,699,300
1180	PAF Tourism & Conventions	9,901,314		9,901,314	9,901,314
1185	NCS Special Revenue	17,730,349		17,730,349	17,730,349
1195	CED Economic Development Grants	16,201,140		16,201,140	16,201,140
1200	Library Special Revenue	1,296,710		1,296,710	1,296,710
1236	CED Small Business Enterprise	528,521		528,521	528,521
1267	TPD Special Revenue	2,060,710		2,060,710	2,060,710
1431	CMO Municipal Cable TV	7,085,069		7,085,069	7,085,069
1500	CED Local Employment Apprenticeship Program	920,365		920,365	920,365
1650	Traffic Enforcement, Engineering & Education	7,428,010		7,428,010	7,428,010
	<b>Total Special Revenue Funds</b>	<b>\$229,012,477</b>	<b>(\$50,000)</b>	<b>\$228,962,477</b>	<b>\$228,962,477</b>
<b>Debt Service Funds</b>					
2010	Voted Bonds	5,440,750		5,440,750	5,440,750
2035	LTD GO Bonds 1997 A & B	8,478,340		8,478,340	8,478,340
2038	Public Works Trust Fund Loan	1,172,259		1,172,259	1,172,259
2040	LTGO 2009 Series A-F Bond Redemption	3,189,275		3,189,275	3,189,275
2041	2010 LTGO Bonds Series 2010B - 2010E	9,446,932		9,446,932	9,446,932
2042	2013 LTGO Refunding Bonds	-		-	-
2043	LTGO Bond Issuances	3,462,974		3,462,974	3,462,974
	<b>Total Debt Service Funds</b>	<b>\$31,190,530</b>	<b>\$0</b>	<b>\$31,190,530</b>	<b>\$31,190,530</b>
<b>Capital Project Funds</b>					
3210	Real Estate Excise Tax	26,622,668	30,000	26,652,668	26,652,668
3216	Police Facility 2002	-		-	-
3220	2010 LTGO Bonds	307,966		307,966	307,966
	<b>Total Capital Project Funds</b>	<b>\$26,930,634</b>	<b>\$30,000</b>	<b>\$26,960,634</b>	<b>\$26,960,634</b>

**Exhibit "A"**

**City of Tacoma, Washington  
2019-2020 Biennial Operating Budget Ordinance**

<b>Fund No.</b>	<b>Fund Name</b>	<b>Proposed Appropriation</b>	<b>Adjustments</b>	<b>Estimated Revenues and Use of Available Funds</b>	<b>Adopted Appropriation</b>
<b>Enterprise Funds</b>					
4110	Permit Services Fund	34,645,782	30,000	34,675,782	34,675,782
4120	PW Tacoma Rail Mountain Division	4,789,504		4,789,504	4,789,504
4140	PWE Parking Operating	17,675,244		17,675,244	17,675,244
4165	Convention Center	24,426,769		24,426,769	24,426,769
4170	Cheney Stadium	3,265,368		3,265,368	3,265,368
4180	Tacoma Dome	23,407,429		23,407,429	23,407,429
4190	Performing Arts	3,415,057		3,415,057	3,415,057
4200	Solid Waste	152,641,105		152,641,105	152,641,105
4300	Wastewater	209,622,623		209,622,623	209,622,623
4301	Surface Water	110,442,978		110,442,978	110,442,978
4450	Union Station	7,935,530		7,935,530	7,935,530
4500	Tacoma Rail	67,652,846		67,652,846	67,652,846
4600	Water Utility	228,291,541		228,291,541	228,291,541
4700	Power	958,830,967		958,830,967	958,830,967
4800	TPU Self Insurance Claims	6,712,450		6,712,450	6,712,450
4805	Low Income Assistance	2,500,000		2,500,000	2,500,000
	<b>Total Enterprise Funds</b>	<b>\$1,856,255,193</b>	<b>\$30,000</b>	<b>\$1,856,285,193</b>	<b>\$1,856,285,193</b>
<b>Internal Service Funds</b>					
5050	TPU Fleet Service	26,379,258		26,379,258	26,379,258
5086	Tacoma Training & Employment Program	626,150		626,150	626,150
5400	PW Fleet Equipment Rental	24,914,954	(56,210)	24,858,744	24,858,744
5453	PWS Asphalt Plant	3,251,760		3,251,760	3,251,760
5540	Comms Equipment - Replacement Reserve	5,889,722		5,889,722	5,889,722
5550	Third Party Liability Claims	9,838,600		9,838,600	9,838,600
5560	Unemployment Compensation	1,267,200		1,267,200	1,267,200
5570	Worker's Compensation	15,508,020		15,508,020	15,508,020
5700	Municipal Building Acquisition & Oper	10,517,126		10,517,126	10,517,126
5800	General Governmental Internal Services	125,843,827		125,843,827	125,843,827
	<b>Total Internal Service Funds</b>	<b>\$224,036,617</b>	<b>(\$56,210)</b>	<b>\$223,980,407</b>	<b>\$223,980,407</b>
<b>Trust &amp; Agency Funds</b>					
6050	Deferred Compensation Trust	431,501		431,501	431,501
6100	Employees Retirement	394,683,748		394,683,748	394,683,748
6120	Relief & Pension Police	10,398,343		10,398,343	10,398,343
6150	Relief & Pension Firefighters	11,950,709		11,950,709	11,950,709
6430	Health Care Trust Labor Management	146,710,893		146,710,893	146,710,893
6440	Group Life Trust	1,592,204		1,592,204	1,592,204
6460	Dental Care Labor Management	10,755,630		10,755,630	10,755,630
6470	Health Care Trust Firefighters	7,194,025		7,194,025	7,194,025
6480	Health Care Trust Police	7,371,052		7,371,052	7,371,052
6795	Public Facilities Districts	9,263,448		9,263,448	9,263,448
	<b>Total Trust &amp; Agency Funds</b>	<b>\$600,351,553</b>	<b>\$0</b>	<b>\$600,351,553</b>	<b>\$600,351,553</b>
<b>Total City of Tacoma Operating Budget</b>		<b>\$3,482,399,546</b>	<b>(\$46,210)</b>	<b>\$3,482,353,336</b>	<b>\$3,482,353,336</b>

**28556**

Ordinance No. \_\_\_\_\_

First Reading of Ordinance: NOV 13 2018

Final Reading of Ordinance: NOV 20 2018

Passed: NOV 20 2018

Roll Call Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Beale	X			
Mr. Blocker	X			
Ms. Hunter	X			
Mr. Ibsen	X			
Mr. McCarthy	X			
Mr. Mello	X			
Mr. Thoms	X			
Ms. Ushka	X			
Mayor Woodards	X			

Voice Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Beale				
Mr. Blocker				
Ms. Hunter				
Mr. Ibsen				
Mr. McCarthy				
Mr. Mello				
Mr. Thoms				
Ms. Ushka				
Mayor Woodards				



## ORDINANCE NO. 28557

1 AN ORDINANCE relating to the Comprehensive Plan and Capital Budget;  
2 approving the 2019-2024 Capital Facilities Element of the Comprehensive  
3 Plan, and approving the City of Tacoma 2019-2020 Capital Budget.

4 WHEREAS the purpose of the Capital Facilities Program is to provide the  
5 City with a comprehensive capital facilities overview and to guide policy decisions  
6 for capital improvements and services, and

7 WHEREAS, periodically, the Capital Facilities Program is updated with new  
8 information on capital projects for the next six-year cycle, and

9 WHEREAS the City Council desires to adopt the 2019-2024 Capital Facilities  
10 Program concurrently with the adoption of the 2019-2020 Capital Budget, and

11 WHEREAS, periodically, the Planning Commission reviews and  
12 recommends to the City Council the adoption of the Capital Facilities Program, and

13 WHEREAS the Capital Facilities Program helps inform the development of  
14 the City's Capital Budget, and

15 WHEREAS the 2019-2024 Capital Facilities Program amends the Capital  
16 Facilities Element of the Comprehensive Plan and replaces the 2017-2022 Capital  
17 Facilities Program, and

18 WHEREAS the City Council finds it to be in the best interests of the City to  
19 amend the Capital Facilities Element of the Comprehensive Plan and to replace  
20 the 2017-2022 Capital Facilities Program with the 2019-2024 Capital Facilities  
21 Program, and

22 WHEREAS, pursuant to RCW 35.34, the City must pass an ordinance that  
23 appropriates estimated expenditures and revenues/use of available funds, and  
24



1 WHEREAS funds within the Capital Budget are provided with multi-year  
2 appropriation and are adopted separately from the City's biennial operating budget;

3 Now, Therefore,

4 BE IT ORDAINED BY THE CITY OF TACOMA:

5 Section 1. That the Capital Facilities Element of the Comprehensive Plan is  
6 hereby amended, and the 2017-2022 Capital Facilities Program is replaced with  
7 the 2019-2024 Capital Facilities Program, said document to be substantially in the  
8 form of the document on file in the office of the City Clerk.

9 Section 2. That the City of Tacoma 2019-2020 Capital Budget, attached  
10 hereto as Exhibit "A," is hereby approved.

11 Section 3. That the Budget Director is hereby authorized to bring forward  
12 into fiscal year 2019 all appropriations and allocations not otherwise closed,  
13 completed, or deleted from prior years' capital budgets.

14  
15  
16 Passed NOV 20 2018

17  
18 Mayor

19 Attest:

20

21 City Clerk

22 Approved as to form:

23  
24

25 Deputy City Attorney

26

Exhibit "A"

City of Tacoma, Washington  
2019-20120 Capital Budget Ordinance

Fund No.	Fund Name	Proposed Appropriation	Adjustments	Estimated Revenues and Use of Available Funds	Adopted Appropriation
<b>Special Capital Funds</b>					
1060	Transportation Capital and Engineering	14,142,241	2,580,000	16,722,241	16,722,241
1140	PWE Paths & Trails Reserve	-	88,874	88,874	88,874
3211	Capital Projects Fund	12,997,634		12,997,634	12,997,634
<b>Total City of Tacoma Capital Budget</b>		<b>\$27,139,875</b>	<b>\$2,668,874</b>	<b>\$29,808,749</b>	<b>\$29,808,749</b>

**28557**

Ordinance No. \_\_\_\_\_

First Reading of Ordinance: NOV 13 2018

Final Reading of Ordinance: NOV 20 2018

Passed: NOV 20 2018

Roll Call Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Beale	X			
Mr. Blocker	X			
Ms. Hunter	X			
Mr. Ibsen	X			
Mr. McCarthy	X			
Mr. Mello	X			
Mr. Thoms	X			
Ms. Ushka	X			
Mayor Woodards	X			

Voice Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Beale				
Mr. Blocker				
Ms. Hunter				
Mr. Ibsen				
Mr. McCarthy				
Mr. Mello				
Mr. Thoms				
Ms. Ushka				
Mayor Woodards				



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