

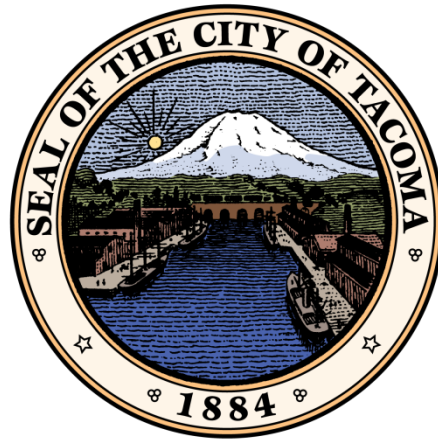
CORE SERVICES
CONTINUOUS IMPROVEMENT
CREDIBILITY

2021-2022

TACOMA
OPERATING & CAPITAL
BUDGET

City of Tacoma

State of Washington



2021-2022

PROPOSED BIENNIAL
OPERATING & CAPITAL BUDGET

CITY MANAGER

Elizabeth Pauli

DEPUTY CITY MANAGER

Tadd Wille

PREPARED BY

OFFICE OF MANAGEMENT AND BUDGET

Kathryn Johnston, Budget Officer

Nick Anderson
Jackis Coulibaly

Reid Bennion
Hayley Falk
Jeff Upton

Sam Benscoter
Tammy Liddle Lobban



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Tacoma
Washington**

For the Biennium Beginning

January 1, 2019

Christopher P. Movill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Tacoma, Washington**, for its Biennial Budget for the biennium beginning **January 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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TACOMA CITY COUNCIL



Victoria Woodards
Mayor



Keith Blocker
Deputy Mayor



John Hines
District 1



Robert Thoms
District 2



Catherine Ushka
District 4



Chris Beale
District 5



Lillian Hunter
At-Large



Conor McCarthy
At-Large



Kristina Walker
At-Large



Elizabeth Pauli
City Manager

EXECUTIVE LEADERSHIP

GENERAL GOVERNMENT

CITY MANAGER'S OFFICE

Elizabeth Pauli
City Manager

Tadd Wille
Deputy City Manager

Rosheida Myers
Executive Assistant to the City Manager

Anita Gallagher
Assistant to the City Manager

Lisa Woods
Assistant to the City Manager

EXECUTIVE LEADERSHIP TEAM

Bill Fosbre
City Attorney's Office

Daniel Key
Information Technology

Laurie Hardie
Office of Health and Safety

Jeff Robinson
Community & Economic Development

Kate Larsen
Library

Peter Huffman
Planning & Development
Services

Mike Slevin
Environmental Services

Tanisha Jumper
Media & Communications

Interim Chief Michael Ake
Police

Andy Cherullo
Finance

Michelle Petrich
Municipal Court

Kurtis Kingsolver
Public Works

Chief Tory Green
Fire

Linda Stewart
Neighborhood & Community Services

Timothy Allen
Retirement

Jeff Capell
Hearing Examiner

Diane Powers
Office of Equity and Human Rights

Kim Bedier
Tacoma Venues & Events

Gary Buchanan
Human Resources

Kathryn Johnston
Office of Management & Budget

TACOMA PUBLIC UTILITIES

Jackie Flowers
Director and CEO

MANAGEMENT TEAM

Chris Robinson
Tacoma Power Superintendent

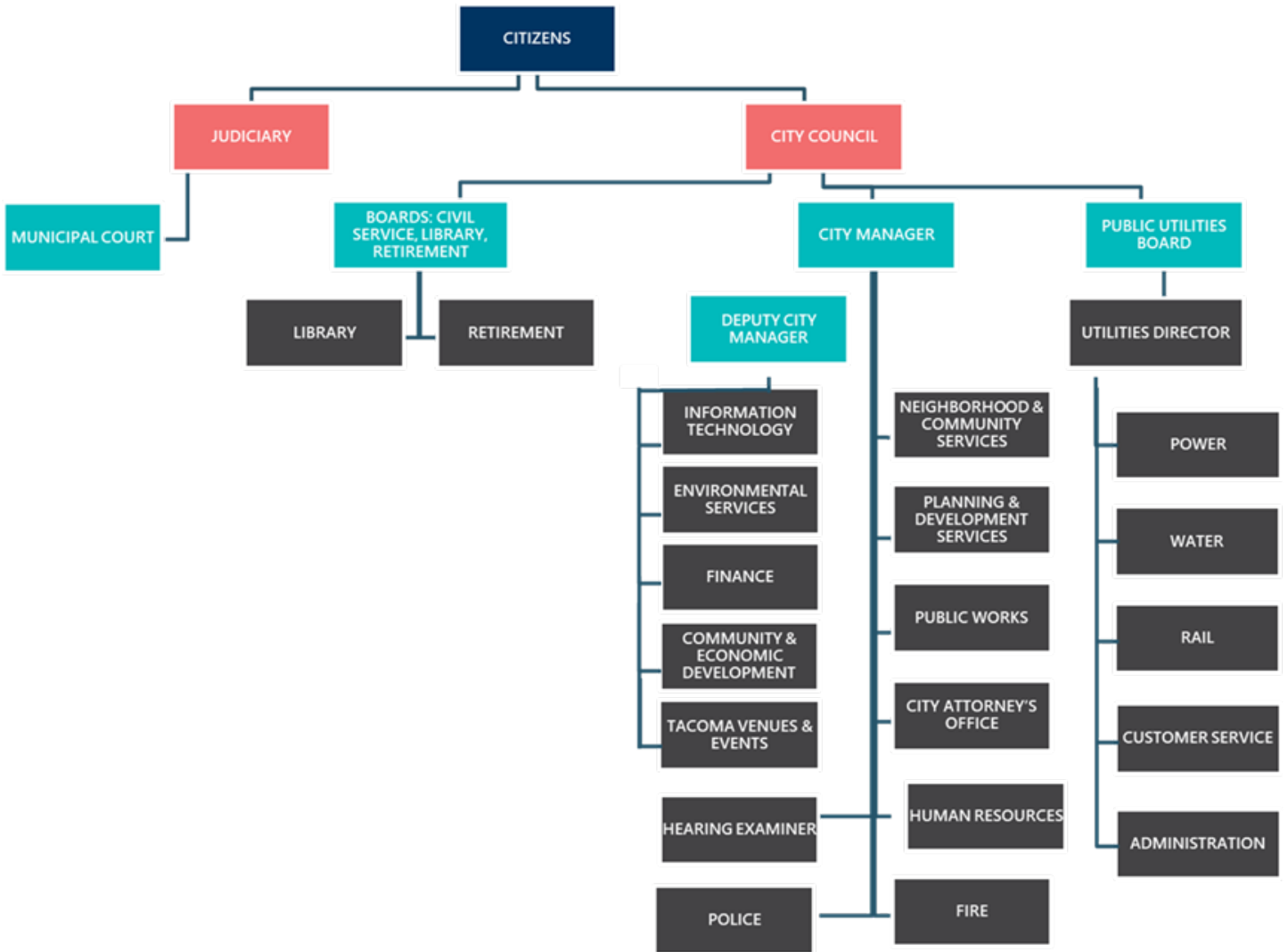
Dale King
Tacoma Rail Superintendent

Scott Dewhirst
Tacoma Water Superintendent

Steven Hatcher
Customer Services Manager

Jim Sant
Deputy Director for Administration

CITYWIDE ORGANIZATIONAL CHART



MISSION, VISION, AND GUIDING PRINCIPLES

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.

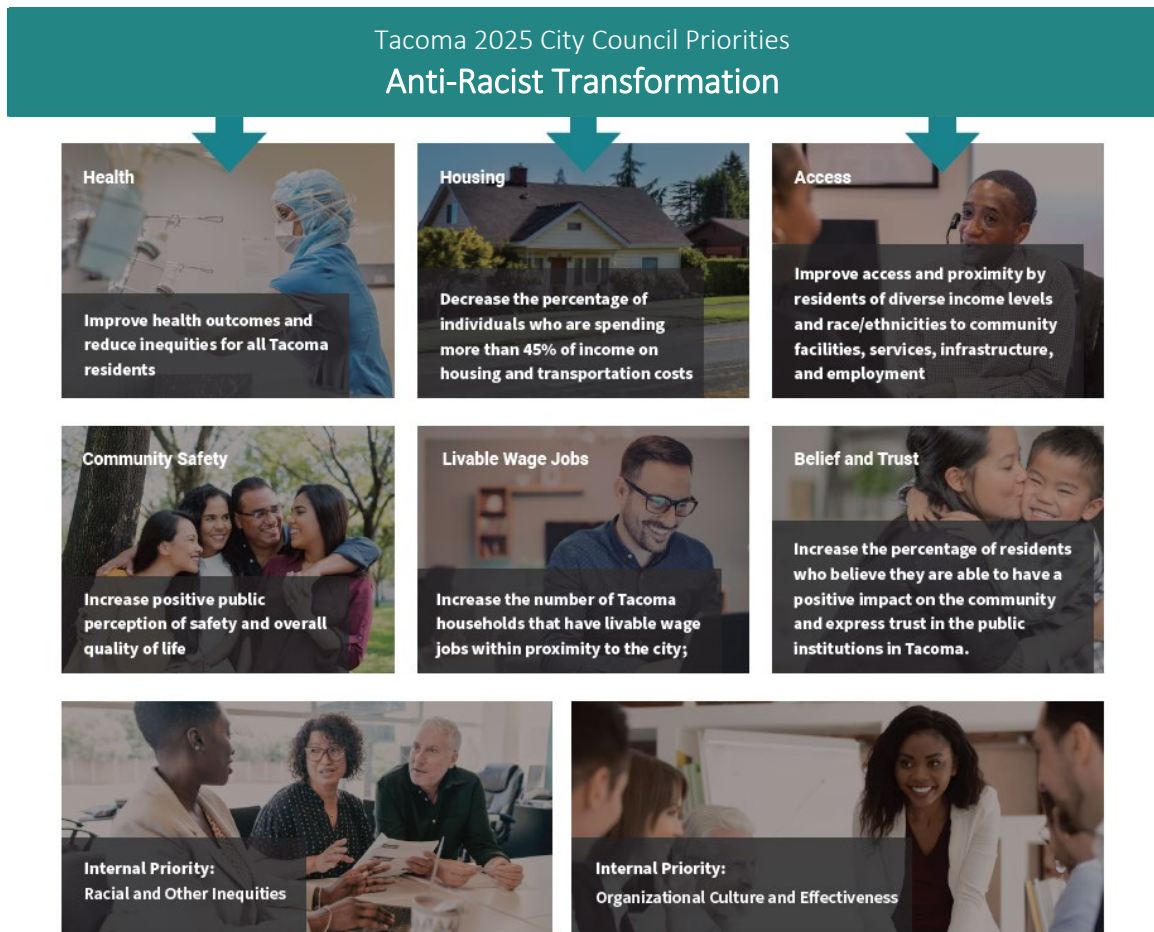
EQUITY. We understand and reflect the community we serve. We ensure every community member has services and opportunities that will enable people to satisfy their essential needs and advance their well-being.

TACOMA 2025 STRATEGIC PLAN AND 2021-2022 PRIORITIES

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.

As part of the City's biennial planning process, the City Council identifies priorities to guide City of Tacoma decision-making, especially during a crisis or budget deficit. These priorities inform decisions related to the essential services provided by the City to create and maintain a high quality of life for all Tacoma residents.

Developing the 2021-2022 Priorities began with Tacoma 2025, the City of Tacoma's Strategic Plan, which captured the vision of more than 2,000 community members, and the City's 2020 Community Survey. Building on the community's guidance, the Tacoma City Council identified their highest priority Tacoma 2025 indicators during their annual Strategic Planning Work Session on February 7, 2020. These priorities helped guide the development of the City Manager's Biennial Budget.





TACOMA AT A GLANCE

We gratefully honor and acknowledge that we rest on the traditional lands of the Puyallup People where they make their home and speak the Lushootseed language.

Tacoma is a mid-sized urban port city with a population over 215,000. 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 Seattle-Tacoma International Airport, Tacoma is a gateway to the world. Downtown Seattle and other neighboring cities are also easily accessible from Tacoma.

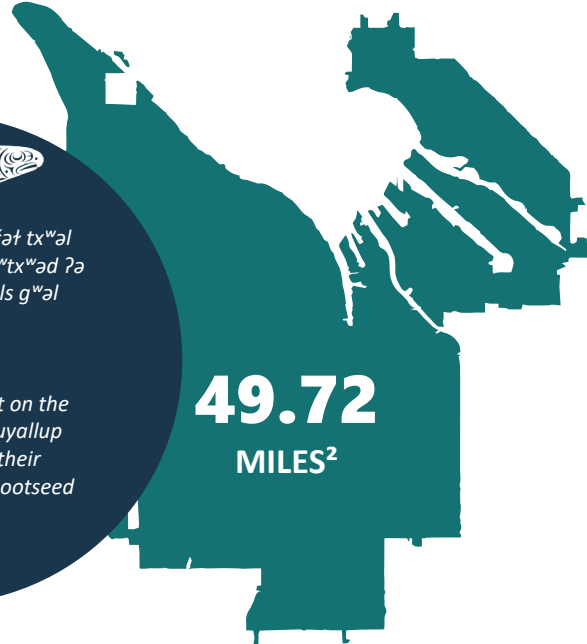


LAND AREA OF TACOMA



ḥuk'wədiitab ḥuhig'ətab čət tx'əl tiit ḥa čət ḥal tə swatx'ix'wtx'əd ḥə tiit ḥuyaləpabš dx'əstəḥlils g'əl ḥutx'əlšucidəbs ḥəlg'ə?

We gratefully honor and acknowledge that we rest on the traditional lands of the Puyallup People where they make their home and speak the Lushootseed language.



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.

CITY COUNCIL



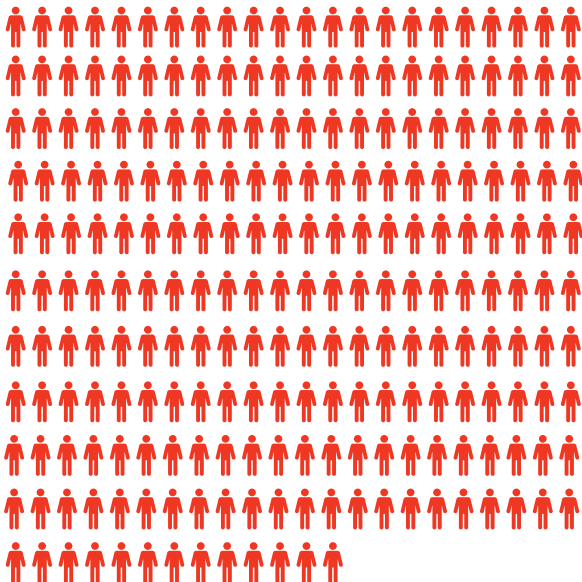
CITY MANAGER



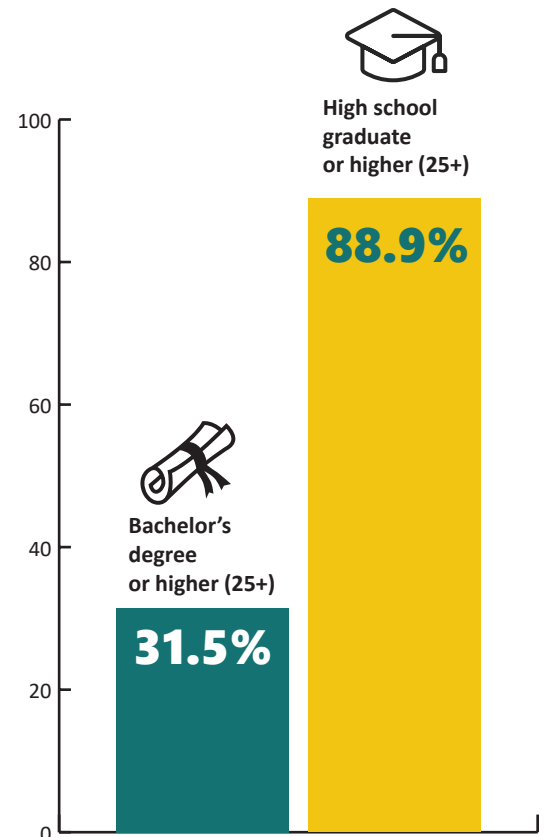
CITY OPERATIONS

POPULATION DENSITY

216,271



= 1,000



POPULATION DIVERSITY

Source: 2010 US Census, 2019 American Community Survey One-Year Estimate

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



2019 TOTAL POPULATION: 217,834



2010 TOTAL POPULATION: 198,506



2019 EDUCATION

Bachelor's degree or higher (persons 25+)
 High School Graduate or Higher (persons 25+)



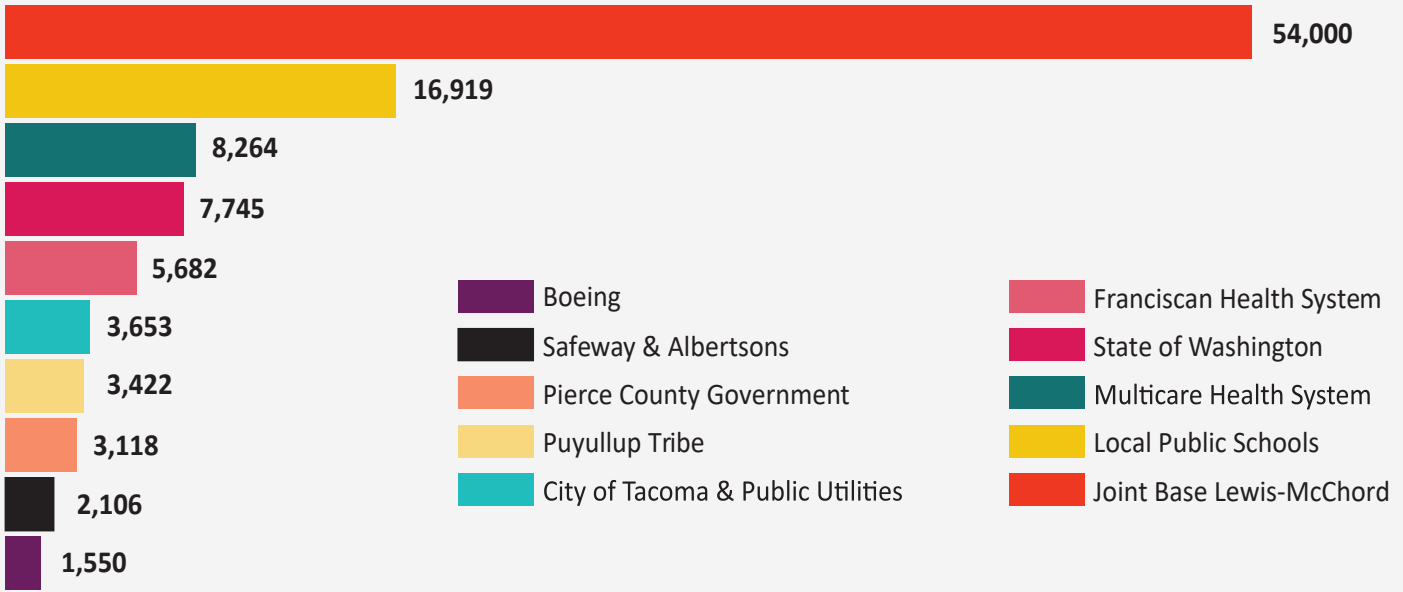
2010 EDUCATION

Bachelor's degree or higher (persons 25+)
 High School Graduate or Higher (persons 25+)

Race and ethnic origin percentages add to over 100% because Hispanics may be of any race, and are reported in multiple categories where applicable.

2019 TOP 10 EMPLOYERS IN PIERCE COUNTY

Source: Economic Development Board for Tacoma-Pierce County



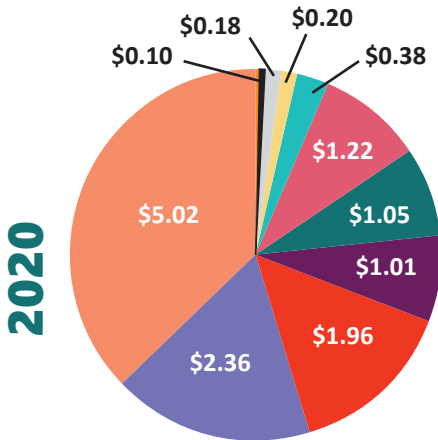
PROPERTY TAX

Source: Pierce County Assessor-Treasurer



92,394

TOTAL HOUSING UNITS



2020

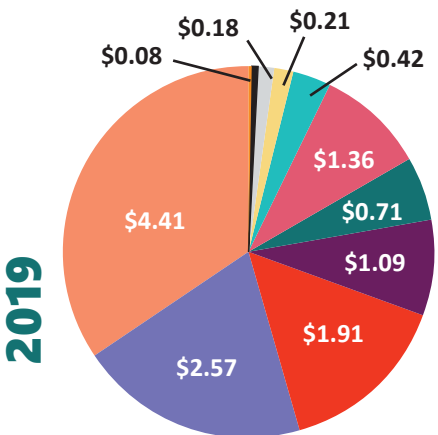
- Tacoma School District #10
- City/Town of Tacoma
- State of Washington
- Pierce County
- State School Levy
- Metropolitan Parks
- EMS
- Central PS Regional Transit Authority
- Port of Tacoma
- Flood Control Zone
- Conservation Futures

\$13.53 TOTAL per \$1,000 assessed value



\$359,341

Average assessed value of single family residential homes in Tacoma



2019

- Tacoma School District #10
- City of Tacoma
- State of Washington
- Pierce County
- State School Levy
- Metropolitan Parks
- EMS
- Central PS Regional Transit Authority
- Port of Tacoma
- Flood Control Zone
- Conservation Futures

\$12.96 TOTAL per \$1,000 assessed value

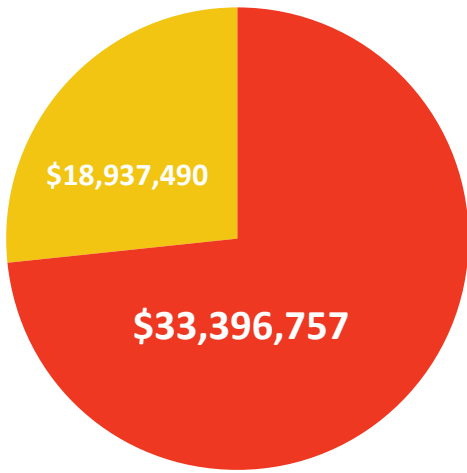


\$328,796

Average assessed value of single family residential homes in Tacoma

2019 TOP 10 B&O TAX PAYERS

Source: City of Tacoma Tax and License



Top 10



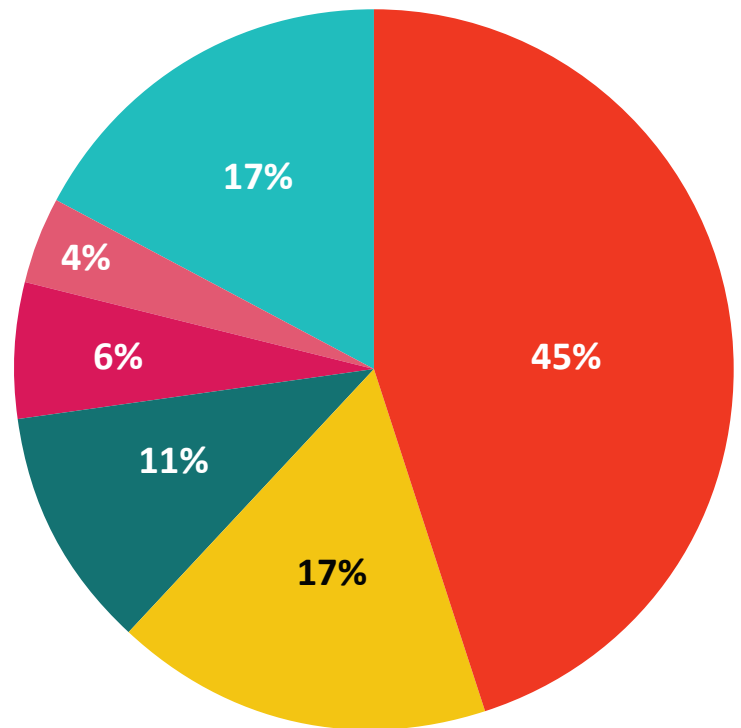
All Other Payers



40,090
Licensed Businesses

2019 Total Collected Sales Tax \$56,557,103

General Fund Revenues Only;
Source: City of Tacoma Tax and License



Information



Wholesale Trade



Accommodation & Food



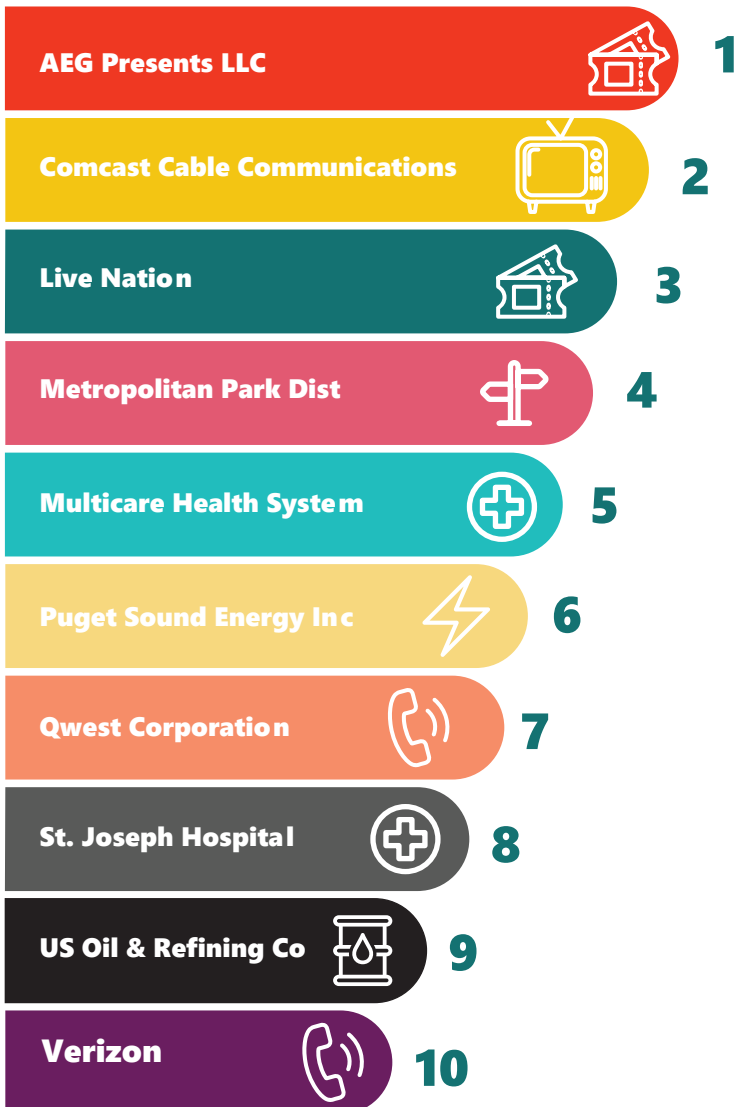
Construction



Retail Trade

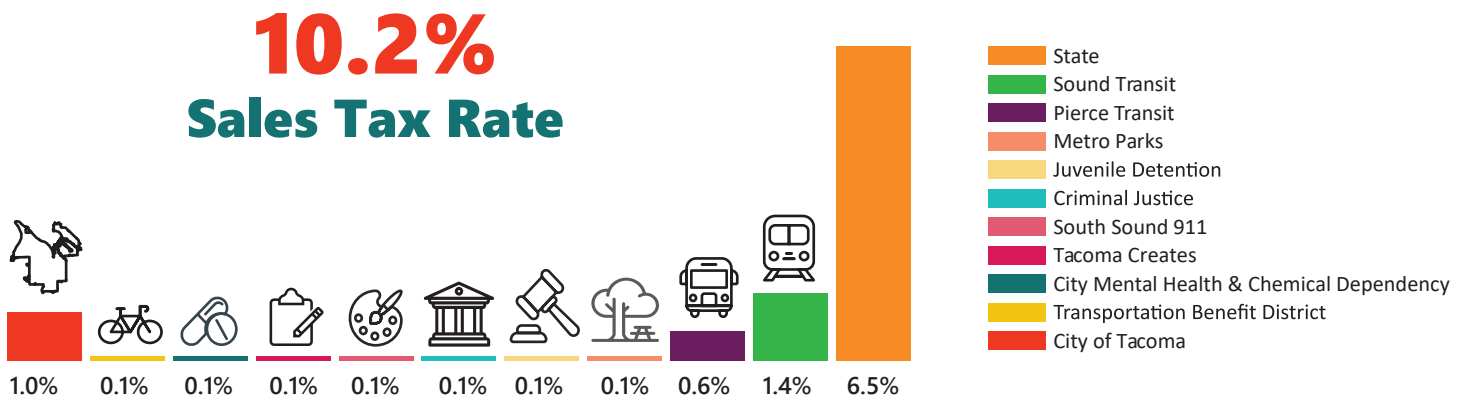


Other



2020 SALES TAX

Source: Washington Department of Revenue



4,727

Women-owned Businesses

Source: US Census Bureau, 2012 Economic Census: Survey of Business Owners



3,324

Minority-Owned Businesses

Source: US Census Bureau, 2012 Economic Census: Survey of Business Owners

2019 UNEMPLOYMENT RATE

TACOMA

5.4%

U.S.

3.7%

Source: US Bureau of Labor Statistics

SOLID WASTE

5,284

**Solid Waste
Commercial
Customers Served**



56,250

**Solid Waste
Residential
Customers Served**



SURFACE WATER

11,415

**Surface Water
Commercial
Customers Served**



59,778

**Surface Water
Residential Customers
Served**



WASTE WATER

14,282

**Interlocal
Customers Served**



59,331

**Wastewater Residential
Customers Served**



3,785

**Wastewater Commercial
Customers Served**

PUBLIC WORKS



140

#Miles of Track
(Tacoma Rail)

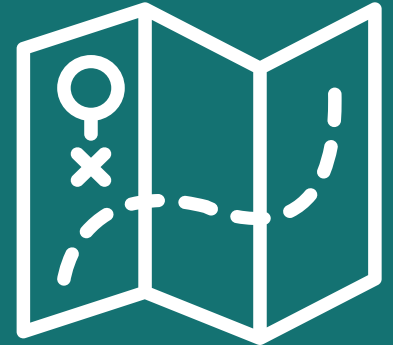
22

Trail Miles



234

Arterial Street Miles



995

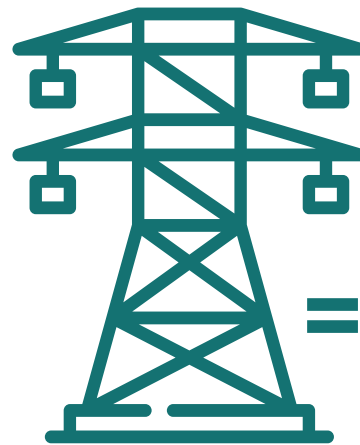
Sidewalk Miles



TACOMA POWER

1,526

Miles Transmission &
Distribution Lines, Overhead



= **2,379**
TOTAL

853

Miles Transmission &
Distribution Lines, Underground



89%

Power Supply
Hydroelectric



158,974

Residential
Customers Served



180

Power Service Area
(square miles)

46%

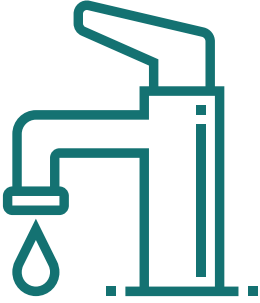
Hydroelectric from
Our Own Facilities

19,298

Commercial
Customers Served

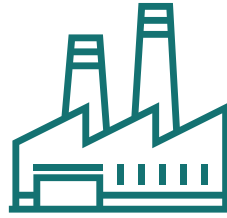


TACOMA WATER



7,223

Commercial/Industrial Customers



95,893

Residential Customers

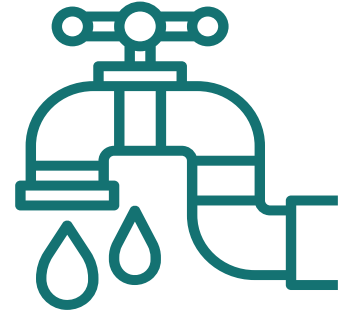


170

Average Daily Household Use (Gallons)

1,399

Miles of Water Mains



TACOMA FIRE



6:52

AVERAGE RESPONSE TIME TO EMERGENCY CALLS



39,890

Emergency Medical Dispatches



1,433

Confirmed Fires

TACOMA POLICE



126,196

Total Calls



6:54

Average Response Time to Calls (Priority 1&2)



1.7 Officers per 1,000 residents



366

Commissioned Officers

February 19, 2021

To the Honorable Mayor and City Council:

I am pleased to transmit the 2021-2022 Adopted Biennial Budget.

This budget comes during an unprecedented time. The uncertainty surrounding economic recovery from COVID-19 contrasts with the certainty of the Council and community commitment to transformational change to address systemic racism. However, even what is certain is coupled with the ambiguity of a yet-to-be completed process that will actualize our community's vision and transformation.

The City's budget is one of the most basic and important ways that we demonstrate our commitment to the community. In the budget development process, and with this Adopted Budget, we are honoring City Council Resolution No. 40622, which directs staff to keep anti-racism as a top priority in budget development and to prioritize anti-racism in the planning of an economic recovery strategy. We did this through a program and services review performed by the Office of Equity and Human Rights, and through adoption of the City's first Departmental Racial Equity Action Plans.

With this important overlay, the 2021-2022 Adopted Biennial Budget continues our commitment to provide the essential services that each of our community members relies on in their daily lives. What is unique about this proposal is that it also sets the foundation for transformation and recovery.

What does this mean? This means that our community can expect us to continue to make progress in improving our streets; to provide garbage service, clean water, and power at the lowest rates possible; and to respond promptly when an emergency arises.

It also means that we utilized savings resulting from prompt and prudent expense reductions in 2020 to offset projected revenue loss, that we retained reserves, and focused on efficiencies in service delivery, and "one-time" breaks in service and program enhancements, as we watch for continued signs of recovery that will support on-going programs.

It means that we have created a foundation of internal service resources, program analysis, and organizational structure that will support the transformative efforts focused on policing and other systems that are being informed by on-going community-led processes. Using public safety as an example, while the police department budget for staff has been reduced, additional budget is being proposed for body camera implementation. In addition, this Adopted Budget includes two new positions outside of the police department, allowing for the analysis and support necessary to structure, and later staff, an Office of Community Safety consistent with the needs and vision of our community. Project PEACE Phase II, led by the City's Office of Equity and Human Rights, is also funded in this proposal.

It means we have heard our community; we are ready to transform. We hope that the inclusion of an enhanced program-based view of our expenses will further assist in increasing transparency, trust, and understanding of the services we provide.

I would like to express my gratitude to the City Council, community, department directors, budget office staff, and our employees, for all their assistance in developing this Adopted Budget, but more importantly, for helping shape the foundation for a transformed Tacoma.



Elizabeth Pauli
City Manager

2021-2022 HIGHLIGHTS SECTION - OVERVIEW

This City’s budget is one of the most basic and important ways that we demonstrate our commitment to the community. The 2021-2022 Budget reflects continued commitment to strong fiscal responsibility and access to equitable essential services, while providing the framework for recovery from COVID-19 economic impacts and community-led transformation to an anti-racist Tacoma.

Budget development is guided by the vision and priorities set by the City Council and community. As a biennial budget, the Proposed Budget sets the spending priorities and restrictions for a two-year period. The City’s Budget development process entails a comprehensive effort designed to incorporate input from community members, the Mayor and City Council, department directors and employees. Throughout 2020, staff worked to clarify the City’s strategic direction and align spending to meet priorities of the City Council and community.

Throughout 2020, the City actively responded to and proactively worked to mitigate the community and economic impacts of COVID-19. However, the economic impacts are projected to stretch into the 2021–2022 biennium. These conditions contributed to a projected \$40 million General Fund deficit, as well as decreased revenues in many of the City’s special revenue and enterprise funds. The Adopted Budget addresses this projected deficit, enabled by year-end savings resulting from the prompt and decisive spending reductions in 2020.



Lead with Anti-Racism and Equity



Align Spending with City Council and Community Priorities



Focuses on Results and Outcomes



Include Community with Communication and Engagement



Incorporate Long Term Perspective and Fiscal Sustainability

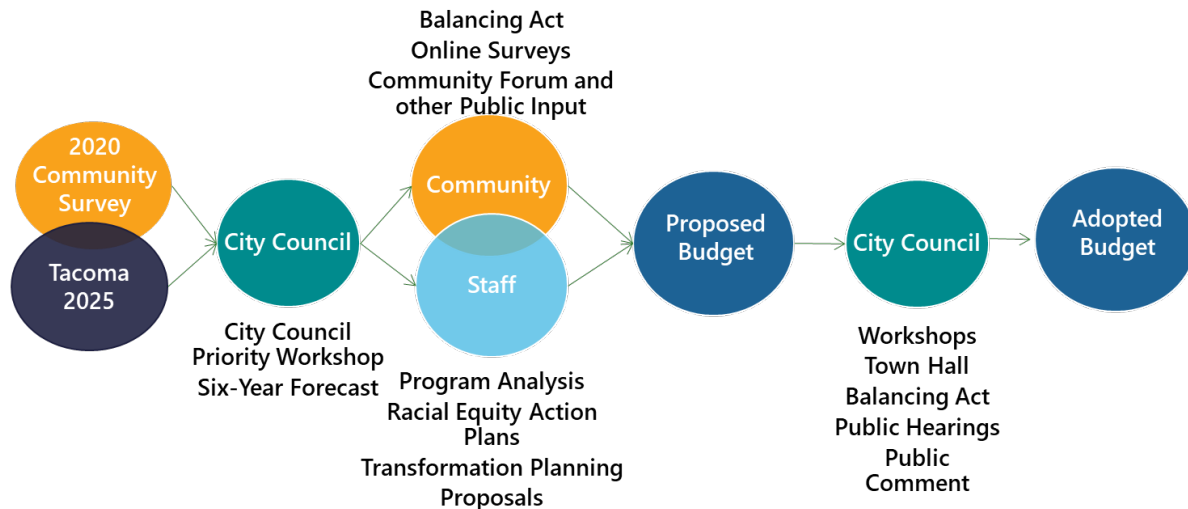
BUDGETING PRINCIPLES

The City Manager followed a set of principles to translate the community and City Council priorities into the 2021-2022 Proposed Budget. These principles reflect best practices from the Government Finance Officer’s Association.

BUDGET DEVELOPMENT STRATEGY

In order to align budget investments to the City’s organizational goals, the City begins the budgeting process by identifying strategic priorities. The City then uses these priorities to develop an engagement strategy to involve and inform the community around key budget issues and identify areas for service improvement and investment. The Office of Management & Budget also works with departments to assess the impact of their programs and services on the City’s organizational goals to focus investments on results and outcomes. This assessment includes a focus on the impact of services and programs on the City’s anti-racism and equity goals. The analysis of programs, City Council Priorities, and community feedback all inform the City Manager’s decision-making process to address the City’s financial position in 2021-2022.

2021-2022 BUDGET PROCESS



STRATEGIC PLANNING AND ENGAGEMENT SUMMARY

The process to develop the 2021-2022 Budget started with Tacoma 2025, the community vision guiding the direction of the City for the next decade. In the **2020 Community Survey**, 750 residents of Tacoma shared their priorities with City Council via a randomized phone survey. Through the Community Survey, community members provided feedback on the performance of the City’s services as well as the service impact on the overall perception of quality of life in the community. Additionally, community members identified major issues facing Tacoma over the next ten years.

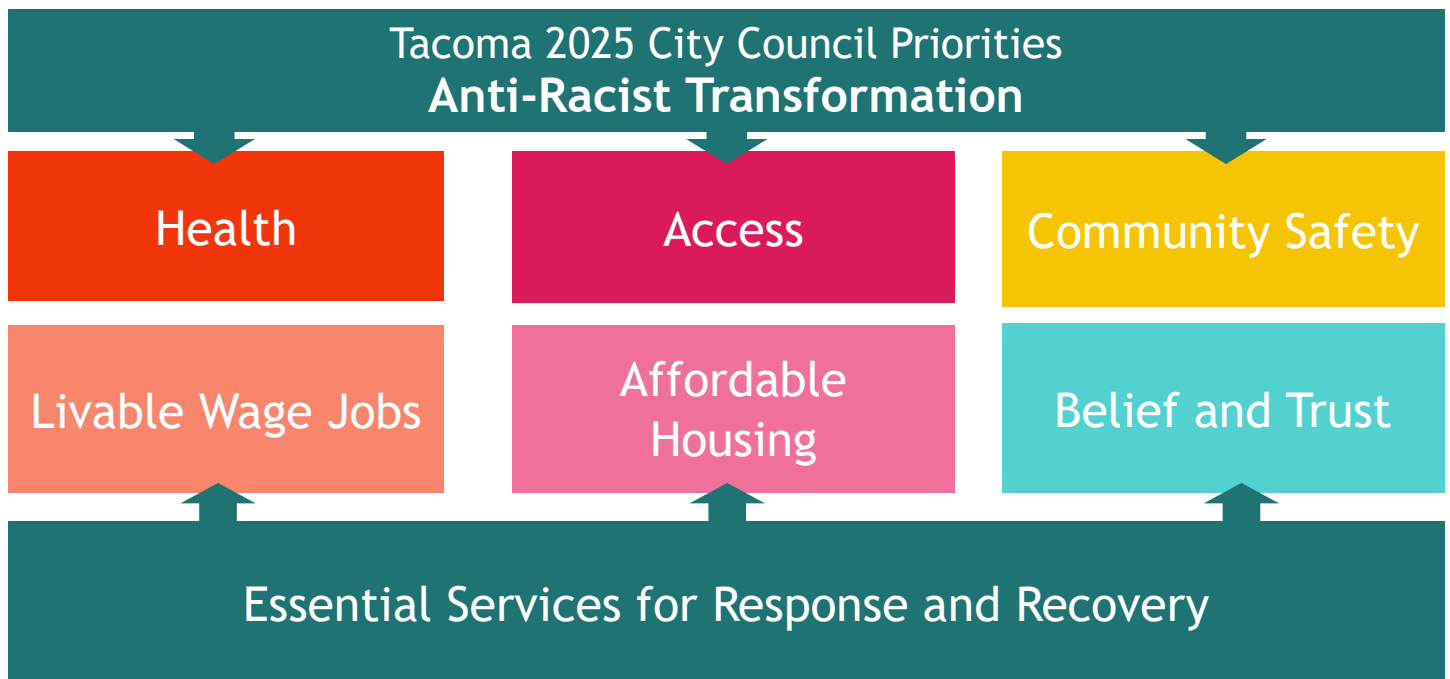
Services with High Impact on Quality of Life and Low Performance (Did not include Human Service Funding)	
Service Area	% Satisfied with Service
Street Conditions	44%
Police Investigations	62%
Code Enforcement	63%
Police Patrol	64%
Economic and Business Development Activities	70%
Traffic Signal Timing	71%
Street Lighting	72%

Major Issues Facing Tacoma in the Next Ten Years	
Issue	% of Respondents
Homelessness	31%
Overcrowding/Overpopulation	14%
Affordable Housing/Housing Costs	13%
Housing/ Housing Shortage	11%
Crime/Gang Activity/Drugs/Gun Control	10%

Using the Community Survey and Tacoma 2025, the City Council set priority areas for 2021-2022 (see next page). Over the summer of 2020, staff conducted community outreach through surveys and an online budget balancing tool, Balancing Act, to obtain community feedback on each of the priority areas and how the community would redistribute reduced funding across each priority area. Summaries of the community survey and summer outreach are shared in the Priority Area portion of the Highlights section of this document.

SETTING THE 2021-2022 STRATEGIC PRIORITIES

The City Council met in February of 2020 to use the feedback from the Community Survey, the City's Tacoma 2025 strategic plan and emerging needs identified by the City Council to set the City's 2021-2022 priority areas. These priorities, along with City Council Resolution 40622, grounded the rest of the budget engagement strategy and decision making process.



ANTI-RACIST TRANSFORMATIONAL EFFORTS

In June 2020, the City Council passed resolution 40622, which directed staff to keep anti-racism as a top priority in the process of budget development. The 2021-2022 budget development process:

- Required all Departments to assess their services and programs based on their impact on the City's Anti-racism and equity goals. This information was reviewed and analyzed by the City's Office of Equity and Human Rights.
- Required staff to develop the City's first Departmental Racial Equity Action Plans (REAPs).
- Included REAPs and Program analysis in all departmental budget proposal prioritization meetings with the City Manager.
- Established the foundation for transformation by ensuring that the City has the necessary internal service resources, program analysis, and organizational structure to support the transformative efforts recommended by on-going community-led processes.

Anti-racism and equity will also lead how the City provides the services funded by the budget. By identifying differences in needs and opportunity, and applying root-cause analysis, the City will work to become an anti-racist organization and provide better programs, policies, and services to the entire community. The Budget Highlights by Council Priority section of this document provides examples of how services will be approached with an anti-racism and equity lens in each of the Council Priority areas, including meaningful community engagement with Black, Indigenous, and other communities of color. As an organization, the City will also use an anti-racist and equity approach to recruit, retain, and train staff.

The City aims to work to undo the conditions of institutional and structural racism that have plagued our City since its inception and asks communities of color impacted by that racism to hold us accountable.

ECONOMIC CONDITIONS AND REVENUE PROJECTIONS

More so than previous budget cycles, the City faces a great deal of uncertainty due to economically dependent revenues over the next few years. The City has many revenue sources that are subject to changes in the local and national economy, including sales taxes, business taxes, permit revenues, real estate excise taxes, Tacoma Dome and Convention Center events, and more. As part of developing the City’s 2021-2022 Proposed Budget, Departments reviewed past economic downturns, projections of other jurisdictions in our region, development trends and recent economic data related to employment, business health, and incomes.

There are also unique risks that the City faces this biennium related to:

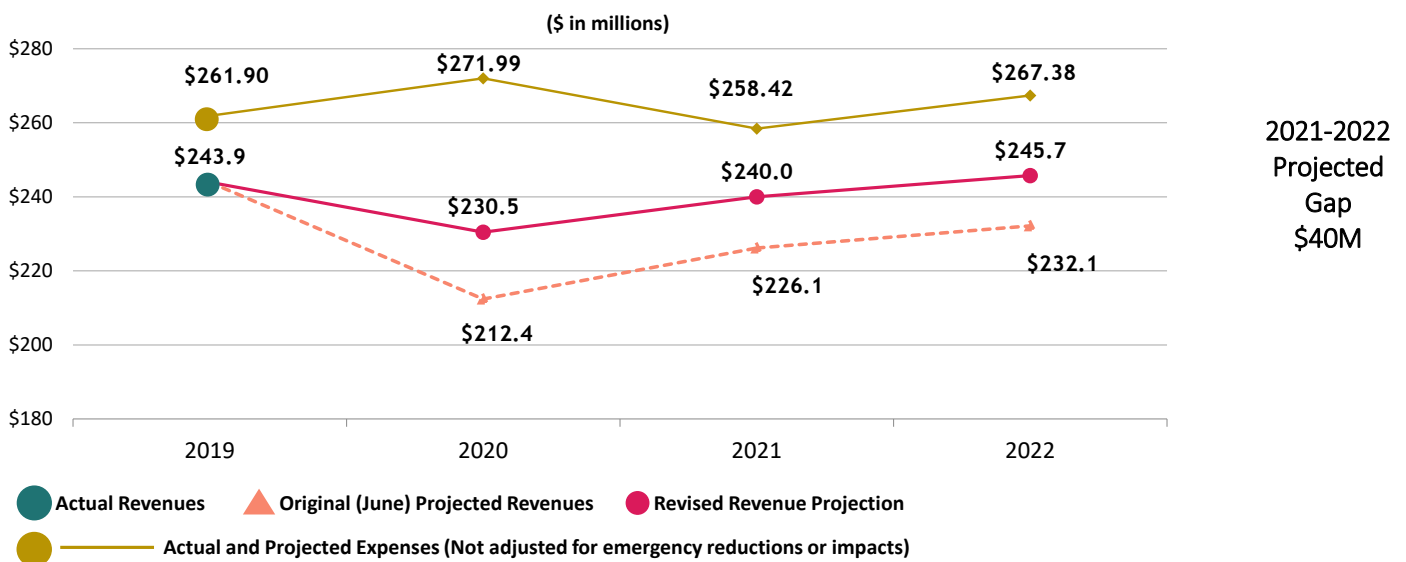
- Reopening timelines (phases led by the Governor), recovery, testing, and vaccine development for COVID-19 all may impact the local economy and workers
- Federal stimulus package, timing, and size
- Resiliency of local employers and their ability to withstand prolonged economic stress
- Exacerbation of long term economic trends—retail/brick and mortar issues, automation, and manufacturing concerns

2020-2022 FORECAST



In June and September of 2020, staff from the Office of Management & Budget presented the City Council with a six-year forecast assuming a continuation of 2019-2020 levels of service. Projections varied between June and September because of monitoring the economic outlook over the course of the 2nd and 3rd Quarters of 2020 and assessing the COVID-19 pandemic impact on the local economy.

For the 2021-2022 Biennium, the shortfall between revenues and expenditures in the General Fund was projected to be \$40 million in 2021-2022 based on a continuation of current services. The gap in funding was projected to grow further if the City were to address its deferred maintenance needs or add enhanced services. The City entered into the budget decision-making process with the need to close the gap in a sustainable manner that addressed the high level of economic uncertainty.



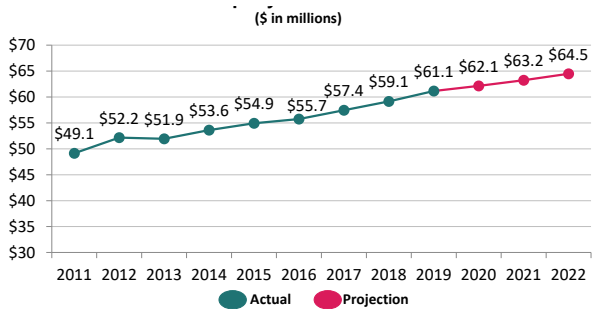
REVENUE PROJECTIONS AND ASSUMPTIONS

PROPERTY TAXES:

- Growth in the Property Tax Levy is limited to 1% per year plus new construction
- The City’s levy does not increase because home prices/assessed value is rising
- Since the property tax rate is the levy divided by assessed values, the rate charged to property owners varies with home prices

Projection: 2020 levy is final, 2021 was updated to recognize increased valuation of property for new construction, and 2022 revenue growth remains uncertain. Property Tax is projected to grow by an average 2% in 2021-2022 biennium.

FIGURE 1: PROPERTY TAX PROJECTIONS: GENERAL FUND

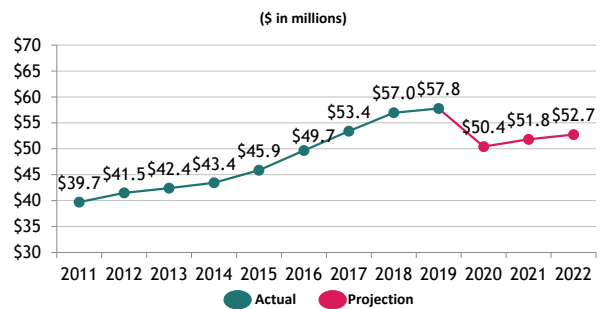


SALES TAX:

- Assessed on purchases to end-users of products or services
- Impacted by incomes and spending patterns
- Projected using data from other jurisdictions, economic agencies, and trends in consumer confidence, unemployment, and incomes

Projection: Sales tax receipts have shown single month declines year-over-year of -25.4% in May 2020 and -18.3% in June 2020, 2020 revised projections include Q1 and Q2 experience and projects a sluggish recovery in 2020, 2021 Sales Tax is projected to drop 10% below 2019; 2022 is projected to grow by 2%.

FIGURE 2: SALES TAX PROJECTIONS: GENERAL FUND

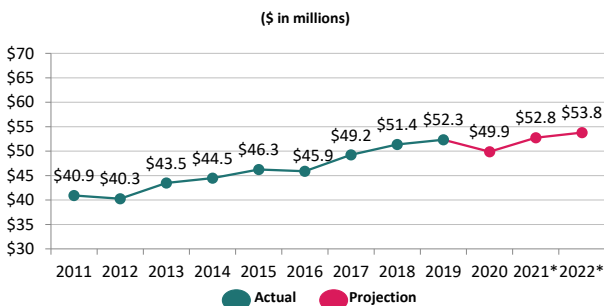


BUSINESS TAX

- Assessed on Gross Sales of Businesses
- Impacted by changes in inflation, volume of business activity, consumer spending
- City has a large number of small business and very few large employers

Projection: 2021 Business tax is projected to grow by 1% compared to 2019’s revenues, and 2022 projects a recovery for all sectors.

FIGURE 3: BUSINESS TAX PROJECTIONS: GENERAL FUND



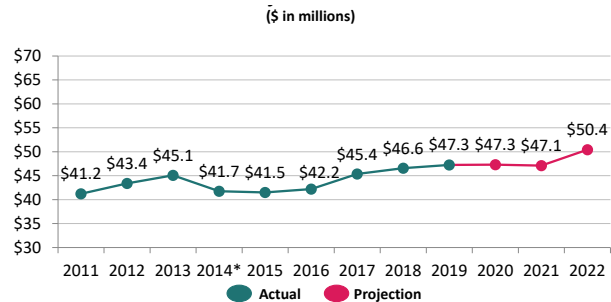
*2021-2022 includes projected \$4 million Cable TV Franchise Fee revenue redirected to the General Fund.

UTILITY TAXES

- Assessed on gross revenues of Power, Water, Rail, Solid Waste, and Sewer Utilities
- Grows based on overall usage – commercial and residential, rate growth, and other revenues
- Limited impacts due to current economic changes
- Rates and overall revenues are set to meet long term operations and capital investment needs

Projection: 2021-2022 projections include updates from all of the City’s utilities and matches rate model plans. Utility taxes are projected to grow by an average of 1.2% for the 2021-2022 biennium.

FIGURE 4: UTILITY TAX PROJECTIONS: GENERAL FUND



*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%

BALANCING THE 2021-2022 BUDGET

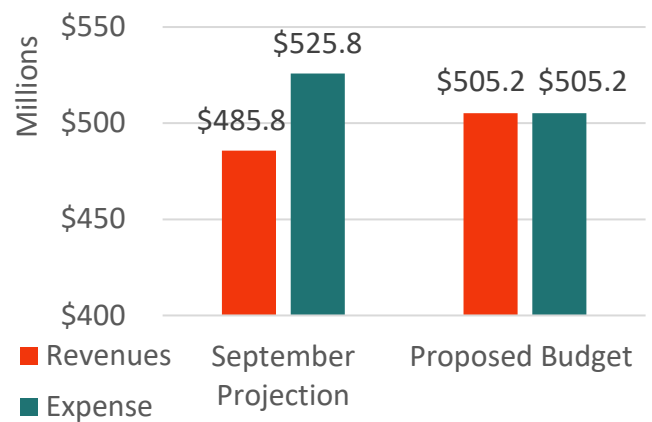
In order to prepare a balanced and responsible budget, the 2021-2022 Adopted Budget relies on a mix of ongoing and one-time actions to address the gap in a balanced adopted budget. This budget also recognizes continued economic uncertainty by relying on conservative revenue projections and maintaining reserves across the City's funds, including the City's General Fund.

In order to address the projected gap, the 2021-2022 Adopted Budget uses savings from 2020, targeted expense reductions, and new and redirected revenues. The City took aggressive action in 2020 towards managing the impacts of COVID -19 by eliminating discretionary spending, establishing a hiring freeze, and canceling some planned projects. These actions helped address the projected budget gap by contributing \$12.9 million in savings to support for the 2021-2022 Adopted Budget.

The Adopted Budget includes revised assumptions of salary and benefit rates from 2020 and internal service costs (\$4.5 million in savings). It also proposes \$27.3 million in reductions focused on efficiencies in service delivery, and "one-time" breaks in service. Additionally, the City will monitor for continued signs of recovery that will support on-going programs. The Adopted Budget redirects franchise fee revenues to General Fund use and includes the review in 2022 of the City's utility tax exemption for contributions in aid of construction (\$6.5 million in additional General Fund revenue).

In order to address the community's needs for recovery and to address feedback on Priority Areas, the Adopted Budget includes funding for enhanced services totaling \$11.2 million.

Due to the high level of uncertainty projected for 2021-2022, the City's Adopted Budget includes maintaining the General Fund reserves equivalent to two months of expenditures, or 16.7%, which is a best practice of the Government Finance Officer Association.



ANTI-RACIST TRANSFORMATION EFFORTS

The City's transformational efforts in 2020 will include the launch of a Community Systems-wide Transformation, guided by the Mayor, which is a long-term, community led transformation process to set the vision for community safety and systems-wide transformation.

Additionally, the City will continue to advance the Transformation of Policing. The City has already completed or is in implementation phases for the following advancements:

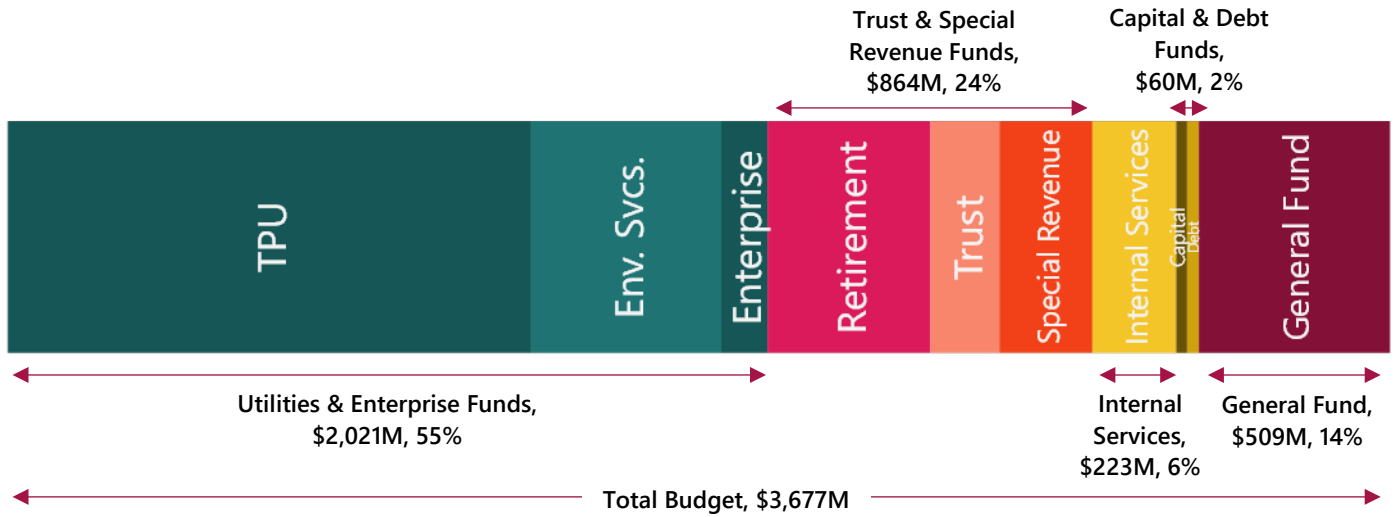
- Police Chief Recruitment with robust community engagement
- Body Camera purchase and policy development
- 8 Can't Wait Policy adoption and implementation
- Obama Pledge
- Current state assessment by 21st Century Policing (21CP)

The 2021-2022 Budget includes specific funding for additional transformation efforts as follows:

- Body Camera Implementation (redaction staffing, storage, IT and administrative support, training, and maintenance),
- Finalization of current state review – 21CP
- Evaluation of Divertible Calls for Service Including updated staffing study recommendations
- Funding for establishing a new Office of Community Safety
- Project PEACE Phase II staffing

Finally, the City will continue to advance organizational transformation through the implementation of Racial Equity Action Plans, Government Alliance for Race and Equity Cohort recommendations and continued efforts to recruit, retain, and train staff with an anti-racist and equity approach.

CITYWIDE BUDGET



The City’s total 2021-2022 Adopted Budget is \$3.7 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, \$509 million, or 14%, 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

Provide patrol services, community-based policing, criminal investigations, and manages dispatch services.

General Fund and Special Revenue Funds



LIBRARIES

Operate eight municipal libraries that provide access to traditional library services as well as computers and electronic items.

General Fund and Special Revenue Funds



FIRE

Provide fire suppression, emergency medical services, and assists in planning for emergency management and fire prevention.

General Fund and Special Revenue Funds



NEIGHBORHOOD & COMMUNITY SERVICES

Manage the City’s human services contracts and ensure 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



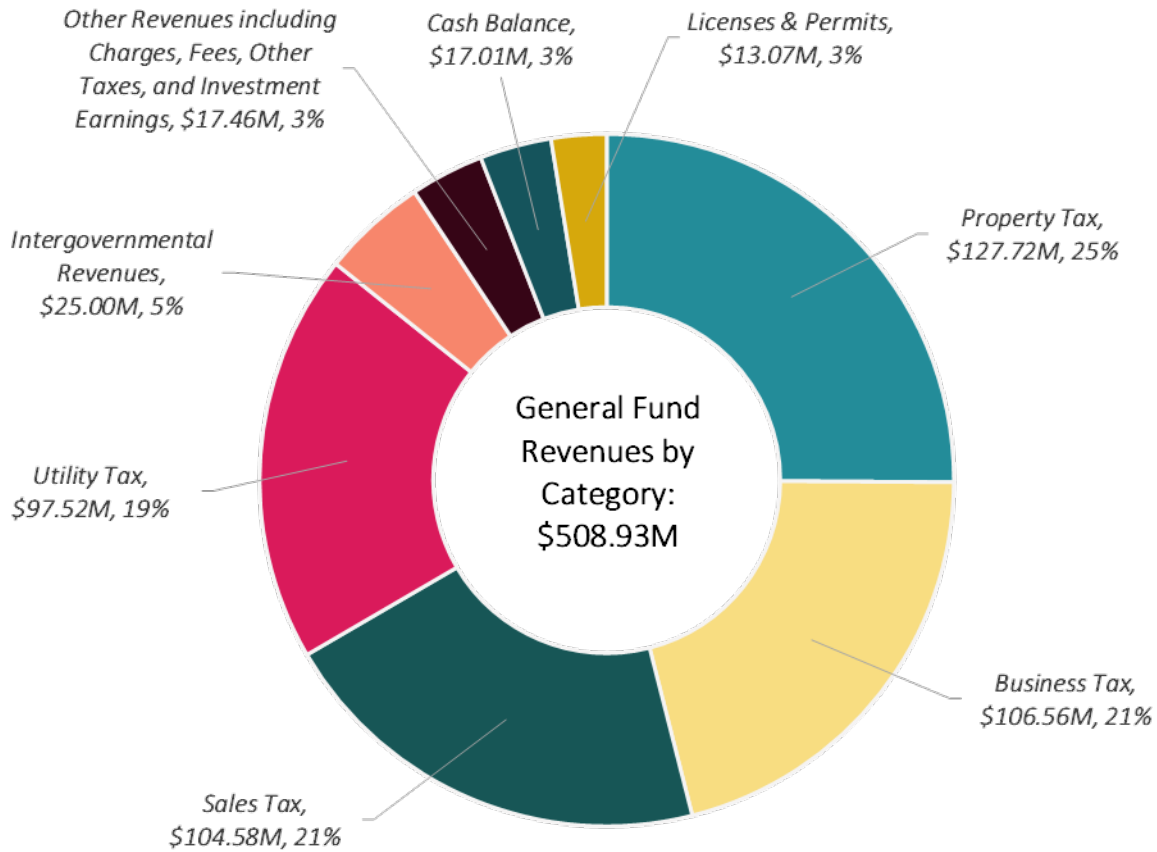
PUBLIC WORKS

Manage 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 **\$127.7 million** or **25%** of General Fund Revenues. State law limits property tax revenues. 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 **\$97.5 million** or **19%** 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 **\$104.6 million** or **21%** of General Fund Revenues. Tacoma consumers pay a sales tax rate of 10.2% of which 1.0% is the City's General Fund portion and 0.1% each for mental health and chemical dependency services, the Transportation Benefit District, and Tacoma Creates. These revenues are highly variable depending on economic conditions.

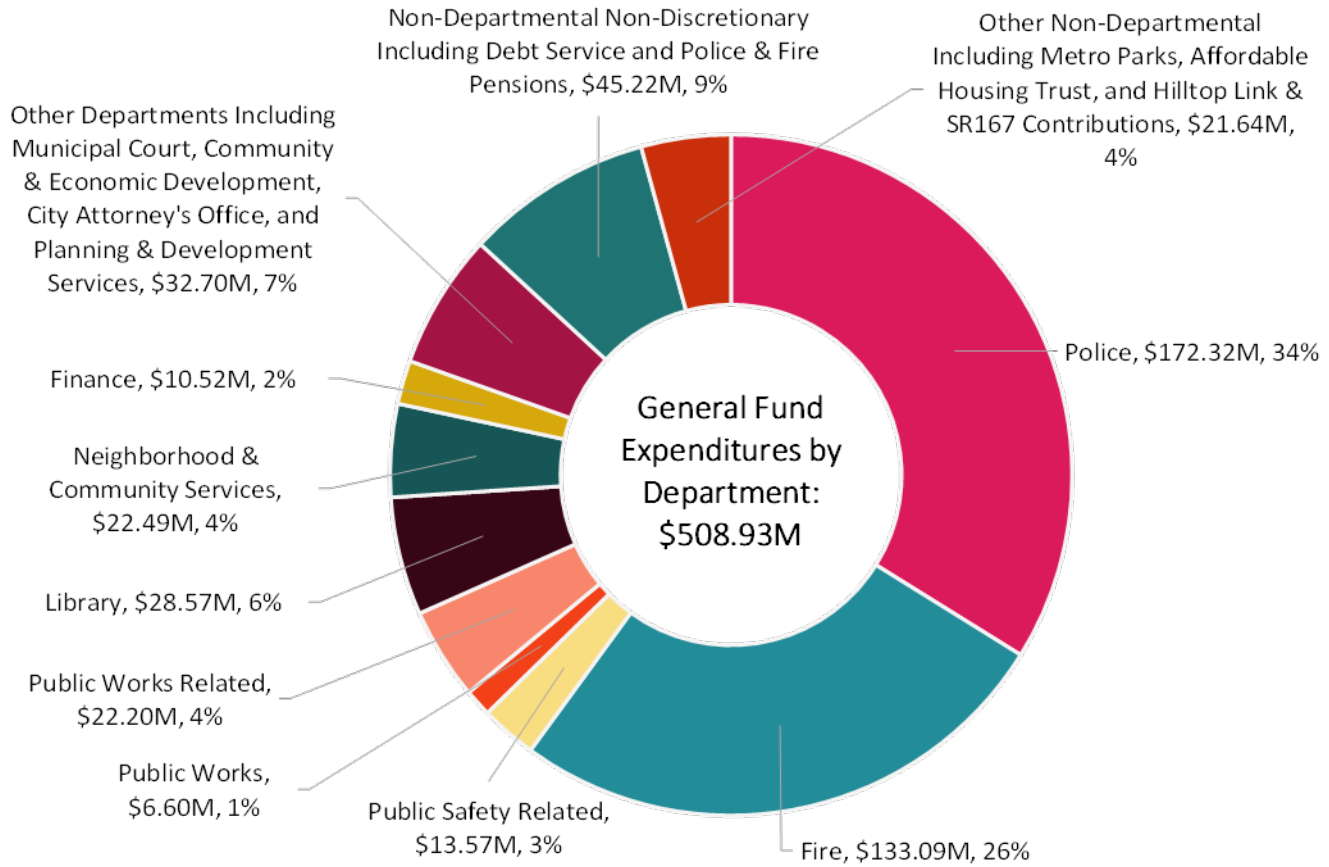


BUSINESS TAXES

Represent **\$106.6 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, and related public safety expenses, to include the Department of Assigned Counsel and jail contracts, represent approximately 63% of the General Fund Budget. Other core services include Libraries, Public Works, Neighborhood & Community Services, and Community & Economic Development. 2021-2022 budgeted expense by department and service area is depicted below:



PUBLIC SAFETY

Represents 63% of the General Fund. The 2021-2022 Budget includes funding for police body cameras and transformational efforts. The Tacoma Fire Department will implement the new BLS service.



NEIGHBORHOOD AND COMMUNITY SERVICES

Represents 4% of the General Fund. The 2021-2022 Budget maintains sheltering, domestic violence services, and youth and young adult violence reduction funding. A Community Trauma Response Team will also be implemented.



PUBLIC WORKS

Represents 5% of the General Fund and includes funding for Vision Zero, the Safe Routes to School program, sidewalk repairs, signal improvements, new streetlights, and deferred facilities maintenance.



NON-DEPARTMENTAL

Represents 13% of the General Fund and includes miscellaneous costs of City operations such as contributions to MetroParks, the Affordable Housing Trust Fund, repaying bonds, and funding capital projects.

PRIORITY AREA HIGHLIGHTS

The following section provides an overview of the 2021-2022 Adopted Budget for each of the City Council's priority areas. Each priority area includes: (1) a definition section, (2) an overview of "What we heard" during community engagement, (3) an explanation of the City's role in advancing the priority, (4) a summary of actions for 2021-2022 related to transformational efforts, continuing essential services, responding to the impacts of COVID-19 and (5) restorations and enhancements to services in the priority area.

HEALTH

Improve health outcomes and reduce inequities for all Tacoma residents (in alignment with the Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP))

Health is a shared goal for our community. We all want our families to be healthy and to live in a healthy place. There are many actions that we can take to protect and improve the health of all Tacoma residents, from behavioral health support for Tacoma residents to ensuring the health of the natural environment.

WHAT WE HEARD

Through the City's 2020 Community Survey, community members rated health related services as follows: water, power, garbage, and recycling all received rating of 80% satisfaction or higher; emergency medical services were rated at 98% satisfaction. The top two social service priorities for the community were homeless services and mental health services.

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to increase the amount of funding allocated toward Health.

Across 228 narrative surveys filled out by the community on the topic of Health, the top themes and takeaways were as follows:

When asked to identify **what makes for a healthy community**:

- 21% of respondents cited accessible, affordable quality healthcare;
- 15% cited green space and parks;
- 15% called out access to healthy foods;
- 12% mentioned clean air and water.

When asked **what prevents them and the community from having what is needed to feel healthy**:

- 12% cited the inability to access healthcare due to cost;
- 12% cited their inability to access healthy foods in the community;
- 10% mentioned that lack of accessible, affordable, quality healthcare.

When asked **what the City should do to support health**:

- 12% called for the City to subsidize healthcare costs;
- 10% asked for the City to invest more in social services;
- 9% called for the City to redistribute Police funding to other health focused services;
- 9% cited the need to focus on actions that would help address climate change;
- 8% called for more funding for non-motorized transportation facilities;
- 8% asked the City to take a more active role in enforcing public health mandates.

CITY OF TACOMA - ROLE

The City assists with funding of community health services for both human health and the health of the City's natural systems. The City provides services to ensure clean drinking water and natural water, provides a clean and sanitary environment through services related to solid waste and recycling, and ensures that all buildings have necessary power services. The City also provides key emergent health services through 911 Emergency Medical Services and follow up services through the Tacoma Fire Department's Community Assistance Referral and Education Service (TFD CARES) programing. The City also provides funding to support the Tacoma-Pierce County Health Department, health and recreational services through MetroParks and Tacoma Public Schools, and mental health services.

- Basic Human Health and Sanitation Needs
- Environmental Health
- Emergency Health Response
- Critical and Long-term Mental Health Services
- Community Health and Recreational Programs and Services
- Food Equity Program

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATION

Emergency Health Response

In 2021-2022, the City will expand its TFD CARES services to include a **Behavioral Health Response Unit**. Beginning in mid-2021, the crisis response unit will add 7 FTEs to respond to immediate behavioral health issues in the EMS system. The unit will have support from mental health professionals to provide wrap-around services beyond the immediate response. This expansion will 1) strengthen and support a city of healthy residents by providing the right healthcare service for their need at the right time, and 2) ensure all Tacoma residents are valued and have access to resources to meet their need by connecting them to the right health or social services.

Environmental Health

The **Environmental Action Plan** will be updated to center on equity and climate justice. The City is increasing its capacity to hear from the community by prioritizing voices of frontline community members, those who have historically been underrepresented and underserved, and those who are most vulnerable to the impacts of the climate crisis. Over 30 Climate Plan Ambassadors are being deployed to bring back stories, needs, and concerns from their own communities. Additionally, a ten-member Environmental Justice Leaders Workgroup is being established to make recommendations that will guide the priority areas for climate action based on community values and climate justice concerns.

MAINTAIN ESSENTIAL SERVICES

Basic Human Health and Sanitation Needs

The City will continue to provide **high-quality solid waste services**, maintain the City's surface water system (including continued work to evaluate long-term service needs in lower opportunity neighborhoods), **provide clean water, safe wastewater services, and reliable power services**. Each of these utilities have carefully evaluated service plans to ensure that the City's rate increases are minimized to mitigate negative impacts on ratepayers.

Critical and Long-term Mental Health Services

The City will continue to provide **mental health and substance use disorder services** utilizing and leveraging the Mental Health and Substance Use Disorder sales tax to serve the community's most vulnerable residents, including individuals experiencing homelessness and Black, Indigenous, and Persons of Color (BIPOC). Maintained services include mental health and substance use disorder contracts, homelessness and housing services, outreach, treatment, and shelter services. Additionally, the City will work with providers to improve systems, data collection, and tracking to ensure quality, equitable services and enhance provider capacity.

Community Health Programs

The City's 2021-2022 Budget continues service levels and funding for the **Tacoma-Pierce County Health Department (TPCHD)** to allocate City resources toward a pool of funding to reduce health disparities. Programs such as maternal child health, family support, senior wellness, communicable disease control, mental health intervention, and restorative justice receive funding from this pool. Providers for these programs include the Tacoma School District, Metro Parks Tacoma, and senior wellness providers in City facilities. Additionally, the City is continuing to support TPCHD's **Opioid Task Force** by funding 0.5 FTE (matched by TPCHD) for the project coordinator position.

The 2021-2022 Budget continues the **Food Equity Program**, which funds community-based research into improving our food system, an urban farm project designed to identify process and code barriers to growing and selling local produce, and local farmers market food stamp matching programs. Food Equity Program funding supports relationships with BIPOC-led, anti-racist non-profits and historically underserved communities.

COVID RESPONSE

Basic Human Health and Sanitation Needs

In light of impacts from the pandemic and to reduce the impacts of rate increases, the City's Surface Water and Wastewater utilities are proposing to delay maintenance and **capital programming**. These delays will also align capital work with current staff capacity to execute projects.

Environmental Health

The **Tree Maintenance** program will continue at a reduced level to align with current Public Works staffing levels. In addition, the City's **Hazardous Tree Removal Program** will also continue to provide on-call hazard tree assessments in the right-of-way, and a financial assistance program (50/50 cost share) for qualifying low-income property owners to assist with the removal of hazardous trees. The program's funding will allow for hazardous tree assessments for 10-16 trees per year and hazardous tree removal for 14-32 trees per year. The program will focus on low opportunity equity index areas and property owners to make the most efficient use of resources.

Through a sampling agreement with RAIN Incubator, a non-profit organization, the wastewater system will be tested **for COVID-19, to further COVID-19 research and aid response efforts**. During the COVID-19 emergency response, the City successfully tested an expanded **Call-2-Haul** model rather than the Community Cleanup program for offering access to easy waste disposal services across the City. Given the low participation rate in the Community Cleanup program and the need to be more efficient with funding and deliver more equitable services, the City will utilize this new program in the 2021-2022 biennium. Staff will review the Call-2-Haul program throughout the biennium to identify obstacles to equitable service delivery to residents and expand community outreach and engagement to overcome the obstacles.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Emergency Health Response

This budget proposes implementation of **Basic Life Support Medical Transportation** service to improve the continuity of patient care and shift the provision of basic life support (BLS) medical transportation to Firefighter-EMTs by mid-2021. This implementation will put five additional medical transports into service, in addition to the five Advanced Life Support transport units already in our deployment, and result in 35 additional commissioned positions being added to the department. With the approval of a future EMS Levy Lid Lift, these services could be provided with reduced out-of-pocket costs to service area residents. These additional commissioned personnel will be trained and certified for fire response and other fire service response as needed.

Environmental Health

At the direction of the Climate Emergency Resolution (2019), the **Environmental Action Plan** is being updated with an emphasis on aggressive and feasible actions to meet our carbon pollution goals while also centering equity and climate justice.

City Council adopted the **Urban Forestry Management Plan** in 2019, reaffirming the link between the City's urban forest and the health of the community. Items of focus in 2021-2022 include the creation of a Heritage Tree Program, Food Producing Trees & Urban Agriculture to enhance food security, process improvement with specific focus on permitting for private development, a Trees and Construction Operations Plan, and a Tree Risk Reductions Plan.

The 2021-2022 Budget extends the City’s **Green & Resilient Building** program which provides development assistance, code improvements, educational service, and cross-departmental coordination services to ensure that Tacoma’s buildings and residences are able to meet the challenges posed by climate change and so that the people of Tacoma can enjoy healthy, safe, and affordable buildings while reducing the environmental and carbon pollution impact of our built environment.

The City is expanding resources to the **Critical Areas Program** by adding an FTE to manage proactively mapping wetlands and increase staff ability to serve community members who need to understand/comply with environmental regulations. The program supports the City’s goal to enhance government performance and to protect the natural environment.

PROGRAMS

Department	Program	2021-2022 Adopted Budget	FTEs
Environmental Services	Office of Environmental Policy & Sustainability	4,757,353	13.7
	Solid Waste	82,317,987	141.4
	Surface Water	82,659,519	76.1
	Wastewater	164,086,757	210.2
Fire	911 Dispatch and Communications	4,248,711	10.5
	EMS Education & Prevention	2,518,244	9.3
	High Utilizer Outreach	213,451	-
	Medical Response/Patient Care/Transport	56,055,091	106.0
Neighborhood & Community Services	Co-responder Program	632,525	-
	Criminal Justice Support and Prevention	141,996	-
	Domestic Violence Services	1,264,992	0.4
	Encampment Response	172,243	0.7
	Health and Health Care	5,764,855	0.7
	Homeless Services	1,575,762	0.1
	Housing Services	1,337,133	0.2
	Senior Wellness and Senior Centers	77,000	-
	Sheltering	4,433,897	0.1
	Support Services for People Experiencing Homelessness	934,655	0.4
	Youth and Young Adult Violence Reduction	939,942	0.9
	Youth Development	1,897,539	1.0
	Public Works	Grounds Maintenance	3,747,126
Tacoma Power	Power Generation	72,112,005	139.2
	Power Management	12,251,611	28.5
	Shared Services	1,349,591	4.0
Tacoma Water	Water Maintenance & Construction	36,967,833	145.0
	Water Planning & Engineering	13,446,717	54.1
	Water Source Water & Treatment Operations	15,422,659	40.2
Grand Total		571,327,193	993.4

COMMUNITY SAFETY

Increase positive public perception of safety and overall quality of life.

What makes us feel safe? Many things contribute to our perception of safety such as clean water to drink and clean air to breathe, the walkability (including crosswalks and traffic design) and conditions in our neighborhoods, the lighting on streets, property crime, social connections with our neighbors, quality opportunities for children, and much more. Unsafe community conditions can also dampen economic development and discourage business retention, attraction, and expansion.

WHAT WE HEARD

Through the 2020 Community Survey, 10% of respondents indicated that community safety was the major issue facing Tacoma in the next ten years. 77% of Black respondents and 71% of Hispanic respondents indicated that they feel very or somewhat safe in the City of Tacoma, 82% of White respondents indicated this same level of safety. Police Investigations and Patrol were identified as having a high impact on the quality of life, but were rated among the lower performing services.

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to decrease the amount of funding dedicated towards Community Safety and allocated dollars toward other priority areas.

Across 1,275 narrative surveys filled out by the community on the topic of Community Safety, the top themes were as follows:

When asked to identify conditions that **contribute to a sense of safety**:

- 25% cited community connections such as knowing neighbors and others in the community, having a support system in the community, and attending community events;
- 18% mentioned access to social services and healthcare;
- 12% cited timely emergency services.

When asked to identify features that **make them feel unsafe**:

- 30% mentioned Police presence and over policing;
- 14% cited crime in the community;
- 7% mentioned the community impact of homelessness.

When asked **what the City should do to improve safety in the community**:

- 28% called for defunding the Police Department;
- 22% asked for the City to invest in social services and health care.

CITY OF TACOMA - ROLE

Given the breadth of the community's definition of community safety, many of the City's services help ensure that our community is connected to each other, people receive essential services for their wellbeing, buildings are safe for inhabitants, and that infrastructure is safe for pedestrians, cyclists, and motorists. The City also ensures that our community can receive essential services in terms of calling for emergency assistance at their home or business. A key area of the City's role will include proactive work with the community to transform these services to address anti-racism and equity goals, build relationships, and engage on safety issues in neighborhoods.

- Emergency Response Services
- Safe Buildings and Neighborhoods
- Homeless Services and Mitigating Community Impacts from Homelessness
- Proactive and Long-Term Resolution of Community Safety Issues
- Infrastructure Safety for Motorists, Pedestrians, Cyclists

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATION

Anti-Racism Systems Transformation – Community Safety

The 2021-2022 Budget advances transformation by implementing body worn cameras, conducting a TPD Current State Review, analyzing divertible calls for service, funding the startup of the Office of Community Safety, implementing Project PEACE Phase II, adding a Behavioral Health Response Unit, and making program oversight adjustments.

This Adopted Budget supports implementation of the police **Body Worn Camera Program**, including redaction staffing, storage, IT and administrative support, training, and maintenance. The City is working with the Community Police Advisory Committee and the community to develop an implementation policy that will support accountability and transparency.

The Adopted Budget includes funding to support a **study identifying divertible police calls for service**. This evaluation aims, first, to understand service demand. Based on that objective analysis, the City will develop a plan to align resources and respond with appropriate service providers. The budget also provides a position for data analysis necessary for transformation of citywide community safety efforts.

Included in the Adopted Budget is start-up funding for a new **Office of Community Safety**. This funding will position the City to be able to adapt and respond to the broader community definition of community safety and support the implementation of transformational ideas and recommendations identified during the community-led transformation process.

The City recently contracted with 21 Century Policing Solutions (21CP) consultants to conduct a full scale **current state analysis** of the Tacoma Police Department's policies, procedures, practices, and training; as well as to get feedback from community members, elected officials, and police department employees related to their thoughts and input regarding police services in our community. This current state assessment will allow for an informed and focused transformational effort.

The City is also committed to community input and involvement in the **review of union contracts** impacting community safety.

Dedicated Project Peace Phase II staffing is added to the Office of Equity and Human Rights to enhance engagement and transformation efforts.

Program Oversight Adjustments in 2021-2022:

- The City will transfer the management of the City's **Red Light and Speed Camera program** from the Police Department to the Public Works Department. This will improve alignment with the Safe Routes to School and Vision Zero programs, including ongoing data analysis and reporting to optimize use of automated enforcement to achieve the policies and best practices outlined in the Vision Zero Plan.
- Information technology (IT) oversight (?) services within the Police Department will be moved to IT Department
- Neighborhood and Community Services will assume responsibility from the Police Department for management of the service contract with MultiCare Health Systems for the **Mental Health Co-Responder Program**. The Co-Responder Program provides critical mental health emergency response services throughout the community including for individuals experiencing homelessness. In 2021, the City will review service models to determine what best meets community needs.
- Program development and oversight of a **Community Trauma Response team** will be transitioned from the Police Department to the Neighborhood and Community Services department. Once a provider is selected, Neighborhood and Community Services will manage the contract.

The 2021-2022 Budget provides funding for a **Community Trauma Response Team**. The City is reviewing proposals to implement a community trauma response team, a diverse group of volunteers who will be dispatched with first responders in crisis situations providing social and emotional support to survivors and victims. The funded provider will work in collaboration with the Citizen Police Advisory Committee (CPAC) to recruit and train a team of community members. The Community Trauma Response Team will include representation by members of BIPOC communities and increase access to resources for non-English speaking residents.

The 2021-2022 Budget **enhances non-police responses to community members and individuals in homeless encampments**. The budget includes funding for a position to transform City response efforts and provide a different approach to engaging with individuals experiencing homelessness or mental health crisis in the community and on City properties, including City-owned open space areas and utility properties.

Neighborhood and Community Services will complete a **diversity, equity, and inclusion review of how code enforcement is administered** within the department, and improve services for vulnerable populations with a goal of addressing compliance concerns in an equitable manner.

MAINTAIN ESSENTIAL SERVICES

Emergency Response Services

This Adopted Budget allows the City to continue to provide **emergency response services** including police, fire, and removal of snow and ice at existing service levels.

Domestic Violence support for 2021-2022 will maintain current funding for the Crystal Judson Family Justice Center and domestic violence shelter beds as well as other domestic violence services including legal advocacy services and perpetrator counseling.

This budget continues to make **youth and young adult violence reduction and prevention a priority by funding a continuum of services**, including prevention and intervention strategies. This approach is intended to decrease rates of community violence, recidivism, and rates of conviction and incarceration of youth and young adults.

The Tacoma Police Department will maintain its data driven approach to proactive policing. This approach identifies crime patterns and trends, as well as quality of life issues throughout the entire community, to effectively deploy department resources to identified areas.

COVID RESPONSE

Emergency Response Services

Basic Life Support (BLS) medical response comprises approximately 80% of calls for service for the Tacoma Fire Department. Currently these calls for service are diverted to private ambulance response. In 2021-2022, the City will begin providing BLS medical transportation services through the Tacoma Fire Department. The implementation of BLS will put five additional medical transports into service, in addition to the five Advanced Life Support transport units already in City deployment. By providing this service, the Tacoma Fire Department will be able to improve the continuity of patient care. By transitioning these services from EMT-only staff to Firefighter EMTs, the City will also benefit from improved flexibility in response since Firefighter EMTs can respond to all Tacoma Fire emergency scenes (fire, extrication, etc.). This model also makes it possible to collect revenue for BLS response through billing for medical transport through Ground Emergency Medical Transport (GEMT), insurance, and private pay arrangements.

The shift to this model will require deployment of existing Firefighter EMTs to support BLS transport while additional staff are hired and trained. This service model change will require an additional 45 commissioned staff positions by 2022. The Tacoma Fire Department analyzed calls for service during the fall of 2020 to determine service impacts, deployment models and strategies to ensure response times meet the community's needs through 2022. For example, the department evaluated deployment for non-emergent service requests to determine if BLS transport units could respond without an engine to certain locations like staffed medical or care facilities. As the deployment model and BLS services are reviewed over the next two years, the City will continuously update the financial projections and hiring to calibrate the needed staffing and deployment models.

The Tacoma Police Department will manage at a **reduced staffing level** in 2021-2022 by holding 25 commissioned positions vacant throughout 2021. The department will continuously monitor and balance staffing levels across the department with a focus on the core services of Patrol and Investigations. The department will seek efficiencies in the deployment of resources by implementing **recommendations of the Matrix Staffing Study** as feasible, continuing with the department's **integrated approach to crime management**, as well as implement **recommendations from the 21 Century Policing consultants**. The department has already redeployed officers back to Patrol from the School Resource Officer program and have not filled two of the four positions in the Hiring Unit. The Department will also focus on **investigative redeployment strategies** to more effectively respond to crime spikes and patterns to reduce gun violence, identity crimes, and property crimes.

The 2021-2022 Budget for the **Municipal Court** reduces 8.6 positions at the Court. These staff reductions are proposed due to the continued decline in court case filings. Court case filings have been on a downward trend over the past several years. Most recently, the Court's case filings have also been negatively impacted by the COVID19 pandemic. In response to this crisis, the Court has automated many internal systems. The Court has also implemented virtual court hearings as an alternative to in person hearings. Based on the downward trend of court case filings along with improved efficiencies, the Municipal Court will be able to absorb the impacts of the staff reductions while continuing to provide a high level of service to community members within the City of Tacoma.

To assist with community member and business perception of safety, the City will continue the **Rapid Graffiti Removal program**, with a target of addressing 150 locations during 2021-2022. Although this reflects a service level reduction, Neighborhood and Community Services will deploy resources to areas identified in the Equity Index as having the highest need and lowest opportunity to improve livability. Although funding will be reduced for **Neighborhood Blight Reduction** (Adopt-A-Spot and Neighborhood Litter Patrol), the City plans to continue the existing service level through process improvements.

The Budget maintains **Homeless Outreach Services** with reduced funding through efficiencies in the contracted service model to direct services where the services are most needed. During the 2021-2022 biennium, staff will assess the efficacy of the City's outreach efforts with service providers and the Homelessness Outreach Team to implement strategies that address community impacts related to homelessness on or near businesses to increase the perception of safety and ability for businesses to operate safely.

The 2021-2022 Budget includes a reduction in **Site Reclamation** funding. However, funding continues for service providers to offer a range of shelter options and specialized services for individuals experiencing homelessness, in a manner consistent with local, state, and national data calling for attention to addressing racial disparities. This targeted approach is intended to decrease racial disparities among individuals experiencing homelessness, reduce the number of individuals living in unauthorized encampments, and decrease the number of chronic encampment locations. The actions are expected to mitigate or offset reductions in funding for Site Reclamation.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Infrastructure Safety for Motorists, Pedestrians, Cyclists

Safe access via City streets, sidewalks, trails, and bike networks as well as streetlights and signal systems all contribute to the Community's perception of safety. Major actions planned for 2021-2022 related to these services are covered under the Access Priority of the Budget Highlights section of this document.

In 2021-2022, Public Works will initiate a **Vision Zero Plan**, with the goal of eliminating all serious injury and fatality collisions on City Streets by 2035. The Vision Zero Plan is expected to be completed in Spring 2021 and will outline the programs, policies, and infrastructure projects needed to achieve the goals of Vision Zero. Data demonstrates that many crash-related injuries and fatalities have a disproportionate impact on marginalized communities and communities of color. This plan will center on equity and examine critical policy issues affecting every Tacoma resident – including speed limits and prioritization of infrastructure funding. Grant funding will be pursued beginning in 2021 to augment existing resources in support of this effort.

PROGRAMS

Department	Program	2021-2022 Adopted Budget	FTEs
City Attorney's Office	Prosecution	4,890,252	14.5
Environmental Services	Nuisance Abatement	3,050,000	-
Fire	911 Dispatch and Communications	4,781,141	11.7
	Code Review and Building Inspections	3,036,467	7.8
	Emergency Preparedness, Management, and Planning	905,188	1.9
	Fire Investigations	912,441	2.1
	Fire Prevention and Safety Planning	2,594,599	4.9
	Fire Suppression and Readiness	109,298,259	276.4
	Fireboat Response and Rescue	97,360	-
	Hazardous Materials - Response	79,143	-
	Medical Response/Patient Care/Transport	0	1.6
	Other Fire Operations	2,384,898	4.5
	Rescue Operations - Technical	17,872	-
Municipal Court	Municipal Court Operations	9,838,492	27.7
Neighborhood & Community Services	Building and Property Compliance and Abatement	4,933,500	11.0
	Crime Prevention through Environmental Design	91,937	0.5
	Encampment Response	236,068	0.9
	Neighborhood Blight Reduction	213,518	0.7
	Rapid Graffiti Removal	157,837	0.3
	Site Reclamation	276,144	0.6
Planning & Development Services	Building Development	798,914	1.5
Police	911 Dispatch and Communications	15,073,150	-
	Body Worn Cameras	1,754,297	-
	Community Engagement and Community Liaison Officers	5,788,788	17.0
	Criminal Investigations	26,883,635	70.0
	Homeless Outreach Team (HOT)	2,260,767	6.0
	Other Police Operations	6,823,020	10.0
	Patrol Services	67,936,003	206.0
	Special Events	406,476	-
	Special Investigations	6,350,682	16.0
	Traffic Enforcement	5,351,334	10.2
	Violence Reduction Team	4,229,427	12.0
Public Works	Traffic Engineering, Enforcement, and Education	554,592	1.4
	Traffic Signals and Streetlights	11,698,922	21.5
	Traffic Signs and Markings	3,558,941	6.3
Grand Total		307,264,064	745.0

AFFORDABLE HOUSING

Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs

Housing Affordability is a crisis in our community today. The symptoms of this crisis take many forms, from more Tacoma residents experiencing homelessness to more of the families who work in Tacoma (teachers, firefighters, food workers, etc.) struggling to afford their rent or mortgage to live here.

WHAT WE HEARD

In the 2020 Community Survey, respondents indicated that housing was a significant issue facing Tacoma in the next ten years. Homelessness was the top issue identified by respondents (31% of respondents). Two of the other top five issues related to housing: housing shortage (13% of respondents) and housing costs (11% of respondents).

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to increase the amount of funding dedicated towards Housing.

Across 503 narrative surveys filled out by the community on the topic of housing, the top themes and takeaways were as follows:

When asked if **housing is available to fit their needs** 36% of respondents replied "no."

When asked to cite **what was preventing them from finding suitable housing**:

- 70% of respondents mentioned that housing was too expensive;
- 10% of respondents mentioned the lack of living wage jobs.

When asked **what the City should do to support housing**:

- 30% of respondents called for the City to make more affordable housing available;
- 14% of respondents called for rent control;
- 11% of respondents expressed the need to expand housing options: including calls for upzones, permitting tiny homes, and allowing multi-family housing in more areas of the City.

CITY OF TACOMA - ROLE

The City works to fill gaps in order to ensure the availability of affordable housing in our community. The City supports developers directly through funding and indirectly through permit services, regulations, and infrastructures to assist in building housing across the income spectrum. The City also works to sustain people in housing by providing direct support to homeowners to rehabilitate homes and provide utility and mortgage assistance through tenant services. The City uses its zoning and long-range planning work to support ongoing policy and regulatory reviews of housing and mixed-use center requirements.

- Permit Services
- Neighborhood Planning and Long Range Planning
- Housing Development Support
- Housing Rehabilitation and Homeownership Support
- Tenant Services
- Fair Housing
- Utility Assistance
- Sheltering Services

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATION

Housing Rehabilitation and Homeownership Support

In 2021-2022, the Community and Economic Development Department will expand and focus the City's **Down Payment Assistance Program** by developing and implementing a marketing strategy that focuses on creating wealth-building opportunities among the City's underserved populations including BIPOC households. The Community and Economic Development Department will conduct a Down Payment & Foreclosure Assistance disparity study funded through the Affordable Housing Trust Fund in 2021.

Utility Assistance

The City's Utilities are updating the **Bill Credit Assistance Program** (BCAP) and the Low Income Elderly/Disabled programs to increase the number of eligible households and increase discounts. In addition, the Advanced Metering Infrastructure project will provide many customer benefits. Some of the benefits available using this technology include monthly billing, choose-your-due-date any day in a month, faster outage and leak detection, prepayment options, remote turn-on and turn-off for easier move in, move out, and reconnection, and detailed, near real-time usage information through an enhanced customer web portal.

Sheltering and Human Services

In 2021, Neighborhood and Community Services will hold a portion of funding aside for first time funding for new providers, particularly those who serve BIPOC communities or are led by individuals from BIPOC communities.

MAINTAIN ESSENTIAL SERVICES

Housing Development Support, Housing Rehabilitation and Homeownership Support

Community and Economic Development will continue to provide funding through the City's Federal, State, and local resources to leverage more financing that will facilitate the development and preservation of additional affordable housing.

Community and Economic Development will strengthen coordination with TPU and expand the marketing of the **owner-occupied single family housing rehabilitation program** to complete 25 projects per year in 2021-2022.

Sheltering Services

City funding will ensure the continuation of the Stability Site for the biennium, sheltering up to 80 individuals at any given time in 58 units.

Fair Housing

The 2021-2022 Budget maintains the City's **Fair Housing services** including one fair housing investigator, and an Equal Employment Opportunity Commission (EEOC) investigator. In 2020, the City's Human Rights program closed seven Housing and Urban Development (HUD) cases, seven EEOC cases, and four Public Accommodation cases. Staff projects to see an increase in closed cases in the next biennium due to implementation of a virtual community engagement plan targeted to increase visibility of the services available. Improvements are also being made to the intake screening process.

COVID RESPONSE

Sheltering Services

The City will continue efforts to expand non-congregate shelter capacity in Tacoma to comply with health and safety guidelines. The City will increase capacity through use of County, State, and Federal COVID-19 relief funds, reaching a total of 209 beds in 2021.

Housing Support

The 2021-2022 Budget includes funding for the **foreclosure prevention / mortgage assistance program**. The Community and Economic Development Department will work with community partners to both promote the program and assist with implementation. This program will provide homeowners with resources for staying in their homes when experiencing financial hardship. In addition, this budget will support up to \$1 million in **rental assistance** using grant funding.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Affordable Housing Trust Fund

The 2021-2022 Budget includes a contribution to the City’s Affordable Housing Trust fund of \$1 million. This funding will be available for use to leverage federal funding and private investment.

Permit Services

The 2021-2022 Budget enhances **Affordable Housing support** in the Planning and Development Services Department by adding a position to assess affordable housing projects quickly, provide options, prioritize affordable housing projects, help incentivize new units, and coordinate projects to address permitting concerns proactively.

Neighborhood Planning and Long Range Planning

The 2021-2022 Budget continues the Planning Division's **Neighborhood Planning Program**, which is designed to focus on implementation of the Affordable Housing Action Strategy (AHAS) planning actions (infill housing and inclusionary zoning), provide capacity to tackle Council and community-desired initiatives involving subarea planning and neighborhood action strategies (such as the Pacific Avenue Corridor Plan), and support a shift to more proactive and equitable community engagement.

The 2021-2022 Budget increases staff support to **enforce Rental Housing Code**. By expanding the staff support, staff estimates that they will increase the number of community members served annually from 2,000 to over 3,500, create time for the Landlord/Tenant Coordinator to implement policy changes to the Rental Housing Code, administer relocation funds, and enforce code compliance equitably.

The Budget also continues the City’s **tenant relocation program**.

PROGRAMS

Department	Program	2021-2022 Adopted Budget	FTEs
City Manager's Office	Civil Rights Investigations and Outreach	1,015,122	3.7
	Landlord Tenant Program	670,002	2.1
Community & Economic Development	Affordable Housing	547,223	1.7
	Affordable Housing Fund	2,706,142	-
	Community Development Block Grant (CDBG) and HOME Program	10,146,656	5.9
	Down Payment Assistance	156,022	0.1
	HOME Lakewood Contribution	929,948	-
	Housing Rehabilitation	1,488,432	0.7
	MultiFamily Property Tax Exemption	131,672	0.4
Neighborhood & Community Services	Homeless Services	850,062	0.5
	Housing Services	802,565	0.3
	Permanent Supportive Housing	34,633	0.1
	Sheltering	3,783,944	2.7
Grand Total		23,262,424	18.2

ACCESS

Improve access and proximity by residents of diverse income levels and race/ethnicities to community facilities, services, infrastructure, and employment

To be a truly livable City, residents must have meaningful access to the things that they need in their everyday lives no matter what neighborhood they live in, what their income might be, what language they speak, or any other aspect of who they are. Residents must feel that facilities and services are easy to access and meaningful to improving or maintaining their quality of life.

WHAT WE HEARD

In the 2020 Community Survey, overcrowding/population growth (14% of respondents), street maintenance (9%), traffic (6%), and transit (3%) were all listed as top issues facing Tacoma in the next ten years. Street conditions (44% satisfied), traffic signals (71% satisfied), and street lights (72% satisfied) were listed as lower performing services that have a higher impact on quality of life. 76% of respondents indicated that they were satisfied with walking in their neighborhoods and 75% were satisfied with the ease of bike travel in their neighborhoods. 91% were satisfied with the level of arts, cultural and heritage programs in their neighborhoods.

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to decrease the amount of funding allocated toward Access and redirected that money to other priority areas.

Across 197 narrative surveys filled out by the community on the topic of Access, the top themes and takeaways were as follows:

When asked if **needed day-to day services and facilities were accessible**, 26% of respondents replied "no."

When asked **what the City should do to improve access**:

- 26% of respondents mentioned there is a need to improve transportation options. This included things like improving public transportation access, walkability, improving bike access, and improving ADA accessibility;
- 14% of respondents cited the need to improve internet access;
- 12% of respondents desired redirecting funds from the Police Department in order to devote more resources to improving physical access.

CITY OF TACOMA - ROLE

The City sets the conditions for physical access across the community, including establishing the planning requirements and rules as well as building the physical infrastructure. This infrastructure ensures physical access by all transportation modes, including active transportation. The City also serves in a coordinating role with key community partners such as the Port, Tacoma Public Schools, Metro Parks, Sound Transit, and Pierce Transit amongst many others. The City is also concerned about ensuring access to services that improve quality of life, such as arts and culture. The City is committed to removing barriers to access whether physical barriers, institutional barriers, digital access barriers, cultural, language, or disability barriers. As a component of improving access across the City as well as across the region and nation, the City also works to market the quality of life and business in our community to improve access to businesses, jobs, and services.

- Infrastructure, Facilities, and Natural Spaces
- Information Access and Education Access
- Venue, Arts, and Cultural Services
- Supporting Opportunities for Youth and Seniors
- Removing Barriers to Access
- Promotion of City and Services

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATION

Information Access and Education Access

Tacoma Public Library will be focused on its Equity and Access Strategic Initiative in 2021-2022. The Library will add an Equity and Engagement Officer to lead the initiative to consistently address inequities in public service programs as well as in institutionalized practices. The Initiative will include improved access to **current and culturally relevant resources and services**, identify steps to **increase or revise operating hours** to address service inequities, **determine service priorities** for library facilities based on community need, enhance the **customer service experience** by providing easy-to-use services and **ensure collections (physical and digital) are equitable and responsive to community demand**.

The 2021-2022 Budget includes **Library Fee Elimination**. Data from other Library systems show that eliminating late fines has no adverse impact on return rates; many libraries have demonstrated that eliminating fines can even increase use of Library materials. This assists in the Library's efforts to reform inequitable fines and fees that often strip wealth from communities of color and can trap low-income people in a web of debt and prevent people who cannot afford them from using the Library.

In the 2021-2022 Budget, the City will implement a **Spanish Language Access Pilot** (see Belief and Trust section for more detail).

MAINTAINING EQUITABLE ESSENTIAL SERVICES

Infrastructure, Facilities, and Natural Spaces

In 2021-2022, the City will continue to provide essential street maintenance and transportation related services for all transportation modes. These efforts include the continued implementation of the Streets Initiative, Safe Routes to Schools, Streetlights, ADA network improvements, and sidewalk programs. In order to provide essential transportation services, the City relies on a variety of funding sources, including the City's General Fund, Utility Taxes, Car Tabs, Motor Vehicle Fuel Tax, and the City's Streets Initiative.

Since the passage of the **Streets Initiative** in November 2015, over 2,700 blocks have been improved or maintained – which equates to 34% of the residential network. In addition to this, Streets Initiative funds have been leveraged to attain nearly \$64 million in grant funds. Grants fund major street improvements such as the Taylor Way and East 64th Street projects that are currently in construction; as well as active transportation projects such as Phase III of Water Flume Line Trail and the Mildred Street First Mile/Last Mile Bike Lanes, which were recently awarded to the City. For 2021-2022, another 900 blocks of streets are planned to be improved or preserved as a part of Streets Initiative projects.

Public Works will continue to **increase options for active transportation** by expanding the network, repairing sections of sidewalk, installing missing link sidewalks, upgrading existing traffic signals with ADA pedestrian signals, providing connections to bus stop pads, and increasing connections to trails.

In 2019, Public Works identified a total of 3,870 dark segments of roadway as potential locations for **new streetlights**. Staff evaluated the segments based on nighttime accident history; relevant reported crime; school safety, and the Equity Index to evaluate future light locations. Staff installed 82 new fixtures in the 2019-2020 biennium. In 2021-2022, Public Works will install an additional 200 new lights (bringing the total to 282) using the same criteria and methodology developed for the equitable distribution of services.

Public Works will continue the **Safe Routes to School (SRTS)** improvements and education and encouragement events that prioritizes safety and equity (in terms of race and income). In 2021-2022, staff will continue installation of 30 beacons to complete conversion of all remaining school speed zones on arterials from time of day signs to beacons, work with two elementary schools to identify and design infrastructure improvements and will conduct walking audits to update School Walking/Biking Route maps. Grant funding will expand the City's investment in SRTS, and will allow the City to launch the safe walking and rolling video series, support grant funded bike camps, and support education and encouragement campaigns.

Public Works, through the **residential street paving program**, will continue to construct ADA accessible curb ramps. The **Sidewalk Program** will continue to reconstruct unfit/unsafe sidewalks. The 2021-2022 goal is to construct an additional 360 to 420 **ADA ramps** with a continued focus on using equity as a means of prioritizing where and how resources are allocated. Additionally, the goal is to construct 6,140 linear feet of **unfit/unsafe sidewalks**, again using equity to help prioritize where and how we allocate our resources.

Public Works will continue to work with communities to tailor capital investments to community needs, including innovative efforts at community engagement such as a community storefront for the **Links to Opportunity (LTO) project**. Public Works is currently working on right-of-way for the LTO project. The streetscape project is anticipated to begin near the light rail, and substantial completion is currently projected for late 2021. The City will engage with residents and business owners directly to address parking and business interruptions as sidewalk and streetscape work is scheduled and constructed. Community and Economic Development will continue to work with community-based organizations to complete the HUD application for the Hilltop-focused designation of a Neighborhood Revitalization Strategy Area and work with the Hilltop Investment Committee to help prioritize the use of CDBG funding.

Public Works continues to manage the **Deferred Repair and Replacement program**. In the 2021-2022 biennium the new Fire Station in the tideflats will be completed, the Beacon center will be renovated, and a handful of major maintenance projects will be completed. The City's Beacon Center work will allow the City to continue and improve its support of homeless youth.

Supporting Opportunities for Youth and Seniors

The 2021-2022 Budget includes funding for **educational support services for youth and vulnerable populations** in order to increase number of BIPOC students attaining high school graduation or equivalency and prepared for post-secondary education.

The City of Tacoma will continue its work with Tacoma Public Schools for the **Summer Jobs 253 Program** and **Career and Technical Education (CTE) opportunities** that address credit deficiencies and provide work experience and/or certifications in industry areas of Maritime, Healthcare and Environmental Services.

COVID RESPONSE

Information Access and Education Access

In 2021-2022, the Tacoma Main Library will **open the second floor to community and grass-roots service organizations**. This programing and facilities change will reduce expenses and allows the library to continue to provide library services for vulnerable population served at Main. It also preserves important northwest history, youth, adult, and administrative functions. A portion of the Reference, Youth Services, Adult Fiction materials, and public computers currently housed on the second floor would be moved to the first floor. These changes will allow the second floor to be used as a permanent space by community or grass-roots organizations that are currently at risk of losing their own spaces.

Supporting Opportunities for Youth and Seniors

Due to COVID-19, Senior Centers closed March 10, 2020. The City anticipates that Senior Centers will re-open in 2021 with the expectation that COVID restrictions will be required. In anticipation of these restrictions and in light of the City's current financial crisis, the Senior Center operation will be reduced to a part-time basis, although transportation and meal services will continue five days a week. Youth sheltering is continued in compliance with health and safety guidance.

Venue, Arts, and Cultural Services

In response to the COVID-19 Pandemic, the Tacoma Dome and Convention Center are working with organizations across the state and country to determine the best practices for reopening. The venue industry has revised national and global standards for operating and sanitation to **ensure health and safety at event venues**. Tacoma Venues and Events (TVE) will achieve industry standards for sanitation, which includes actions such as minimizing touchpoints at security checks and throughout the facility and providing a cashless environment at the Tacoma Dome and Greater Tacoma Convention Center.

Promotion of City and Services

Travel Tacoma/Mt Rainier Tourism and Sports will be integral to the reopening of venues. The community, targeted programs, and promotions will invite visitors to return. The sales team will be focused on recovery and rescheduling of meetings, events, and conferences at the Greater Tacoma Convention Center and generating positive economic impact.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Infrastructure, Facilities, and Natural Spaces

To improve access to services and facilities, Public Works continues its working relationships with Pierce Transit, Sound Transit, and WSDOT, which is critical for the completion of local and regional transportation projects in Tacoma. These projects include the Light Rail Expansion/Links to Opportunity, Pierce Transit Bus Rapid Transit, Tacoma to Puyallup Trail Connection, I-5 System Partnership, WSDOT I-5 HOV and SR-167 Projects, Gas Station Park, and Municipal Dock.

Arts and Cultural Services

The Office of Arts & Cultural Vitality will continue to support the **Municipal Arts Program** (public art) with a focus on community engagement, funding for the City's artists and arts organizations, and staff support for the Tacoma Arts Commission. Traffic Box Wraps will continue, with a call for artwork by up to 20 artists for a minimum of 50 box wraps. Arts Month, held annually each October, will continue to provide a platform to connect community with arts and culture, adapting to evolving needs and a reduced budget for promotion.

Fifty-eight organizations representing arts, culture, heritage, and science will complete the inaugural **Tacoma Creates** funding cycle in June of 2021. The second funding cycle will run from July 2021 - June 2022 and the third cycle July 2022 - June 2023. **Outreach and technical assistance** will be provided to smaller and emerging organizations to increase access and participation. **Justice, Equity, Diversity and Inclusion (JEDI) training** will continue for funded organizations to effect organizational change. Participatory budgeting cohorts in the 98404 and 98409 neighborhoods will implement projects developed by their community. Support will be provided for cultural education programming, providing **no-cost access** to horizon-expanding opportunities for students across Tacoma with priority emphasis on students attending higher needs schools. The newly appointed Tacoma Creates Advisory Board members will serve their inaugural terms.

Staff will continue to support film, corporate, and non-profit **Permitted Event Activity** with a cost-recovery budget. Staff will also support the City Events and Recognitions Committee.

PROGRAMS

Department	Program	2021-2022	FTEs
		Adopted Budget	
City Council	Deportation Defense Fund	50,000	-
Finance	Capital Projects Fund	21,822,963	-
Information Technology	Digital Equity	109,575	-
Library	Asset Management	3,059,405	7.4
	Civic Engagement	63,037	0.1
	Collection Materials	4,744,891	9.4
	Community Engagement	70,827	0.2
	Learning Services	1,125,821	4.1
	Library Trust Funds	437,489	-
	Neighborhood Engagement	14,367,671	73.9
Neighborhood & Community Services	Educational Support Services	667,592	0.1
	Senior Wellness and Senior Centers	1,010,310	0.3
Planning & Development Services	Building Development	10,441,713	29.7
	General Fund Supported Services	2,716,352	8.4
	Historic Preservation	460,431	1.6
	Land Use	3,076,541	10.2
	Natural Resource Protection and Open Space	428,638	-
	PDS Planning	267,262	-
	Permit Resource Center	2,283,274	5.2
	Right of Way Development	1,673,754	4.8
	Site Development	11,244,930	31.9
Public Works	Urban Design Studio	116,384	0.1
	Active Transportation Program Management	459,618	1.1
	ADA Program Management	317,952	0.8
	Bridge Operations & Maintenance	2,715,961	0.8
	Capital Projects	5,650,673	8.9
	Community Service Crew	0	2.1
	Development Review & Permitting	194,611	0.5
	Emergency Response	3,064	-
	Engineering Administration	2,139,444	4.3
	Engineering Capital	12,333,708	38.6
	Facilities	1,715,225	3.4
	Local Improvement Districts	571,742	2.2
	Neighborhood Program Management	242,868	0.7
	Parking	8,973,995	10.6
	Real Property Services	3,043,014	5.1
	Road Use Compliance	968,768	3.0
	Safe Routes to School Program Management	223,707	0.7
	Sidewalk Capital	1,250,000	0.2
	Sidewalk Program Management	339,116	1.0
	Street Maintenance	15,226,863	30.2
	Streets Initiative	41,357,352	28.0
	Tacoma Mountain Rail	3,820,846	-
	Traffic Administration	1,666,197	2.7
	Transportation Policy and Planning	388,299	1.0
	Union Station	4,903,400	-
Tacoma Power	TPU Customer Services	0	75.8
	TPU Support Services	0	5.0
	Transmission & Distribution	71,600,728	251.5
Tacoma Rail	Tacoma Rail Construction	5,654,760	10.5
	Tacoma Rail Mechanical	16,013,329	18.5
	Tacoma Rail Operations	26,589,274	81.0

Programs continued on the next page.

Department	Program	2021-2022 Adopted Budget	FTEs
Tacoma Venues and Events	Cheney Stadium	3,419,543	-
	Convention Center Operations, Sales/Booking, and Marketing	10,506,724	18.3
	Municipal Art	651,585	-
	Performing Arts Theaters Maintenance	3,095,728	-
	Public Facilities District	8,180,362	-
	Special Events	627,092	1.0
	Tacoma Creates Capacity Building	677,379	0.5
	Tacoma Creates Enhanced Access	2,935,290	0.3
	Tacoma Creates Transportation	903,175	-
	Tacoma Creates Unrestricted Funds	5,870,556	0.5
	Tacoma Dome Operations, Sales/Booking, and Events	26,599,958	22.7
	TVE Tourism & Convention	9,598,822	-
	Tacoma Water	Water Fund Capital	79,331,221
Grand Total		461,000,810	819.0

LIVABLE WAGE JOBS

Increase the number of Tacoma households that have livable wage jobs within proximity to the city

In order to support our long-term growth and afford the rising cost of living (especially the cost of housing), Tacoma residents need access to more livable wage jobs. A livable wage job is the hourly rate that an individual in a household must earn to support themselves and their family. In addition to more diverse, livable wage jobs in the city, the organization seeks to ensure that more Tacoma households have the skills to access those jobs and continue to thrive in Tacoma.

WHAT WE HEARD

In the 2020 Community Survey, economic development services was listed as a lower-performing service (70% satisfaction) that also has a high impact on quality of life. Only 17% of respondents indicated that they were very satisfied with the City's overall economic health while 61% said they were satisfied (bringing total satisfaction to 78%).

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to increase the amount of funding allocated toward Jobs.

Across 334 narrative surveys filled out by the community on the topic of Jobs, the top themes and takeaways were as follows:

When asked if **livable wage jobs were accessible** 38% of respondents replied "no."

When asked **what prevented them from getting a livable wage job:**

- 17% cited the lack of jobs in the area;
- 13% mentioned that available wages were too low;
- 10% mentioned that the cost of living is too high.

When asked **what the City should do to create more access to livable wage jobs:**

- 26% of respondents cited the need to attract, retain, and grow business to the City;
- 16% asked the City to raise the minimum wage;
- 15% asked for the City to increase support to programs that prepare residents for living wage careers. This included calls for investment in education, community colleges, and trade specific programs.

CITY OF TACOMA - ROLE

While the City is not a direct job creator in the community, there are a number of actions that the City takes to help create the conditions for a thriving local economy with livable wage jobs. The City works with businesses and potential businesses on retention, expansion, attraction, and start-up. The City contracts for public works and goods and services from the private sector, which also generates employment. The City's Minority Business Development Agency Program works to ensure that businesses in Tacoma receive support on how to successfully do business with the City. The City also provides direct assistance through loans and technical assistance. The City sees itself as part of the network of partners supporting businesses and business districts. As one of the largest employers in Tacoma (approximately 3,600 total), the City also works with workforce development programs to create pathways to employment at the City and ensure that our recruitment and retention efforts are equitable and focused on Tacoma residents.

- Direct Support Services for Businesses
- Permitting Assistance and Support
- Business Recruitment, Marketing, Retention, and Start-Up Efforts
- Business Outreach and Partnerships
- Supporting Workforce Development and Training

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATION

Supporting Workforce Development

The City of Tacoma is undertaking an organizational transformation effort towards becoming an anti-racist organization. This effort is expected to result in a workplace culture that supports the recruitment and retention of a diverse workforce. These efforts include a retention strategy for employees of color, an increase in equitable internship opportunities, and will be supported by the completion of workforce equity and classification and compensation studies, which will inform equitable hiring and pay practices.

MAINTAIN ESSENTIAL SERVICES

Supporting Workforce Development and Training

The Community and Economic Development Department will continue to improve coordination with Workforce Central, the Tacoma School District, local technical colleges, community colleges and others to develop **training programs** that are focused on transferrable skills in the key industry sectors to prepare Tacoma residents for jobs in the new economy. Additionally, the Budget continues support for programs such as Tacoma Training and Employment Program (TTEP) Foundation for Tacoma Students, Summer Jobs 253, and will continue to work with advisory partners to enhance these programs to meet the changing workforce environment.

Direct Support Services for Businesses

Community and Economic Development will continue work to increase the capacity of local businesses by offering group and individual technical assistance through the **Minority Business Development Agency** to a minimum of 100 businesses through contracted community based organizations. The Agency provides micro-loans and larger business loans to entrepreneurs interested in starting or expanding their businesses and works with contracted partners to support businesses in developing and/or improving their business plans, financial documents and marketing strategies.

Supporting Workforce Development and Training

The Tacoma Public Library will continue **programs and resources to help job seekers** such as a referral program for apprenticeships and jobs with Microsoft Leap; Microsoft Office certifications; and resume building and interview skills workshops.

COVID 19 RESPONSE

The 2021-2022 Budget reduces current staff support for industrial development in Community and Economic Development but realigns resources to improve efficiency and leverage this work with partners. In making reductions, maintaining services such as equity in contracting and other key services were prioritized.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Business Recruitment, Marketing, Retention, and Start-Up Efforts

The 2021-2022 Budget continues the **Equity in Contracting** initiative through continued trainings and increased outreach and monitoring in coordination with other internal departments. The initiative will conduct a minimum of four training sessions per quarter on how to do business with the City, and address equitable outreach and involvement with small businesses.

The Community and Economic Development Department will expand and focus **Business Retention & Expansion (BREs) efforts with BIPOC and women-owned businesses** and key sectors of the economy such as manufacturing and tech that provide living wage employment opportunities. The department will conduct a minimum of 100 BREs contacts annually, with at least 40 BIPOC-owned businesses.

Workforce Development

To improve access to livable wage jobs in 2021-2022, the City of Tacoma will:

- Participate in the Anchor Institution workgroup as a major employer in Tacoma, ensuring alignment and sharing best practices with other major employers in the city
- Enhance outreach to women and BIPOC communities to provide information about City jobs and create a sense of connection with the City of Tacoma

Environmental Services is expanding **Operator in Training Program (OIT)** and plans to conduct outreach and equipment demonstration for local High School Seniors.

The City will also continue education and training on racial equity and advanced equity topics. These trainings are critical to respond to City Council directives on anti-racism and in terms of building an inclusive workplace and providing equitable service to the community.

PROGRAMS

Department	Program	2021-2022 Adopted Budget	FTEs
Community & Economic Development	Business Attraction, Retention, & Expansion	940,130	1.3
	Business Services & Workforce Partnerships	260,052	0.6
	Downtown Business Improvement Area	2,875,243	0.3
	Equity in Contracting	482,184	1.5
	Facilitation of Public and Private Devel	654,185	1.1
	Federal Economic Development Grants	8,967	-
	International Business Support	162,458	0.4
	Local Economic Development Grants	348,511	-
	Local Employment Apprenticeship Program	678,137	1.0
	Marketing and Communication	95,814	0.2
	Minority Business Development Agency	848,000	2.0
	Tacoma Training & Employment Program	80,389	-
	Urban Development Action Grant - Economic Development Grants	313,634	-
	Workforce Development Contracts	1,032,170	-
Finance	Employment Standards	24,004	0.1
Neighborhood & Community Services	Youth Education Development and Training	89,571	-
Grand Total		8,893,448	8.5

BELIEF AND TRUST

Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.

Why do some people get involved while others often do not? The answer often comes down to whether they trust public institutions that are asking to engage with them, as well as whether or not they feel like their input and efforts are taken into consideration or have an impact. Further, many communities have generations of experience where their voice was not taken into consideration when decisions were made. In order to increase the number of people who vote, the diversity of the people who participate civically, and improve the quality of life for all Tacoma residents, we must ensure that more residents have experiences that reinforce their impact on the community and increase trust in local government.

WHAT WE HEARD

In the City's 2020 Community Survey, 54% of the respondents rated their level of confidence with the Municipal Government as excellent or good, which was consistent with the 2018 survey. Only 22% of respondents believed that their participation in civic activities was very impactful or impactful to their communities.

When given the opportunity to balance the 2021-2022 General Fund Budget, participants to the City's Balancing Act tool elected to increase the amount of funding allocated toward programs that advanced Belief and Trust.

Across 217 narrative surveys filled out by the community on the topic of Community Engagement, the top themes and takeaways were as follows:

When asked **what prevented residents from trusting the City of Tacoma and other local institutions:**

- 14% of respondents mentioned they believe that City employees are not held accountable. Respondents most commonly cited Police Officers as not being held responsible for their actions;
- 13% mentioned that they believe the City does a poor job of representing the community and that special interests have an outsized influence on decision-making;
- 11% mentioned they believe the City does a poor job of keeping promises;
- 10% of respondents cited distrust of elected officials.

When asked **what the City should do to build trust with the community:**

- 18% asked for the City to do a better job of listening to residents and then follow through with action;
- 17% asked for the City to defund the Police Department;
- 17% called for the City to expand engagement opportunities;
- 10% called for the City to do a better job of sharing power with BIPOC communities.

CITY OF TACOMA - ROLE

In order to increase resident trust in local institutions, the City must reliably communicate with residents to ensure they understand and are able to access government processes and systems. The City must also be able to provide timely and reliable services that respond to the real-time issues in our community, including everything from a pothole to putting out a fire. Simplifying and coordinating initiatives that engage community is integral to increasing the percentage of residents who believe they can have a positive impact on the community. The City also needs to share decision-making power with the communities we serve, and be transparent about decisions and all that we do. The City must also eliminate barriers to participation in public meetings so that those who participate at public meetings reflect the diversity of the Tacoma community.

- Provide timely, reliable information and services
- Actively respond to resident concerns
- Involve community in meaningful decision-making
- Transparency (in decision-making and actions)
- Reducing barriers to public participation

MAJOR INITIATIVES/ACTIONS IN 2021-2022

TRANSFORMATIONAL

In the 2021-2022 Budget, the City will implement a **Spanish Language Access Pilot**. This project will allow the City to assess the usage of language access programs, increase the efficacy of engaging with communities of color and non-English speakers, and provide comprehensive translation services for residents who speak Spanish as their primary language. The Pilot will provide translation of study sessions, community forum, community dialogues, departmental/ council meetings and some marketing materials.

MAINTAINING ESSENTIAL SERVICES

Customer Service and Community Engagement

The City will continue key programs such as **Tacoma 311** and community relations and community engagement support in Media and Communications Office. The 2021-2022 Budget extends the **Recycle Reset Project** customer service positions to address increased customer contact volumes and maintain recycling service levels.

Voting

Tacoma Public Libraries will continue its partnership with the Pierce County Auditor's office and the two other library systems in Pierce County to increase voting turnout by 50%.

COVID 19 RESPONSE

Community Involvement

Community Mobilization provider contracts were reduced in 2021-2022 and remaining funding will support **diversification and participation in Neighborhood Councils**. The goal is to increase participation among BIPOC communities in order to diversify neighborhood councils. This approach supports addressing the Community Survey results that indicate racial disparity among residents accessing City services. Since the City funds neighborhood councils as a way to improve civic engagement, this diversification in participation should also increase participation in City programs and public process.

In 2022, there will be staff support to redevelop the program with a transformational lens to be reinstated in 2023-2024.

ENHANCEMENTS & RESTORATION OF PRIORITY PROGRAMS

Community Engagement

Recent growth and development throughout the City has heightened interest and community desires for proactive engagement on development and planning projects. In 2021-2022, the City's Planning Department will create a **Community Engagement Team** to focus on customer service, mainly in the field, dedicated to responding to community concerns and facilitating communication and understanding by directly engaging with both project developers and community members.

The Budget includes an increase in **Community Relations Capacity** to improve the City's ability to respond with timely and accurate information to community issues of interest.

A Fire Chief's Community Advisory Committee will be formed in early 2021. This Community Advisory Committee will provide a diverse perspective and meet directly with the Fire Chief for input into current TFD services and programs, suggestions for improvement, and support candid conversations between TFD and the community.

PROGRAMS

Department	Program	2021-2022 Adopted Budget	FTEs
City Attorney's Office	Committees, Boards, and Commissions	211,727	1.0
City Manager's Office	Cable Franchise Services & Video Production (TV Tacoma)	3,431,539	10.7
	Capacity Building	26,646	-
	Commission on Disabilities	84,483	0.2
	Customer Service - 311	1,373,508	6.0
	Human Rights Commission	117,880	0.3
	Immigrant and Refugee Affairs Commission	129,969	0.3
Community & Economic Development	Neighborhood Business Districts Program	923,112	2.8
	Sister Cities Program	110,836	0.2
Environmental Services	Community Relations - Solid Waste	371,658	-
	Community Relations - Surface Water	152,305	-
	Community Relations - Wastewater	406,283	-
Finance	Community Engagement	47,090	-
Fire	Citizen Emergency Response Team	37,053	0.1
	Public Education and Relations	15,767	-
Hearing Examiner	Due Process Hearings	976,795	2.5
Neighborhood & Community Services	Community and Commission Support	3,907	-
	Community Engagement	1,094,415	2.2
	Innovative Grants	75,692	0.6
	Neighborhood Councils	175,717	0.5
Planning & Development Services	Advisory Commission Support	138,766	0.4
	PDS Planning	3,004,823	7.5
Public Works	Parking	71,120	-
Tacoma Venues and Events	Public Arts Install & Community Outreach	273,850	-
	Tacoma Arts Commission	403,081	-
TPU Low Income Assistance	Low Income Assistance	2,500,000	-
Grand Total		16,158,022	35.3

RATES, FEES, AND FINES

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 are projected for the 2021-2022 biennium:

Utility	2021	2022
Power	1.5%	2.0%
Water	1.5%	2.0%
Rail	Varies	Varies
Solid Waste	1.5%	2.0%
Wastewater	1.5%	2.0%
Surface Water	1.5%	2.0%



The City’s commercial recycling services provide the option for businesses to divert waste materials from the landfill and save money by reducing garbage disposal costs. In order to maintain the commercial recycling services, rates are proposed to increase in the 2021-2022 Budget to cover the costs of service.

The City offers self-haul garbage services. The City is proposing to increase disposal fees for non-City residents to better align with costs at comparable Pierce County facilities. Disparities in rates in neighboring jurisdictions can lead to overuse of the lower cost facilities, which can create degradations in the level of service in the form of long wait times and increased safety risks. In addition, when marketed effectively, increased garbage disposal rates can incentivize diversion through promotion of free self-haul alternatives for reuse and recycling of materials.

In 2021, the City will review eliminating the Contribution in Aid of Construction (CIAC) exemption for Utility Taxes and potentially eliminate the exemption in 2022. The change would levy the City’s utility taxes on costs associated with payments to utilities by private developers to build out utility infrastructure on behalf of developers. By spending 2021 reviewing the exemption, the City will have time to receive feedback, develop alternatives, or recommend a restructure the exemption before it would be implemented or reviewed by the City Council. The elimination of the exemption would raise more than \$1 million annually across the funds that receive utility taxes (Street Operations and General Fund).

The City also expanded the use of the City’s Franchise Fee revenues, which were previously restricted to support TV Tacoma and communications services. This change moved \$6.9 million in funding to the City’s General Fund.

Additionally, the City updated the City’s fee schedule, which includes new fees for public disclosure for body camera videos and updated fees for services such as Special Events. The fee updates are primarily due to cost of service changes.

MAJOR CHANGES IN 2021-2022 BUDGET

REVENUE AND EXPENSE CATEGORY CHANGES

The 2021-2022 Budget includes breakouts of expenses and revenues using new cost categories. This change does not affect the total expenses or revenues. One of the new categories is “Indirect Costs”. This category represents internal service departments who provide services to other departments (such as, City Attorney’s Office, City Manager’s Office, Finance, Human Resources, Information Technology, and others). The category of Capital Outlay includes all planned capital. Due to practices for tracking expenses, all actuals will show in other cost categories in the document (such as personnel, operational expenses, etc.).

ORGANIZATIONAL STRUCTURE UPDATES

The organizational changes in the 2021-2022 Budget are:

- Tacoma Police Information Technology Services were moved to the Information Technology Department;
- Co-responder program management was moved from Tacoma Police Department to Neighborhood and Community Services;
- Red Light and Speed Camera Management was moved from the Tacoma Police Department (Revenues also showed in Municipal Court) to the Public Works Department;
- Project PEACE Management and support was moved from the Tacoma Police Department to the Office of Equity and Human Rights;
- The Office of Health and Safety was created by moving positions from Human Resources and Tacoma Public Utilities to the City Manager’s Office;
- Equal Employment Opportunity was moved from the City Manager’s Office to Human Resources;
- The Foss Waterway Development Authority ended in 2020 and management of the properties will be transferred to Public Works starting in 2021.

PROGRAM BASED BUDGETING

The Office of Management and Budget continues to improve the program based budgeting process. The 2021-2022 Budget includes a new breakout of the City’s programs by City Council Priority Area in the preceding Highlights section. The Department Financial Summaries also include an updated view of program-based budgets for the 2021-2022 Budget.

PERSONNEL COMPLEMENT AND COSTS

The 2021-2022 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 Budget are based on projected growth in consumer prices and, for specific classifications, market data and/or compression. The City Council reviewed the final 2021 salary schedule for non-represented employees in December 2020. The Budget projects health and benefit costs similar to those in 2019-2020.

The 2021-2022 Biennial Budget includes a total of 3,952.7 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 2019-2020 Adopted Budget and the 2021-2022 Budget. Some of these position changes occurred during the 2019-2020 biennium (through the City's Reappropriation and Modification Budget processes). The second and third table illustrate FTEs changes by all funds, followed by a description of the changes.

FULL TIME EQUIVALENTS BY DEPARTMENT

Personnel Complement	2017-2018 Adopted	2019-2020 Adopted	2021-2022 Adopted	2021-2022 O/(U) 2019- 2020
City Attorney's Office	49.7	53.8	51.3	(2.5)
City Council	13.0	14.0	15.0	1.0
City Manager's Office	52.5	48.5	62.0	13.5
Community & Economic Development	25.4	26.6	25.9	(0.6)
Environmental Services	519.8	512.8	524.4	11.6
Finance	107.4	107.0	108.0	1.0
Fire	400.3	419.0	489.3	70.3
Hearing Examiner	2.5	2.5	2.5	-
Human Resources	33.3	47.5	45.2	(2.3)
Information Technology	112.0	128.1	136.3	8.1
Library	106.4	110.6	108.1	(2.5)
Municipal Court	36.3	36.3	27.7	(8.6)
Neighborhood & Community Services	40.4	35.2	34.6	(0.6)
Planning & Development Services	60.4	91.9	103.3	11.5
Police	394.1	406.3	403.5	(2.8)
Public Works	224.8	268.8	264.3	(4.5)
Retirement	10.0	10.0	10.0	-
Tacoma Public Utilities	1,487.2	1,500.7	1,482.4	(18.3)
Tacoma Venues and Events	45.0	55.3	59.0	3.7
Grand Total	3,720.4	3,874.5	3,952.7	78.1

Due to averaging between years and rounding, some rows may not sum.

FULL TIME EQUIVALENTS IN GENERAL FUND BY DEPARTMENT

Personnel Complement	2017-2018 Adopted	2019-2020 Adopted	2021-2022 Adopted	2021-2022 O/(U) 2019-2020
General Fund				
City Attorney's Office	17.0	17.5	15.3	(2.2)
City Manager's Office	2.9	3.0	15.6	12.7
Community & Economic Development	14.9	15.2	14.5	(0.7)
Finance	24.0	25.5	24.0	(1.5)
Fire	321.3	330.9	324.7	(6.2)
Information Technology	-	-	5.0	5.0
Library	106.4	110.6	108.1	(2.5)
Municipal Court	24.9	24.9	20.9	(4.0)
Neighborhood & Community Services	34.3	32.7	32.5	(0.2)
Planning & Development Services	7.9	7.2	9.8	2.7
Police	381.6	396.0	393.3	(2.8)
Public Works	14.3	17.7	17.4	(0.3)
Tacoma Venues and Events	2.8	4.3	4.3	-
General Fund Total	952.2	985.4	985.4	(0.0)

Due to averaging between years and rounding, some rows may not sum.

FULL TIME EQUIVALENTS BY FUND

Personnel Complement	2017-2018 Adopted	2019-2020 Adopted	2021-2022 Adopted	2021-2022 O/(U) 2019- 2020
Special Revenue Funds				
1020 - Courts Special Rev	0.7	0.7	0.7	-
1065 - PW Street Fund	92.7	110.0	102.9	(7.2)
1085 - Streets Initiative	26.4	26.3	28.0	1.7
1090 - TFD Special-CLSD	1.5	9.0	4.5	(4.5)
1100 - PW Facilities Right-of-Way Streets	0.9	0.4	0.7	0.3
1110 - LI Guaranty	0.1	0.1	0.1	-
1145 - PWB BLUS	0.4	-	-	-
1155 - TFD EMS Spec Rev	77.5	77.2	158.2	81.0
1185 - HRHS Special-CLSD	10.2	7.5	3.2	(4.3)
1195 - CED Spec Rev-CLSD	6.2	8.3	11.6	3.4
1236 - CED Small Bus Entrp	2.3	1.1	1.5	0.4
1267 - TPD Special Rev	5.0	-	-	-
1431 - CMO Muni. Cable TV	18.8	21.0	-	(21.0)
1500 - CED Loc Emp Apprent	2.3	2.0	1.0	(1.0)
1650 - Traffic Enforcement	18.1	18.8	15.6	(3.2)
Special Revenue Funds Total	262.9	282.3	327.8	45.5

Full Time Equivalents by Fund continued on next page

Personnel Complement	2017-2018 Adopted	2019-2020 Adopted	2021-2022 Adopted	2021-2022 O/(U) 2019- 2020
Capital Project Funds				
1060 - Transportation Captl	21.1	36.3	39.5	3.2
Capital Project Funds Total	21.1	36.3	39.5	3.2
Enterprise Funds				
4110 - PDS Development Services	52.5	84.7	93.5	8.8
4140 - PWE Prking Operating	14.5	18.8	15.2	(3.6)
4165 - Conv Ctr & Bicen Pav	16.3	22.8	24.1	1.3
4180 - PAF Dome	25.8	28.2	27.9	(0.3)
4200 - ES Solid Waste	190.5	196.5	200.5	4.0
4300 - ES Wastewater	227.6	231.3	235.2	3.9
4301 - ES Surface Water	98.3	81.1	85.1	4.0
4500 - Tacoma Rail	118.0	126.0	127.0	1.0
4600 - Water	273.5	289.3	300.8	11.5
4700 - Power	1,066.8	1,055.4	1,022.6	(32.8)
Enterprise Funds Total	2,083.7	2,134.0	2,131.7	(2.2)
Internal Service Funds				
5050 - TPU Fleet Service	29.0	30.0	32.0	2.0
5400 - Equipment Rental	39.2	43.2	43.2	-
5453 - Asphalt Plant	2.0	1.9	1.9	-
5540 - Comms Equip Res	5.1	5.0	5.0	-
5550 - ThirdPartyLiabClaims	0.3	-	1.0	1.0
5570 - WorksCompensationFd	7.9	-	-	-
5700 - Facilities	16.5	16.5	16.5	-
5800 - General Government Internal Servic	292.3	329.1	357.6	28.5
Internal Services Funds Total	392.1	425.6	457.1	31.5
Trust & Agency Funds				
6050 - Deferred Comp Trust	1.0	1.0	1.2	0.2
6100 - Employees Retirement	7.7	7.8	8.2	0.4
6120 - Rel & Pens Police	1.1	1.1	0.9	(0.2)
6150 - Rel & Pens Fire	1.1	1.1	0.9	(0.2)
Trust & Agency Funds Total	11.0	11.0	11.2	0.1
Grand Total	3,720.4	3,874.5	3,952.7	78.1

Due to averaging between years and rounding, some rows may not sum.

Grand Total includes funds from previous pages

EXPLANATION OF DEPARTMENTAL CHANGES

CITY ATTORNEY'S OFFICE (-2.5)

2019-2020 Adjustments & Baseline Corrections

- Eliminated Term-Limited Deputy City Attorney in the Civil Division (-0.3)

2021- 2022 Proposed Changes

- Eliminated one Legal Assistant from the Prosecution Division (-1.0)
- Eliminated one Office Assistant from the Prosecution Division (-1.0)
- Reduced Management Analyst III Position in the Civil Division to 0.8 FTE (-0.2)

CITY COUNCIL OFFICE (+1.0)

2019-2020 Adjustments & Baseline Corrections

- Moved Office Assistant from City Manager's Office (+1.0)

CITY MANAGER'S OFFICE (+13.5)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant to the City Manager Position (+1.0)
- Moved positions from Human Resources Department and Tacoma Public Utilities to create the Office of Health and Safety (+10)
- Moved Office Assistant to City Council Office (-1.0)
- Added Customer Service Representative hired in 2020 (+1.0)
- Added Community Engagement Position in Media and Communications Office (+1.0)
- Added Equity Services positions in Office of Equity and Human Rights (+2.0)
- Eliminated Government Relations Officer (-1.0)

2021- 2022 Proposed Changes

- Added Community Relations Specialist to the Media and Communications Office (+1.0)
- Moved Equal Employment Opportunity program to Human Resources Department (-2.0)
- Added Language Access position in the Media and Communications Office (+0.6)
- Eliminated Management Fellow position (-1.0)
- Added Management Analyst II position to the Office of Equity and Human Rights for Project PEACE work (+1.0)
- Added Housing Rehabilitation Specialist in the Office of Equity and Human Rights (+1.0)
- Reduced Government Relations Analyst shared with Environmental Services (-0.1)

COMMUNITY & ECONOMIC DEVELOPMENT (-0.6)

2019-2020 Adjustments & Baseline Corrections

- Correction from Previous Reorganization with Tacoma Venues and Events (-0.2)
- Changed charging allocations for Contract & Program Auditors to Grants with Neighborhood and Community Services (-0.4)

2021- 2022 Proposed Changes

- Eliminated Administrative Assistant (-1.0)
- Eliminated Business Development Manager (-1.0)
- Expanded Project Specialist to Full Time (+0.5)
- Added one-year Program Technician (+0.5)
- Added Program Technician (+1.0)

ENVIRONMENTAL SERVICES (+11.6)

2019-2020 Adjustments & Baseline Corrections

- Extended Project Positions for Recycle Reset Project with Varied Durations (+4.0)
- Moved Street Patching Crew from Public Works (+4.0)
- Moved Construction Inspector to Planning & Development Services (-1.0)
- Moved Engineer to Planning & Development Services (-1.0)
- Reduced Government Relations Officer shared with City Manager's Office (-0.1)

2021- 2022 Proposed Changes

- Added Management Analyst III to implement Strategic Plan (+1.0)
- Added Source Control Representative (+1.0)
- Added Assistant Division Manager (+1.0)
- Added Heavy Equipment Operator (+1.0)
- Extended Green Building Specialist Position shared with Planning and Development Services (+0.7)
- Added Program Development Specialist to Assist HOT Team in Open Space Areas (+1.0)

FINANCE (+1.0)

2019-2020 Adjustments & Baseline Corrections

- Added a Deputy City Attorney for Tort Litigation to the Third Party Liability Fund (+1.0)
- Moved OMB Management Analyst II position back from Human Resources (+0.5)
- Removed Term Limited MAll from Tax & License (-0.5)

2021- 2022 Proposed Changes

- Eliminated Customer Service Representative (-1.0)
- Added one Risk Analyst Position (+1.0)

FIRE (+70.3)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant Chief of Logistics (+1.0)
- Added Roving Firefighter Positions (+4.0)
- Added FD Cares Case Management (+2.3)
- Added Opioid Mobile Response Unit Project Staff (+2.5)

2021-2022 Adopted Changes

- Added EMS Quality Improvement Officer (+1.0)
- Added new Basic Life Support (BLS) Transport Program (+52.5)
 - Firefighter EMTs for Transport Units (+33.5)
 - Paramedics (+4.0)
 - Firefighter Dispatchers (+5.0)
 - Administrative Support (+3.0)
 - Customer Service Representatives (+3.0)
 - Computer Support Technician (+1.0)
 - Senior Technical IT Analyst (+1.0)
 - Fire & Marine Diesel Mechanic (+1.0)
 - Administrative Assistant (+1.0)
- Added Behavioral Health Unit (+7.0)
 - Customer Service Representative, Technical (+1.0)
 - Advanced Registered Nurse Practitioner (+1.0)
 - Behavioral Health Case Manager (+1.0)
 - Clinical Support Specialist (+1.0)
 - Mental Health Professional (+1.0)
 - Social Worker (+1.0)
 - Registered Nurse (+1.0)

HEARING EXAMINER (NO CHANGE)

HUMAN RESOURCES (-2.3)

2019-2020 Adjustments & Baseline Corrections

- Added Utilities Safety Manager (+1.0)
- Added Administrative Assistant (+1.0)
- Moved Office of Health and Safety to City Manager's Office (-7.0)
- Moved Equal Employment Opportunity program from City Manager's Office (+2.0)
- Moved OMB Management Analyst II position back to Finance (-0.5)
- Added Management Analyst II (+1.0)

2021- 2022 Proposed Changes

- Eliminated one Human Resources Manager as of June 2021 (-0.8)
- Extended Term-Limited Management Analyst I one year (+0.5)
- Added Departmental Aide to Administration (+0.5)

INFORMATION TECHNOLOGY (+8.1)

2019-2020 Adjustments & Baseline Corrections

- Added IT Supervisor (+1.0)
- Added Cybersecurity Operator (+1.0)
- Returned positions related to Library Uplift project to IT (+2.5)
- Adjusted Computer Technician Position (-0.75)

2021-2022 Adopted Changes

- Added Assistant IT Director, Integration Developer, and two Management Analysts to support HANAlytics (+4.0)
- Added Computer Support Technician to support Body Worn Cameras (+1.0)
- Consolidated Police IT Support positions within the IT Department (+4.0)
- Eliminated Admin Assistant position (-1.0)
- Eliminated three positions supporting Core Enterprise Resource Planning system (-3.0)
- Eliminate Management Analyst III in Project Management Office (-1.0)
- Eliminate Computer Support Technician (-1.0)
- Made Chief Information Security Officer budgeted (+1.0)
- Expanded existing Senior IT Analyst into a full-time employee (+0.35)

LIBRARY (-0.6)

2019-2020 Adjustments & Baseline Corrections

- Returned IT Support Staff for technology uplift to IT (-2.5)

2021-2022 Adopted Changes

- Added Equity & Engagement Officer (+1.0)
- Eliminated Branch Supervisor (-1.0)

MUNICIPAL COURT (-8.6)

2021- 2022 Proposed Changes

- Eliminated Court Clerks positions (-8.0)
- Eliminated Court Commissioner position (-0.6) as of July 2021

NEIGHBORHOOD & COMMUNITY SERVICES (-0.6)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant Director (+1.0)
- Eliminated Program Development Specialist (-1.0)
- Eliminated Administrative Assistant (-1.0)
- Eliminated Term-Limited Customer Service Representative, Technical (-1.0)
- Changed charging allocations for Contract & Program Auditors to Grants managed by Community and Economic Development (+0.4)

2021- 2022 Proposed Changes

- Added one Term-Limited Management Analyst III for Transformational Projects (+1.0)

PLANNING & DEVELOPMENT SERVICES (+11.5)

2019-2020 Adjustments & Baseline Corrections

- Moved Construction Inspector and Engineer from Environmental Services (+2.0)
- Added Inspectors (+2.0)
- Added Development Specialist III (+1.0)
- Added Planner (+1.0)
- Added Natural Resource Specialist (+1.0)
- Added and Expanded Engineers (+2.0)

2021-2022 Adopted Changes

- Added Assistant Chief Surveyor in partnership with Public Works (+0.5)
- Added Customer Service Representative (+1.0)
- Adjusted Occupational Intern (-0.4)
- Extended Green Building Specialist shared with Environmental Services (+0.3)
- Added Term-Limited Senior Planner (+1.0)

POLICE (-2.8)

2019-2020 Adjustments & Baseline Corrections

- Added Community Services Lieutenant (+1.0)
- In 2020, delayed hiring of Officers and IT Analyst (+2.2)

2021- 2022 Proposed Changes

- Moved Police IT Staff to IT (-4.0)
- Eliminated a Police Officer and Sergeant (-2.0)

PUBLIC WORKS (-4.5)

2019-2020 Adjustments & Baseline Corrections

- Added Traffic Staff (+4.0)
- Added Assistant Chief Surveyor partially funded by Planning and Development Services (+0.5)

2021-2022 Adopted Changes

- Eliminated Road Use Compliance Officers (-2.0)
- Eliminated Senior Engineer from Facilities Capital Projects (-1.0)
- Eliminated Engineering Financial Assistant (-1.0)
- Eliminated Parking Enforcement Officer (-1.0)
- Eliminated Management Analyst II from Street Operations Performance Management Group (-1.0)
- Added Senior Real Estate Specialist to support management of Thea Foss Waterway properties (+1.0)
- Moved Street Patching Crew to Environmental Services (-4.0)

RETIREMENT (NO CHANGE)

TACOMA PUBLIC UTILITIES (-18.3)

POWER (-32.8)

- Added support for Generation (+3.5), Power Conservation and Supply Planning (+2.0), Regulatory Compliance (+2.0), Safety (+1.0), Data Analytics and Technology Support (+4.0), New Services and Line Operations (+2.0) and Administration (+2.0) (+16.5)
- Added positions to support Advanced Metering Infrastructure project (+6.0 new and +4.0 filled mid-biennium in 2019/20), Energy Imbalance Market implementation (+5.0), Technology and Communications (+2.5), Asset Management (+1.0) and Nisqually Project (+1.0). (+19.5)
- Power's additions are offset by the elimination of vacant positions (-12.5), reductions in budget of (-13.6) and the reduction of Click! Network positions (-54.0) of which (+4.0) were retained to support the Rainier Connect agreement. (-76.1)
- Added positions to support citywide Public Records requests (+1.0)
- Added positions to support Public Records requests related to Body Work Cameras (+4.0)
- Added positions to support Communications and key accounts (+4.0)
- Moved Safety program to City Managers' Office (-2.0)
- Reduction in vacant positions in Utility Technology Services (-2.0)
- Added positions to support Customer Services (+2.3)

WATER (+11.5)

- Expanded partial FTEs to full FTEs (+5.5)
- Positions to support preparing our workforce for the future and provide customers increased value (+2.0)
- Position to improve systems, processes, and use of resources (+3.0)
- Position to support regulatory compliance (+1.0)

RAIL (+1.0)

- Added a Supervisor of Operations to manage Rail Operations (+1.0)

FLEET SERVICES (+2.0)

- Added Management Analysts to support Administration (+2.0)

TACOMA VENUES & EVENTS (+3.7)

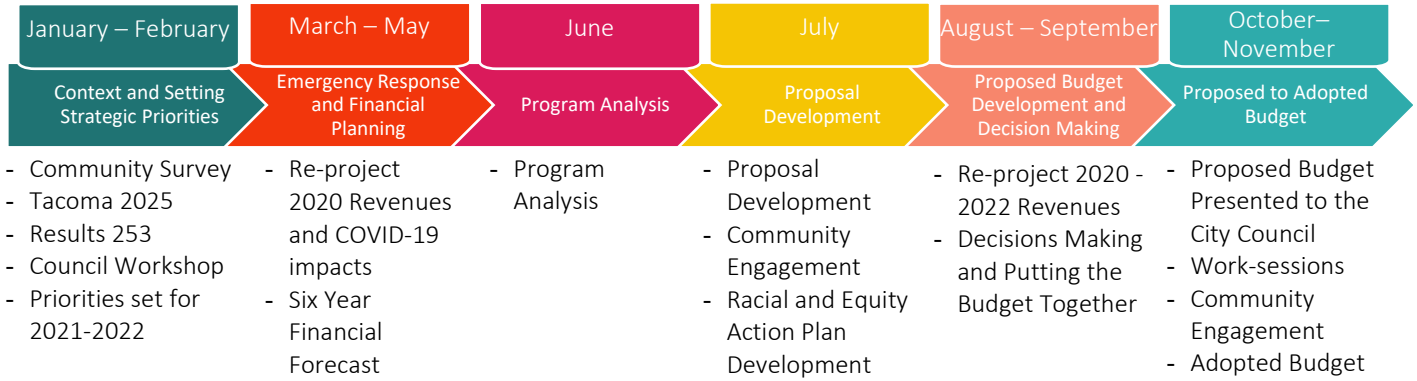
2019-2020 Adjustments & Baseline Corrections

- Added Tacoma Creates program positions (+3.0)
- Added Custodian position (+1.0)
- Added Business Administration position (+1.0)
- Correction from Previous Reorganization with Community and Economic Development (+0.2)
- Eliminated Part-Time Program Technician (-0.5)

2021- 2022 Proposed Changes

- Eliminated Financial Assistant (-1.0)

BUDGET CALENDAR



2020

JANUARY

Community Survey provided to City Council

FEBRUARY

City Council Workshop on Priorities for 2021-2022

JUNE

General Fund Six-Year Forecast (2020-2025) & Program Analysis (Identification: What does the City do?, Costing: What does it cost?, and Impacts: Does it impact the City's priorities?)

JUNE/JULY

City Manager met with staff to review budget recommendations & the City conducted Community and Staff Engagement (Online Surveys on Priorities, Balancing Act, and Online Meetings)

SEPTEMBER

2021-2022 Proposed Budget preparation and budget document development

OCTOBER 6

2021-2022 Proposed Budget presented at the City Council Study Session

OCTOBER/NOVEMBER

City Council budget workshops detailing the 2021-2022 Proposed Budget by Council priority & Fall Community Outreach – including Town Hall and Online Balancing Act Tool launched

OCTOBER 27

Public hearings regarding the 2021 Ad Valorem Property Tax and Emergency Medical Services (EMS) Levies, 2021-2022 Proposed Budget, Capital Facilities Program (CFP) and Capital Budget

NOVEMBER 10

Public hearings regarding the 2021-2022 Proposed Budget, CFP and Capital Budget, and first reading of 2018 Ad Valorem Property Tax and EMS Levies Ordinances

NOVEMBER 17

First reading of 2021-2022 Proposed Budget, CFP, and Capital Budget Ordinances, and second reading 2018 Ad Valorem Property Tax and EMS Levies Ordinances

NOVEMBER 24

Second reading of 2021-2022 Proposed Budget, CFP, and Capital Budget Ordinances

DECEMBER 15

2021-2022 Biennial Budget adoption deadline

BUDGET MONITORING AND ADJUSTMENTS

2021

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.

2022

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 2021-2022, 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

The following section provides a brief introduction to the work performed by each department as well as a three-biennium overview of financials. Each department's section is divided into four major components: introduction, financials, changes from previous biennium, and 2025 goals and performance measures.

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 breakdown of how the department is funded

General Fund Revenues

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 breakdown of the total expenditures of a department, including the total departmental FTEs and expenses by cost categories.

Note: Department expenditures subdivided by fund can be found on page 261 of the Adopted Budget Book in the Expenditures by Department and Fund section.

CHANGES FROM PREVIOUS BIENNIUM

Major Changes in Expenses in the 2021-2022 Adopted Budget - brief descriptions of changes in department expenditures from Baseline, grouped by Priority Area. If a date is listed, you can view the City Council Study Session presentation from that date for more details.

Reductions and Mitigations - these changes in department expenditures reflect reductions or mitigation solutions (including the use of alternative funding sources) for addressing the economic impacts of COVID-19. Reductions and mitigations may be one-time or ongoing.

Enhancements - these changes reflect additions to the department budget in order to meet community needs. Enhancements may be one-time or ongoing.

Personnel Complement Changes - brief descriptions of changes in department Full Time Equivalents (FTEs) from the 2019-2020 adopted budget.

GOALS AND PERFORMANCE MEASURES

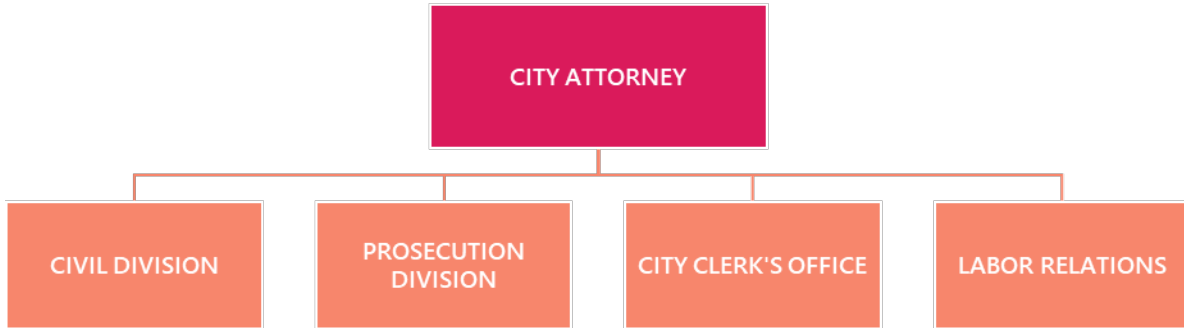
2025 Goals and Performance Measures - 10-year departmental goals that align with Tacoma 2025's strategic vision

CITY ATTORNEY'S OFFICE

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 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.

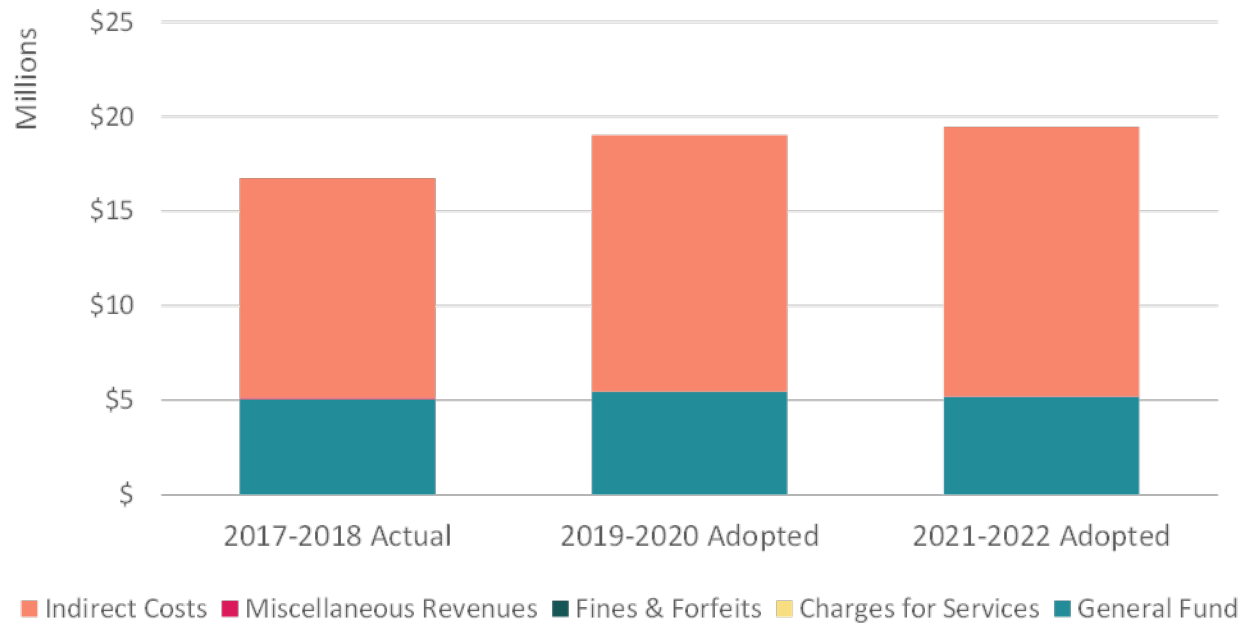
CITY CLERK'S OFFICE

The City Clerk oversees the City Council's agenda and business meetings, retains the official record of all formal meetings of the City Council, codifies ordinances into the Municipal Code, and acts as the custodian of the City seal and official City records. 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 negotiates and administers 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

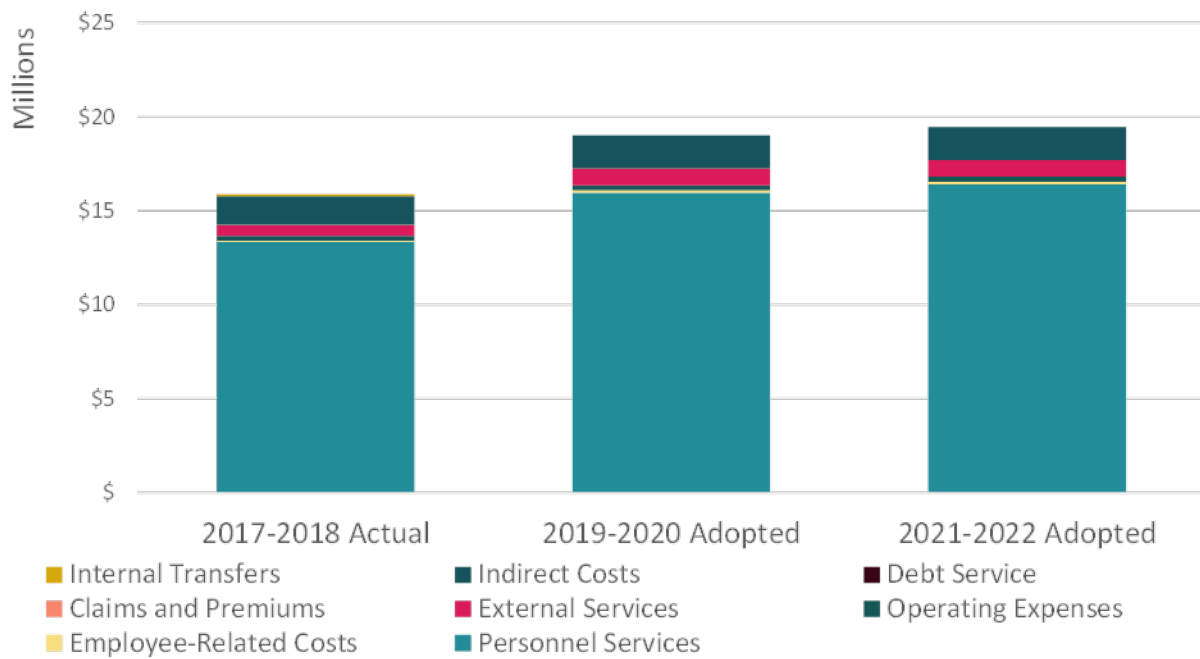


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	5,040,621	5,457,975	5,185,412
Charges for Services	27,303		
Fines & Forfeits	335		
Miscellaneous Revenues	72,227		27,240
Indirect Costs	11,617,035	13,555,066	14,242,543
Grand Total	16,757,522	19,013,041	19,455,195

FUNDING SUMMARY

The City Attorney's Office Prosecution Division is fully funded by the General Fund and makes up **27%** of the City Attorney's Office budget. The Civil Division, City Clerk's Office, and Labor Relations Division are funded through internal charges, which share costs across City departments. This funding source is categorized as Indirect Costs. The General Fund pays **29%** of the Indirect Costs.

CITY ATTORNEY'S OFFICE EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	13,357,082	15,952,359	16,394,384
Employee-Related Costs	51,206	147,008	138,711
Operating Expenses	251,036	239,087	282,281
External Services	589,752	920,724	884,910
Claims and Premiums	5,778	5,000	5,000
Debt Service	3		
Indirect Costs	1,519,793	1,748,862	1,749,909
Internal Transfers	100,000		
Grand Total	15,874,649	19,013,041	19,455,195
FTE	49.7	53.8	51.3

EXPENDITURE SUMMARY

The City Attorney's Office primary expenditure is Personnel Services, which includes the compensation of approximately 51 Full Time Equivalents (FTEs). External Services includes approximately \$480 thousand in outside legal services. Indirect costs represents shared charges from other City departments.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Community Safety
 - Reduce Criminal Justice Capacity (-\$361K, -2 FTE)
- Organizational Effectiveness
 - Reduce Dedicated Jail Contract Management (-\$57K, -0.2 FTE)

ENHANCEMENTS

- Organizational Effectiveness
 - Add Deputy City Attorney for Tort Litigation Defense, funded in the Third Party Liability Fund, impact shows in Finance Department (+\$445K, +1 FTE)

PERSONNEL COMPLEMENT CHANGES (-2.5)

2019-2020 Adjustments & Baseline Corrections

- Eliminated Term-Limited Deputy City Attorney in the Civil Division (-0.3)

2021-2022 Adopted Changes

- Eliminated one Legal Assistant from the Prosecution Division (-1.0)
- Eliminated one Office Assistant from the Prosecution Division (-1.0)
- Reduced Management Analyst III Position in the Civil Division to 0.8 FTE (-0.2)

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
City Clerk's Office	Clerk's Office	1,126,765	4.3
	Committees, Boards, and Commissions	211,727	1.0
	Records Management	337,866	0.7
Civil Division	Civil Division	8,169,145	17.4
	Code Enforcement	402,667	1.4
	Misdemeanor Jail Contract Management	295,161	0.8
	Tort Litigation	2,021,479	6.2
Labor Relations Division	Labor Negotiations	2,000,133	5.0
Prosecution	Prosecution	4,890,252	14.5
Grand Total		19,455,195	51.3

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.

CITY COUNCIL

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

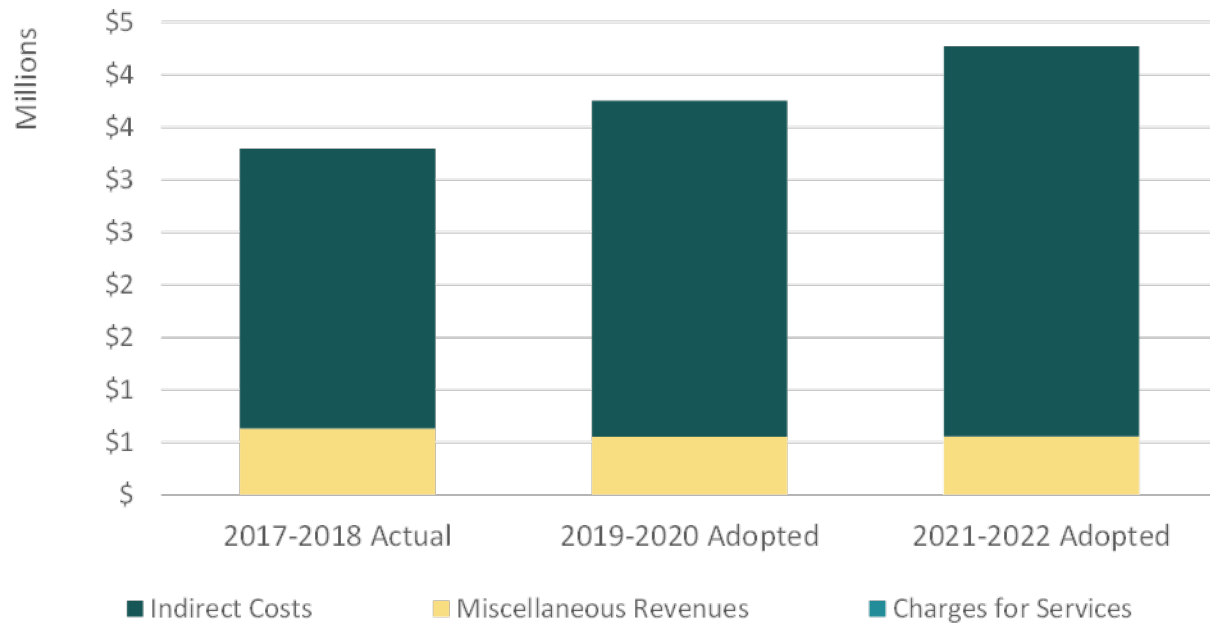


*Includes City Council Staff Support

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

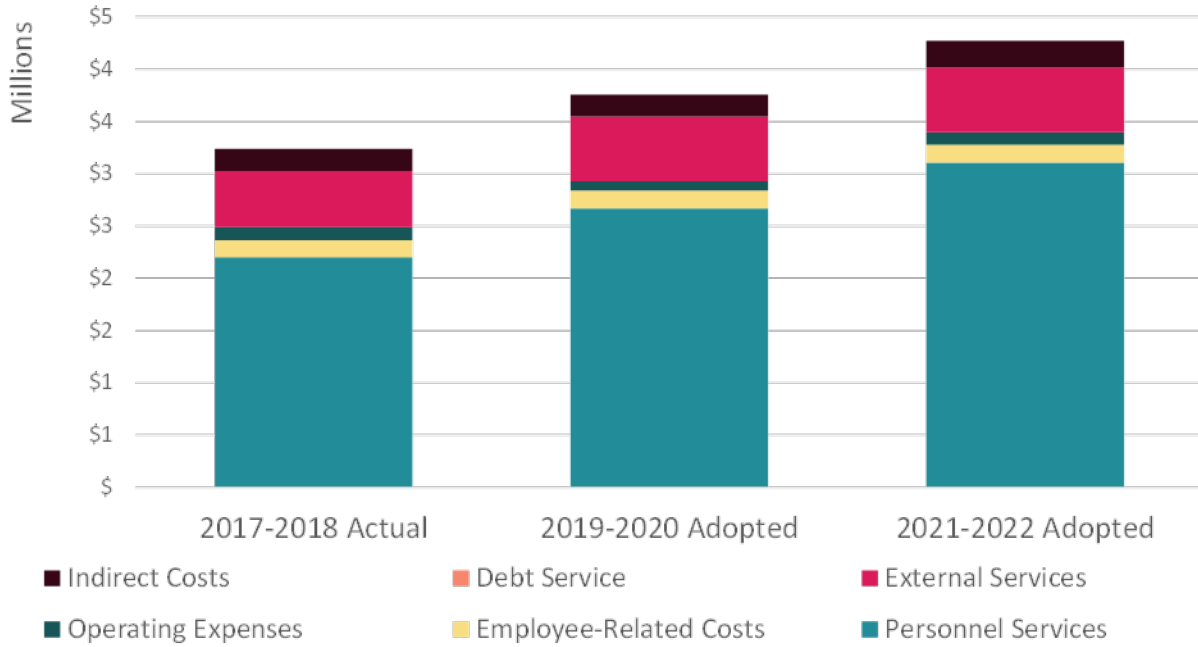


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Charges for Services	687		
Miscellaneous Revenues	631,216	550,000	555,160
Indirect Costs	2,664,243	3,204,295	3,715,083
Grand Total	3,296,145	3,754,295	4,270,243

FUNDING SUMMARY

The City Council is funded through internal charges, which share costs across City departments. This funding source is categorized as Indirect Costs. The General Fund pays **46%** of the indirect costs. The General Fund allocates an additional \$500,000 to the Council Contingency Fund, which is categorized as miscellaneous revenues. This fund allows the Council to allocate funding for unanticipated expenses on an as-needed basis throughout the biennium. Starting in 2019-2020, there is an additional \$50,000 from the General Fund for the funding of the Deportation Defense Fund.

CITY COUNCIL EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	2,199,635	2,666,671	3,106,668
Employee-Related Costs	165,514	170,800	170,800
Operating Expenses	124,438	90,785	120,164
External Services	539,457	619,100	619,100
Debt Service	174		
Indirect Costs	208,905	206,939	253,511
Grand Total	3,238,122	3,754,295	4,270,243
FTE	13.0	14.0	15.0

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 in 2021-2022 includes an Office Assistant moved from the City Manager’s Office and increased wages and benefits. The increase in Operating Expenses includes cell phone usage and copier charges.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

There were no major changes in expenses in the City Council 2021-2022 Adopted Budget.

PERSONNEL COMPLEMENT CHANGES (+1)

2019-2020 Adjustments & Baseline Corrections

- Moved Office Assistant from City Manager’s Office (+1.0)

BUDGET BY PROGRAM

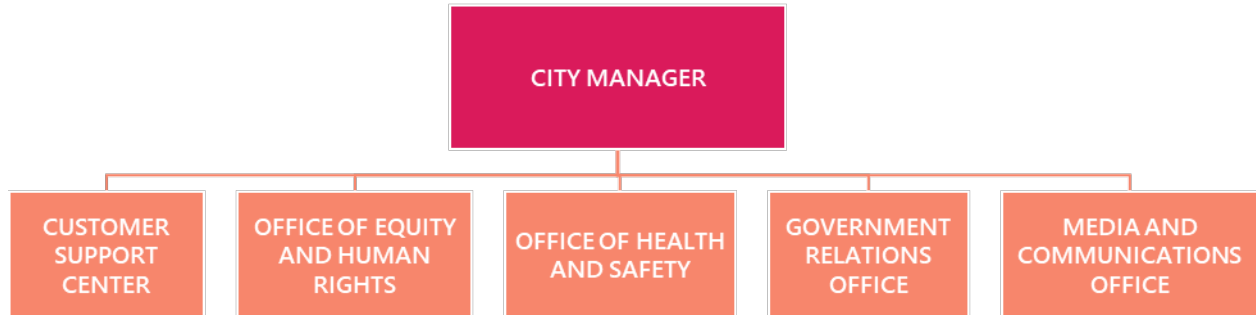
		2021-2022 Adopted Budget	FTEs
Mayor and City Council	Deportation Defense Fund	50,000	-
	Mayor and City Council	4,220,243	15.0
Grand Total		4,270,243	15.0

CITY MANAGER'S OFFICE

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), Office of Health and Safety (OHS), and the Tacoma 2025 Strategic Planning program. In addition to the six service areas, the City Manager's Office also provides administrative support to the City's elected officials and analytical support in the advancement of City Council policy development goals.

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, informative, and responsive service to resolve customer needs.

OFFICE OF EQUITY AND 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 in order to provide opportunity and advancement for all. The Human Rights Division informs businesses, housing providers, and community members of their civil rights and responsibilities under relevant antidiscrimination laws and statutes.

OFFICE OF HEALTH AND SAFETY

The Office of Health and Safety provides oversight and leadership for the overall City of Tacoma Safety program. OHS's goal is to ensure that workplace safety is a key management priority, on par with fiscal responsibility, operational excellence, and legal and regulatory compliance. The office focuses on enhancing the culture of safety within every City workplace, to measurably reduce injuries/incidents and get everyone home safe at the end of the day.

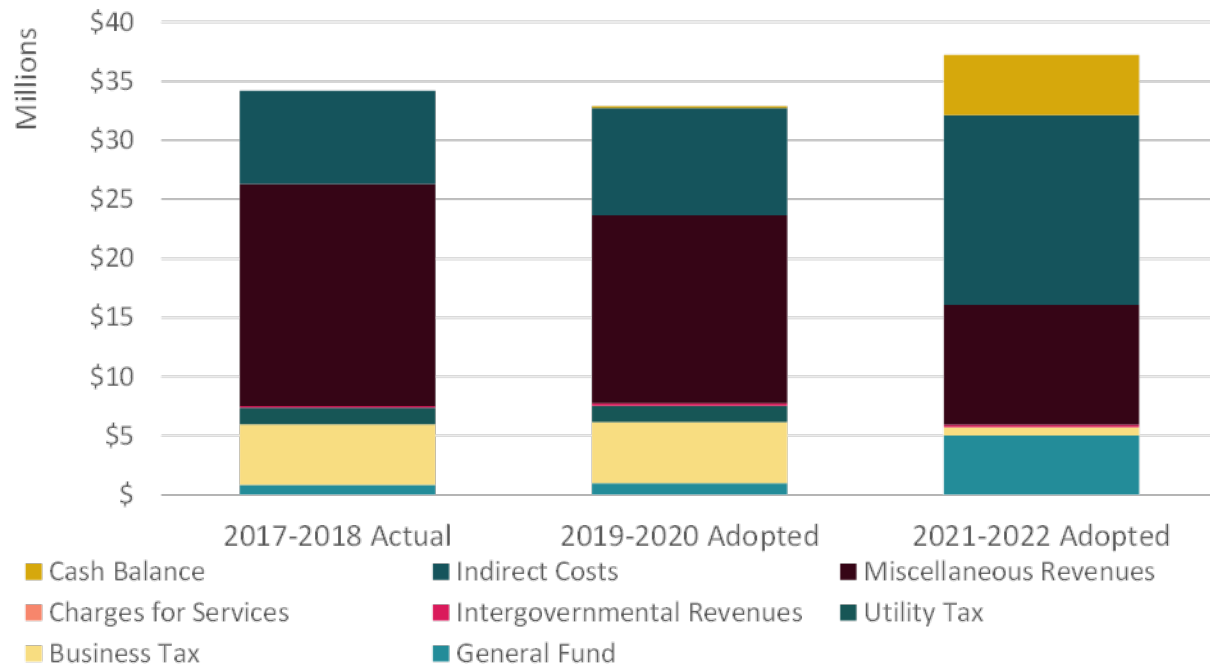
GOVERNMENT RELATIONS OFFICE

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 AND 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, services, and strategies to move it forward – by creating and leveraging opportunities to advance the mission and strategic direction of the organization.

CITY MANAGER’S OFFICE FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	843,481	980,758	5,001,813
Business Tax	5,146,885	5,196,685	723,537
Utility Tax	1,387,333	1,362,464	
Intergovernmental Revenues	143,104	220,000	220,000
Charges for Services	234	3,000	
Miscellaneous Revenues	18,815,895	15,890,920	10,132,290
Indirect Costs	7,885,114	9,067,274	16,045,849
Cash Balance		177,179	5,096,537
Grand Total	34,222,047	32,898,281	37,220,026

FUNDING SUMMARY

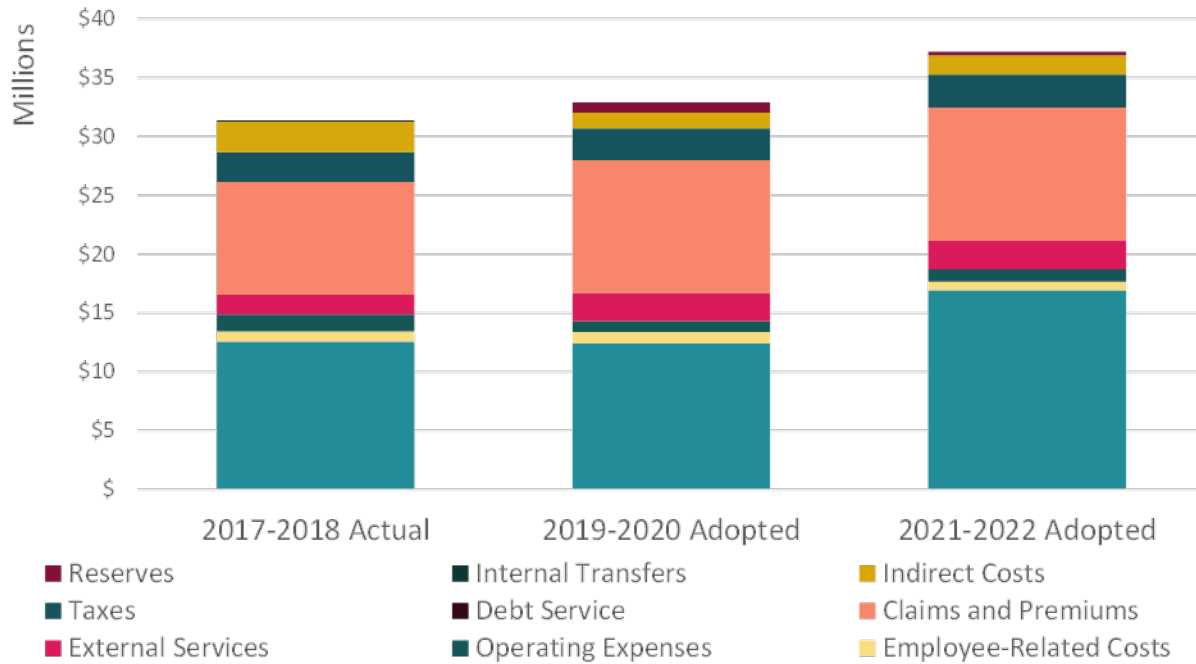
The General Fund makes up **13%** of the City Manager’s Office, primarily Human Rights functions and TV Tacoma.

The primary source of the City Manager’s Office’s funding is through internal charges, which share costs across City departments. This funding source is categorized as Indirect Costs. Indirect Costs are growing in 2021-2022 because of the creation of the Office of Health and Safety and increasing the percentage of Media and Communications Office paid through internal charges. The 2021-2022 Adopted Budget moves the majority of Business Taxes to the General Fund along with costs associated with TV Tacoma, this move is pending the approval of the City Council. This move means that all of the Media and Communications Office services, excluding TV Tacoma, will now be paid through internal charges (indirect costs).

The Workers’ Compensation Fund managed by the Office of Health and Safety makes up a majority of the Miscellaneous Revenues and Cash Balance. The Miscellaneous Revenues are contributions from the City and employees to the City’s Workers’ Compensation Fund.

Utility Taxes are eliminated from the 2021-2022 Adopted Budget since Click! ceased operations in 2020. Franchise revenues associated with cable operations are now all shown in the City’s General Fund.

CITY MANAGER’S OFFICE EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	12,553,201	12,369,975	16,913,087
Employee-Related Costs	883,476	1,021,786	730,833
Operating Expenses	1,436,145	919,961	1,057,243
External Services	1,656,874	2,381,579	2,438,061
Claims and Premiums	9,596,524	11,307,496	11,325,411
Debt Service	207		
Taxes	2,546,694	2,692,436	2,825,000
Indirect Costs	2,599,754	1,326,002	1,634,147
Internal Transfers	100,919		-
Reserves		879,045	296,245
Grand Total	31,373,794	32,898,281	37,220,026
FTE	52.5	48.5	62.0

EXPENDITURE SUMMARY

Personnel Services comprises the largest category of expenditures in the City Manager’s Office, paying for employee wages and benefits. Growth in Personnel Services costs in 2021-2022 reflects the addition of the Office of Health and Safety. The decrease in Employee-Related Costs is due to one-time budget reductions taken in by the Department. Claims and Premiums expenses cover workers compensation claims for the entire City of Tacoma organization and is managed by the Office of Health and Safety.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Citywide Advanced Equity Training (+\$100K using savings from 2020)
- Management Fellow Program Reduction (-\$94K, -1 FTE)
- Reduce travel budget for CMO (-\$45K)
- Reduce external contract services, office expense and training and travel in MCO (-\$129K)
- Vacant Position Holds and shift from full-time to part time position (-\$230K)

ENHANCEMENTS

- Community Safety 10/13
 - Office of Community Safety (+\$500K)
 - Transformational Funding (+\$500K)
 - Communications Support (+\$225K, +1FTE)
 - Project PEACE Phase II Position (+\$230K, +1FTE)
 - Spanish Language Pilot (+\$209K, +0.6 FTE)
- Affordable Housing 10/20
 - Increase staff support to enforce Rental Housing Code (+\$209K, + 1 FTE)
 - Tenant relocation (+\$50K)
- Move of Franchise Fees to the General Fund and TV Tacoma Expenses (net General Fund benefit +\$3.4M)

PERSONNEL COMPLEMENT CHANGES (+13.5)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant to the City Manager Position (+1.0)
- Moved positions from Human Resources Department and Tacoma Public Utilities to create the Office of Health and Safety (+10.0)
- Moved Office Assistant to City Council Office (-1.0)
- Added Customer Service Representative hired in 2020 (+1.0)
- Added Community Engagement Position in Media and Communications Office (+1.0)
- Added Equity Services positions in Office of Equity and Human Rights (+2.0)
- Eliminated Government Relations Officer (-1.0)

2021-2022 Adopted Changes

- Added Community Relations Specialist to the Media and Communications Office (+1.0)
- Moved Equal Employment Opportunity program to Human Resources Department (-2.0)
- Added Language Access position in the Media and Communications Office (+0.6)
- Eliminated Management Fellow position (-1.0)
- Added Management Analyst II position to the Office of Equity and Human Rights for Project PEACE work (+1.0)
- Added Housing Rehabilitation Specialist in the Office of Equity and Human Rights (+1.0)
- Reduced Government Relations Analyst shared with Environmental Services (-0.1)

BUDGET BY PROGRAM

Division	Program	2021-2022 Adopted Budget	FTEs	
Operating Funds				
City Manager's Office	City Administration	3,240,980	4.9	
	Equal Employment Opportunity (EEO)	1,454	-	
	Special Projects	360,515	2.0	
Customer Support Center	Customer Service - 311	1,373,508	6.0	
Government Relations Office	Federal & Tribal Programs	524,772	0.4	
	Regional & State Legislative Priorities	375,266	-	
Media and Communications Office	Cable Franchise Services & Video Production (TV Tacoma)	3,431,539	10.7	
	Media and Communications Office	3,890,131	12.0	
	Strategic Planning - Tacoma 2025	676,357	2.0	
	TV Tacoma - Capital Investments	796,245	-	
Office of Equity and Human Rights	Administration	551,960	1.3	
	Capacity Building	26,646	-	
	Civil Rights Investigations and Outreach	1,015,122	3.7	
	Commission on Disabilities	84,483	0.2	
	Equitable Services Analysis	701,277	2.2	
	Human Rights Commission	117,880	0.3	
	Immigrant and Refugee Affairs Commission	129,969	0.3	
	Landlord Tenant Program	660,002	2.1	
	Tenant Relocation	10,000	-	
	Workforce Equity Development	1,303,971	4.0	
	Office of Health & Safety	Office of Health & Safety	2,942,678	10.0
	Operating Funds Total		22,214,755	62.0
Workers' Compensation Fund				
Office of Health & Safety	Workers' Compensation	15,005,271	-	
Workers' Compensation Fund Total		15,005,271	-	
Grand Total		37,220,026	62.0	

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.

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.



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.

WHAT IS OUR GOAL?

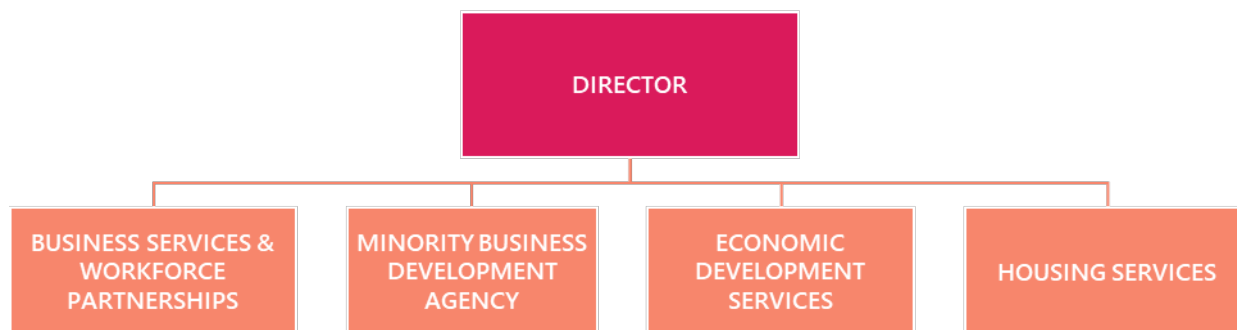
In order to protect human rights, the Office of Equity & Human Rights will improve enforcement of anti-discrimination laws in the areas of housing, employment, and public accommodation by increasing the number of cases investigated and closed to at least 44 cases, a 20% increase, by 2020.

COMMUNITY AND ECONOMIC DEVELOPMENT

MISSION

To facilitate equitable economic growth and opportunity by supporting existing businesses, enabling reinvestment and revitalization, and promoting the creation and attraction 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, City, State, County, Federal and private sector resources and community partnerships to drive economic growth and improve conditions for Tacoma residents, businesses, and visitors.

BUSINESS SERVICES & WORKFORCE PARTNERSHIPS

Business Services & Workforce Partnerships facilitates and coordinates City efforts for collaborative revitalization of neighborhoods, which includes small business development with a special focus on equity and inclusion. The division does this through offering programs of the Economic Development Services Division and building external relationships with community-based organizations.

Workforce Partnerships programs include Local Employment, and Apprenticeship Program (LEAP), and the Small Business Enterprise Program (SBE). LEAP provides residents of Tacoma with the training and support services necessary to complete apprenticeship requirements, preparing participants for livable wage jobs in the building and construction trades. LEAP focuses on areas of the City in Community and Empowerment Zones. 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. The division also oversees the Equity in Contracting (EIC) program in association with other City departments.

MINORITY BUSINESS DEVELOPMENT AGENCY (MBDA)

The federally funded MBDA-Tacoma Business Center delivers direct and consultant-based technical assistance and business development services to eligible minority-owned and small business enterprises in Tacoma and the Puget Sound area. Through leveraging its resources, the MBDA-Tacoma Business Center compliments and assists CED's economic development activities and programs, including the City's Equity in Contracting (EIC) initiative.

ECONOMIC DEVELOPMENT SERVICES

Economic Development Services provides business retention, expansion, and attraction services for employers through direct outreach and contracts with partner organizations. The division also facilitates real estate development activities and proactive marketing of public and private properties to support development opportunities. Recently, the division has helped identify potential funding for development including the Federal Opportunity Zone program and other public and private sources of equity and debt financing.

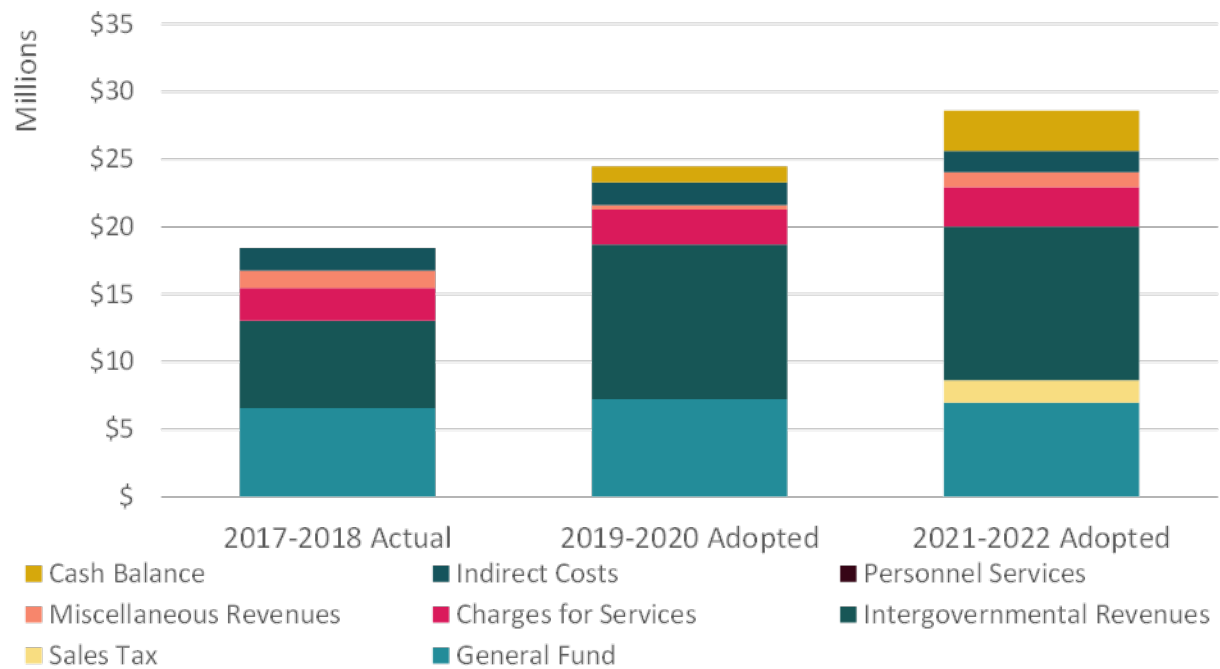
Other duties of the division include conducting research and providing information for businesses, supporting recruitment, and facilitation of international trade activities. These activities are conducted through partnerships with other organizations and public sector agencies. Finally, the division administers the Multifamily Property Tax Exemption Program, which provides tax incentives for property owners that invest in market rate and affordable multifamily housing in the downtown or Mixed Use Centers, and has oversight of the Downtown Tacoma Partnership, which operates the Business Improvement Area (BIA).

HOUSING SERVICES

Housing Services provides financing through federal, state, and local resources to assist with the production and preservation of affordable housing throughout the city. The division seeks to finance non-profit housing developers and other housing organizations in coordination with the U.S. Department of Housing & Urban Development, the Washington State Department of Commerce, Housing Finance Commission, and Pierce County. The goal of these financing programs is to increase the number of affordable housing units in Tacoma.

In addition, the 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 has responsibility for major components of the Affordable Housing Action Strategy and partners with numerous other departments and TPU in its implementation. Finally, Housing Services oversees Community Development Block Grants and HOME Investment Partnership programs, two important federal programs that aim to increase affordable housing units.

COMMUNITY & ECONOMIC DEVELOPMENT FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	6,578,569	7,233,147	6,980,454
Sales Tax			1,659,295
Intergovernmental Revenues	6,468,080	11,466,567	11,365,042
Charges for Services	2,409,621	2,557,273	2,922,451
Miscellaneous Revenues	1,284,583	340,000	1,134,676
Personnel Services	13,050		
Indirect Costs	1,682,566	1,706,462	1,552,968
Cash Balance		1,182,174	2,975,545
Grand Total	18,436,468	24,485,622	28,590,432

FUNDING SUMMARY

The General Fund makes up **24%** of the Community and Economic Development Department’s funding. Funding from the General Fund decreased in 2021-2022 due to increased use of federal funding for administrative costs for the housing program and due to reductions in personnel and other expenses. The General Fund also makes transfers in the form of miscellaneous revenues to support the Equity in Contracting program and the City’s Affordable Housing Trust Fund. The increase in funding is due to a contribution to the Affordable Housing Trust Fund.

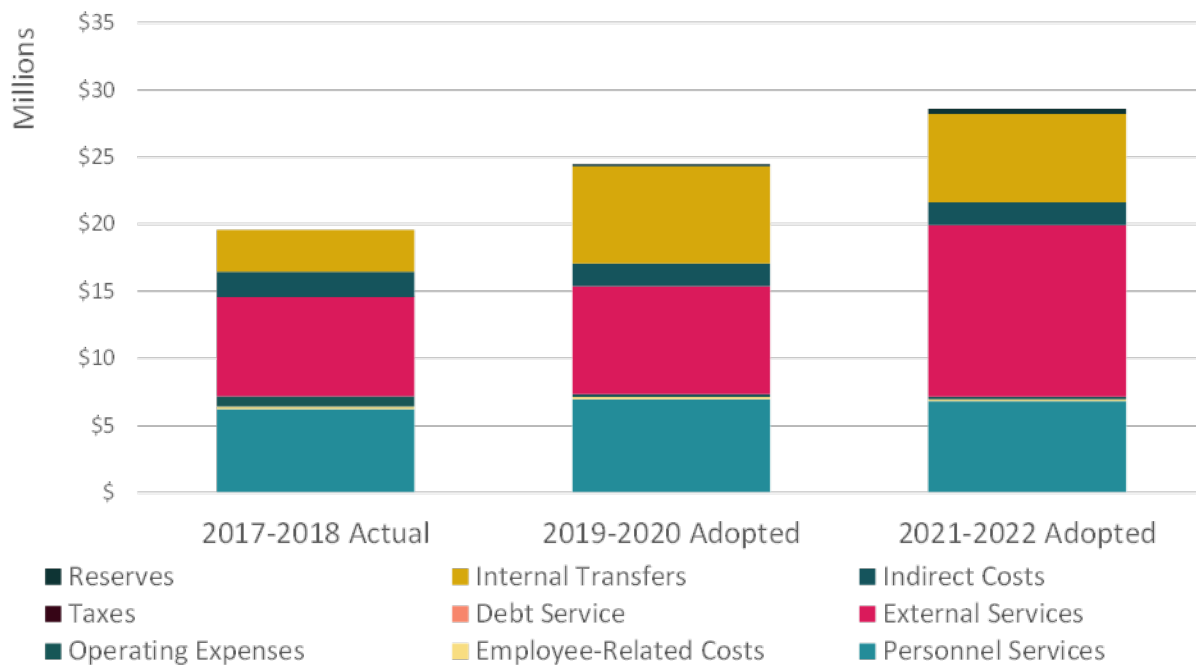
The department manages a significant amount of federal funding, which is categorized as Intergovernmental Revenues. The two largest grants are from the U.S. Department of Housing and Urban Development, which support CED’s Housing Division. Two other grants comprise the rest of the funding. One is from 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.

Effective since October 1, 2019, a revenue from Sales Tax is derived from the imposition of the Affordable and Supportive Housing State Shared Tax authorized by Substitute House Bill (SHB) 1406 and Revised Code of Washington (RCW) 82.14.540. The maximum capacity of the tax is \$853,070 per year.

In addition, the department collects charges for services, which includes fees for the Downtown Business Improvement Area (DBIA) Program, consulting fees from the Minority Business Development Agency (MBDA) program, and program and processing fees from the Youth Education & Development program.

Indirect cost revenues are from other City departments for internal services provided by Local Employment & Apprenticeship Program (LEAP), Equity in Contracting, and the Tacoma Training and Employment Program (TTEP).

COMMUNITY & ECONOMIC DEVELOPMENT EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	6,225,525	6,962,861	6,818,375
Employee-Related Costs	187,493	165,464	150,326
Operating Expenses	763,723	206,858	188,560
External Services	7,380,951	8,050,200	12,784,884
Debt Service	371		
Taxes	10,100		
Indirect Costs	1,879,056	1,682,385	1,685,303
Internal Transfers	3,122,837	7,278,031	6,576,061
Reserves		139,824	386,922
Grand Total	19,570,056	24,485,622	28,590,432
FTE	25.4	26.6	25.9

EXPENDITURE SUMMARY

Personnel Services, which include expenditures for wages and benefits for approximately 26 employees, make up about 25% of the Department's expenditures in 2021-2022. The decrease in Personnel Services compared to the 2019-2020 biennium was due to reductions in staff.

Operating Expenses are costs that directly support departmental functions, such as contracts and printing. They decreased from the previous biennium in 2021-2022 due to the removal of one-time dollars for special projects, studies, marketing, and training. External Services are mainly composed of professional services and external contracts. In 2021-2022, external contracts and professional services increased by approximately \$2.3 million and \$2.4 million, respectively, in areas such as Affordable Housing and Community Development Block Grants. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. Internal Transfers are related to budgeted amounts sent by one fund to another fund or external agency, such as supporting the Tacoma Community Redevelopment Authority (TCRA).

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

REDUCTIONS AND MITIGATIONS

- Livable Wage Jobs 11/3
 - Reductions in external contracts for economic development, research, and workforce development (-\$410K)
 - Reduce Industrial Business Support (-\$387K, -1 FTE)
 - Reduce administrative support to LEAP (-\$196K, -1 FTE)

ENHANCEMENTS

- Affordable Housing 10/20
 - General Fund Contribution to the Affordable Housing Trust Fund (+1M)
 - Extend CDBG support and shift cost to CDBG (+\$344K, +1 FTE)
 - Use grant funding for sheltering support (+\$2.5M funded through CED and program managed by NCS)
- Livable Wage Jobs 11/3
 - Improve compliance for LEAP and Equity in Contracting Programs (+\$245K, +1 FTE)
 - Equitable Outreach & Involvement with Small Businesses (+\$91K, +0.5 FTE)
 - Match Downtown Tacoma Business Improvement Area funding for Retail Advocate (+\$100K)

PERSONNEL COMPLEMENT CHANGES (-0.6)

2019-2020 Adjustments & Baseline Corrections

- Correction from Previous Reorganization with Tacoma Venues and Events (-0.2)
- Changed charging allocations for Contract & Program Auditors to Grants with Neighborhood and Community Services (-0.4)

2021-2022 Adopted Changes

- Eliminated Administrative Assistant (-1.0)
- Eliminated Business Development Manager (-1.0)
- Expanded Project Specialist to Full Time (+0.5)
- Added one-year Program Technician (+0.5)
- Added Program Technician (+1.0)

BUDGET BY PROGRAM

		2021-2022	FTEs
		Adopted Budget	
Business Services & Workforce Partners	Equity in Contracting	482,184	1.5
	Farmers Markets	71,271	0.1
	Local Employment Apprenticeship Program	678,137	1.0
	Minority Business Development Agency	848,000	2.0
	Neighborhood Business Districts Program	923,112	2.8
	Neighborhood Revitalization Program	188,781	0.5
	Tacoma Training & Employment Program	80,389	-
	Workforce Development Contracts	1,032,170	-
CED Administration	Administration	2,670,515	5.8
Economic Development	Business Attraction, Retention, & Expansion	940,130	1.3
	Downtown Business Improvement Area	2,875,243	0.3
	Facilitation of Public and Private Devel	654,185	1.1
	Federal Economic Development Grants	8,967	-
	International Business Support	162,458	0.4
	Marketing and Communication	95,814	0.2
	MultiFamily Property Tax Exemption	131,672	0.4
	Sister Cities Program	110,836	0.2
	Urban Development Action Grant - Economic Development Grants	313,634	-
	Housing	Affordable Housing	547,223
	Affordable Housing Fund	2,706,142	-
	Community Development Block Grant (CDBG) and HOME Program	10,146,656	5.9
	Down Payment Assistance	156,022	0.1
	HOME Lakewood Contribution	929,948	-
	Housing Rehabilitation	1,488,432	0.7
	Local Economic Development Grants	348,511	-
Grand Total		28,590,432	25.9

GOALS AND PERFORMANCE MEASURES



1. 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.

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 160 additional affordable housing units by the end of 2022.



2. 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.



3. 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.

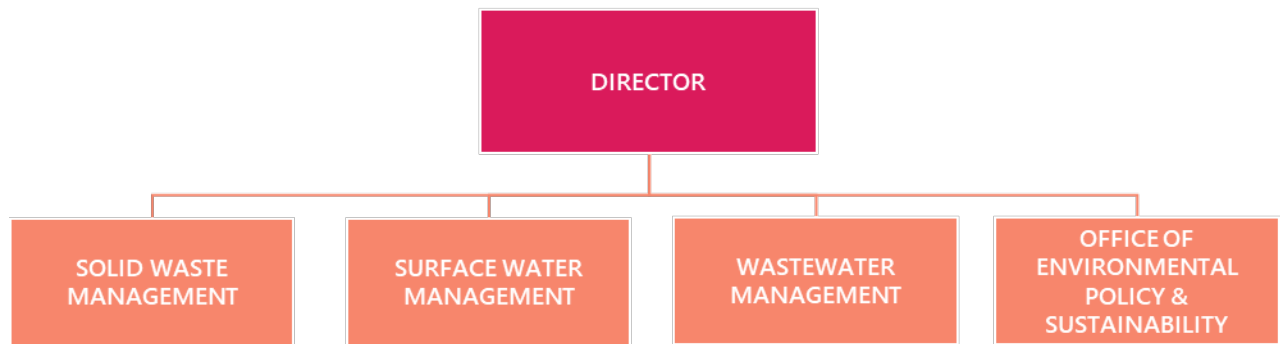
ENVIRONMENTAL SERVICES

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 and Sustainability (OEPS)). Like other utilities, Environmental Services primarily funds its operations through rate payments made by service users. OEPS programs are funded through assessments to other City departments and General Fund support as their service impacts are greater than just the Environmental Services utility.

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 offers curbside garbage, recycling, and food/yard waste services for 56,250 residential customers and 5,284 commercial customers. Solid Waste also provides self-haul options for garbage, recycling, yard waste, and household hazardous waste disposal and recycling drop-off at the Tacoma Recovery and Transfer Center. In concert with the City’s Code Compliance staff, Adopt-a-Spot and Neighborhood Litter Patrol programs, and Call2Haul program, Solid Waste also provides a variety of related services to the community.

SURFACE WATER MANAGEMENT

Surface Water protects the environment and prevents floods by maintaining the City’s capacity to collect and move rain and property water 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.

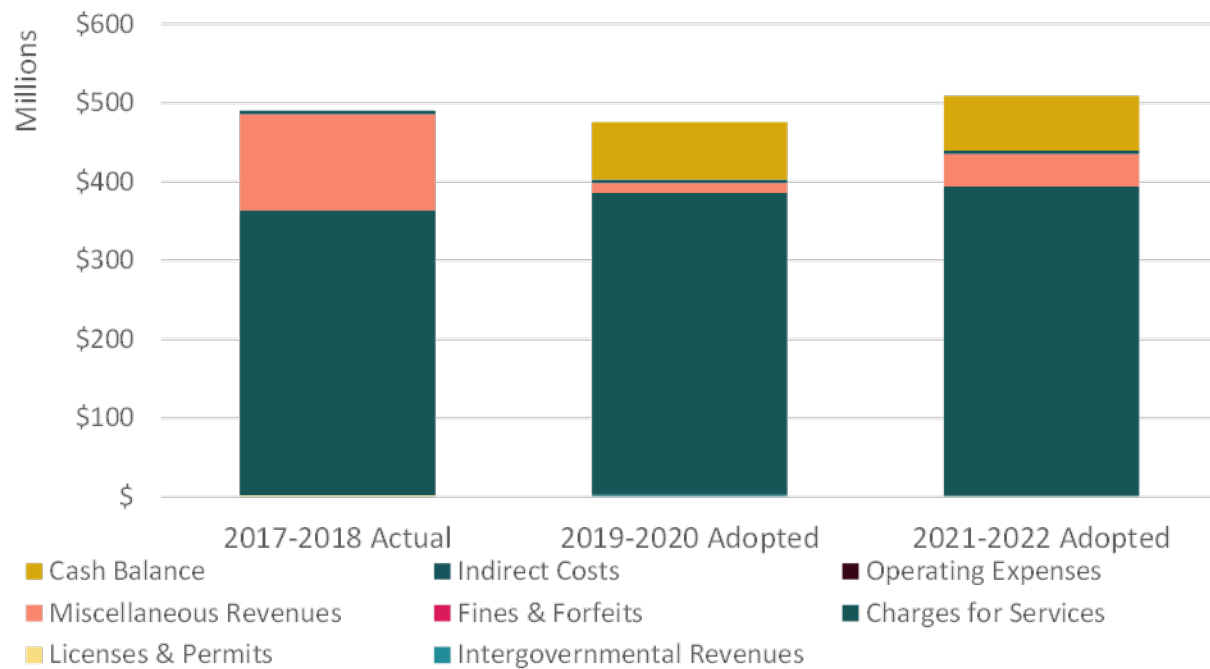
WASTEWATER MANAGEMENT

Wastewater protects the public and the environment 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) permitting system issued by the Washington State Department of Ecology. The aim of water treatment, recycling of bio-solids through the TAGRO program, 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 AND SUSTAINABILITY

The Office of Environmental Policy and Sustainability (OEPS) develops, promotes, and implements sustainable practices for both the City government and the Tacoma community. OEPS tracks and improves these practices through education, community partnerships, performance management, and public incentive programs. The goal of these actions are to promote durable change resulting in a healthy and resilient community.

ENVIRONMENTAL SERVICES FUNDING BY CATEGORY

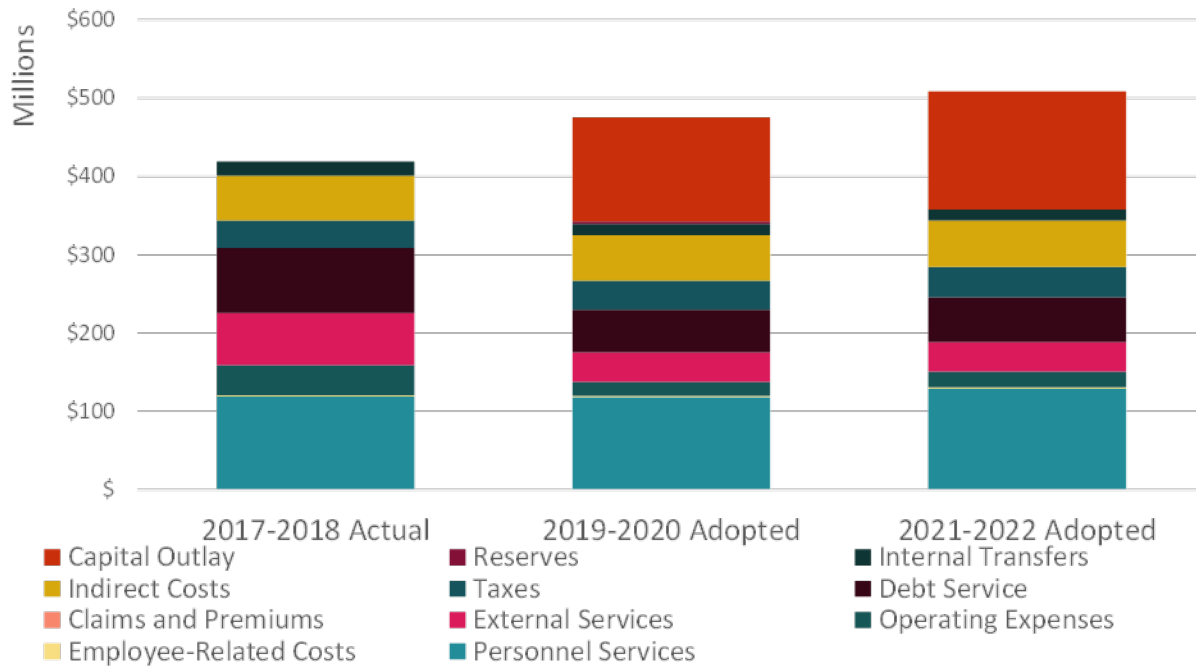


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Intergovernmental Revenues	986,140	2,600,000	977,888
Licenses & Permits	1,102,641		
Charges for Services	361,664,443	382,814,550	392,747,223
Fines & Forfeits	18,229		
Miscellaneous Revenues	121,688,579	12,957,106	41,486,787
Operating Expenses	(406,643)		
Indirect Costs	4,325,498	4,579,142	4,309,882
Cash Balance		72,597,812	69,425,510
Grand Total	489,378,888	475,548,610	508,947,290

FUNDING SUMMARY

77% of Environmental Services funding is from charges for service to customers who use the utilities services, which include solid waste (garbage, recycling, and food/yard waste), surface water, and wastewater. The Department's Intergovernmental Revenues includes State and Federal grants, fund sources that fluctuate from biennium to biennium. Another significant revenue source is Miscellaneous Revenues, which includes capital-related grants, investment earnings, and rental revenue. The Office of Environmental Policy and Sustainability is funded through internal charges, which share costs across City departments. This funding source is categorized as Indirect Costs. The 2021-2022 Adopted Budget includes a decrease in Cash Balance as the department is planning to issue debt in the upcoming biennium to support capital projects. The debt proceeds, categorized in Miscellaneous Revenues, replace some of the use of cash.

ENVIRONMENTAL SERVICES EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	119,131,770	118,168,114	128,858,082
Employee-Related Costs	1,418,934	1,508,616	1,925,752
Operating Expenses	38,124,365	18,047,247	19,779,466
External Services	67,028,716	37,600,945	37,797,860
Claims and Premiums	149,589		
Debt Service	82,945,583	54,239,699	57,330,507
Taxes	34,924,079	37,235,100	38,705,262
Indirect Costs	57,471,405	58,210,678	59,547,998
Internal Transfers	18,186,714	14,545,264	13,601,773
Reserves		3,241,821	
Capital Outlay		132,751,122	151,400,590
Grand Total	419,381,156	475,548,606	508,947,290

*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

FTE 519.8 512.8 524.4

EXPENDITURE SUMMARY

Personnel Services—employee salaries and benefits—represents 25% of total expenses and increased in the 2021-2022 Adopted Budget. Although Environmental Services plans an increase in Capital Outlay expenses in the 2021-2022 Adopted Budget, delays in projects planned for the 2019-2020 period are the primary driver. The Department has modified its plan for capital projects over the next six years and anticipates lower capital spending in the 2023-2026 period. Additionally, Environmental Services plans to issue debt to pay for some of its capital expenses, which accounts for the increase in the Debt Service category.

In the Solid Waste utility, the Recycle Reset Project continues into the 2021-2022 Adopted Budget, which includes public outreach and education components. The project seeks to improve recycling management while the global recycling market is evolving. The adopted 2021-2022 budget aims to maintain the current level of service in the Wastewater and Surface Water utilities.

The Environmental Services expenditure budget also includes other overhead costs such as Indirect Costs and Operating Expenses. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. Fleet Services costs, which are included in Indirect Costs, have decreased as the Solid Waste utility operates a newer fleet of fuel-efficient vehicles. Operating Expenses are those that support the Department’s function, such as supplies and equipment. External Services includes external contracts ranging from sustainability contracts to agreements with other government entities like Pierce County. The Environmental Services utilities also pay a Gross Earnings Tax that is classified in the tax category.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Health 10/20
 - Reduce Hazardous Tree Assistance for Two-Year Pilot (-\$70K)
- Belief and Trust 11/3
 - Community Cleanup Program Change (-\$183K)
 - Reduction in Redundant Surface Water & Wastewater Contracts (-\$750K)

ENHANCEMENTS

- Community Safety 10/13
 - Add Homeless Outreach Team Member in partnership with Neighborhood and Community Services (+\$247K, +1 FTE)
- Health 10/20
 - Enhance Street Sweeping Program (+\$710K, +1 FTE) – Grant-funded enhancement
 - Extend Green & Resilient Building Specialist (+\$129K, +1 FTE funded by ES, PDS, & TPU)
- Belief and Trust 11/3
 - Extend Recycle Reset Project Customer Service Positions to end of 2021 (+\$212K, +2 FTE)
 - Add Source Control Representative for Environmental Compliance (+\$216K, +1 FTE)
 - Add Assistant Division Manager for Systems & Performance Management (+\$428K, +1 FTE)
 - Increase Legal Contract Support for pending litigation (+\$525K)

PERSONNEL COMPLEMENT CHANGES (+11.6)

2019- 2020 Adjustments & Baseline Corrections

- Extended Project Positions for Recycle Reset Project with Varied Durations (+4.0)
- Moved Street Patching Crew from Public Works (+4.0)
- Moved Construction Inspector to Planning & Development Services (-1.0)
- Moved Engineer to Planning & Development Services (-1.0)
- Reduced Government Relations Officer shared with City Manager’s Office (-0.1)

2021-2022 Adopted Changes

- Added Management Analyst III to implement Strategic Plan (+1.0)
- Added Source Control Representative (+1.0)
- Added Assistant Division Manager (+1.0)
- Added Heavy Equipment Operator (+1.0)
- Extended Green Building Specialist Position shared with Planning and Development Services (+0.7)
- Added Program Development Specialist to Assist HOT Team in Open Space Areas (+1.0)

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
OEPS	Office of Environmental Policy & Sustainability	4,757,353	13.7
Solid Waste	Administration	20,844,305	17.3
	Call2Haul	1,138,540	4.5
	Capital Project Planning & Delivery	1,003,014	3.3
	Commercial Collection	7,832,282	20.3
	Commercial Food Waste	11,282	-
	Commercial Recycling	3,421,081	9.0
	Community Relations - Solid Waste	371,658	-
	Container Services	2,455,721	11.0
	Customer Service - Solid Waste	2,886,533	11.7
	Debt Service - Solid Waste	4,718,900	-
	Environmental Programs - Solid Waste	1,152,474	3.9
	Environmental Systems	1,737,424	3.2
	Garbage Disposal & Transport	18,980,076	14.0
	Household Hazardous Waste	1,845,031	5.5
	Nuisance Abatement	3,050,000	-
	Recovery & Transfer Center	12,849,490	37.3
	Recycling Center	1,698,264	7.0
	Residential Collection	23,781,738	43.3
	Solid Waste Collection Administration	1,936,171	4.0
	Solid Waste Construction	9,796,317	-
	Solid Waste Revenues and Accounting	32,859,893	-
	Tacoma CARES	1,123,689	1.3
Surface Water	Administration	13,345,076	3.1
	Capital Project Planning & Delivery	5,286,645	22.9
	Community Relations - Surface Water	152,305	-
	Construction - Surface Water	50,316,165	-
	Customer Service - Surface Water	685,931	2.5
	Debt Service - Surface Water	15,550,433	-
	Laboratory	1,563,370	5.2
	Non-Capital Projects and Maintenance - Surface Water	1,570,000	-
	Open Space	2,430,241	3.2
	Private Development	2,384,421	0.1
	Source Control - Surface Water	2,340,164	8.1
	Surface Water Pumping	509,955	0.6
	Surface Water Revenues and Accounting	4,531,751	-
	Transmission - Surface Water	10,059,562	21.4
	Water Quality	6,198,995	14.6
Wastewater	Administration	21,315,291	11.6
	Capital Project Planning & Delivery	15,766,953	47.3
	Community Relations - Wastewater	406,283	-
	Construction - Wastewater	73,982,858	-
	CTP Warehouse	830,704	3.0
	Customer Service - Wastewater	1,668,921	4.6
	Debt Service - Wastewater	28,348,442	-
	Electrical and Instrumentation	6,101,559	17.0
	Laboratory	3,432,310	12.0
	Non-Capital Projects and Maintenance - Wastewater	1,850,000	-
	Plant Maintenance - Wastewater	10,382,264	28.5
	Plant Operations - Wastewater	20,738,660	33.0
	Private Development	1,005,000	-
	Source Control - Wastewater	3,713,545	10.6
	Systems and Performance Management	1,730,351	6.0
	Tagro-Soil Amendments	1,099,992	11.0
	Transmission - Wastewater	15,878,885	42.7
	Wastewater Pumping	2,729,614	5.1
	Wastewater Revenues and Accounting	14,214,993	-
	Wastewater Treatment by Others	6,574,412	-
Grand Total		508,947,290	524.4

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.

WHAT IS OUR GOAL?

In order to support a sustainable community, Environmental Services will decrease greenhouse gas emissions from collection fleet vehicles to 10,265 Metric Tons CO2 Tons by 2022.

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.

WHAT IS OUR GOAL?

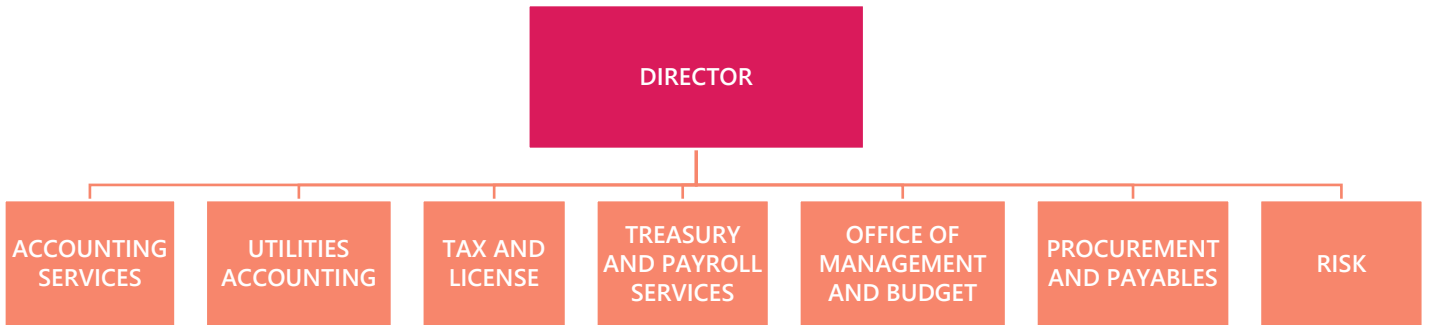
In order to plan for replacement of sewer pipes, Environmental Services will perform a condition assessment (video inspection) on 89% of all stormwater sewer pipes and sanitary sewer pipes by December 2022.

FINANCE

MISSION

We support a thriving, livable community through collaboration, transparency and strong financial management.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

ACCOUNTING SERVICES

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

UTILITIES ACCOUNTING

This office provides accounting and fund management services, maintains the general and cost ledgers, and prepares financial statements for the City's publically owned utilities.

TAX AND LICENSE

This office registers and licenses businesses in Tacoma and collects annual business and regulatory license fees, and taxes including City Business and Occupation, admissions, utility, and gambling taxes. Tax and License also administers pet licenses and collects pet license fees.

TREASURY AND PAYROLL SERVICES

This office manages the City's cash resources, investments, outstanding debt, billing, collection, payroll services and other related financial services.

OFFICE OF MANAGEMENT AND BUDGET

This office develops and manages the City's budget, provides fiscal planning and analysis, and supports the City in meeting the needs of current and future residents in a fiscally sustainable way.

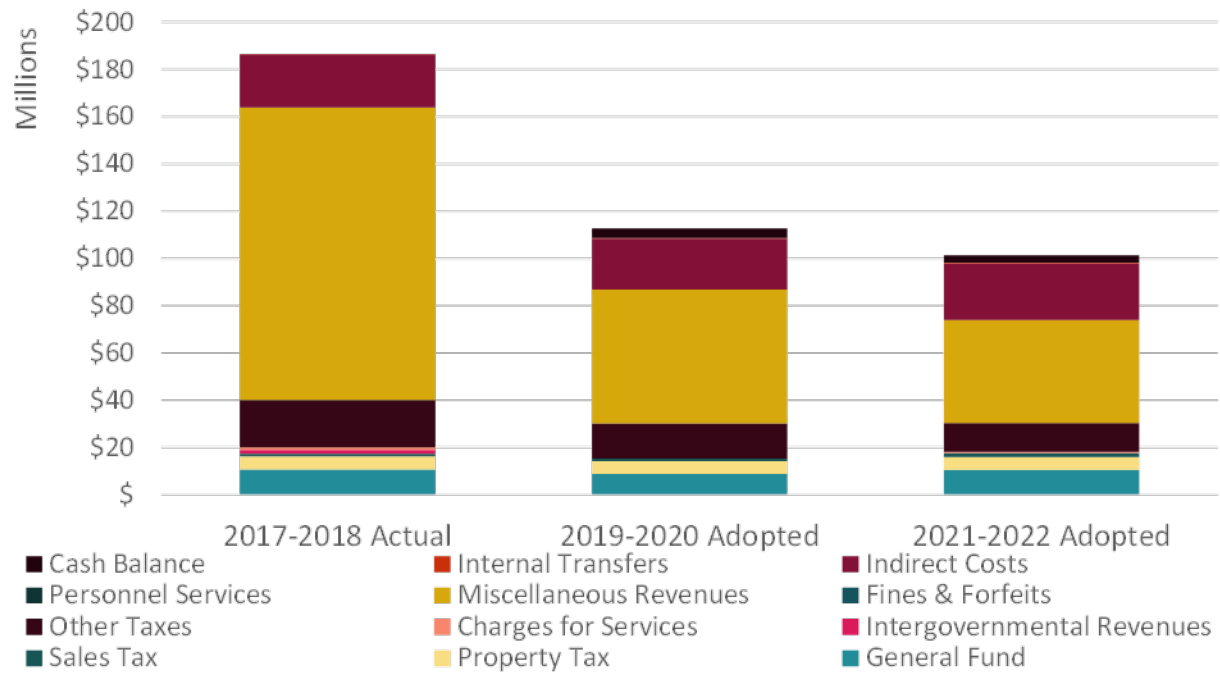
PROCUREMENT AND PAYABLES

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 risk, recommends strategies to reduce liability exposure, pursues recovery for the loss of or damage to City-owned property, manages the self-insurance for third party liability claims, and procures insurance for City vehicles, employees, buildings, and watercraft.

FINANCE FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	10,763,071	8,806,910	10,524,216
Property Tax	5,491,992	5,440,750	5,461,000
Sales Tax	1,114,362	1,000,000	1,580,321
Intergovernmental Revenues	1,546,908		
Charges for Services	1,057,268		530,600
Other Taxes	20,198,923	15,000,000	12,300,000
Fines & Forfeits	11,708		
Miscellaneous Revenues	123,596,619	56,542,013	43,595,349
Personnel Services	60,107		
Indirect Costs	22,612,635	21,632,079	24,046,475
Internal Transfers	26,163	296,668	282,660
Cash Balance		4,014,647	3,091,937
Grand Total	186,479,757	112,733,067	101,412,558

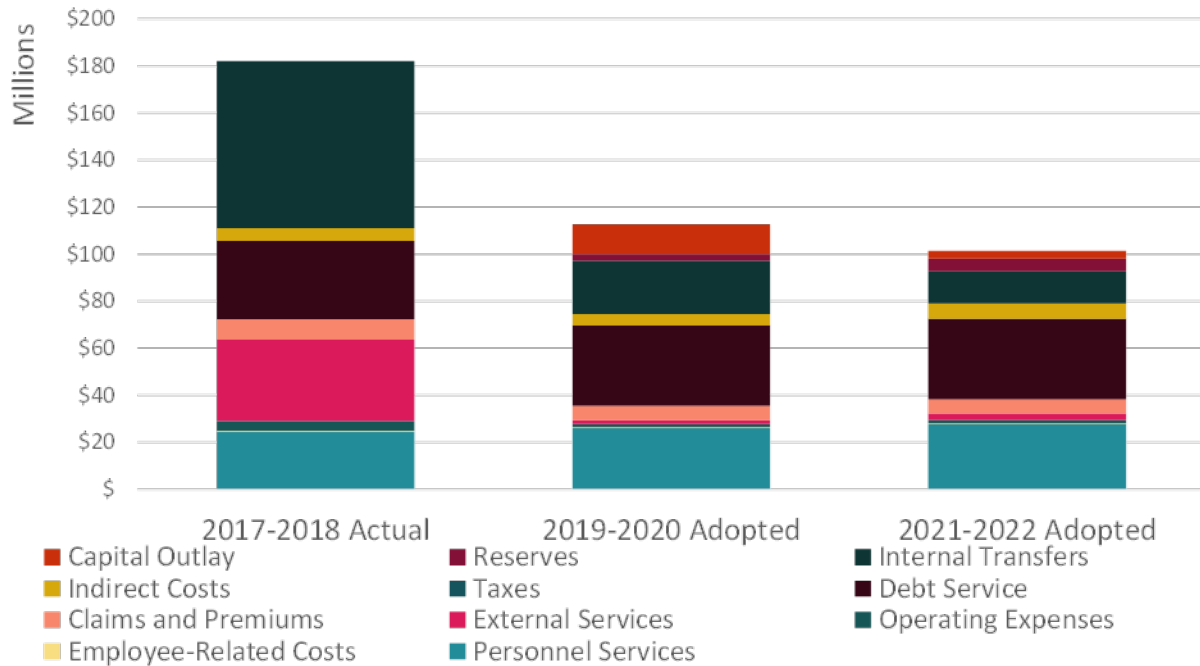
FUNDING SUMMARY

10% of the Finance Department budget is funded by the General Fund for the Tax and License division. The remaining six divisions of Finance provide services to other City departments. These services are funded through internal charges, which share costs across City Departments. This funding source is categorized as Indirect Costs. The General Fund pays 22% of the Indirect Costs.

Property Tax is a tax imposed on the value of properties. Sales Tax is the tax paid by the City's consumers on certain goods and services at the time of purchase. Others Taxes is comprised of leasehold excise tax, Motel/Hotel transient tax as well as tax imposed on amusement games and punchboard and pull tabs.

In 2017-2018, the Tacoma Dome issued about \$30M in bond funding, which is shown in Miscellaneous Revenues. Additionally, a portion of that bond funding was then transferred to a capital fund and again recognized as revenue. The bond revenues were then spent down, thus causing a decrease in 2019-2020. In 2019-2020 and 2021-2022, the majority of Miscellaneous Revenues is contributions from the City to the Third Party Liability Fund managed by the Risk Division. Interest and investment earnings are also categorized as miscellaneous revenues. 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



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	24,590,305	26,046,211	27,673,930
Employee-Related Costs	247,678	340,336	317,203
Operating Expenses	4,273,047	1,350,953	1,564,684
External Services	34,637,026	1,775,699	2,761,099
Claims and Premiums	8,654,551	5,990,859	5,990,859
Debt Service	33,215,790	34,168,457	34,149,118
Taxes		18,000	9,180
Indirect Costs	5,428,974	4,840,284	6,531,412
Internal Transfers	71,109,054	22,537,634	13,666,922
Reserves		2,963,670	5,477,553
Capital Outlay		12,700,966	3,270,598
Grand Total	182,156,424	112,733,068	101,412,558
FTE	107.4	107.0	108.0

EXPENDITURE SUMMARY

The Finance Department’s primary expenditure aside from debt service is Personnel Services, which increased in 2021-2022 mainly due to the rising costs of wages and benefits. In response to the economic impacts of COVID-19, positions will be held vacant and the estimated savings is included in the Personnel Services total. In 2021-2022, External Services increased approximately \$1.0 million due to external contracts. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs.

Claims and Premiums are insurance costs and claims payments for claims against the City. Debt Service is the payment of voter-approved bonds. Internal Transfers decreased approximately \$9.2 million in 2021-2022 due to reduced capital projects funded by Real Estate Excise Tax in response to the economic impacts of COVID-19. In 2017-2018, the Tacoma Dome issued about \$30M in bond funding. This was transferred from the capital revenue fund to the capital projects fund and thus shows in both funds as an Internal Transfer expense. The bond revenues were then spent down, thus causing a decrease in Internal Transfers in 2019-2020. Reserves includes contributions to Capital, Debt, and Third Party Liability funds in order to ensure the funds maintain sufficient financial reserves.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Livable Wage Jobs
 - Reduce Employment Standard program to recognize decrease in volume of cases and state support of enforcement efforts (-\$174K, -1 FTE)
- Organizational Effectiveness & Culture
 - Reduction in Maintenance & Operations (-\$135K)
 - Hold Vacant Positions in Finance (approximately 4 FTES, -\$800K)

ENHANCEMENTS

- Organizational Effectiveness & Culture
 - Humane Society Contract management moved from Tacoma Police Department to Finance (+\$1.3M)
 - Add Risk Analyst to the Risk Management Division (+\$194K, +1 FTE)

PERSONNEL COMPLEMENT CHANGES (+1.0)

2019-2020 Adjustments & Baseline Corrections

- Added a Deputy City Attorney for Tort Litigation to the Third Party Liability Fund (+1.0)
- Moved OMB Management Analyst II position back from Human Resources (+0.5)
- Removed Term Limited MAIL from Tax & License (-0.5)

2021-2022 Adopted Changes

- Eliminated Customer Service Representative (-1.0)
- Added one Risk Analyst Position (+1.0)

BUDGET BY PROGRAM

Division	Program	2021-2022 Adopted Budget	FTEs
Operating Funds			
Accounting	Accounting Services	3,823,342	14.2
	Annual Audit and CAFR Preparation	1,236,564	2.5
	Capital Asset Management	181,777	0.6
	Grant Administration and Management	393,384	1.2
	Interim Financial Reporting	69,785	0.2
Finance Administration	Administration	749,765	3.3
Office of Management and Budget	Capital Budget	291,449	1.0
	Community Engagement	47,090	-
	Labor Analysis and Planning	254,438	0.9
	Operational Budget Development	1,970,551	5.8
	Performance Management and Strategy	109,515	0.3
Payroll	Administration	143,363	0.4
	Payroll Processing	985,197	3.5
	Tax Returns (W2's, 1099's)	133,251	0.5
Purchasing & A/P	Accounts Payable	1,357,357	5.6
	Administration	327,898	1.1
	Ariba Management	1,341,562	4.8
	Procurement Services	3,364,284	12.2
	Public Records Requests	127,718	0.5
	Purchasing Card (P-Card) Program	651,297	2.4
	Risk Management	1,652,296	3.0
Risk	Customer Service	5,755,535	10.7
	Employment Standards	24,004	0.1
	Public Records Requests	7,836	0.0
	Tax Collection, Auditing, and Compliance	4,736,841	13.2
Tax & Licensing	Accounts Receivable	702,607	2.6
	Bank and Account Reconciliations	389,750	1.2
	Commercial/Merchant Services	393,479	1.1
	Debt Management	391,682	1.1
	Investment Management	123,210	0.3
	Public Records Requests	27,680	0.1
	Treasury Administration	536,850	1.2
	Treasury		
Utilities	Accounting Services	1,731,711	5.9
	Annual Audit and Statement Preparation	694,297	2.8
	Capital Asset Management	642,298	2.6
	Interim Financial Reporting	(867)	-
Operating Funds Total		35,368,796	107.0
Capital Funds			
Capital Projects Fund	Capital Projects Fund	21,822,963	-
Capital Funds Total		21,822,963	-
Debt Funds			
Treasury	Debt Service	31,233,733	-
Debt Funds Total		31,233,733	-
Insurance and Risk Funds			
Risk	Risk Insurance & Claims	12,987,067	1.0
Insurance and Risk Funds Total		12,987,067	1.0
Grand Total		101,412,558	108.0

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.

WHAT IS OUR GOAL?

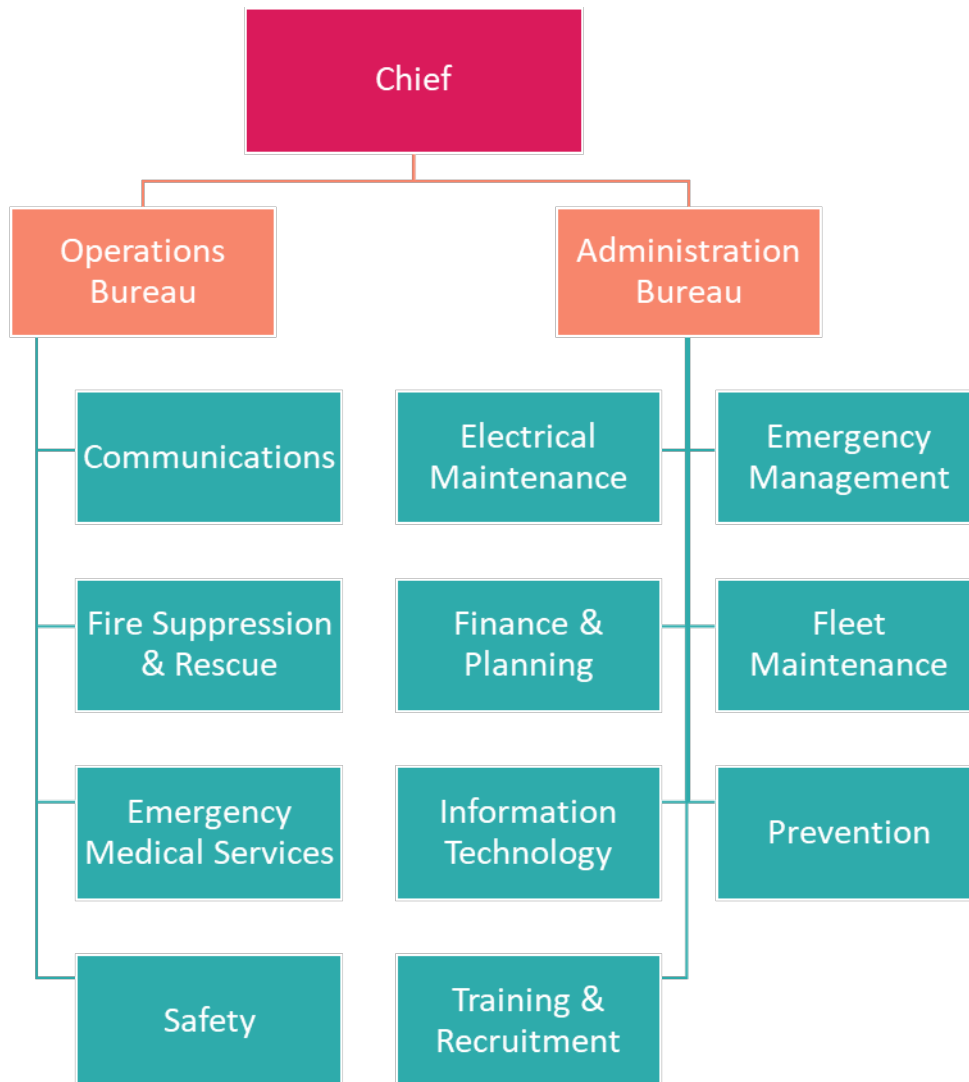
In order to improve financial operations, the Department will focus on modernizing major processes in Tax & License by increasing online registration of new business license applications to 85% of total registrations received, by 2022.

FIRE

MISSION

Protect people, property, and the environment.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

The Tacoma Fire Department offers vital services, such as fire suppression, rescue, emergency medical services, and other safety services, to the residents of Tacoma, Pierce County Fire District 10 (PCFD 10), Fife, and Fircrest.

911 DISPATCH & COMMUNICATIONS

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 private ambulance. The center is staffed with uniformed firefighters, certified as emergency medical technicians, and emergency medical dispatchers.

FIRE SUPPRESSION, SPECIAL OPERATIONS, SAFETY & 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. 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.

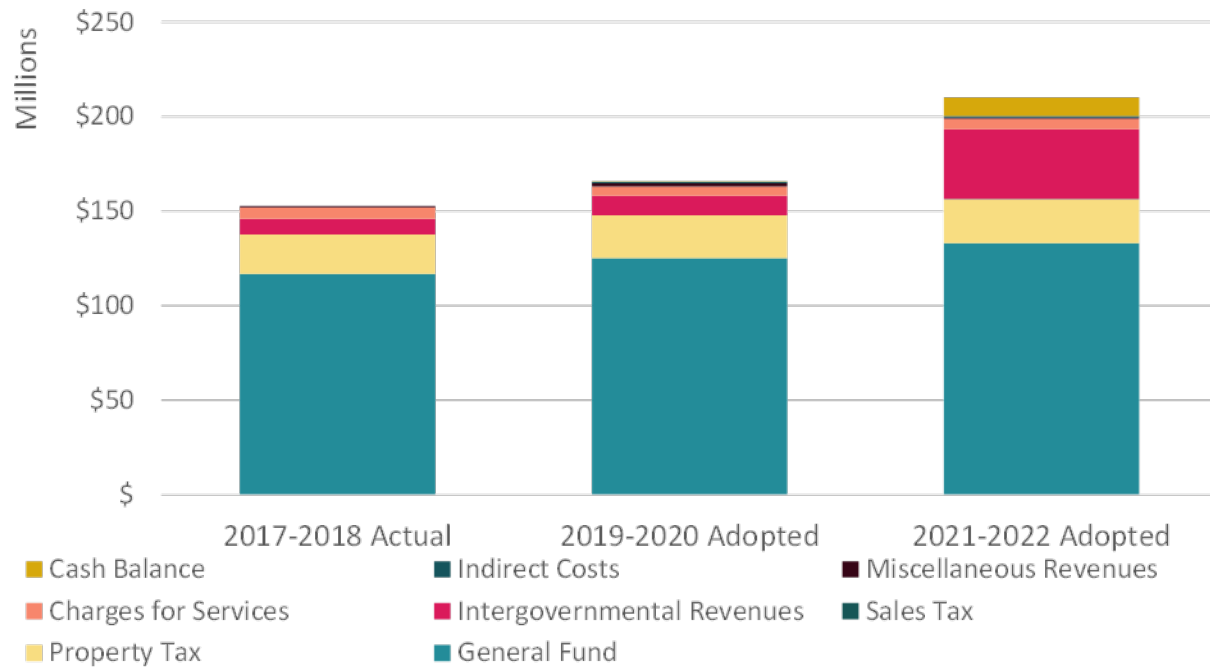
FIRE PREVENTION

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



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	116,731,551	125,216,956	133,094,989
Property Tax	21,044,992	22,543,500	23,104,677
Sales Tax			213,451
Intergovernmental Revenues	8,104,706	10,329,308	36,922,888
Charges for Services	6,152,009	4,939,000	5,642,385
Miscellaneous Revenues	707,845	1,900,011	437,692
Indirect Costs		755,321	833,532
Cash Balance		249,506	9,921,757
Grand Total	152,741,104	165,933,602	210,171,371

FUNDING SUMMARY

The General Fund makes up **63%** of Tacoma Fire Department's funding. Of this, the Tacoma Fire Department generates \$10.4 million in protection service contracts with Fircrest and Pierce County Fire District 10, \$2.7 million for medical transportation billing for those jurisdictions, and \$2.3 million from prevention permits and fire code inspection fees to offset its General Fund expenses.

Property Taxes come from an EMS levy on Tacoma properties last approved by voters in 2006 that partly funds the advanced life services (ALS) medical transportation program.

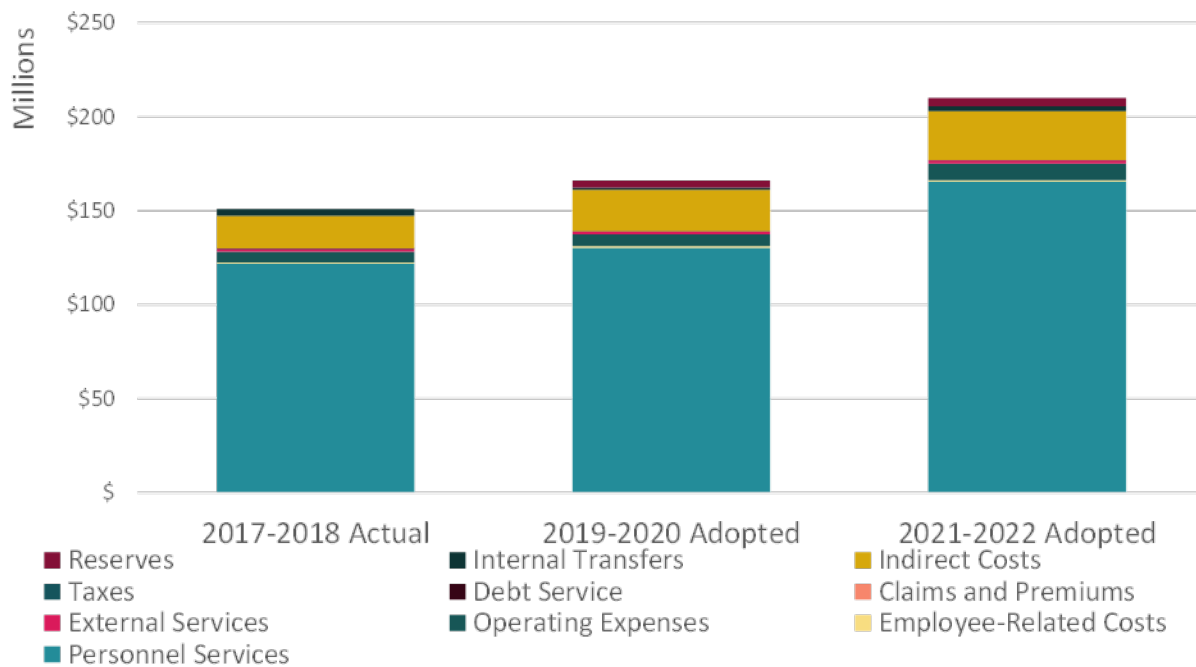
Charges for Services are comprised of \$4.7 million for emergency transport fees, which increased significantly in the 2021-2022 Adopted Budget. This increase is driven by the department implementing a new service, Basic Life Support (BLS) medical transportation. This new service will replace the private ambulance contract and leverage federal reimbursement available to public medical transportation agencies. In addition, this category includes adding a Mental Health Response Unit to the FD CARES program, which will allow the department to conduct medical billing for those services.

Intergovernmental Revenues include federal and state grants and revenue share programs. These programs include the Staffing for Adequate Fire and Emergency Response (SAFER) Grant, the Port Security Grant Program (PSGP), and the Ground Emergency Medical Transportation (GEMT) program that provides supplemental cost recovery for Medicaid transport in addition to the transport rate charged. The largest increase in the 2021-2022 biennium is related to the BLS transportation being conducted under TFD's license and allowing for medical billing on that activity.

Miscellaneous Revenues have decreased in the 2021-2022 Adopted Budget due to the City's reduced required General Fund match for the SAFER grant.

Special revenue cash reserves will be used to offset initial set-up costs for shifting BLS services in the department. These costs include vehicle and equipment purchases.

FIRE EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	121,944,475	130,376,822	165,442,986
Employee-Related Costs	663,154	848,400	957,560
Operating Expenses	5,660,464	6,209,335	8,815,372
External Services	1,420,110	1,393,056	1,617,056
Claims and Premiums	(36)		
Debt Service	282,487	296,668	156,324
Taxes	2,285		
Indirect Costs	17,424,930	21,927,487	26,108,933
Internal Transfers	3,569,041	1,275,000	2,400,000
Reserves		3,606,833	4,673,140
Grand Total	150,966,911	165,933,601	210,171,371
FTE	400.3	419.0	489.3

EXPENDITURE SUMMARY

Personnel Services includes wages and benefits for 489 Full Time Equivalents (FTEs) and comprises more than **78%** of TFD's expenditures. In the 2021-2022 Adopted Budget, 52.5 positions have been added to implement the incorporation of the new BLS transport service. These positions represent new field responders and administrative positions.

The 2021-2022 Adopted Budget for Operating Expenses include an increase based on planned safety equipment replacement as well as new medical & safety equipment to stand up the BLS transportation program.

Internal Transfers are contributions for fleet replacements which in the 2019-2020 Adopted Budget funded the replacement of a fire engine and fire aerial truck. The 2021-2022 Adopted Budget includes the incorporation of BLS transports, which requires a large one-time transfer to the fleet fund to purchase the transport vehicles.

Debt Service is for the payment of an inter-fund loan for the renovation of fireboat Commencement. The loan will be paid in full in 2021.

Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. Reserves represent surplus budgeted revenue from GEMT in the EMS Fund.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

REDUCTIONS AND MITIGATIONS

- Community Safety 10/13, Health 10/20, Fire Department Follow-Up 10/27, and Proposed Budget Updates 11/10, 11/17, and 11/24
 - Basic Life Support Services – shifts General Fund costs to EMS Fund
 - General Fund (-\$7.9M)
 - Emergency Medical Service Costs (+\$29M, +52.5 FTE)

ENHANCEMENTS

- Community Safety 10/13 and Health 10/20
 - Add Behavioral Health Unit (+\$1.35M, +7 FTE)
 - Extend Quality Improvement Officer (+\$440K, +1 FTE)
 - Replace defibrillators units (+\$490K)
 - Replace firefighter turnouts (+\$440K)

PERSONNEL COMPLEMENT CHANGES (+70.3)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant Chief of Logistics (+1.0)
- Added Roving Firefighter Positions (+4.0)
- Added FD Cares Case Management (+2.3)
- Added Opioid Mobile Response Unit Project Staff (+2.5)

2021-2022 Adopted Changes

- Added EMS Quality Improvement Officer (+1.0)
- Added new Basic Life Support (BLS) Transport Program (+52.5)
 - Firefighter EMTs for Transport Units (+33.5)
 - Paramedics (+4.0)
 - Firefighter Dispatchers (+5.0)
 - Administrative Support (+3.0)
 - Customer Service Representatives (+3.0)
 - Computer Support Technician (+1.0)
 - Senior Technical IT Analyst (+1.0)
 - Fire & Marine Diesel Mechanic (+1.0)
 - Administrative Assistant (+1.0)
- Added Behavioral Health Unit (+7.0)
 - Customer Service Representative, Technical (+1.0)
 - Advanced Registered Nurse Practitioner (+1.0)
 - Behavioral Health Case Manager (+1.0)
 - Clinical Support Specialist (+1.0)
 - Mental Health Professional (+1.0)
 - Social Worker (+1.0)
 - Registered Nurse (+1.0)

BUDGET BY PROGRAM

	Program	2021-2022 Adopted Budget	FTEs	
Administration	Administration	7,769,367	14.90	
	Buildings and Grounds Maintenance	1,349,506	0.70	
	Capital Reserve	150,000	-	
	Data Analysis and Performance Management	724,682	1.70	
	Equipment Reserve	500,290	-	
	Financial Management and Reporting	1,002,681	3.50	
	Fleet Maintenance and Management	2,331,919	9.10	
	Fleet Warehouse	24,279	-	
	Information Technology Projects and Supp	2,549,837	7.10	
	Patient Billing, Collections, and Record	1,740,279	6.70	
	Public Records Requests	156,551	0.60	
	Communications	911 Dispatch and Communications	9,029,852	22.20
		911 Dispatch and Communications - TFD	542,196	-
Communications and Electrical Equipment		1,618,054	4.00	
Emergency Management	Citizen Emergency Response Team	37,053	0.10	
	Emergency Management	512,334	0.90	
	Emergency Management Planning	207,624	1.00	
	Emergency Preparedness	392,854	1.00	
Operations	Fire Safety Planning	2,108,725	4.50	
	Fire Suppression and Readiness	109,298,259	276.38	
	Fireboat Response and Rescue	97,360	-	
	Hazardous Materials - Response	79,143	-	
	Hazardous Materials - Response and Conta	705,539	-	
	Medical Response/Patient Care/Transport	56,055,091	107.63	
	Other Fire Operations	1,471,735	3.50	
	Rescue Operations - Technical	17,872	-	
Prevention	Building Inspections	2,391,485	6.30	
	Fire Investigations	912,441	2.10	
	Fire Prevention	485,874	0.40	
	Permit Plan Review and Code Inspections	644,981	1.50	
Public Education	EMS Education & Prevention	2,518,244	9.30	
	High Utilizer Outreach	213,451	-	
	Public Education and Relations	15,767	-	
Training	Recruit Academy	476,249	0.40	
	Training and Certifications	2,039,798	3.80	
Grand Total		210,171,371	489.3	

2025 GOALS AND PERFORMANCE MEASURES

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.

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 to 280 by 2022.

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.

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 to 1,175 by 2022.

HEARING EXAMINER

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.

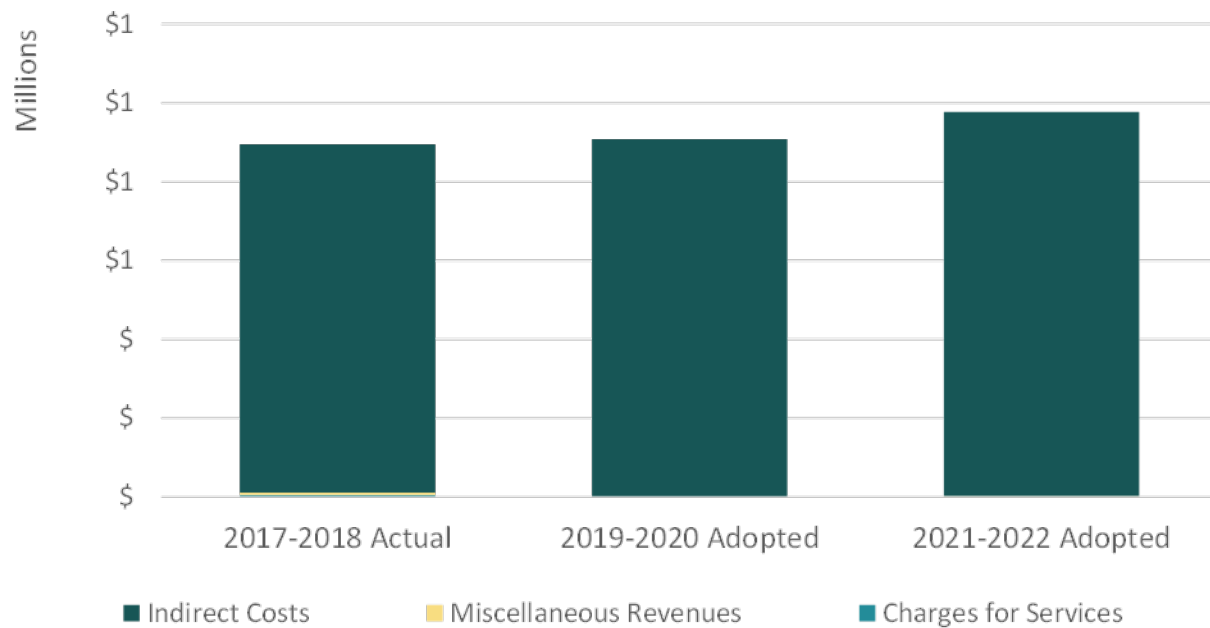
KEY FUNCTION ORGANIZATIONAL CHART



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

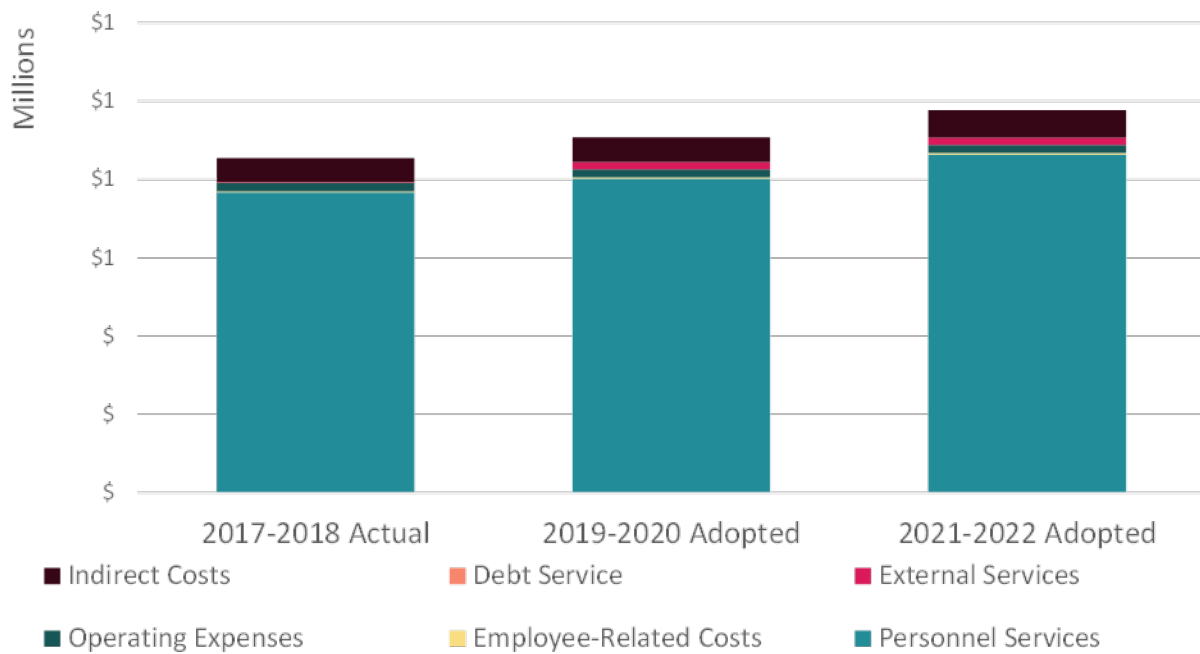


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Charges for Services	5,171		
Miscellaneous Revenues	5,202		1,464
Indirect Costs	884,697	908,057	975,331
Grand Total	895,070	908,057	976,795

FUNDING SUMMARY

The Hearing Examiner’s Office is funded through internal charges, which share costs across City departments based on the number of cases filed over the previous two-year period. This funding source is categorized as Indirect Costs. The General Fund pays **79%** of the indirect costs.

HEARING EXAMINER OFFICE EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	766,551	802,528	863,649
Employee-Related Costs	3,011	3,700	3,727
Operating Expenses	21,549	20,287	20,961
External Services	1,494	18,450	18,450
Debt Service	47		
Indirect Costs	61,874	63,093	70,008
Grand Total	854,525	908,057	976,795
FTE	2.5	2.5	2.5

EXPENDITURE SUMMARY

The Hearing Examiner's Office's primary expenditure is Personnel Services, which increased in 2021-2022 due to the rising costs of wages and benefits. Operating Expenses are expenditures supporting departmental functions such as supplies and software. External Services are to support the costs of outside counsel when required. Indirect Costs represents services provided by internal service departments. Indirect costs increased due to updates to methodologies for sharing costs and changes in internal service costs.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

There were no major changes in expenses in the Hearing Examiner 2021-2022 Adopted Budget.

PERSONNEL COMPLEMENT CHANGES (0.0)

There were no changes in full time equivalents in the Hearing Examiner 2021-2022 Adopted Budget.

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
Hearing Examiner	Due Process Hearings	976,795	2.5
Grand Total		976,795	2.5

2025 GOALS AND PERFORMANCE MEASURES

1. EFFICIENT HEARING EXAMINER OPERATIONS



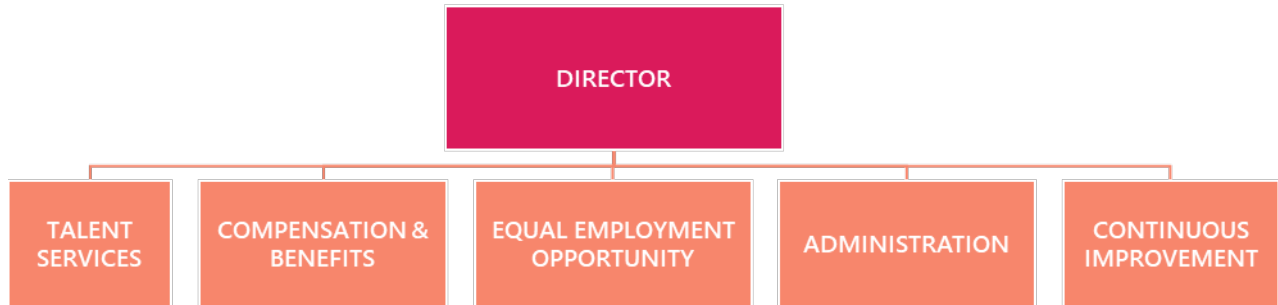
In order to increase the efficiency of the process, the Office of the Hearing Examiner will increase the timeliness of hearings scheduled and timeliness of decisions issued through the hearing process 10% by 2025.

HUMAN RESOURCES

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 equal employment opportunity.

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. The division serves as consultants and coaches on cultural development, organizational design, managing performance, conflict, and change related to people matters. In addition, Talent Services assists 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.

EQUAL EMPLOYMENT OPPORTUNITY

The Equal Employment Opportunity (EEO) Office is responsible for overall management of the City’s EEO program, which was created to ensure compliance with anti-discrimination and anti-harassment laws. Staff conduct investigations into complaints of discrimination and provides employees with the educational tools and resources to create and maintain equitable, inclusive, and discrimination-free workplaces. EEO complies with federal, state, and local anti-discrimination acts.

ADMINISTRATION

The Administration Division is responsible for coordinating processes and procedures to provide support to all operations within the Human Resources Department.

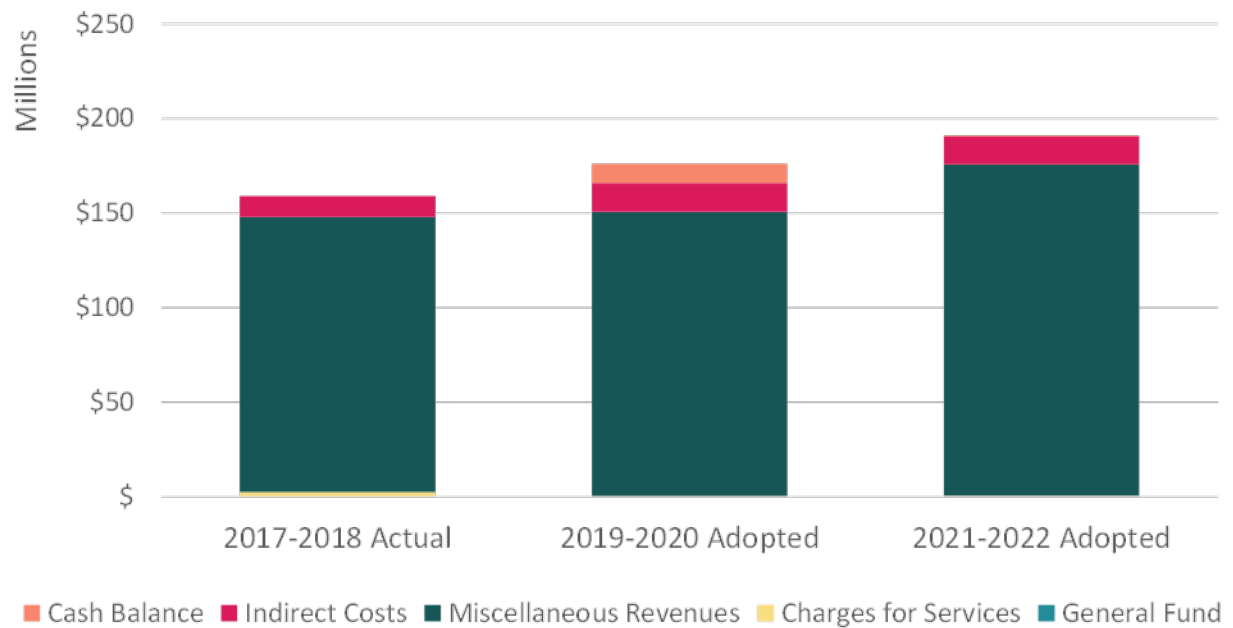
CONTINUOUS IMPROVEMENT

The Continuous Improvement Division (CI) partners with City departments to enhance processes and empower others to LEARN, IMPROVE, CHANGE, and LEAD. There are two teams within the CI division - Innovation and Learning.

The Innovation team works with City departments to identify problems, implement solutions, and develop analytical capacity citywide using Ci4i, the City’s process improvement framework. Staff also manage cross-functional improvement projects in priority areas identified by the City Council and executive leadership.

The Learning team identifies organizational development opportunities and coordinates training across the City. In particular, the Learning Team strives to strengthen employee skills and cultivate an effective, efficient, empowering, flexible, and innovative culture across the City. The Team ensures employee empowerment and equity are at the root/heart of its work.

HUMAN RESOURCES FUNDING BY CATEGORY

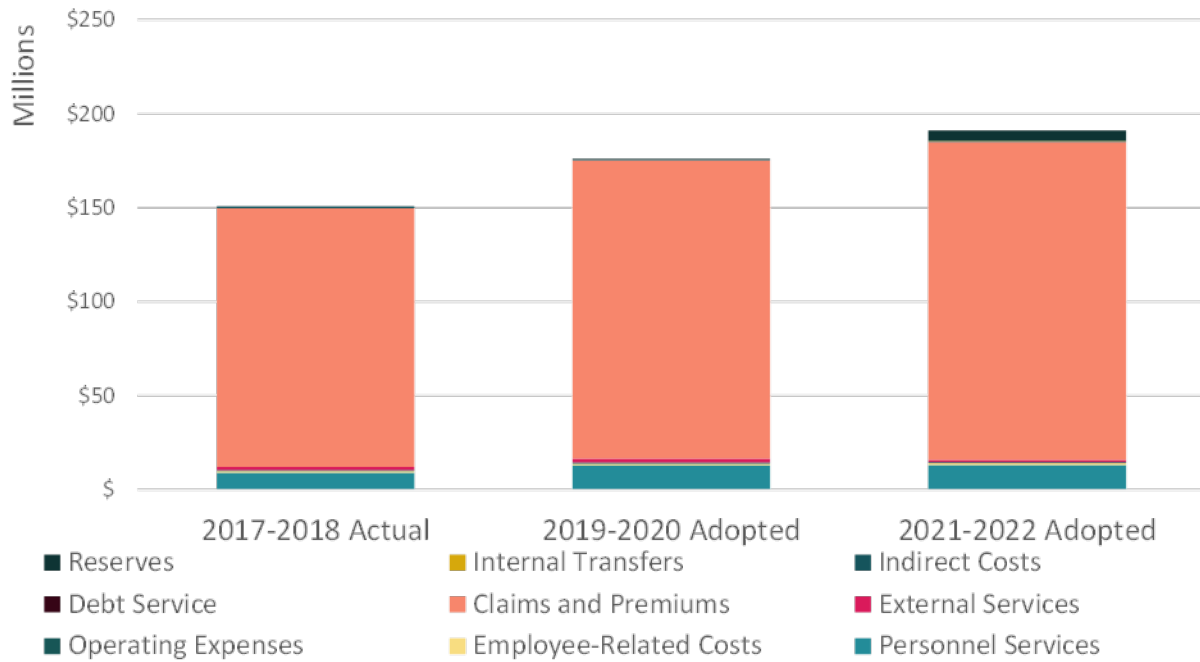


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Charges for Services	2,544,860	366,776	521,142
Miscellaneous Revenues	145,408,722	150,297,581	175,231,308
Indirect Costs	10,972,648	15,393,614	14,925,173
Cash Balance		10,093,071	465,006
Grand Total	158,926,230	176,151,042	191,142,628

FUNDING SUMMARY

The Human Resources Department’s core operations are funded through internal charges which share costs across City departments. This funding source is categorized as Indirect Costs. **21%** of the Indirect Costs are paid for by the General Fund. Costs are distributed 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. HR manages the City’s benefits funds, which are financed by the Miscellaneous Revenues category. These are contributions from the City and employees to pay for expenses such as healthcare and other benefits. These contributions increased in 2021-2022 due to rising costs in benefits such as healthcare. The use of cash balance decreased in 2021-2022 due to one-time buy down of cash balances in 2019-2020 and reserves returning to maintenance levels.

HUMAN RESOURCES EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	8,902,565	12,869,992	13,106,711
Employee-Related Costs	849,717	906,702	929,466
Operating Expenses	515,280	591,749	489,523
External Services	1,831,019	2,028,807	1,237,407
Claims and Premiums	137,690,282	158,949,655	169,293,102
Debt Service	152		
Indirect Costs	862,719	562,512	671,173
Internal Transfers			200,000
Reserves		241,625	5,215,246
Grand Total	150,651,734	176,151,042	191,142,628
FTE	33.3	47.5	45.2

EXPENDITURE SUMMARY

Claims and Premiums comprise the majority of Human Resources expenses. These costs are Employee Benefits such as healthcare and have increased approximately \$10.3 million in 2021-2022 due to rising healthcare costs. Reserves includes \$5.0 million in the healthcare fund as contributions to ensure that benefit fund maintains sufficient financial reserves. Personnel Services represents the compensation and benefits of 45.2 FTEs. Employee-Related expenses includes about \$600 thousand to provide in-house training Citywide. External Services is primarily spent on contracts for external training and special projects, which have been reduced by approximately \$800 thousand due to COVID-19 economic impacts. Indirect Costs represents shared charges for services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Organizational Culture and Effectiveness
 - Right-Size Compensation and Benefits Contract Budgets (-\$351K)
 - Reduce Van Pool Subsidy (-\$300K)
 - Eliminate Special Projects Position in June 2021 (-\$324K, -0.8 FTE)
 - Delay Replacing HR Director (-\$129K)

ENHANCEMENTS

- Organizational Culture and Effectiveness
 - Reinitiate Class and Compensation Study (+\$200K)
 - Maintain Continuous Improvement Sprint and Advocate Service Levels for One Year (+\$100K, +0.5 FTE)
 - Create Permanent Department Aide Position (+\$57K, +0.5 FTE)

PERSONNEL COMPLEMENT CHANGES (-2.3)

2019-2020 Adjustments & Baseline Corrections

- Added Utilities Safety Manager to Office of Health and Safety (+1.0)
- Added Administrative Assistant to Office of Health and Safety (+1.0)
- Moved Office of Health and Safety to City Manager's Office (-7.0)
- Moved Equal Employment Opportunity program from City Manager's Office (+2.0)
- Moved OMB Management Analyst II position back to Finance (-0.5)
- Added Management Analyst II (+1.0)

2021-2022 Adopted Changes

- Eliminated one Human Resources Manager as of June 2021 (-0.8)
- Extended Term-Limited CI Management Analyst I one year (+0.5)
- Added Departmental Aide to Administration (+0.5)

BUDGET BY PROGRAM

Division	Program	2021-2022 Adopted Budget	FTEs
Operating Funds			
Administration	Administration	1,573,573	3.8
Compensation & Benefits	Employee Classification & Compensation	758,724	1.7
	Employee Leave Management	617,772	2.1
	Employee Wellness Programs	786,021	1.4
	Health & Welfare Benefits Management	1,925,443	5.4
	Employee Learning	1,664,607	3.2
Continuous Improvement	Organizational Development	750,695	2.3
	Process and Project Innovation Support	1,265,448	3.8
	Equal Employment Opportunity	574,354	2.0
Equal Employment Opportunity	Equal Employment Opportunity	574,354	2.0
	Talent Services	2,223	-
Talent Services	Human Resources Data and Systems Management	2,223	-
	Talent Services	5,326,327	18.3
Operating Funds Total		15,245,186	44.0
Health, Insurance, and Trust Funds			
Compensation & Benefits	Deferred Compensation	521,142	1.2
	Health Care Funds		
Health Care Funds	Basic Life Insurance Trust	1,604,965	-
	Dental Plan	11,660,954	-
	Employee Assistance Plan	158,439	-
	Flex Spending Plan	2,000,000	-
	Health Care Trust (Old Flex Plan)	206,552	-
	Labor Management Dental	11,194	-
	Labor Management Health Care	1,090,400	-
	Long Term Disability	163,182	-
	Medical Plan	156,206,821	-
	Vision	1,243,793	-
	Unemployment	Unemployment	1,030,000
Health, Insurance, and Trust Funds Total		175,897,442	1.2
Grand Total		191,142,628	45.2

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



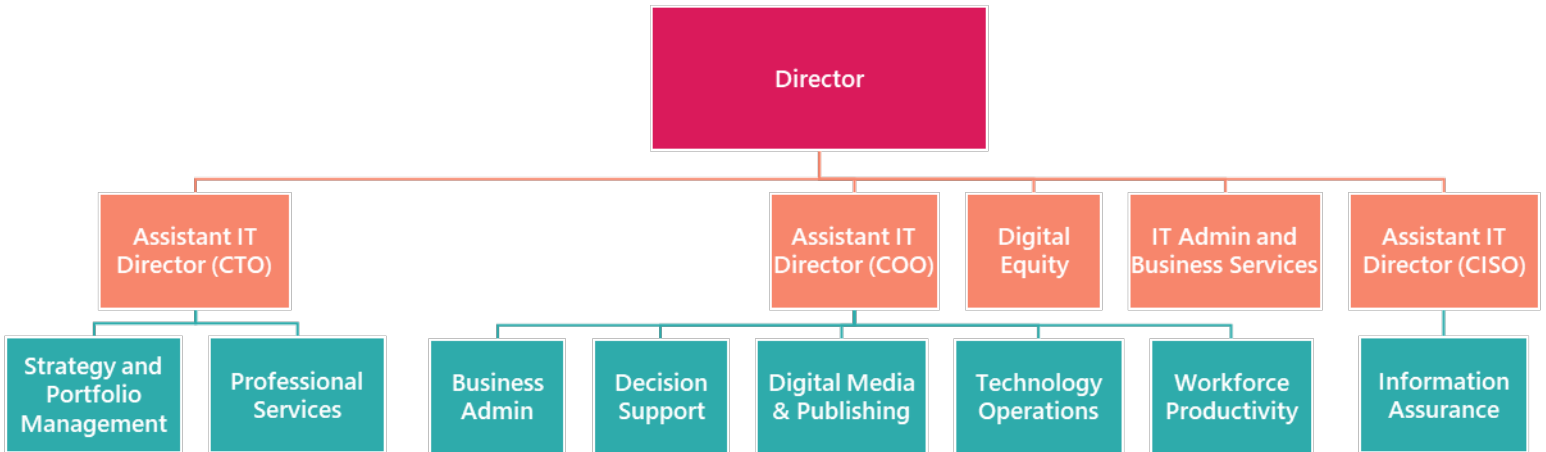
In order to promote a continuously improving organization, the Human Resources department will improve the use of data-informed decision-making and quality service delivery through 2025.

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. Information Technology makes more possible.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

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

IT ADMINISTRATION AND BUSINESS SERVICES

IT Administration and Business Services provides internal support for IT service management (including service-level management and performance management), asset management, program management, information systems governance, and strategic planning. This service provides financial management services for the IT department, including budget, procurement, enterprise licensing, rate and assessment modeling, management of inter-local business agreements, and customer billing. This service also supports IT organizational development, team member recruitment, professional development, employee performance management, and labor relations.

BUSINESS AUTOMATION

Business Automation provides business applications support and business process automation for all City departments. This service provides software support for the City’s Enterprise Resource Planning, Customer Relationship Management, Geospatial Applications and related enterprise systems.

DECISION SUPPORT

Decision Support enables access to City and third party data required to support decision-making, policy analysis, and program performance. This includes the Results253 open data platform, Geographical Information Systems (GIS) data and analytics data-lake, and related visualization tools.

DIGITAL EQUITY

Digital Equity improves access to the Internet for underserved individuals, groups, and areas of the community, promotes digital literacy skills building for Tacoma residents, and ensures that the City’s digital government services are sufficiently designed to reach all community members.

DIGITAL MEDIA AND PUBLISHING

Digital Media and Publishing enables access to accurate, consistent, and timely information about the City of Tacoma through Website development and maintenance, GovDelivery notification services, and Social Media and Engagement Platforms support.

INFORMATION ASSURANCE

Information Assurance establishes and monitors appropriate information security policies, procedures, and technology standards in accordance with City goals, business objectives, risk tolerances, and regulatory compliance requirements. This service increases organizational awareness of informational security threats and employee responsibilities. Information Assurance also establishes and monitors appropriate information systems controls to protect against data loss, disruption of City services, and misuse of City information and technology systems.

PROFESSIONAL SERVICES

Professional Services provides access to IT knowledge, expertise, and professionalism to provide advisory, consulting and delivery assistance to business units for business needs and initiatives. This could include services such as business analysis, solution design, and technology strategy.

STRATEGY AND PORTFOLIO MANAGEMENT

Strategy and Portfolio Management provides access to skills, knowledge, and expertise to develop, select, execute, and report on technology investments through structured project and portfolio management methodologies. This service increases project success rates and return on investment, provides visibility to projects, and helps maintain alignment with the organization's goals.

TECHNOLOGY OPERATIONS

Technology Operations provides reliable, secure, and cost effective infrastructure, network communications, application integration, and data management platforms. Services offered include Wi-Fi services, private data networks, data storage, systems hosting via private cloud, internet access, identity and access management, web application protection, and system administration.

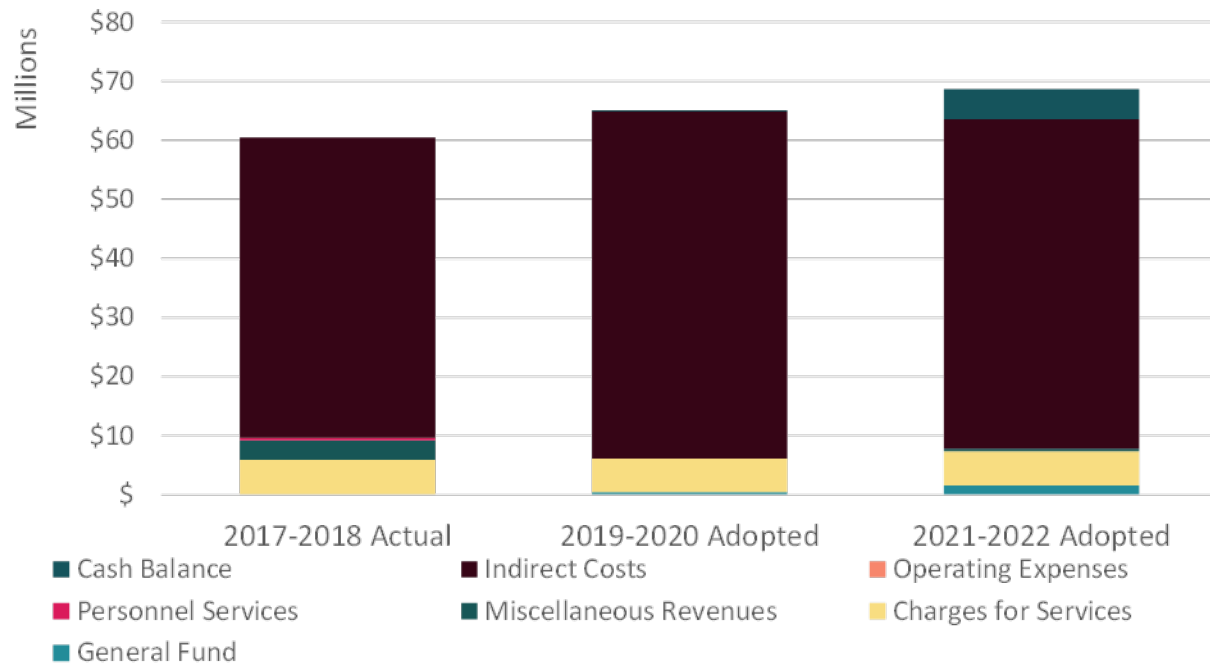
WORKFORCE PRODUCTIVITY

Workforce Productivity provides a technology enabled working environment for office and mobile staff to be productive and collaborative with internal and external partners. This service has two products: Digital Office and Public Safety Radio Communications.

Digital Office provides increased employee productivity through access to information, content creation, and collaboration tools. This includes mobile device management, Microsoft 365, SharePoint, telecommunications, and support services such as Desktop Support and Help Desk.

Public Safety Radio Communications 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

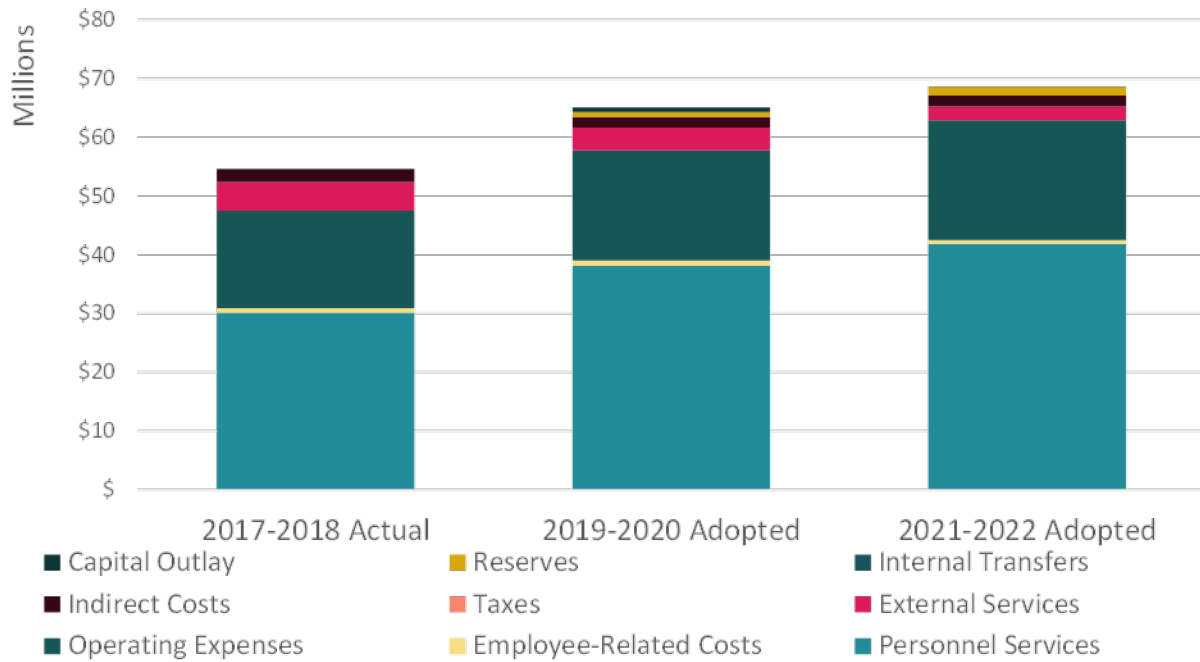


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund		422,188	1,575,668
Charges for Services	5,913,720	5,680,089	5,802,033
Miscellaneous Revenues	3,271,522		411,120
Personnel Services	420,576		
Operating Expenses	3,162		
Indirect Costs	50,880,714	58,753,191	55,786,704
Cash Balance		209,633	5,113,026
Grand Total	60,489,695	65,065,101	68,688,551

FUNDING SUMMARY

The General Fund makes up **2.5%** of the Information Technology (IT) Department, for police technical support. The primary source of Information Technology funding is through internal charges, which share costs across City departments. This funding source is categorized as Indirect Costs. The General Fund pays **26%** of the Indirect Costs. Information Technology also receives funding from Charges for Services, which incorporates public safety radio communication services provided to other City departments as well as external organizations. Miscellaneous Revenues includes investment revenues that were not budgeted for in prior bienniums.

INFORMATION TECHNOLOGY EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	30,156,557	38,072,421	41,860,967
Employee-Related Costs	761,294	907,175	653,989
Operating Expenses	16,553,604	18,803,335	20,395,685
External Services	4,879,382	3,856,116	2,320,081
Taxes	1,179		
Indirect Costs	2,220,557	1,804,561	1,911,862
Internal Transfers	101,485		
Reserves		885,619	1,441,440
Capital Outlay		735,875	104,527
Grand Total	54,674,057	65,065,101	68,688,551

*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

FTE	112.0	128.1	136.3
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EXPENDITURE SUMMARY

The majority of the Information Technology budget is comprised of costs from Personnel Services. Personnel Services is projected to be higher due to anticipated increases in wages and benefits as well as an increase of 8.1 Full Time Equivalents (FTEs) from the 2019-2020 Adopted Budget. External Services decreased in the 2021-2022 Adopted Budget as a response to the economic impacts of COVID-19.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Administration Reductions (-\$885K, -1 FTE)
- Business Process Automation Reductions (-\$1.62M, -3 FTE)
- Information Assurance Reductions (-\$100K)
- Project Management Office Reductions (-\$472K, -1 FTE)
- Radio Service Reductions (-\$655K)
- Technology Operations Reductions (-\$1.31M)
- Workplace Productivity Reductions (-\$760K, -1 FTE)

ENHANCEMENTS*

- Administration Enhancements (+\$498K, +1 FTE)
- Business Process Automation Enhancements (+\$1.72M)
- Move of IT support from Tacoma Police Department to IT Department (+\$1.18M, +4 FTE)
- Decision Support Enhancement (+\$1.84M, +2 FTE)
- Digital Media and Publishing Enhancements (+\$609K)
- Information Assurance Enhancements (+\$254K)
- Project Management Office Enhancements (+\$600K)
- Radio Service Enhancements (+\$270K)
- Support of Body Camera Implementation (+\$177K, +1 FTE)
- Technology Operations Enhancements (+\$1.71M, +0.35 FTE)
- Workplace Productivity Enhancements (+\$185K)

PERSONNEL COMPLEMENT CHANGES (+8.1)

2019-2020 Adjustments & Baseline Corrections

- Added IT Supervisor (+1.0)
- Added Cybersecurity Operator (+1.0)
- Returned positions related to Library Uplift project to IT (+2.5)
- Adjusted Computer Technician Position (-0.75)

2021-2022 Adopted Changes

- Added Assistant IT Director, Integration Developer, and two Management Analysts to support HANAlytics (+4.0)
- Added Computer Support Technician to support Body Worn Cameras (+1.0)
- Consolidated Police IT Support positions within the IT Department (+4.0)
- Eliminated Admin Assistant position (-1.0)
- Eliminated three positions supporting Core Enterprise Resource Planning system (-3.0)
- Eliminate Management Analyst III in Project Management Office (-1.0)
- Eliminate Computer Support Technician (-1.0)
- Made Chief Information Security Officer budgeted (+1.0)
- Expanded existing Senior IT Analyst into a full-time employee (+0.35)

* Funding in part through use of cash in 2021-2022 from previous year savings: \$4.27M

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs	
Business Automation	Business Applications	3,152,317	10.1	
	Core Enterprise Resource Planning System	15,726,672	32.0	
	Core ERP	707,550	2.2	
	Customer Interaction	1,398,970	2.7	
	Geospatial Applications	1,586,362	4.2	
Decision Support	Analytics	3,855,760	8.0	
	Geospatial Analytics	958,348	2.9	
Digital Equity	Digital Equity	109,575	-	
Digital Media	Website Development and Support	834,677	2.3	
Information Assurance	Cybersecurity	942,360	2.1	
	Security Operations	1,522,675	2.9	
IT Administration	Administration	3,482,555	8.8	
Strategy and Portfolio Management	IT Project Management	2,915,557	5.0	
Technology Operations	Application Enablement	1,272,368	3.4	
	Data Management - Backup	869,949	0.8	
	Data Network	3,694,789	4.8	
	Database Administration and Support	863,660	2.3	
	File Server and Data Storage	324,278	0.9	
	Network Wi-Fi	381,868	0.7	
	Private Cloud	2,298,042	2.6	
	Tacoma Police Information Technology Services	1,466,093	5.0	
	Workplace Productivity	Collaboration Services	1,570,915	4.4
		Desktop Support	2,329,810	9.8
		Digital Office	140,904	0.4
		Dispatch Console Services	616,360	0.6
		Enterprise Electronic Messaging and Comm	515,304	1.5
Enterprise Licensing		3,637,372	-	
Help Desk		855,255	3.4	
IT Service Management		880,919	2.6	
Mobile Device Management		431,931	1.6	
PC Replacement		1,268,145	0.2	
Radio Capital Replacement	566,607	-		
Radio Infrastructure Services	3,990,882	3.2		
Radio Subscriber Support Services	1,026,944	1.2		
Telecommunications	2,492,777	3.6		
Grand Total		68,688,551	136.2	

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.

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 19 million by 2022.

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



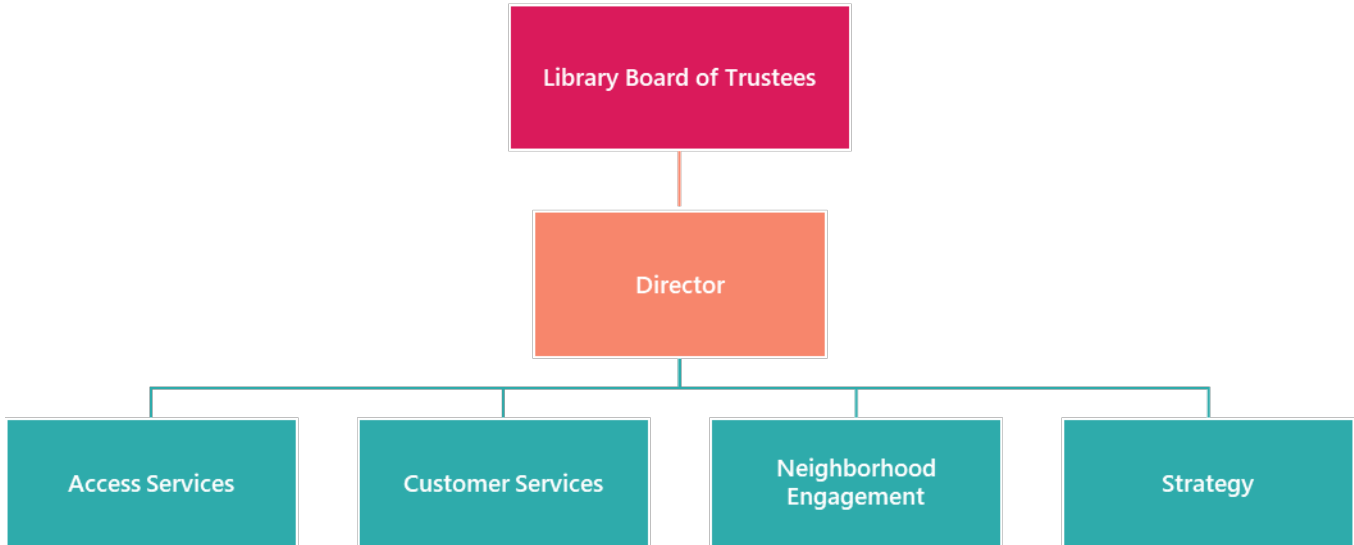
In order to ensure protection of citizen information and resiliency in government and utility services, the Information Technology department will reduce the number of vulnerabilities, cyberattacks, and potential exploits that transgress the City's cybersecurity perimeter by 2025.

LIBRARY

MISSION

We empower our community by bringing people together to discover, connect, create, learn, and thrive.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

Tacoma Public Library (TPL) is a community hub where all people can find joy, compassion, and inspiration. TPL serves the Tacoma community with eight neighborhood libraries and one Microlibrary at the Eastside Community Center. At these locations, TPL offers access to year-round programs for all ages, educational, reference, and research resources, meeting rooms and public spaces, free computer and Wi-Fi access, and a wealth of materials in all genres and formats for borrowing or online access. A variety of popular eResources services such as Lynda.com, Ancestry, Overdrive, Kanopy, and Hoopla are available and utilized by patrons 24 hours a day.

Tacomans of all ages and interests find enriching, informative, entertaining, and educational programs, workshops, and events to meet their needs. TPL supports learning and literacy as a human right, and empowers its community members to fulfill their greatest potential. With a commitment to racial equity and social justice, TPL actively looks for solutions in breaking down barriers of access between community members and all that the library offers.

Tacoma Public Library is governed by a five member Board of Trustees appointed by the Mayor and confirmed by a vote of the Tacoma City Council. Appointments are for a five-year term of service. TPL's Board of Trustees provide oversight in ensuring that the library's policies and organizational priorities reflect its Strategic Plan and are responsible for authorizing the library's budget and expenses.

ACCESS SERVICES

Access Services includes the staff and resources dedicated to providing Tacoma residents all of the library's physical, digital and streaming materials. The department currently offers approximately 718,000 physical and electronic items. Within Access Services, the Collection Development and Technical Services division is responsible for the purchasing, receiving, cataloguing, and distribution of all library materials.

CUSTOMER SERVICES

Customer Services includes staff and resources dedicated to the recruitment, training, and retention of employees, so that they are best equipped to serve our community. Staff find support in navigating work/life balance, interpersonal communication, and are able to provide their input on improving operations and working environments. Customer Services staff also collaborate with the unions that represent TPL employees to resolve complex issues.

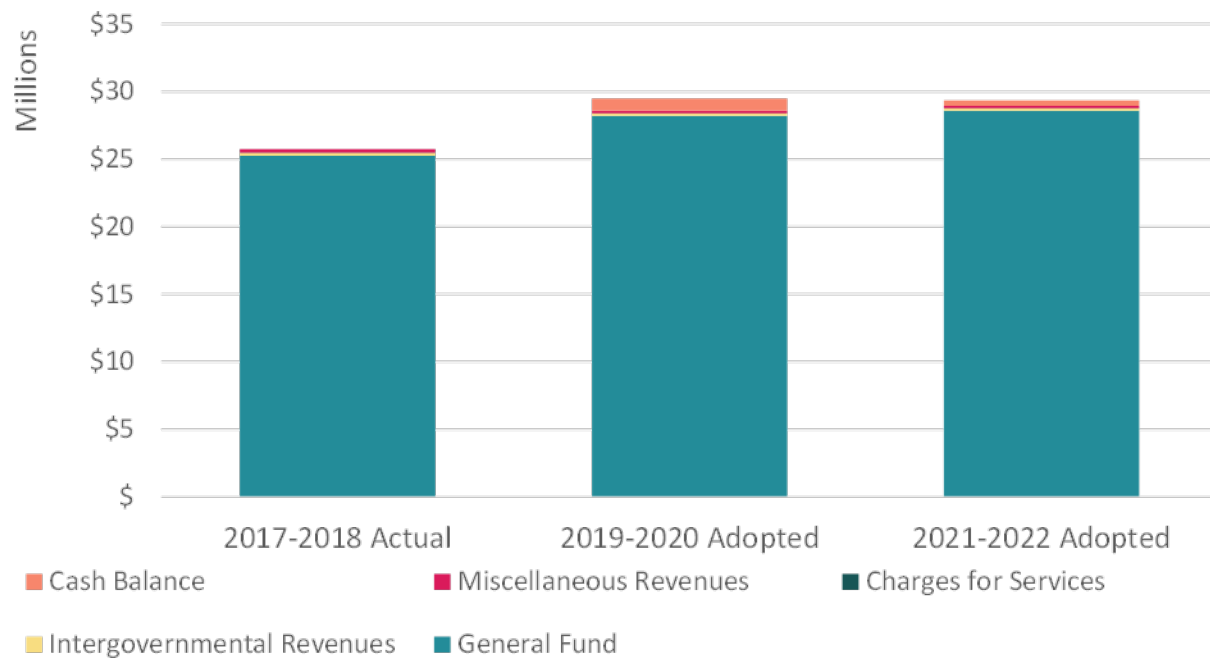
NEIGHBORHOOD ENGAGEMENT

Neighborhood Engagement includes the staff and resources dedicated to providing dynamic service at the eight neighborhood locations throughout the City as well as the Eastside Microlibrary. The Main Library is home to the Northwest Room local history archive as well as TPL's administrative offices. TPL proudly collaborates with organizations large and small throughout the region in order to provide high quality and relevant programs to its community.

STRATEGY

Strategy includes divisions that oversee core operations that sustain the organization over the long term. Core operations include leadership, facility and asset management, Information Technology, Racial Equity and Social Justice, Financial Services, Marketing and Communication, and Trustee Development.

LIBRARY FUNDING BY CATEGORY

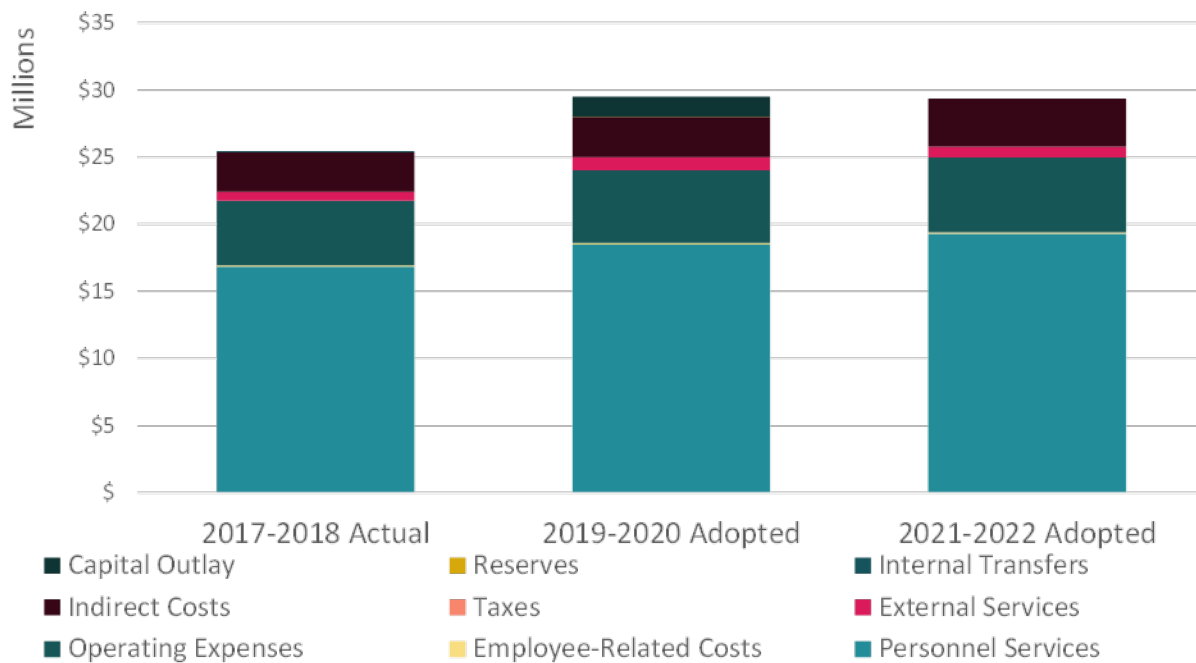


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	25,240,337	28,209,624	28,571,808
Intergovernmental Revenues	251,788	190,000	199,992
Charges for Services	570	910	1,056
Miscellaneous Revenues	244,869	187,800	171,696
Cash Balance		918,000	421,745
Grand Total	25,737,565	29,506,334	29,366,297

FUNDING SUMMARY

The General Fund makes up **97%** of Library’s funding. Additional monies come from Charges for Services representing collections directly from Non-Resident Fees and items sold (book bags, copies, and other items). Miscellaneous 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 as well as interest gained from pooled investments. Intergovernmental Revenues are grants designed to offset costs to provide internet access to the community. Cash Balance is the use of accumulated donations from estates and trusts.

LIBRARY EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	16,826,911	18,489,916	19,291,629
Employee-Related Costs	89,212	110,925	110,924
Operating Expenses	4,837,676	5,420,237	5,573,285
External Services	661,035	977,992	804,406
Taxes	127		
Indirect Costs	2,938,423	3,001,853	3,579,863
Internal Transfers	110,217		
Reserves		5,410	6,189
Capital Outlay		1,500,000	
Grand Total	25,463,601	29,506,334	29,366,297

*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

FTE	106.4	110.6	108.1
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EXPENDITURE SUMMARY

Personnel Services, including wages and benefits, comprise **66%** of TPL's expenditures. In the 2021-2022 Adopted Budget, Personnel Services, Employee-Related Costs, and Operating Expenses decreased due to the reduction of positions in response to the COVID 19 emergency and subsequent economic slowdown. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Access 10/27
 - Repurpose 2nd Floor at Main Library and Staff Furloughs (-1 FTE,-\$1.2M)

ENHANCEMENTS

- Access 10/27
 - Add Equity & Engagement Officer +232K (+1 FTE)

PERSONNEL COMPLEMENT CHANGES (-2.5)

2019-2020 Adjustments & Baseline Corrections

- Returned IT Support Staff for technology uplift to IT (-2.5)

2021-2022 Adopted Changes

- Added Equity & Engagement Officer (+1.0)
- Eliminated Branch Supervisor (-1.0)

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
Access Services	Collection Materials	4,744,891	9.4
Customer Service	Library Human Resources	761,838	2.2
Neighborhood Engagement	Civic Engagement	63,037	0.1
	Community Engagement	70,827	0.2
	Learning Services	1,125,821	4.1
	Neighborhood Engagement	14,367,671	73.9
Strategy	Asset Management	3,059,405	7.4
	Equity & Inclusion	120,177	0.4
	Financial Services	931,351	3.4
	Innovation	142,306	0.4
	Library Information Technology	2,400,807	4.4
	Marketing & Communications	710,481	2.2
	Trustees Development	73,194	0.2
	Trust Funds	G & G Hug Memorial	12,000
	Margaret Berger Memorial	50,000	-
	Marion C Gibson Memorial	71,000	-
	Summer Reading	63,189	-
	Sundry Trust	300	-
	Technology Trust Funds	357,000	-
	Virginia Helen Marshall	234,000	-
	William Antes Memorial	7,000	-
Grand Total		29,366,297	108.1

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

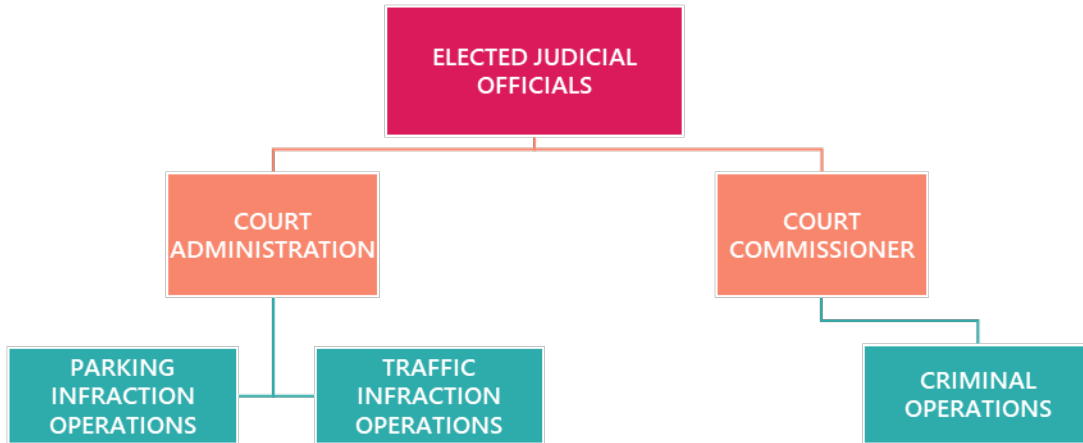
In order to support livability, the Tacoma Public Library will increase access to library services and facilities.

MUNICIPAL COURT

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. The Municipal Court’s administration is managed by the Municipal Court Judges.

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.

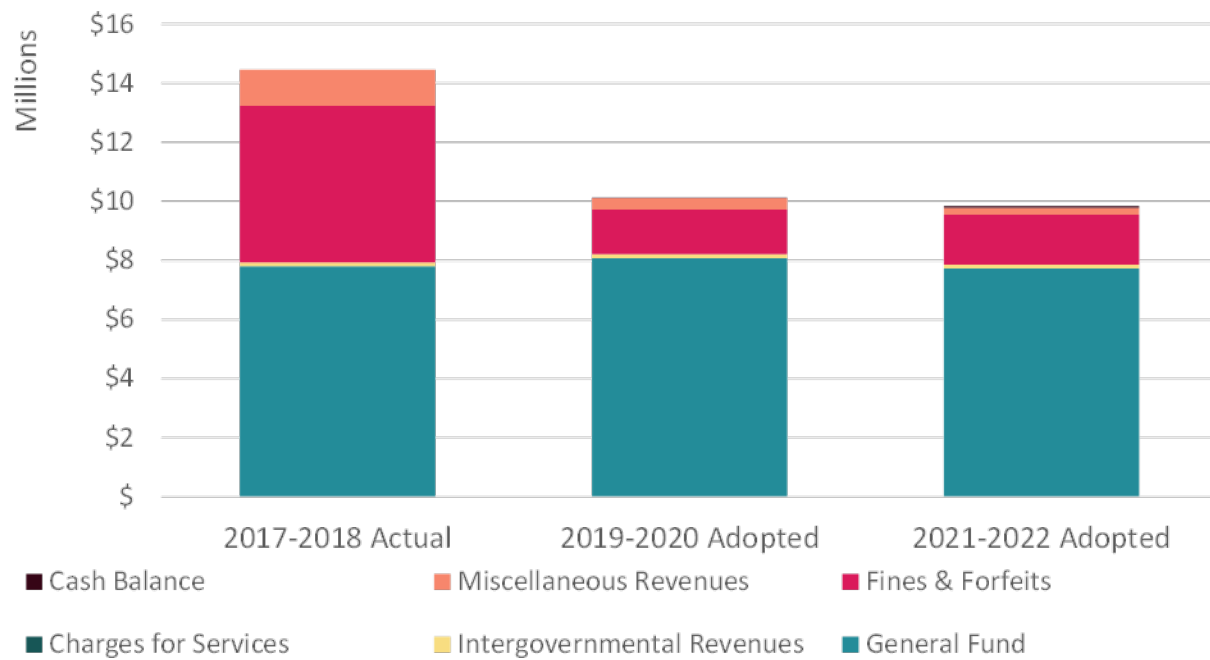
PARKING INFRACTION OPERATIONS

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

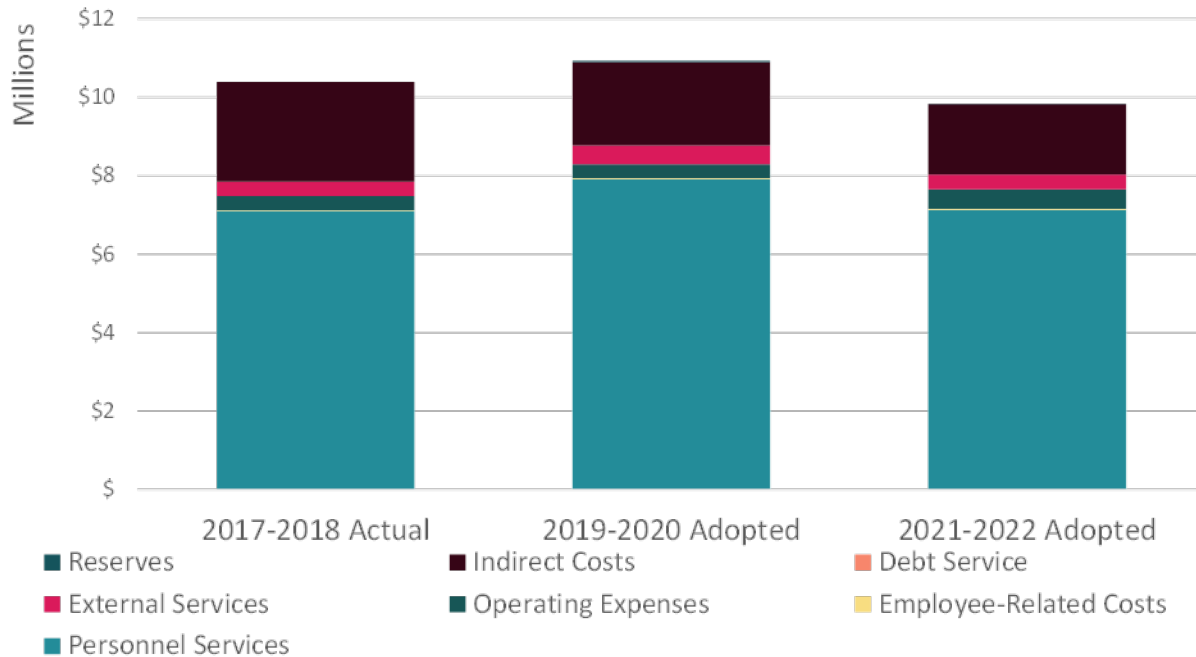


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	7,804,806	8,081,016	7,727,499
Intergovernmental Revenues	136,434	140,000	136,024
Charges for Services	(44)		
Fines & Forfeits	5,283,242	1,499,536	1,688,238
Miscellaneous Revenues	1,237,849	384,283	227,457
Cash Balance		8,330	59,274
Grand Total	14,462,287	10,113,166	9,838,492

FUNDING SUMMARY

The General Fund is the primary source of Municipal Court’s funding, constituting **74%** of their revenues. The Municipal Court also receives Fines & Forfeitures from traffic and parking infractions representing **17%** of their revenues. Miscellaneous Revenues consists mainly of transfers from the General Fund to the Traffic Enforcement fund. The Fines & Forfeits budget in 2021-2022 decreased compared to 2019-2022 due the Traffic Enforcement fund moving to the Public Work Department. The restructure also explains the reduction in Miscellaneous Revenues of \$1.3 million from 2019-2020 to 2021-2022.

MUNICIPAL COURT EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	7,102,966	7,910,414	7,132,867
Employee-Related Costs	19,663	22,000	22,000
Operating Expenses	359,587	365,716	498,670
External Services	360,193	477,748	377,748
Debt Service	311	311	311
Indirect Costs	2,550,499	2,125,405	1,795,806
Reserves		34,562	11,400
Grand Total	10,393,219	10,935,845	9,838,492
FTE	36.3	36.3	27.7

EXPENDITURE SUMMARY

Personnel Services comprise expenditures for wages and benefits for the Municipal Court Judges, Court Clerks, and administrative staff at the Court. Personnel services in the 2021-2022 Adopted Budget decreased compared to 2019-2020 adopted budget due to administrative reorganizations and staff reductions. Operating Expenses increases mainly due to credit card discount fees and repair and maintenance services. External Services decreased \$100 thousand mostly due to a reduction in interpreter services. Indirect Costs represents services provided by internal service departments. Indirect costs decreased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Administrative Reorganization and Staff Reduction (-\$887K, 8.6 FTE)

PERSONNEL COMPLEMENT CHANGES (-8.6)

2021-2022 Adopted Changes

- Eliminated Court Clerks positions (-8.0)
- Eliminated Court Commissioner position (-0.6) as of July 2021

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
Municipal Court	Criminal Operations	7,897,898	21.6
	Parking Infraction Operations	631,293	2.2
	Traffic Infraction Operations	1,309,302	3.9
Grand Total		9,838,492	27.7

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.

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 2022.

NEIGHBORHOOD AND COMMUNITY SERVICES

MISSION

Develop and implement innovative approaches to address the City’s most challenging issues and improve the quality of life for all Tacoma residents, through community partnerships and problem-solving, equitable and proactive code compliance, and data-informed service investments that recognize and address racial disparities.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

CODE COMPLIANCE

Code Compliance protects the health, safety, and welfare of the public by ensuring that property owners maintain compliance with the Tacoma Municipal Code. In addition, Code Compliance implements proactive and equitable strategies that recognize and address the diversity of need in our community.

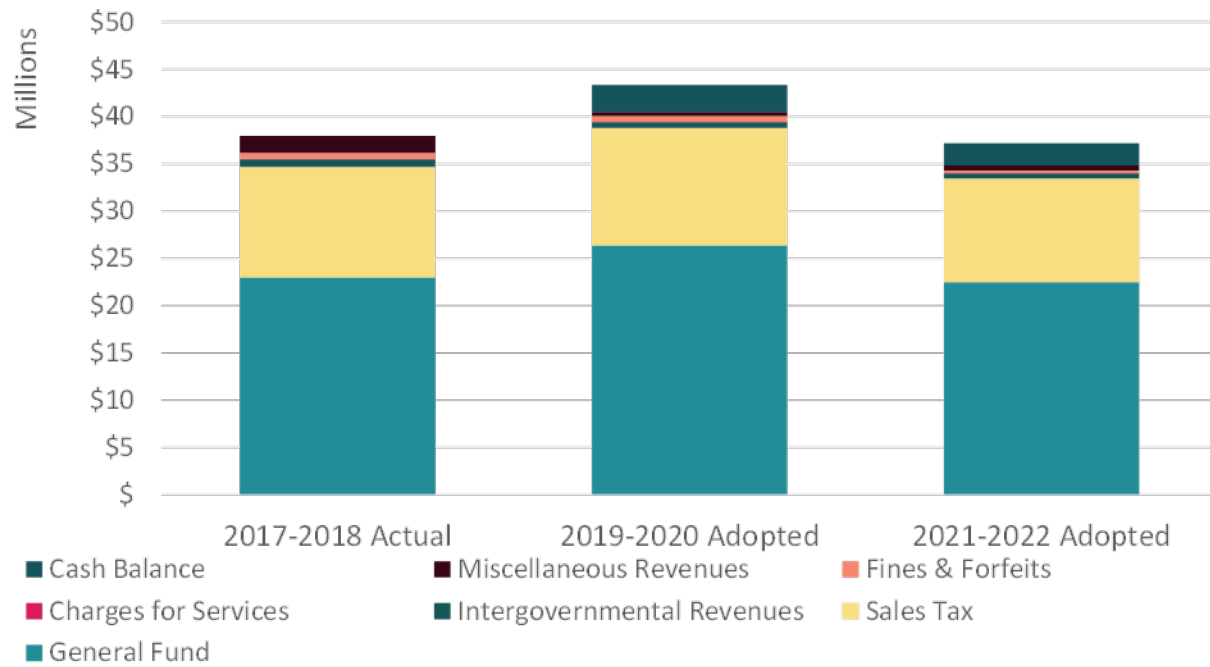
COMMUNITY AND HUMAN SERVICES

Community and Human Services facilitates inclusive community partnerships and funds services that reduce racial disparities, increase knowledge of and access to City services, reduce neighborhood blight, and build self-sufficiency for residents across all sectors of Tacoma. This includes managing strategies for addressing homelessness, youth and young adult violence prevention, and domestic violence services.

RESOURCE ALLOCATION AND MANAGEMENT

Resource Allocation and Management administers the allocation and oversight of public investments intended to build a strong, healthy, and resilient community through robust data management and ongoing stakeholder engagement.

NEIGHBORHOOD AND COMMUNITY SERVICES FUNDING BY CATEGORY

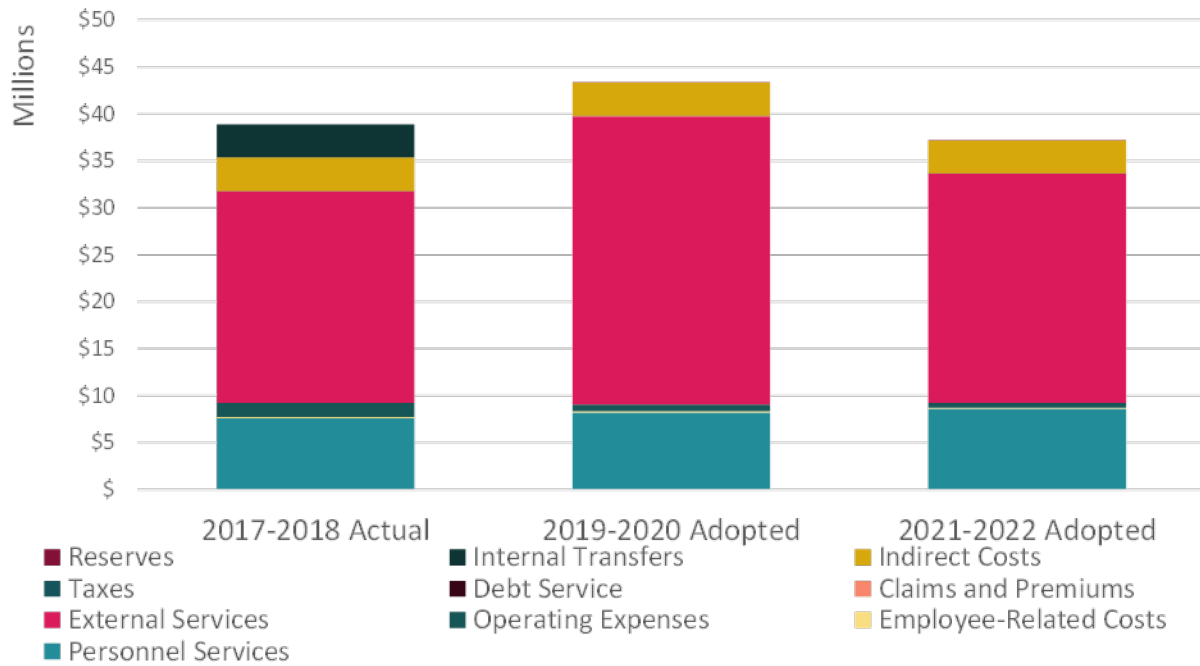


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	22,973,463	26,379,884	22,488,839
Sales Tax	11,707,925	12,425,934	10,987,958
Intergovernmental Revenues	810,437	592,804	541,996
Charges for Services	81,129	41,056	19,681
Fines & Forfeits	619,195	608,853	287,496
Miscellaneous Revenues	1,764,580	436,424	520,452
Cash Balance		2,882,618	2,340,476
Grand Total	37,956,729	43,367,574	37,186,897

FUNDING SUMMARY

The General Fund makes up **60%** of Neighborhood and Community Services Department Funding. The next largest funding source is Mental Health and Substance Use Disorder Sales Tax, which comprises **30%** of total funding. Both of these sources are vulnerable to changes in the economy and the 2021-2022 Adopted Budget decreased due to economic impacts of COVID-19. Intergovernmental Revenues is primarily grants from the Department of Justice. The use of Cash Balance is primarily mental health sales tax collected in prior years used to offset one-time expenses in sheltering programs in the 2021-2022 Adopted Budget.

NEIGHBORHOOD AND COMMUNITY SERVICES EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	7,599,410	8,229,026	8,631,463
Employee-Related Costs	125,698	103,427	79,674
Operating Expenses	1,519,334	741,485	520,560
External Services	22,532,469	30,646,127	24,403,319
Claims and Premiums	8,350	53,000	53,000
Debt Service		2,000	2,000
Taxes	7,030	600	600
Indirect Costs	3,591,405	3,586,345	3,491,667
Internal Transfers	3,490,658		
Reserves		5,564	4,615
Grand Total	38,874,354	43,367,573	37,186,897
FTE	40.4	35.2	34.6

EXPENDITURE SUMMARY

Neighborhood and Community Services' budget is comprised mainly of External Services spending for contracts with service providers, non-profits, and community partners to address needs such as sheltering and youth development. The 2021-2022 budget reflects reductions made in response to decreased revenues due to the economic impacts of COVID-19. Personnel Services and Employee-Related Costs reflect total compensation, training, and professional development for approximately 35 Full Time Equivalents (FTEs). Five positions will be held vacant in 2021, including 0.6 FTE dedicated to the Innovative Grant program, which will be redeveloped in 2022 for implementation in 2023-2024.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Community Safety 10/13
 - Rapid Graffiti Removal, Neighborhood Blight Removal, Site Reclamation (-\$362K)
- Housing and Health 10/20
 - Leveraging State and Federal Resources to add to non-congregate sheltering (-\$850K in NCS, grants shown in CED)
 - Reduction in Homeless Outreach (-\$300K)
 - Reduction in Homeless Prevention Services (-\$190K), offset by Redirection from Permanent Supportive Housing (\$629K)
 - Preserve Programs in Sheltering through redirection of funds by right-sizing contract budgets and redirecting to current spending (\$1.2M)
 - Senior Centers (-\$540K)
 - Match Pierce County funds for an Opioid Task Force Program Coordinator (+\$120K)
- Belief and Trust 11/3
 - Community Mobilization, Innovative Grants (-\$565K)
- Vacancy hold -\$581K (equivalent to 5 positions for one year)
- Maintenance & Operations Reductions (-\$130K - travel, food, contracts, etc.)

ENHANCEMENTS

- Community Safety 10/13
 - Additional staff support for transformational effort +\$265K (+1 FTE)

PERSONNEL COMPLEMENT CHANGES (-0.6)

2019-2020 Adjustments & Baseline Corrections

- Added Assistant Director (+1.0)
- Eliminated Program Development Specialist (-1.0)
- Eliminated Administrative Assistant (-1.0)
- Eliminated Term-Limited Customer Service Representative, Technical (-1.0)
- Changed charging allocations for Contract & Program Auditors to Grants managed by Community and Economic Development (+0.4)

2021-2022 Adopted Changes

- Added one Term-Limited Management Analyst III for Transformational Projects (+1.0)

BUDGET BY PROGRAM

		2021-2022	FTEs
Program		Adopted Budget	
Community Wellness	Community Engagement	1,094,415	2.2
	Co-responder Program	632,525	-
	Crime Prevention through Environmental Design	91,937	0.5
	Criminal Justice Support and Prevention	141,996	-
	Domestic Violence Services	1,264,992	0.4
	Educational Support Services	667,592	0.1
	Health and Health Care	5,764,855	0.7
	Neighborhood Blight Reduction	213,518	0.7
	Rapid Graffiti Removal	157,837	0.3
	Senior Wellness and Senior Centers	1,087,310	0.3
	Youth and Young Adult Violence Reduction	939,942	0.9
	Youth Development	1,897,539	1.0
	Youth Education Development and Training	89,571	-
Compliance	Building Compliance	671,630	-
	Derelict or Unfit Building Abatement	589,667	-
	Property Compliance	3,672,203	11.0
Homeless Services	Encampment Response	408,311	1.6
	Homeless Services	2,425,825	0.6
	Housing Services	2,139,698	0.5
	Permanent Supportive Housing	34,633	0.1
	Sheltering - Family	626,091	0.6
	Sheltering - Youth and Young Adult	933,872	0.1
	Sheltering - Domestic Violence	244,732	0.1
	Sheltering - Emergency Shelters	4,283,021	0.8
	Sheltering - Single Adult	1,366,345	0.6
	Sheltering - Temporary Shelters	763,779	0.6
	Site Reclamation	276,144	0.6
Support Services for People Experiencing Homelessness	934,655	0.4	
Resource Allocation and Management	Administration	2,904,130	7.0
	Community and Commission Support	3,907	-
	Data Management	540,148	1.6
	Innovative Grants	75,692	0.6
	Neighborhood Councils	175,717	0.5
	Public Disclosure Requests	72,668	0.2
Grand Total		37,186,897	34.6

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.

WHAT IS OUR GOAL?

To maintain the feeling of safety for individuals and neighborhoods, the Neighborhood and Community Service department will maintain the length of open code compliance cases at 100 days by 2022.

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.

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 2022.

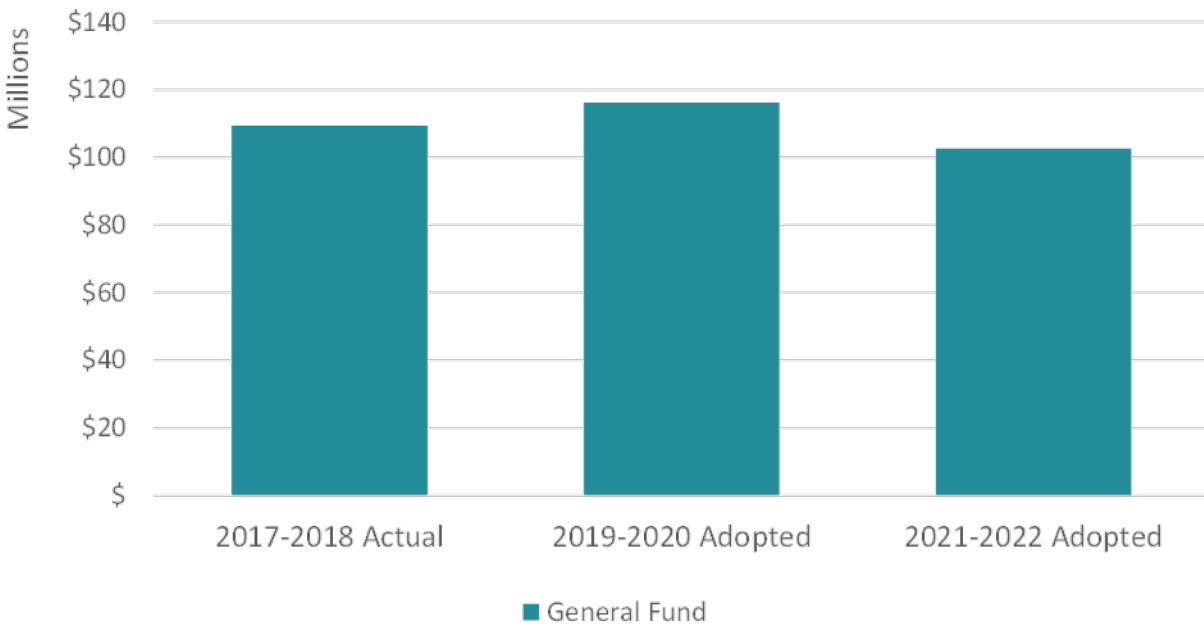
NON-DEPARTMENTAL

PURPOSE

The Non-Departmental budget category 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 in cases in which conflicts of interest may occur. For example, some monies require clear separation from their departments, such as paying for the City’s contract with the Department of Assigned Counsel and Pierce County Jail. In these cases, the Non-Departmental area will hold and track those expenses.

NON-DEPARTMENTAL FUNDING BY CATEGORY

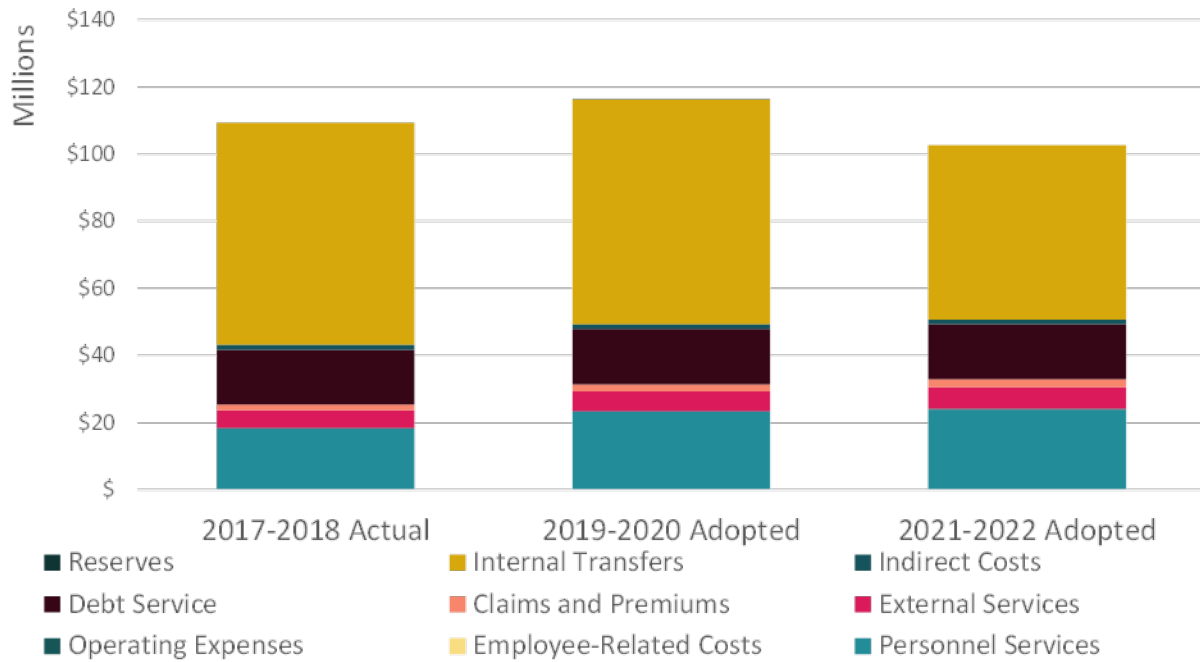


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	109,279,155	116,263,886	102,627,586
Grand Total	109,279,155	116,263,886	102,627,586

FUNDING SUMMARY

The Non-Departmental category is funded by the General Fund. Support for Non-Departmental expenditures decreased in conjunction with reduced payments for transfers to outside agencies, programs, and contracts. For a detailed explanation, please see the Expenditure Summary on the next page.

NON-DEPARTMENTAL EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	18,179,645	23,411,148	23,854,864
Employee-Related Costs	8,961		
Operating Expenses	137,299	10,000	260,000
External Services	5,364,030	5,845,218	6,403,757
Claims and Premiums	1,700,486	2,059,261	2,336,200
Debt Service	16,194,945	16,557,798	16,497,569
Indirect Costs	1,533,627	1,425,320	1,336,019
Internal Transfers	66,160,162	66,954,613	51,939,177
Reserves		528	
Grand Total	109,279,155	116,263,886	102,627,586

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 Department of Assigned Counsel, for example, must be managed outside the City Attorney’s Prosecution Office. Still other Internal Transfers include the City’s jail contract (\$9 million), the Permit Fund (\$1.5 million), and Traffic Enforcement (\$1.2 million) as well as programs such as City Streets and the Streets Initiative (\$22 million). The Internal Transfers category decreased in 2021-2022 due to decreased funding for one-time projects and capital in 2021-2022. Personnel Services are for public safety legacy pension costs. Finally, the Non-Departmental area handles several of the City’s debt obligations.

BUDGET BY PROGRAM

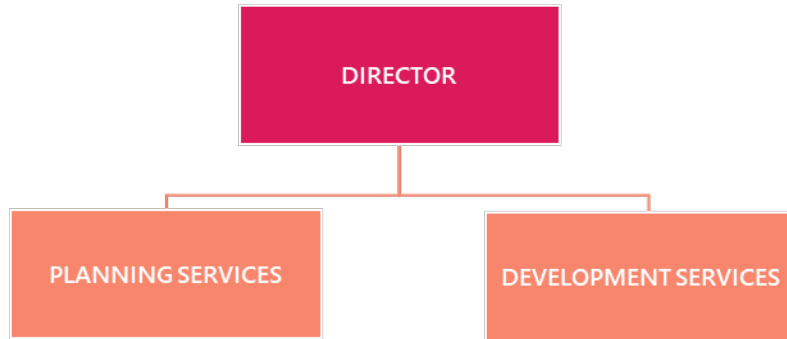
Division	Program	2021-2022 Adopted Budget	FTEs	
Capital Contributions	Hilltop Link Extension Contribution	1,672,154	0	
	Municipal Dock Demolition	595,572	0	
	State Route 167 Contribution	1,000,000	0	
Miscellaneous Programs	COVID Response	500,000	0	
	Operating Expenses	10,000	0	
	T-Town	40,000	0	
Non-Discretionary	Debt Service	16,497,569	0	
	Miscellaneous	3,287,684	0	
Other Internal Transfers	Public Safety Related	25,433,923	0	
	Affordable Housing Trust Fund	1,000,000	0	
	Cheney Stadium Support	1,358,972	0	
	Council Contingency	550,000	0	
	Environmental Policy & Sustainability	152,500	0	
	Fire Department Grant Match	97,000	0	
	Mountain Rail	1,801,214	0	
	Performing Arts Center	2,089,524	0	
	Permit Services Support	1,504,992	0	
	Traffic Enforcement	1,234,931	0	
	Outside Agencies	County Liquor Tax Contribution	110,000	0
		Metro Parks	7,515,601	0
		Pierce County Health Department	120,000	0
Puget Sound Clean Air Agency		288,451	0	
Public Safety Related	Department of Assigned Counsel	4,400,782	0	
	Jail Contract	9,166,712	0	
Public Works Related	Streets Fund Transfer	19,950,005	0	
	Streets Initiative Contribution	2,250,000	0	
Grand Total		102,627,586	0	

PLANNING AND DEVELOPMENT SERVICES

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.

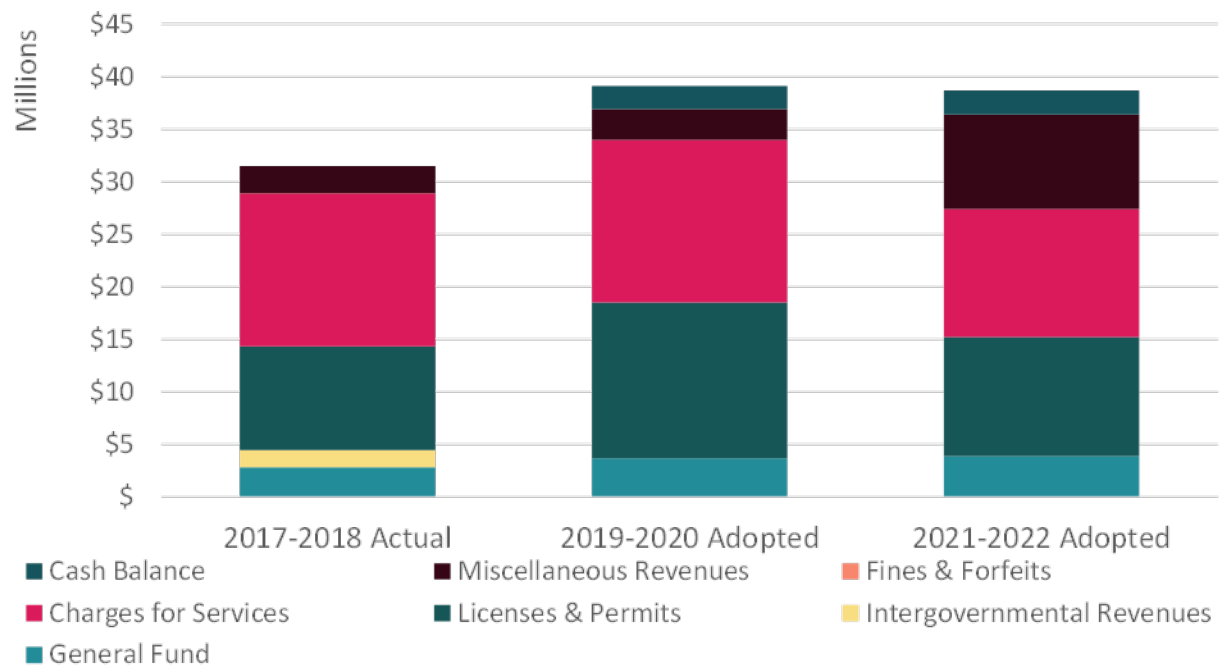
The Urban Design Studio within this Division works with the community, development partners, and other departments and agencies to advance the design quality of places citywide. The program’s mission is to build upon Tacoma’s unique setting and history, its special character and its changing populations, 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, was 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 AND DEVELOPMENT SERVICES FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	2,814,610	3,662,272	3,858,577
Intergovernmental Revenues	1,628,086		
Licenses & Permits	9,910,929	14,848,990	11,367,910
Charges for Services	14,528,003	15,480,884	12,158,206
Fines & Forfeits	1,388		
Miscellaneous Revenues	2,626,044	2,905,002	8,987,476
Cash Balance		2,219,981	2,322,475
Grand Total	31,509,061	39,117,129	38,694,644

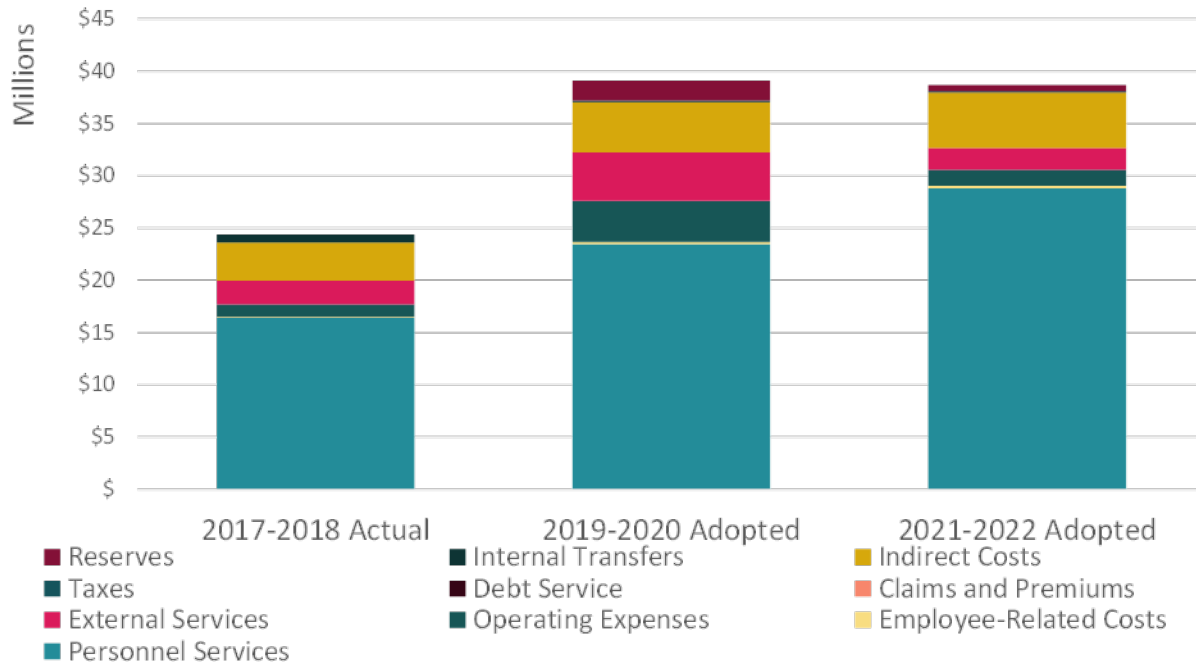
FUNDING SUMMARY

Planning and Development Services (PDS) is funded primarily through fees, categorized as Charges for Services. These fees include building, site development, and land use fees. The General Fund funds **9%** of the Planning and Development Services department, directly supporting the entire Long Range Planning program. The Permitting Services group also receives a transfer of \$1.5M from the General Fund, shown above as a miscellaneous revenue that funds non-permit eligible expenses. These expenses are typically related to code enforcement and other services unrelated to permit services.

Due to economic conditions, the 2021-2022 Adopted Budget includes a decrease in PDS funding compared to 2019-2020 levels. This dynamic is pronounced in the two main funding areas: Charges for Services and Licenses and Permits. In 2019-2020, the increase in Charges for Services is due to the adopted fee code changes establishing new dedicated funds in support of Natural Resources, Emergency Preparedness, Technology, and Reserve Funds. These fees are maintained in the 2021-2022 Adopted Budget, but are planned to decrease due to economic headwinds.

In 2019, the Site Development Group moved into the Department. This shift increases revenues in the Miscellaneous Revenues category, as some funding for the Site Development Group is provided by the Environmental Services department. In addition, private work orders—projects necessitated by construction projects around the city—are projected to increase funding in the Miscellaneous Revenues category.

PLANNING AND DEVELOPMENT SERVICES EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	16,405,385	23,456,088	28,780,034
Employee-Related Costs	95,155	217,649	261,257
Operating Expenses	1,195,076	3,925,995	1,549,227
External Services	2,257,266	4,625,360	2,061,928
Claims and Premiums	-	2,000	2,000
Debt Service	6		
Taxes	6,756		
Indirect Costs	3,662,062	4,817,394	5,323,557
Internal Transfers	768,147	134,921	133,710
Reserves		1,937,723	582,932
Grand Total	24,389,854	39,117,129	38,694,644
FTE	60.4	91.9	103.3

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 and the addition of Site Development Group. Operating Expenses include support for overall departmental operations such as Permitting software. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. Reserves are the projected revenues not utilized by the expected expenses and are designed to offset volatile market trends.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET ENHANCEMENTS

- Affordable Housing - 10/20
 - Redirect permit services support and staffing (-\$2.4M, -4 FTE) to:
 - Affordable Housing Focused Position (+\$255K, +1 FTE)
 - Community Engagement Proposal (+\$898K, +4 Project FTE)
- Health - 10/20
 - Establish critical area program (+\$272K, +1 FTE)
- Access
 - Add capacity for additional Neighborhood Plan in 2021-2022 (+\$480K, +1 FTE)

PERSONNEL COMPLEMENT CHANGES (+11.5)

2019-2020 Adjustments & Baseline Corrections

- Moved Construction Inspector and Engineer from Environmental Services (+2.0)
- Added Inspectors (+2.0)
- Added Development Specialist III (+1.0)
- Added Planner (+1.0)
- Added Natural Resource Specialist (+1.0)
- Added and Expanded Engineers (+2.0)

2021-2022 Adopted Changes

- Added Assistant Chief Surveyor in partnership with Public Works (+0.5)
- Added Customer Service Representative (+1.0)
- Adjusted Occupational Intern (-0.4)
- Extended Green Building Specialist shared with Environmental Services (+0.3)
- Added Term-Limited Senior Planner (+1.0)

BUDGET BY PROGRAM

Program		2021-2022 Adopted Budget	FTEs
Administrative Services	Administration	1,236,823	2.0
Comprehensive Planning	Advisory Commission Support	138,766	0.4
	Comprehensive Planning	267,262	-
	Historic Preservation	460,431	1.6
	PDS Planning	3,433,462	7.5
	Urban Design Studio	116,384	0.1
Dedicated Fees	Technology	797,132	-
Development Services	Building Development	10,543,843	29.7
	Fire Permitting	696,785	1.5
	General Fund Supported Services	2,716,352	8.4
	Land Use	3,076,541	10.2
	Permit Resource Center	2,292,179	5.2
	Right of Way Development	1,673,754	4.8
	Site Development	11,244,930	31.9
Grand Total		38,694,644	103.3

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.

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 2022.

WHAT IS OUR GOAL?

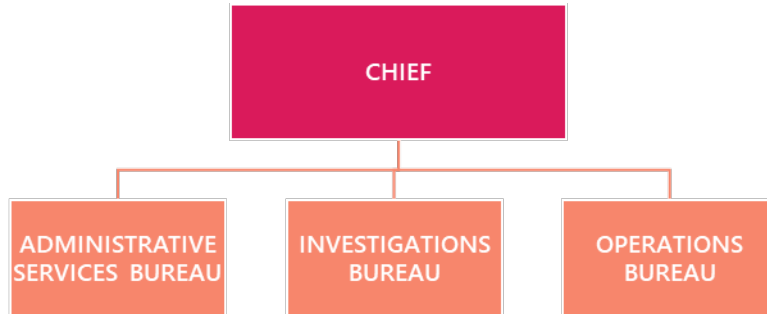
In order to achieve a predictable, timely, and user-friendly permitting process, Planning & Development Services will issue residential permits within two weeks or less 60% of the time through 2022.

POLICE

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 two sections. The first is the Internal Affairs Section, which is responsible for the investigation of police conduct and citizen complaints. The second is the Support Services Division, which manages the training, recruitment, hiring, accreditation, finance, crime analysis, information technology, public information, and community relations functions. The Support Services Division also coordinates administrative functions related to the maintenance of all department facilities and fleet operations with the Public Works Department.

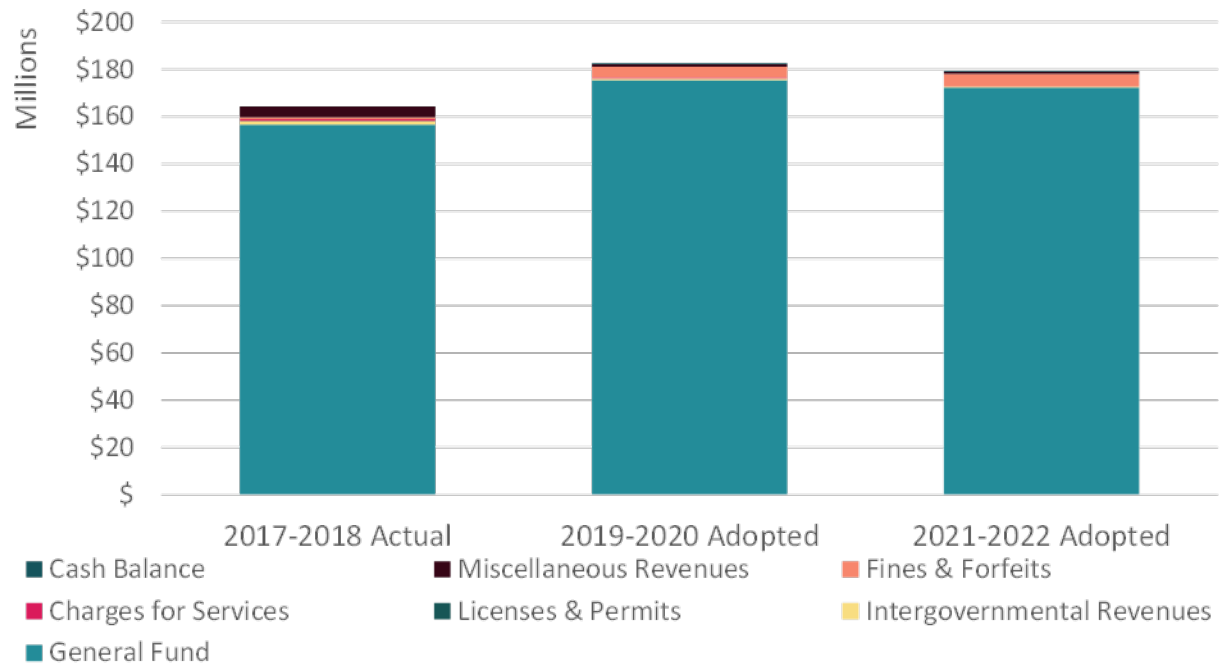
OPERATIONS BUREAU

The Operations Bureau Patrol Division provides 24/7 patrol coverage within the City of Tacoma and oversees the Animal Control and Compliance Division. Patrol Officers respond to emergency and non-emergency calls for service and conduct initial investigations of crimes. Animal Control and Compliance Officers enforce ordinances in the cities of Tacoma, Fircrest, and Ruston. The Operations Bureau is also responsible for interfacing with Local, State, and Federal agencies as it relates to Homeland Security. The Community Policing Division oversees the Explorer Program and the Honor Guard Unit and 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 the administration and operation of numerous specialty teams, to include Special Weapons and Tactics (SWAT), Explosive Ordnance Detail (EOD), 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 bureau works collaboratively with other Local, State, and Federal agencies on various task forces. 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

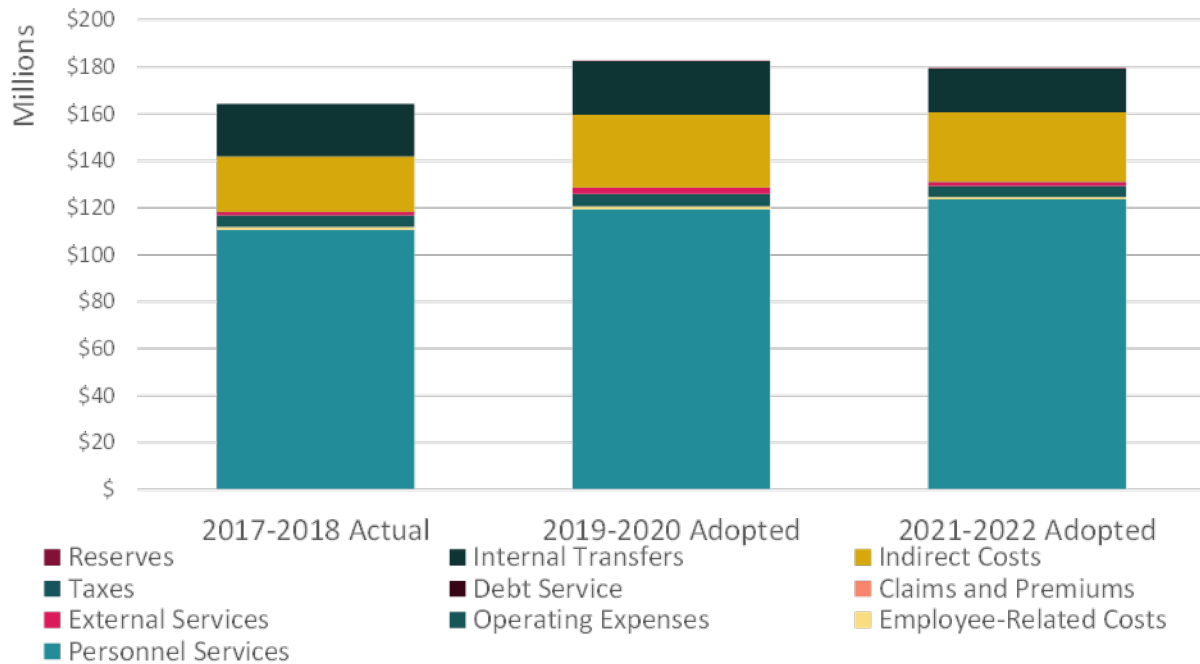


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	156,597,003	175,483,382	172,318,197
Intergovernmental Revenues	1,621,352	722,000	561,316
Licenses & Permits	50		
Charges for Services	665,329	300,000	189,900
Fines & Forfeits	804,441	4,643,493	5,120,399
Miscellaneous Revenues	4,551,900	1,059,506	991,172
Cash Balance		458,710	337,632
Grand Total	164,240,075	182,667,090	179,518,615

FUNDING SUMMARY

Police Department funding is nearly all contributed by the General Fund (96%), which decreased in the 2021-2022 Adopted Budget due to planned one-time personnel savings. 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. Charges for Services decreased due to a contract expiration with Tacoma School District. Fines & Forfeits, funded by narcotics seizures and Red Light and Speed Camera Fines, increased due to higher than anticipated trends in 2019-2020. The Tacoma Police Department also receives funding from Charges for Services and Fines & Forfeits, funded by narcotics seizures and Red Light and Speed Camera Fines.

POLICE EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	110,708,102	119,388,285	123,557,760
Employee-Related Costs	1,179,519	1,145,847	996,737
Operating Expenses	4,849,195	5,405,594	4,778,577
External Services	1,422,135	2,556,250	1,595,400
Claims and Premiums	85,777	43,200	114,000
Debt Service	73,105		
Taxes	651	100	300
Indirect Costs	23,547,073	31,042,730	29,601,124
Internal Transfers	22,255,041	22,968,293	18,640,985
Reserves		116,791	233,731
Grand Total	164,120,599	182,667,090	179,518,615
FTE	394.1	406.3	403.5

EXPENDITURE SUMMARY

Personnel Services and Employee-Related costs make up most of the expense for the Police Department and have increased due to salary and benefit changes, however are partially offset by one-time personnel savings. Operating Expenses are composed of materials and equipment as well as facility maintenance. Operating Expenses and External Services in 2019-2020 include one-time projects that are removed from the 2021-2022 Adopted Budget. The 2021-2022 Adopted Budget for Operating Expenses includes new costs related to Body Camera Implementation. Indirect Costs represents services provided by internal service departments. Indirect costs decreased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. Internal Transfers reflect transfers to the City's Fleet fund to pay for vehicles at their end of life.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET REDUCTIONS AND MITIGATIONS

- Community Safety 10/13
 - Vacancy hold (-\$5.2M)
 - Reduction in hiring staff (-\$700K, -2 FTE)
 - Fleet replacements reduced by half (-\$1.85M)
 - Program oversight adjustments moved services to other departments (-\$2M)

ENHANCEMENTS

- Community Safety 10/13
 - Body Camera implementation (+\$820K in increased costs for Tacoma Police Department)

PERSONNEL COMPLEMENT CHANGES (-2.8 FTE)

2019-2020 Adjustments & Baseline Corrections

- Added Community Services Lieutenant (+1.0)
- In 2020, delayed hiring of Officers and IT Analyst (+2.2)

2021-2022 Adopted Changes

- Moved Police IT Staff to IT (-4.0)
- Eliminated a Police Officer and Sergeant (-2.0)

BUDGET BY PROGRAM

		2021-2022	FTEs
Program		Adopted Budget	
Administrative Services	911 Dispatch and Communications	15,073,150	-
	Academy Instructors	368,874	1.0
	Body Worn Cameras	1,754,297	-
	CALEA Accreditation	699,440	2.0
	Computer Support	9,467	-
	Crime Analysis	1,346,765	4.0
	Financial Management	5,231,314	4.0
	Internal Affairs	1,604,721	4.0
	Media/ Public Relations	617,160	3.0
	Property and Evidence Management	1,683,835	-
	Quartermaster	8,902,577	1.0
	Range Operations	1,455,838	2.5
	Support Services	3,173,844	8.0
	Training - Employee/Staff	804,470	1.0
Chiefs Office	Chief's Office	3,219,675	6.0
Criminal Investigations	Administration	1,768,729	4.0
	Arson/General Investigations	1,145,750	3.0
	Domestic Violence	2,697,928	7.0
	Financial Crimes	426,563	1.0
	Forensics	4,785,321	14.0
	Homicide	6,202,442	15.0
	Juvenile Unit	1,515,430	4.0
	Marketing and Communication	798,034	2.0
	Special Assaults/Sex Offender	4,968,597	13.0
	Vehicle Crimes/Burglary	4,343,570	11.0
Operations	Administration	7,250,066	15.80
	Animal Control	1,443,134	5.0
	Community Engagement and Community Liaison Officers	5,788,788	17.0
	Downtown Partnership	683,216	2.0
	Homeless Outreach Team (HOT)	2,260,767	6.0
	Patrol Services	67,936,003	206.0
	Police Desk Officers	1,078,837	3.0
	Special Events	406,476	-
	Special Teams	293,010	-
	Traffic Enforcement	5,351,334	10.2
Violence Reduction Team	4,229,427	12.0	
Special Investigations	Federal Drug Seizure	270,000	-
	Narcotics	6,350,682	16.0
	State Drug Seizure	799,388	-
Special Revenue	Grant Administration and Management	500,232	-
	Harrison Range	208,096	-
	Vessel Registration Fees	71,368	-
Grand Total		179,518,615	403.5

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



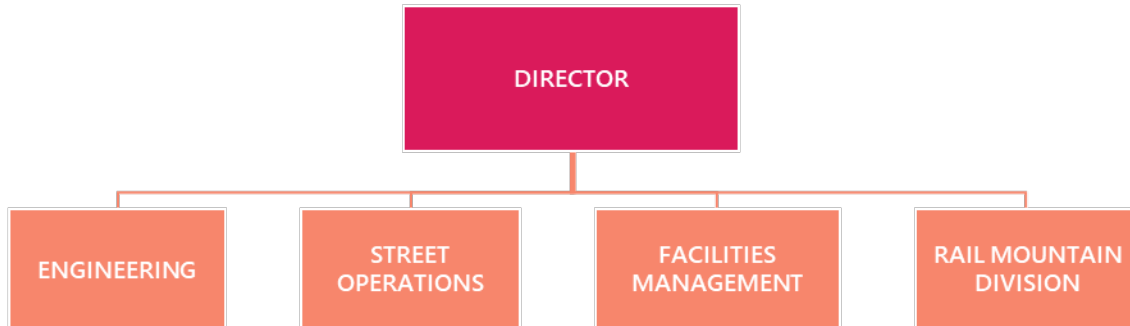
In order to build meaningful relationships with youth, the Tacoma Police Department will employ strategies to expand youth outreach 25% by 2025.

PUBLIC WORKS

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

The Engineering division provides program management and engineering expertise 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.

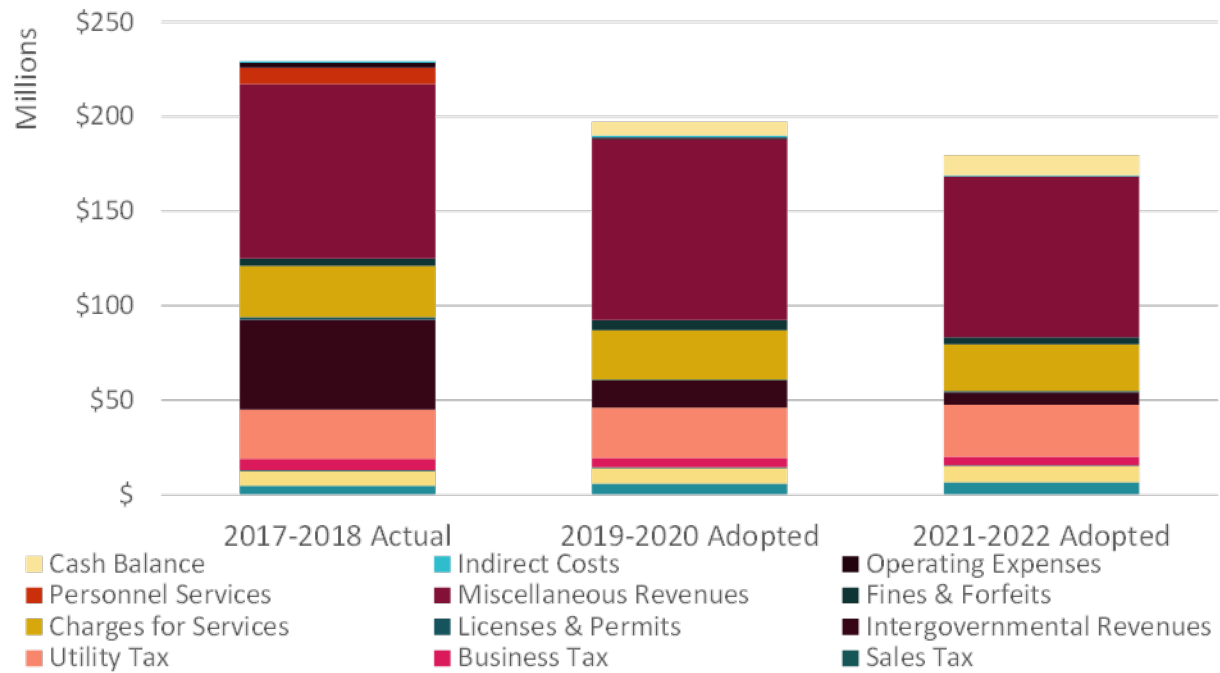
FACILITIES MANAGEMENT

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 the line splits. One line proceeds from Eatonville to Morton, and the other to McKenna. The Mountain Division serves 11 customers, mostly in the Frederickson area.

PUBLIC WORKS FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	4,743,679	6,001,884	6,598,163
Property Tax	7,865,792	8,106,103	8,650,941
Sales Tax	414,943	386,494	400,903
Business Tax	5,950,068	4,877,973	4,539,783
Utility Tax	26,082,204	26,793,208	27,345,084
Intergovernmental Revenues	47,551,481	14,329,224	6,742,528
Licenses & Permits	1,411,573	490,000	545,000
Charges for Services	27,193,856	26,102,446	24,778,777
Fines & Forfeits	3,865,480	5,456,588	3,695,460
Miscellaneous Revenues	92,198,972	95,337,652	85,082,742
Personnel Services	8,598,818		
Operating Expenses	2,504,831	1,160,000	120,000
Indirect Costs	958,216	871,244	648,612
Cash Balance		7,260,629	10,499,724
Grand Total	229,339,912	197,173,444	179,647,716

FUNDING SUMMARY

The Public Works Department manages multiple funds that receive a variety of funding sources. **3.7%** of the Public Works department funding comes directly from the General Fund. In addition to General Fund, Public Works receives funding from the sources shown in the table above.

The 2021-2022 Adopted Budget has reduced revenue projections in several areas compared to 2019-2020. Intergovernmental Revenues reduced mainly due to less federal and state grant revenue. Miscellaneous Revenues, which includes transfers from other City funds, dropped as those other funds sent less to Public Works. The decline in revenues is mainly due to current economic conditions.

While the overall trend is a decrease in funding, some areas have increased. Utility taxes and property taxes, for example, have both trended upward.

Licenses and Permits revenues are collected through street vacations and in conjunction with some transportation programs.

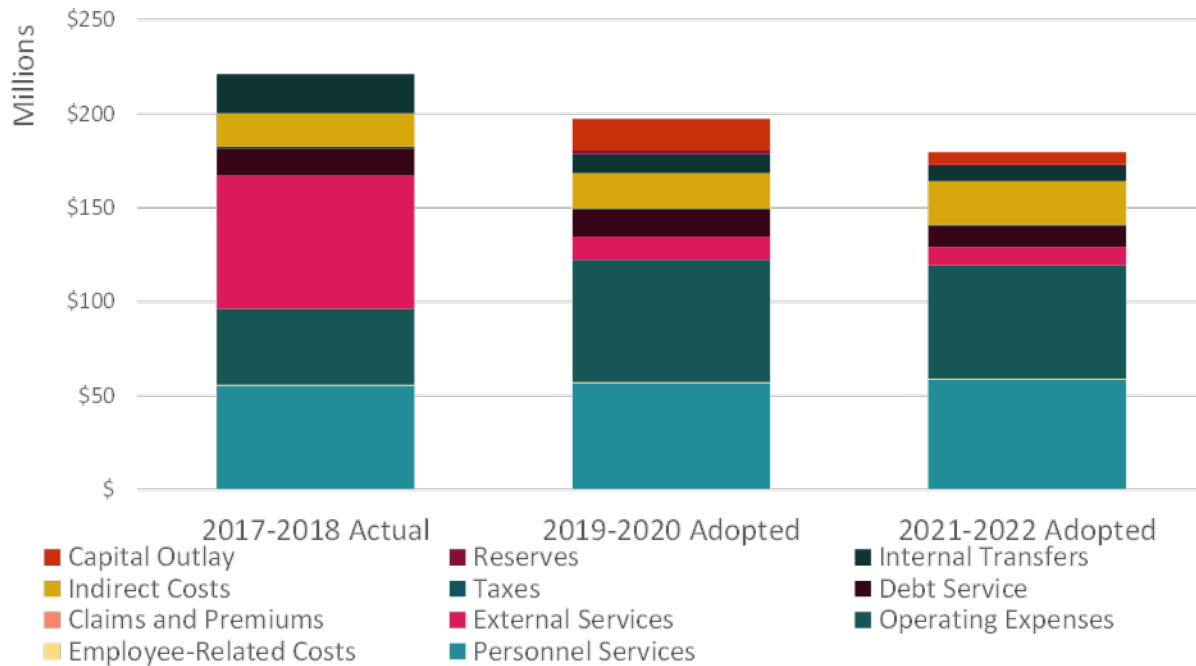
Miscellaneous Revenues are comprised of internal transfers that support General Fund-supported services, facility operations, vehicle replacements, capital projects, and the Streets Initiative. Transfers decrease in 2021-2022 due to projected revenue declines in the General Fund.

Charges for Services revenue is projected to be lower due to decreased parking revenues in 2021-2022. 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 fee.

Intergovernmental Revenues include motor vehicle fuel tax, grants, and other revenues dedicated for transportation purposes, which fluctuate from biennium to biennium. The 2021-2022 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.

PUBLIC WORKS EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	55,376,836	56,716,405	58,357,857
Employee-Related Costs	488,534	551,826	741,107
Operating Expenses	40,319,769	65,004,878	60,163,481
External Services	70,967,195	12,464,800	9,900,748
Claims and Premiums	27,900		
Debt Service	14,399,444	14,374,309	11,395,271
Taxes	1,072,467	481,140	434,041
Indirect Costs	17,700,205	18,900,656	23,227,401
Internal Transfers	20,828,286	10,073,977	8,131,648
Reserves		1,794,336	721,163
Capital Outlay		16,811,115	6,575,000
Grand Total	221,180,635	197,173,443	179,647,716
FTE	224.8	268.8	264.3

EXPENDITURE SUMMARY

In the 2021-2022 Adopted Budget, Public Works expenditures decreased from the 2019-2020 Adopted Budget mainly as a response to reduced funding. This decrease is clear in the table above in the categories of Operating Expenses, Internal Transfers, and Capital Outlay.

Operating Expenses decreased in the 2021-2022 Adopted Budget due to a reduction of contracted street improvement projects and vehicle purchases. Internal Transfers represent transfers of Motor Vehicle Fuel Tax revenues to streets maintenance. These expenses decreased due to an expected decline in revenue in 2021-2022. Capital Outlay decreased in the 2021-2022 Adopted Budget due to fewer grants related to capital projects than in previous bienniums.

Debt Service reflects debt payments for Union Station, Parking Operations, and a Public Works Trust Fund loan. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. External Services decreased due to reductions of contracted maintenance work on City-owned bridges and parking garages. Some of these contracts decreased in 2021-22 to reduce costs.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

REDUCTIONS AND MITIGATIONS

- Community Safety - 10/13
 - Fleet Basic Life Services (BLS) Transport Units and fewer Police vehicle replacements (+\$800K)
- Access - 10/20
 - Increase focus on Streets Initiative (\$1.38M moving to Streets Initiative)
 - Delay General Fund contribution to Streets Initiative (-\$1.75M)
 - Establish patching crew for Environmental Services (-\$1.34M)
 - Street Operations reductions (-\$257K, -1 FTE)
 - Reduce Parking expenses (-\$957K, -3 FTE); mitigated by additional \$748K revenue
 - Real Property Management reductions (-\$763K)

ENHANCEMENTS

- Community Safety - 10/13
 - Mobility & Safety Capital Improvements (+\$5.78M)
- Access - 10/20
 - Other Capital (+\$7.98M)
 - Equipment for Street Operations (+\$526K)
 - Foss Waterway Management (+\$981K, +1 FTE)

PERSONNEL COMPLEMENT CHANGES (-4.5)

2019-2020 Adjustments & Baseline Corrections

- Added Traffic Staff (+4.0)
- Added Assistant Chief Surveyor partially funded by Planning and Development Services (+0.5)

2021-2022 Adopted Changes

- Eliminated Road Use Compliance Officers (-2.0)
- Eliminated Senior Engineer from Facilities Capital Projects (-1.0)
- Eliminated Engineering Financial Assistant (-1.0)
- Eliminated Parking Enforcement Officer (-1.0)
- Eliminated Management Analyst II from Street Operations Performance Management Group (-1.0)
- Added Senior Real Estate Specialist to support management of Thea Foss Waterway properties (+1.0)
- Moved Street Patching Crew to Environmental Services (-4.0)

BUDGET BY PROGRAM

		2021-2022	FTEs
Program		Adopted Budget	
Director's Office	Administration	1,228,176	6.0
Engineering	Active Transportation Program Management	459,618	1.1
	ADA Program Management	317,952	0.8
	Beacon/Flasher/Sign Operations & Maintenance	422,141	1.0
	Bridge Operations & Maintenance	2,715,961	0.8
	Capital Programs	2,325,000	-
	Capital Projects	3,000,000	38.6
	Capital Projects Administration	5,650,673	8.9
	Development Review & Permitting	194,611	0.5
	Engineering Administration	2,139,444	4.3
	LID Capital	0	0.6
	LID Program Management	571,742	1.6
	Neighborhood Program Management	242,868	0.7
	Parking Initiatives & Capital	1,304,497	-
	Parking Services Administration	1,219,163	2.4
	Parking Services Debt Service	6,226,645	-
	Parking Services Enforcement	2,997,135	10.0
	Parking Services Office	71,120	-
	Parking Services Off-Street	3,457,099	-
	Parking Services On-Street	1,215,264	0.6
	Road Use Compliance	968,768	3.0
	Roadway Striping/Pavement Markings	960,000	-
	Safe Routes to School Program Management	223,707	0.7
	Sidewalk Capital	1,250,000	0.2
	Sidewalk Program Management	339,116	1.0
	Signal & Streetlight Support Services	1,670,801	4.2
	Signal/Streetlight Administration	1,633,390	3.2
	Signal/Streetlight Warehouse	9,744	1.0
	Streetlight Operations & Maintenance	4,372,099	4.5
	Streets Initiative Capital & Programs	10,000,000	-
	Streets Initiative Contracted Services	16,654,057	-
	Traffic Administration	1,666,197	2.7
	Traffic Engineering, Enforcement, and Education	554,592	1.4
	Traffic Signal and Streetlight Engineering	599,182	1.4
	Traffic Signals Ops & Maintenance	2,991,566	6.2
	Traffic Signs and Markings Engineering	692,670	1.8
	Transportation Policy and Planning	388,299	1.0
	Transportation Revenues	9,440,418	-

Programs continued on next page.

	Program	2021-2022 Adopted Budget	FTEs
Facilities	Administration	1,252,699	3.5
	Capital Improvement Plan	1,715,225	3.4
	Carpenter/Paint Shop Facilities Maintenance	84,850	0.2
	Community Services Facilities	462,717	1.0
	Fire Facilities	1,319,050	3.4
	Fleet Administration	5,146,186	4.7
	Fleet Equipment Replacement	2,544,177	-
	Fleet Gen Fund Equipment Replacement	4,894,804	-
	Fleet Maintenance Fleet Operations	4,647,766	15.5
	Fleet Maintenance Solid Waste	5,282,455	18.5
	Fleet Parts Fleet Operations	544,068	2.3
	Fleet Parts Solid Waste	531,428	2.2
	In Lieu Assessment Management	29,218	0.1
	Management of Foss Waterway	1,099,736	1.2
	Municipal Building Operations	7,073,472	7.4
	Municipal Services Center	153,506	0.3
	Open Space Management	530,246	0.7
	Other Real Property Services	110,705	-
	Permit and Plan Review	290,330	0.8
	Police Facilities	2,237,857	3.5
	Property Acquisition & Disposition	339,883	0.9
	Property Management	300,715	0.5
	Public Works Fleet Facilities Maintenance	340,264	0.7
	Street Vacations	196,817	0.5
	Unrestricted Franchise	145,364	0.4
	Street Operations	Asphalt Operations	417,173
Asphalt Plant Maintenance and Repair		220,879	0.7
Asphalt Production		1,514,775	0.7
Community Service		0	2.1
Emergency Response		3,064	-
Grounds Maintenance		3,747,126	10.9
Signs & Markings		1,906,271	4.5
Street Maintenance		27,498,449	58.2
Street Operations Administration		2,547,592	4.8
Tacoma Mountain Rail		Tacoma Mountain Rail	5,441,738
	Union Station	4,903,400	-
Grand Total		179,647,716	264.3

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.

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 2022.

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.

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.

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



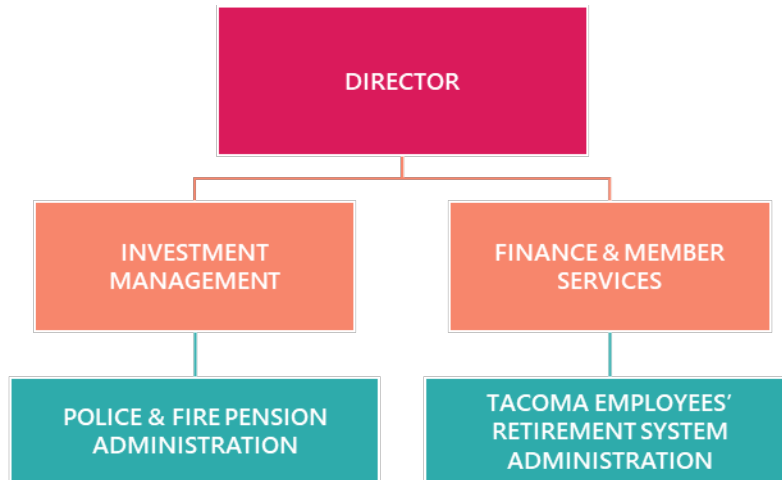
In order to increase health and reduce energy use, the Public Works department will eliminate the backlog of deferred fleet replacements in General Government and work to expand electric vehicle and alternative fuels.

RETIREMENT

MISSION

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

KEY FUNCTION ORGANIZATIONAL CHART

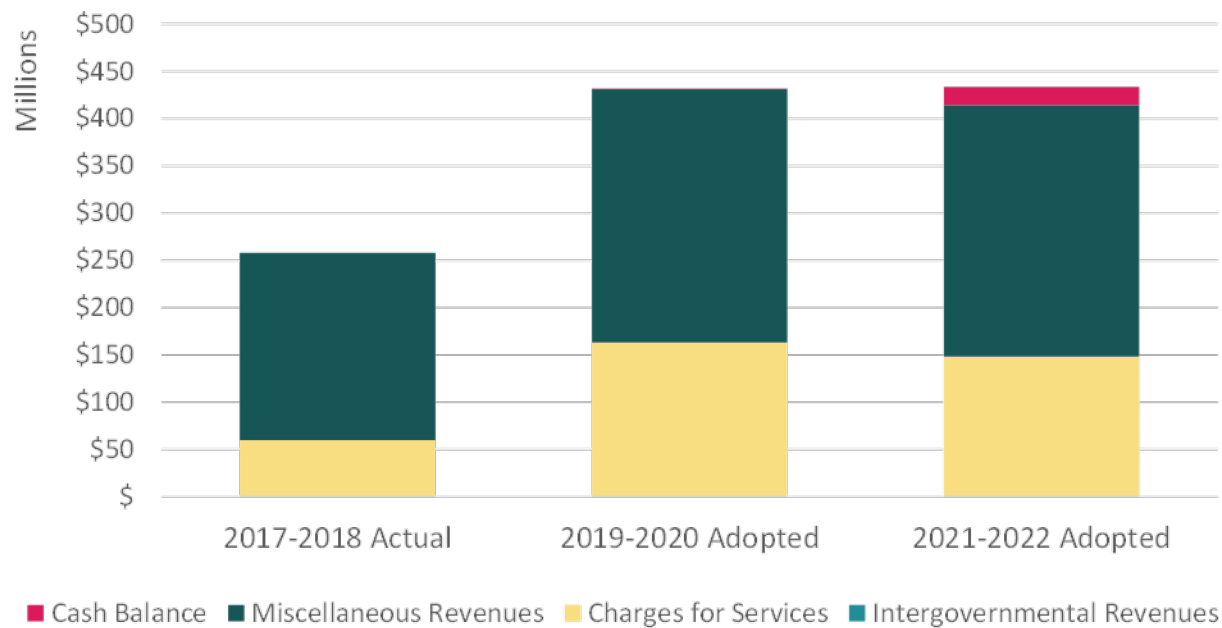


DEPARTMENT OVERVIEW

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 3,100 active members, 600 deferred employees and 2,600 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 461 members (one active and 261 retired Fire employees and 199 retired Police employees). Mandated pensions and full medical benefits are provided to eligible members.

RETIREMENT FUNDING BY CATEGORY

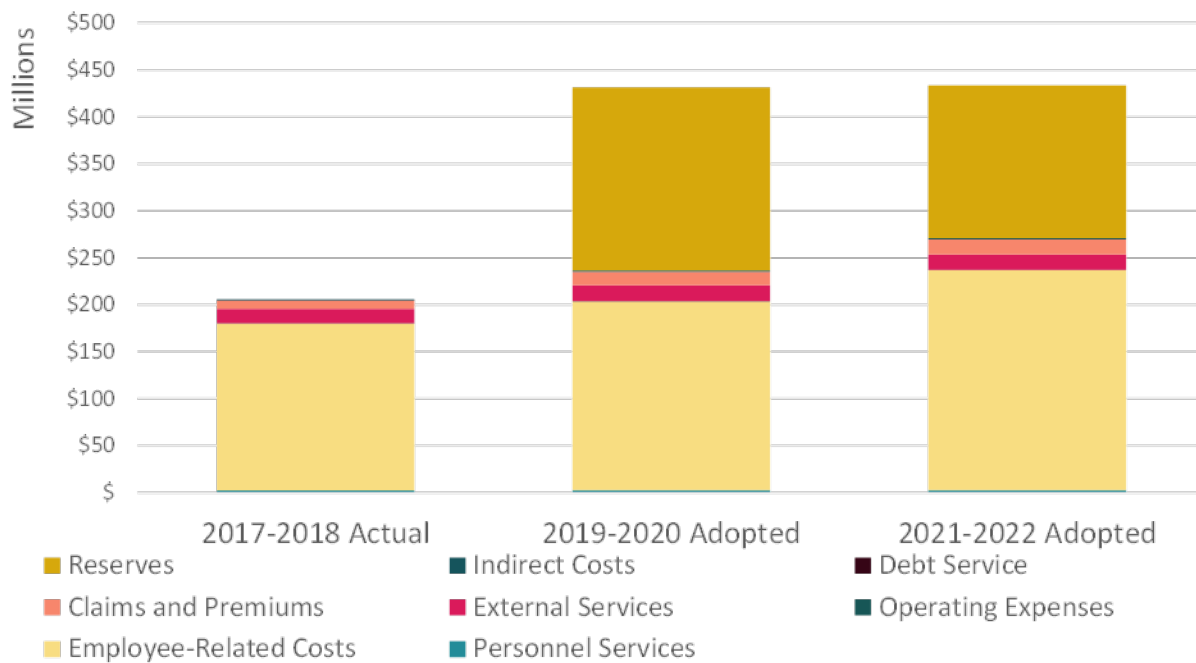


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Intergovernmental Revenues	769,346	795,000	780,000
Charges for Services	59,134,835	162,500,000	147,399,996
Miscellaneous Revenues	198,192,690	268,254,377	265,895,917
Cash Balance		48,501	19,625,926
Grand Total	258,096,872	431,597,878	433,701,839

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 is reflected in Miscellaneous Revenues and 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



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	2,175,825	2,535,344	2,766,036
Employee-Related Costs	177,974,691	201,187,180	234,032,502
Operating Expenses	67,473	85,337	89,793
External Services	15,341,270	16,816,418	16,579,100
Claims and Premiums	9,093,964	14,316,000	16,024,000
Debt Service	14,582	0	0
Indirect Costs	957,034	1,364,158	1,565,740
Reserves	0	195,293,441	162,644,668
Grand Total	205,624,838	431,597,877	433,701,839
FTE	10.0	10.0	10.0

EXPENDITURE SUMMARY

Personnel Services increases due to rising on the cost of wages and benefits. Employee-Related Costs includes pension payments and contribution withdrawals for TERS members. Fixed Costs are made up primarily of rent and insurance expenditures. Reserves are projections of growth in investment and designed to offset future adverse events and should not be viewed as surplus funds. Reserves are not shown in 2017-2018 actuals because they contribute to the fund balance without needing an accounting entry.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

There were no major changes in expenses in the Retirement 2021-2022 Adopted Budget.

PERSONNEL COMPLEMENT CHANGES (0.0)

There were no changes in full time equivalents in the Retirement 2021-2022 Adopted Budget.

BUDGET BY PROGRAM

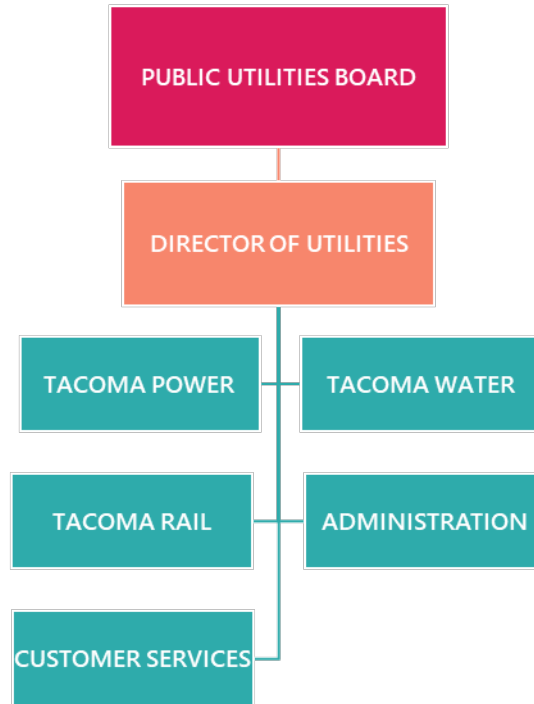
Division	Program	2021-2022 Adopted Budget	FTEs
Operating Funds			
Retirement	Administration	19,607,364	8.2
	Fire Pension	13,022,542	0.9
	Police Pension	10,618,941	0.9
Operating Funds Total		43,248,847	10.0
Trust Funds			
Retirement	Fire Retiree Health Care	8,540,084	-
	Police Retiree Health Care	7,827,328	-
	Retiree Benefits - Tacoma Employees Retirement System	374,085,580	-
Trust Funds Total		390,452,991	-
Grand Total		433,701,839	10.0

TACOMA PUBLIC UTILITIES

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, 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 178,000 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.

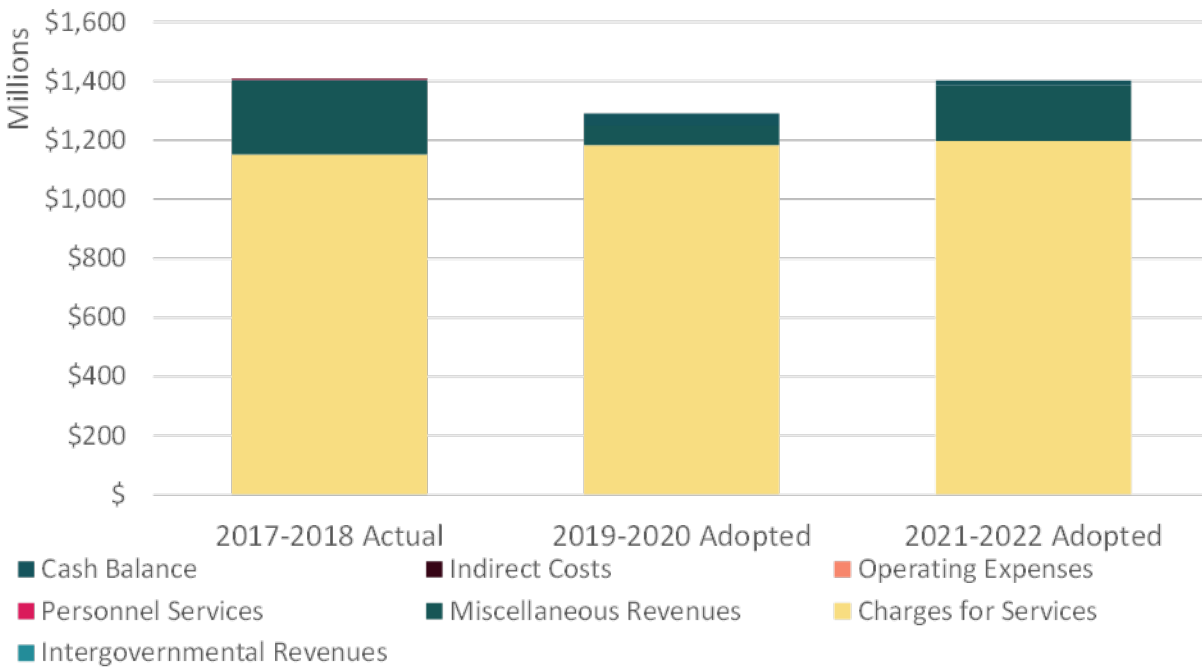
TACOMA WATER

Tacoma Water has a proud tradition of operating and maintaining one of the country's oldest municipally owned water systems. Tacoma Water provides clean, reliable water at competitive prices with direct service to more than 300,000 people throughout Pierce and King Counties. Water supply is robust and of high quality benefitting from decades of source protection and substantial investment in treatment. The primary source of supply is the Green River and, along with groundwater rights, water resources are projected to meet growth and development needs of the service area for at least another 50 years. Tacoma Water cares for over \$1.1 billion original cost fixed assets and is committed to long-term asset and financial planning with strong environmental stewardship.

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 more than 50 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

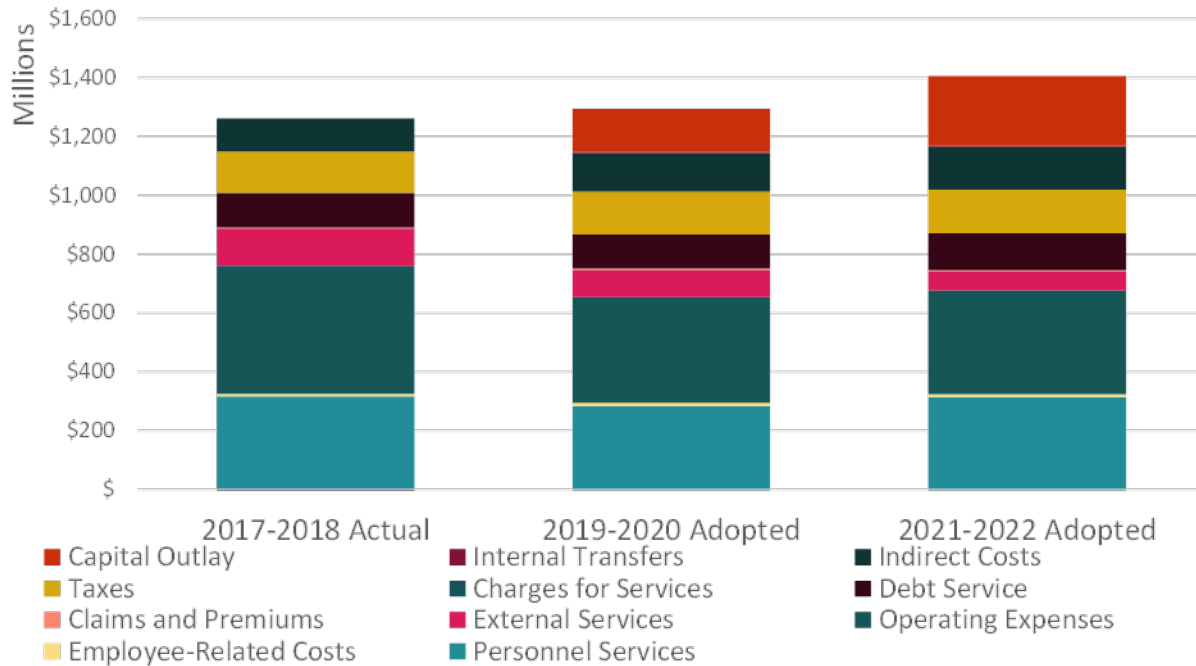


	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Intergovernmental Revenues	137,327		
Charges for Services	1,151,656,079	1,183,343,702	1,197,942,995
Miscellaneous Revenues	253,257,412	66,485,803	187,573,664
Personnel Services	3,789,188		
Operating Expenses	762,535		
Indirect Costs	129,142		
Cash Balance		40,537,556	16,696,693
Grand Total	1,409,731,683	1,290,367,061	1,402,213,351

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 and water to homes and businesses, as well as short-line rail services.

TACOMA PUBLIC UTILITIES EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	316,273,003	283,623,816	313,416,320
Employee-Related Costs	8,620,885	10,327,238	9,961,130
Operating Expenses	436,045,835	359,871,520	353,375,480
External Services	126,129,562	91,155,601	64,804,871
Claims and Premiums	3,648,289	5,200,000	4,000,000
Debt Service	116,949,514	116,756,327	125,697,472
Charges for Services	(3,657,858)	(3,770,000)	(3,800,000)
Taxes	141,699,260	145,626,932	148,207,687
Indirect Costs	111,559,024	131,954,476	144,824,897
Internal Transfers	(4,109,919)	3,591,000	4,923,500
Capital Outlay		146,030,153	236,801,995
Grand Total	1,253,157,595	1,290,367,063	1,402,213,351

*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

FTE	1,487.2	1,500.7	1,482.4
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EXPENDITURE SUMMARY

Personnel Services includes wages and benefits for nearly 1,480 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 Indirect Costs, and also contributes to General Government revenues through gross earnings taxes, as Taxes, which are applied to revenues at the rate of 7.5% for Tacoma Power and 8.0% for both Tacoma Water and Tacoma Rail.

PERSONNEL COMPLEMENT CHANGES (-18.3)

POWER (-32.8)

- Added support for Generation (+3.5), Power Conservation and Supply Planning (+2.0), Regulatory Compliance (+2.0), Safety (+1.0), Data Analytics and Technology Support (+4.0), New Services and Line Operations (+2.0) and Administration (+2.0) (+16.5)
- Added positions to support Advanced Metering Infrastructure project (+6.0 new and +4.0 filled mid-biennium in 2019/20), Energy Imbalance Market implementation (+5.0), Technology and Communications (+2.5), Asset Management (+1.0) and Nisqually Project (+1.0). (+19.5)
- Power's additions are offset by the elimination of vacant positions (-12.5), reductions in budget of (-13.6) and the reduction of Click! Network positions (-54.0) of which (+4.0) were retained to support the Rainier Connect agreement. (-76.1)
- Added positions to support citywide Public Records requests (+1.0)
- Added positions to support Public Records requests related to Body Work Cameras (+4.0)
- Added positions to support Communications and key accounts (+4.0)
- Moved Safety program to City Managers' Office (-2.0)
- Reduction in vacant positions in Utility Technology Services (-2.0)
- Added positions to support Customer Services (+2.3)

WATER (+11.5)

- Expanded partial FTEs to full FTEs (+5.5)
- Positions to support preparing our workforce for the future and provide customers increased value (+2.0)
- Position to improve systems, processes, and use of resources (+3.0)
- Position to support regulatory compliance (+1.0)

RAIL (+1.0)

- Added a Supervisor of Operations to manage Rail Operations (+1.0)

FLEET SERVICES (+2.0)

- Added Management Analysts to support Administration (+2.0)

BUDGET BY PROGRAM

Utility	Division	Program	2021-2022 Adopted Budget	FTEs
Tacoma Power				
	Power Administration	Power Admin	93,743,355	2.0
		Power Undistributed Costs	149,207,250	-
	Power Generation	Generation Administration	7,268,336	3.0
		Generation Extra Maintenance	3,010,000	-
		Generation Natural Resources	34,966,119	28.0
		Generation Plant Resource	28,160,568	90.2
		Generation Production Engineering	5,975,318	21.0
		Plant Engineering & Services	9,683,645	40.0
	Power Management	Power Energy Conservation	12,251,611	28.5
		Power Energy Research & Development	2,359,314	5.0
		Power Management Administration	4,224,698	9.0
		Power Supply & Transmission	306,130,594	3.0
		Power Supply Planning & Marketing	2,695,770	5.0
		Resource Operations & Trading	36,478,663	24.0
	Power Utility Technology Services	AMI Program Office	4,497,151	14.0
		Analytics & Data Management	1,238,062	4.0
		Business Processes and Solutions	5,724,321	18.3
		Network and Communications Systems	9,441,336	27.0
		Operational Information Systems	8,381,438	21.3
		Project Management Office	2,079,799	5.0
		Service Management Office	2,920,729	5.0
		UTS Administration	5,074,181	12.0
	Rates, Planning & Analysis	Financial & Business Planning	1,236,502	3.0
		Power Energy Risk Management	1,374,325	3.0
		Power Rates and Forecasting	2,395,420	5.0
		Project Mgmt Office	1,244,854	3.0
		RPA Management	1,301,572	3.0
		Strategic Asset Management	2,460,858	6.0
	Shared Services	Facility Services	19,420,287	50.5
		Shared Services	10,435,201	29.0
	Tacoma Power Operations	Tacoma Power Operations	149,898,000	-
	Transmission & Distribution	Transmission & Distribution Administrat	2,620,334	7.0
		Transmission & Distribution Constructio	49,431,706	163.5
		Transmission & Distribution Electrical Se	10,199,569	43.0
		Transmission & Distribution Engineering	11,969,454	45.0
		Transmission & Distribution Support Ser	6,859,788	37.0
		Transmission & Distribution System Plar	16,054,047	35.0
Tacoma Power Total			1,022,414,175	798.2
TPU Fleet Service				
	TPU Fleet Service	TPU Fleet Admin	3,070,398	7.0
		TPU Fleet Capital Outlay	592,774	-
		TPU Fleet Fuel	2,536	-
		TPU Fleet Motor Pool	591,083	-
		TPU Fleet Parts	754,827	3.0
		TPU Fleet Shop	6,590,103	22.0
TPU Fleet Service Total			11,601,721	32.0

Programs continued on next page

Utility	Division	Program	2021-2022 Adopted Budget	FTEs
Tacoma Water				
	Water Administration	Water Administration	88,712,014	3.0
		Water Superintendent	28,265,607	5.0
	Water Business Services	Water Business Services	12,693,587	29.5
	Water Customer & Employee Experience	Water Customer & Employee Experience	6,809,960	24.0
	Water Fund 4600	Water Fund Capital	79,331,221	-
	Water Maintenance & Construction	Water Field Operations	33,038,887	126.0
		Water Maintenance & Construction	849,664	2.0
		Water Planning & Logistics	3,079,282	17.0
	Water Planning & Engineering	Water Planning & Engineering	13,446,717	54.1
	Water Source Water & Treatment Ops	Quality & System Operations	10,842,630	25.2
		Water Source Water & Treatment Opera	1,130,667	3.0
		Watershed Services	3,449,362	12.0
Tacoma Water Total			281,649,598	300.8
Tacoma Rail				
	Tacoma Rail Administration	Tacoma Rail Administration	30,074,294	17.0
	Tacoma Rail Construction	Tacoma Rail Construction	5,654,760	10.5
	Tacoma Rail Mechanical	Tacoma Rail Mechanical	16,013,329	18.5
	Tacoma Rail Operations	Tacoma Rail Operations	26,589,274	81.0
Tacoma Rail Total			78,331,658	127.0
TPU Self-Insurance				
	Self-Insurance	Self-Insurance	5,716,200	-
TPU Self-Insurance Total			5,716,200	-
TPU Low Income Assistance				
	Low Income Assistance	Low Income Assistance	2,500,000	-
TPU Low Income Assistance Total			2,500,000	-
TPU Service Divisions				
	Service Division Administration	Service Division Administration	0	22.0
		TPU Public Affairs	0	32.0
	TPU Customer Services	Customer Service Administration	0	8.0
		Customer Service Customer Solutions	0	11.8
		Customer Service Performance Solution	0	13.0
		Customer Services Business Office	0	76.4
		Customer Services Operations	0	49.0
	TPU Support Services	TPU Support Services	0	12.3
TPU Service Divisions Total			0	224.4
Grand Total			1,402,213,351	1,482.4

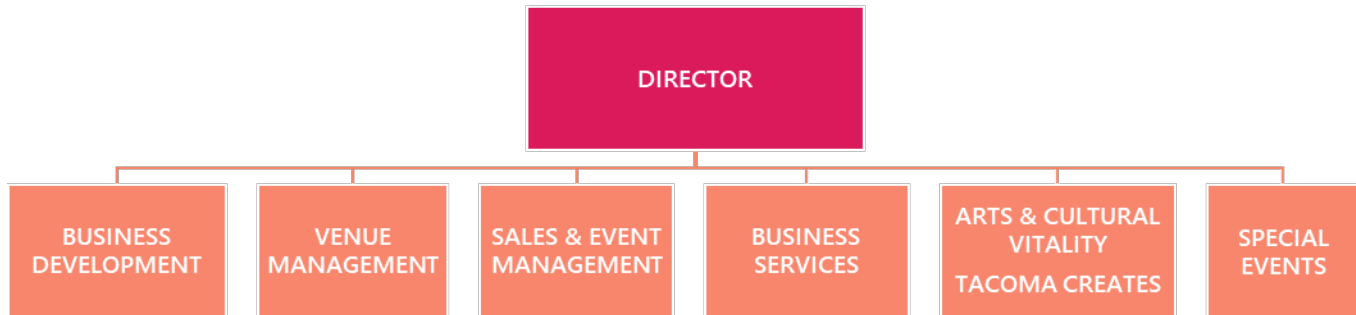
*TPU Service Divisions above reflect TPU Administrative Offices, Customer Services and Support Services; expenditures are incorporated in the budgets for Tacoma Power, Tacoma Water, Tacoma Rail and Fleet Service Funds.

TACOMA VENUES AND EVENTS

MISSION

Professionally manage Tacoma’s public venues with renowned service and support a vibrant and thriving cultural sector, community, and region.

KEY FUNCTION ORGANIZATIONAL CHART



DEPARTMENT OVERVIEW

Tacoma Venues and Events (TVE) enriches and advances Tacoma’s quality of life and economic vitality through premier public venues, arts, cultural and entertainment opportunities. TVE is committed to diversity, equity, and inclusion in all programs, initiatives, and decision-making processes.

TVE is responsible for sports, entertainment, and meeting venues within the City of Tacoma, including the Tacoma Dome, Greater Tacoma Convention Center (GTCC), Cheney Stadium, Pantages and Rialto Theaters, and Theater on the Square. 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/Mt. Rainier Tourism and Sports to promote both the GTCC and Tacoma as a destination, and to drive sporting events to the venues and the community. The Office of Arts and Cultural Vitality and the Special Events Program enhance the quality of life and creative economy of the city.

TACOMA DOME

One of the world’s largest wooden-domed structures, the iconic Tacoma Dome hosts events for up to 22,000 attendees. The City completed a \$32 million renovation in 2019 that included replacement of all seating, expanded restrooms, artists quarters, and loading docks. This was the first major renovation of the Tacoma Dome since its construction in 1983, and positions the Dome for success in the competitive venue market of the Puget Sound region. TVE will continue to strategically invest in staff and capital upgrades including COVID-related reopening requirements and enhanced safety and security measures.

GREATER TACOMA CONVENTION CENTER

The Greater Tacoma Convention Center (GTCC) 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. GTCC aims to make Tacoma a destination for national, regional, state, and local conventions, meetings and events. The ability to attract these events is enhanced by the 2020 opening of the Marriott Tacoma Downtown, a 4-star 300+room hotel adjacent to GTCC. TVE Staff provides support for the Greater Tacoma Regional Convention Center Public Facilities District (PFD), a collaboration with Pierce County, Fife, Lakewood and University Place. The PFD collects a .033% sales tax rebate that supports GTCC operations and debt service.

THEATERS

The City of Tacoma owns three theaters in downtown Tacoma: the Pantages, the Rialto, and the Theatre on the Square. Operations and maintenance are funded by the City and facilitated through an external management contract. The existing management contract expires in December of 2020 and an RFP for theater management is underway. The venues support Tacoma's Resident Arts Organizations, and provide live performances, educational events, festivals, and other programming that reflects the creativity and diversity of Tacoma. The City completed a \$13.6 million dollar renovation of the Pantages in 2020 that included new seating and support amenities.

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 Baseball Club of Tacoma/Rainiers on behalf of the City. The Stadium also hosts games for the Tacoma Defiance Football Club of the United Soccer League and the Olympique Lyonnais Reign of the National Women's Soccer League. The Rainiers have invested in team-specific capital improvements in recent years, and the City provides funds annually to maintain facility infrastructure.

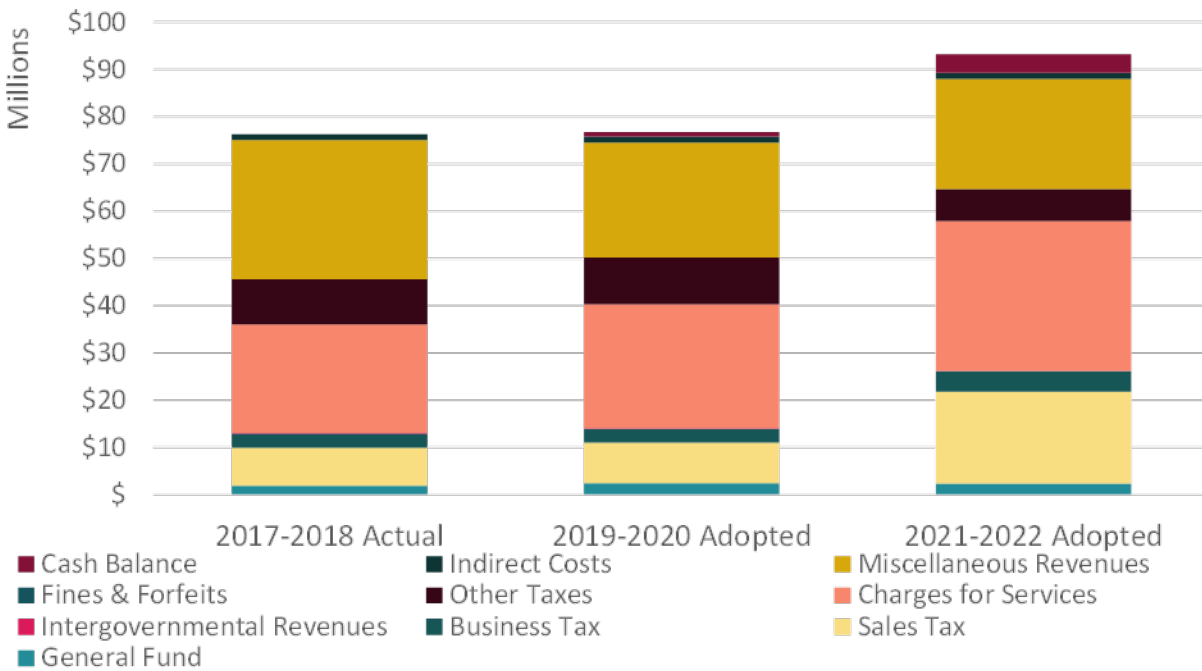
OFFICE OF ARTS AND CULTURAL VITALITY

The Office of Arts and Cultural Vitality (OACV) is guided by the ArtFull Tacoma strategic plan. The Office focuses on Cultural Programming including the annual Tacoma Arts Month in October, Public Art and Creative Placemaking, the Creative Economy including Spaceworks Tacoma, Cultural Tourism, and Cultural Equity and Community Engagement. The Public Art and Creative Placemaking program administers the Municipal Art Program and providing public funding for artists and arts organizations. OACV also provides support to the Tacoma Arts Commission and administers Tacoma Creates, the voter approved, sales tax funded initiative to increase access to arts, culture, heritage and science experiences.

SPECIAL EVENTS PROGRAM

The Special Events Program provides coordination of City resources for special event permit applicants and authorizes permission to produce events and support commercial filming in the City of Tacoma. Staff collaborates with Metro Parks Tacoma on public events such as the T-Town Family Fourth of July, and coordinates funding for City-sponsored events. Staff provides support to the City's Events and 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 AND EVENTS FUNDING BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
General Fund	1,892,473	2,422,664	2,371,828
Sales Tax	8,069,859	8,618,929	19,468,926
Business Tax	2,963,819	2,960,847	4,262,263
Intergovernmental Revenues	108,100	144,000	106,680
Charges for Services	23,040,432	26,180,874	31,686,244
Other Taxes	9,480,339	9,899,259	6,756,578
Fines & Forfeits	2,128		
Miscellaneous Revenues	29,507,552	24,315,659	23,352,223
Indirect Costs	1,221,660	1,219,737	1,249,292
Cash Balance		991,665	3,970,823
Grand Total	76,286,362	76,753,634	93,224,857

FUNDING SUMMARY

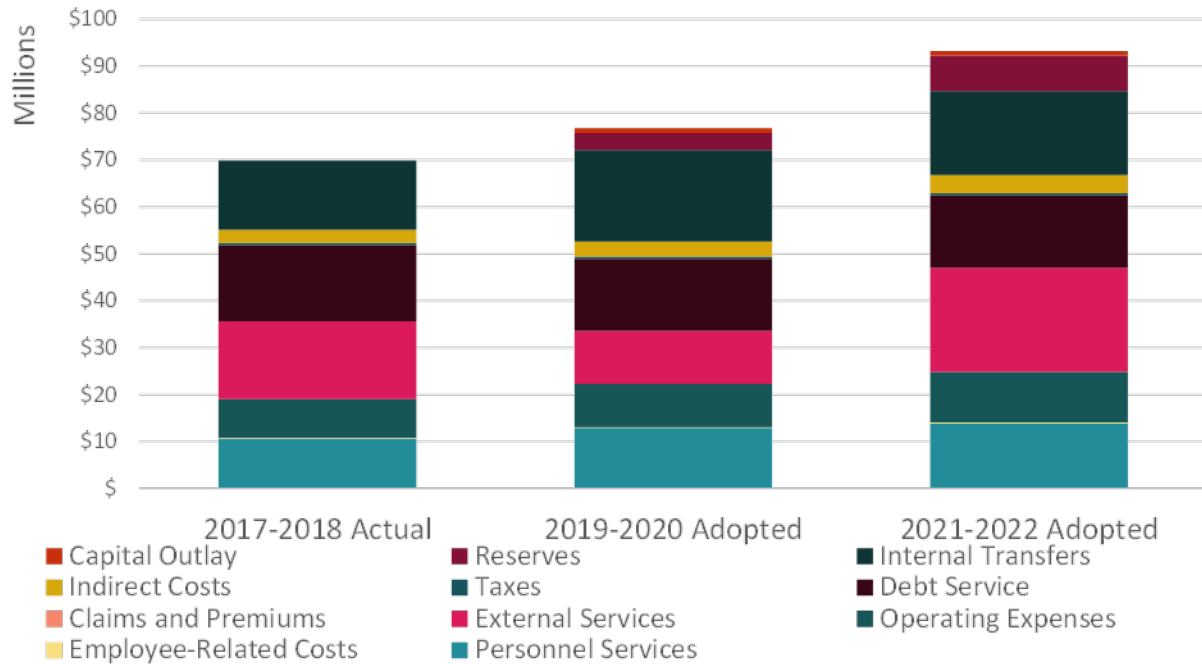
Funding for TVE venues comes primarily from three sources directly associated with event operations. Charges for Services include rental fees for use of venues and associated revenues including food and beverage, parking revenues, and ticket fees. Miscellaneous Revenues include a regional sales tax rebate collected by the Greater Tacoma Regional Convention Center Public Facilities District (PFD) and a citywide tax on hotel and motel rooms, both of which are driven by activity at GTCC. Other Taxes are generated by admissions tax associated with ticketed events at City venues.

The 2021-2022 Adopted Budget includes funding to meet revised national and state industry standards for operations and sanitation as a result of the COVID-19 pandemic. These standards, including the Global Biorisk Advisory Council Star Accreditation, will allow GTCC and the Dome to safely and confidently host visitors from the community, the nation, and the world and to drive critical economic activity back to the city. Venues are anticipated to reopen in March of 2021.

Increased revenue generated through events hosted at the Dome and GTCC have reduced reliance on the General Fund for operational support. The 2021-2022 biennial budget will also strategically invest in capital upgrades to the venues.

The Office of Arts and Cultural Vitality (OACV) is funded through the General Fund, as is the Special Events program. In addition, the OACV-administered Tacoma Creates program relies on a 0.1% citywide sales tax and supports arts, culture, heritage, and science programming. Tacoma Creates represents the increase in Sales Tax revenue in the 2021-2022 Adopted Budget. As dictated by the voter-approved initiative, Tacoma Creates funds enhanced access to arts, culture, heritage and science programming, transportation to programs, capacity-building efforts for related community organizations, and neighborhood programming. There are also funds designated to administer the program. The 2021-2022 Adopted Budget includes \$11.2 million in funding for this program.

TACOMA VENUES AND EVENTS EXPENDITURES BY CATEGORY



	2017-2018 Actual	2019-2020 Adopted	2021-2022 Adopted
Personnel Services	10,684,419	12,941,771	13,889,545
Employee-Related Costs	133,481	115,110	186,961
Operating Expenses	8,236,638	9,171,939	10,788,678
External Services	16,564,536	11,341,167	22,176,490
Claims and Premiums	7		
Debt Service	16,215,123	15,364,599	15,358,747
Taxes	484,178	491,245	541,305
Indirect Costs	2,868,013	3,162,198	3,817,516
Internal Transfers	14,664,142	19,551,151	17,848,172
Reserves		3,614,455	7,617,444
Capital Outlay		1,000,000	1,000,000
Grand Total	69,850,537	76,753,634	93,224,857

*Capital Outlay reflects only planned expenditures, actual costs in 2017-2018 are shown in other categories.

FTE	45.0	55.3	59.0
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EXPENDITURE SUMMARY

As TVE venues host more and higher-quality events, event-related costs increase in nearly every category. However, these costs are recovered through the revenues related to those events. In the 2021-2022 biennium, once venues reopen in March 2021 there will be a strong line-up of events and predicted pent-up demand. These events will generate more revenue and it is anticipated will contribute to reserves at the end of 2022. These reserves are intended to help the venues combat economic uncertainty, fund maintenance and capital projects, and support operating expenses.

Personnel Services, Operating Expenses, External Services, and Internal Transfers are among the largest expenditure categories. The Transfers are mainly from the Greater Tacoma Regional Public Facilities District (PFD), which funds GTCC. Debt Service is a large expenditure category for TVE; these funds cover debt service for Cheney Stadium, the Tacoma Dome, and the Convention Center. Indirect Costs represents services provided by internal service departments. Indirect costs increased in 2021-2022 due to updates to methodologies for sharing costs and changes in internal service costs. The 2021-2022 biennial budget will also strategically invest in capital upgrades to the venues.

The 2021-2022 Adopted Budget includes funding to meet revised national and state industry standards for operations and sanitation as a result of the COVID-19 pandemic. These standards, including the Global Biorisk Advisory Council Star Accreditation, will allow GTCC and the Dome to safely and confidently host visitors from the community, the nation, and the world and to drive critical economic activity back to the city. The 2021-2022 biennial budget will also strategically invest in capital upgrades to the venues.

The increase in External Services is driven by Tacoma Creates program expenditures. These expenditures are for capacity building for local arts, culture, heritage, and science organizations, enhanced access to programming, transportation to programs, offerings in Tacoma's neighborhoods, and Tacoma Creates administration.

MAJOR CHANGES IN EXPENSES IN THE 2021-2022 ADOPTED BUDGET

The 2021-2022 contemplates a reopening at the Tacoma Dome and Convention Center in March 2021. TVE anticipates that other venues will open in 2021 as well. TVE currently projects a strong year of events at its venues, particularly the Tacoma Dome, but the uncertain reopening process presents a challenge (and potential risk area for the City) in 2021.

REDUCTIONS AND MITIGATIONS

- Access (10/27)
 - Software Efficiencies: -\$50K
 - Cheney Leasehold Tax Reduction: -\$23K
 - Special Event Sponsorship Reduction: -\$68K
- Belief and Trust
 - Arts Month Reduction: -\$105K
 - Traffic Box Wraps Reduction: -\$50K

ENHANCEMENTS

- Access (10/27)
 - Required Pandemic Response/Reopening (Dome): \$319K
 - Required Pandemic Response/Reopening (GTCC): \$74K

PERSONNEL COMPLEMENT CHANGES (+3.7)

2019-2020 Adjustments & Baseline Corrections

- Added Tacoma Creates program positions (+3.0)
- Added Custodian position (+1.0)
- Added Business Administration position (+1.0)
- Correction from Previous Reorganization with Community and Economic Development (+0.2)
- Eliminated Part-Time Program Technician (-0.5)

2021-2022 Adopted Changes

- Eliminated Financial Assistant (-1.0)

BUDGET BY PROGRAM

		2021-2022	FTEs
Program		Adopted Budget	
Business Administration	Business Administration	5,866,102	11.0
Cheney Stadium	Cheney Stadium Capital	202,108	-
	Cheney Stadium Facility Operations	260,235	-
	TVE Cheney 2009 Bond Financing	2,957,200	-
Convention Center	Convention Center Debt	11,644,630	-
	Convention Center Events	2,622,121	7.7
	Convention Center Facility Operations	4,307,683	9.7
	Convention Center Food & Beverage	21,779	-
	Convention Center Marketing	328,309	0.9
	Convention Center Sales & Booking	2,757,161	-
	Convention Center Security	469,670	-
	Public Facilities District	8,180,362	-
	TVE Tourism & Convention	9,598,822	-
Office of Arts & Cultural Vitality	Arts Administration	1,067,804	3.3
	Municipal Art	651,585	-
	Public Arts Install & Community Outreach	273,850	-
	Tacoma Arts Commission	403,081	-
	Tacoma Creates Admin	903,176	1.4
	Tacoma Creates Capacity Building	677,379	0.5
	Tacoma Creates Enhanced Access	2,935,290	0.3
	Tacoma Creates Transportation	903,175	-
	Tacoma Creates Unrestricted Funds	5,870,556	0.5
Special Events	Special Events	627,092	1.0
Tacoma Dome	Tacoma Dome Business Development	772,629	1.0
	Tacoma Dome Capital Replacement Reserve	15,948	-
	Tacoma Dome Events	19,061,330	9.2
	Tacoma Dome Facility Operations	4,464,438	9.4
	Tacoma Dome Food & Beverage	60,435	-
	Tacoma Dome Marketing	807,761	2.1
	Tacoma Dome Parking	456,109	-
	Tacoma Dome Sales & Booking	403,319	1.0
	Tacoma Dome Security	500,588	-
	Tacoma Dome Self Promotion	57,400	-
Theaters	Performing Arts Theaters Maintenance	3,095,728	-
Grand Total		93,224,857	59.0

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").

SUMMARY OF FINANCIAL POLICIES

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 2021-2022 Biennial Budget includes a contingency fund appropriation of \$550,000.
- General Fund revenue and expenditure forecasts will include two bienniums beyond the 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 OBLIGATION AND NON-UTILITY DEBT

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.

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 law or regulation requires such an arrangement 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-Insurance 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.

Note: The policies of the Public Utility are outlined in the [Financial Sustainability](#) and [Rates](#) Strategic Directives, adopted by the Public Utility Board in August 2019. The Environmental Services Department financial policies are contained in [Resolution 35288](#) and were adopted by the City Council in September of 2001.

CAPITAL BUDGET POLICIES

The major sources of funding for the capital budget are revenues, grants, and debt. Financing planned capital replacement costs is 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 residents, 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 and 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 and 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.

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.

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.

REVENUE FORECASTING

The City incorporates many different methodologies and approaches to develop its revenue forecast. 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. The revenue projection was revised between the 2nd and 3rd quarter of 2020 because of monitoring the economic outlook and assessing the COVID-19 pandemic impact on the local economy.

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 Funds and Trust & Agency Funds).

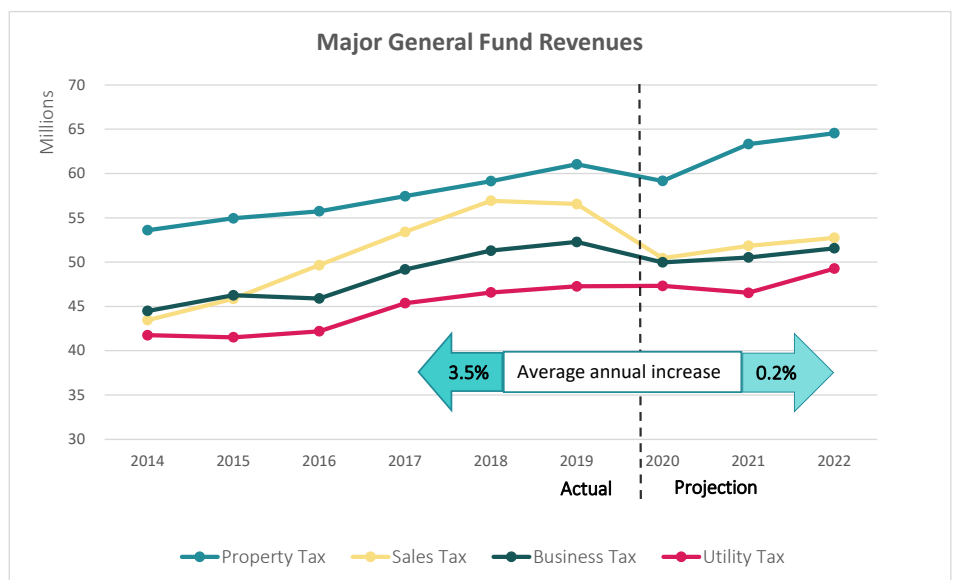
GENERAL FUND REVENUE FORECASTING

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 million in annual charges for services in 2015, and increasing tax and license compliance efforts throughout the 2015-2016 biennium. In 2019-2020, Ground Emergency Medical Transportation (GEMT) revenues of \$971 thousand were received to reflect new supplemental reimbursements from the State of Washington for Medicaid eligible patients. Non-emergency lift assist fees and fire false alarm fees were also collected, adding approximately \$125 thousand in biennial revenue. The 2021-2022 Adopted Budget redirects cable television franchise fee revenues to General Fund use and includes the review in 2022 of the City’s utility tax exemption for contributions in aid of construction (\$6.5 million in additional General Fund revenues).

The City forecasted year-end revenue estimates for the General Fund for 2020 and projected revenues for the 2021-2022 biennium based on economic indicators and trends with a certain level of uncertainty due to the COVID-19 pandemic. These projections became the 2021-2022 Adopted Budget. The General Fund Revenue for the 2021-2022 Adopted Budget is \$491.9 million, with an additional \$17.0 million in use of cash.

When compared to the 2019-2020 biennium, revenues for the City’s General Fund are anticipated to decrease by \$40 million during the 2021-2022 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. With the approval of two COVID-19 vaccines by the U.S. Food and Drug Administration (FDA), the City anticipates a slow recovery of the economy in 2021 and 2022.

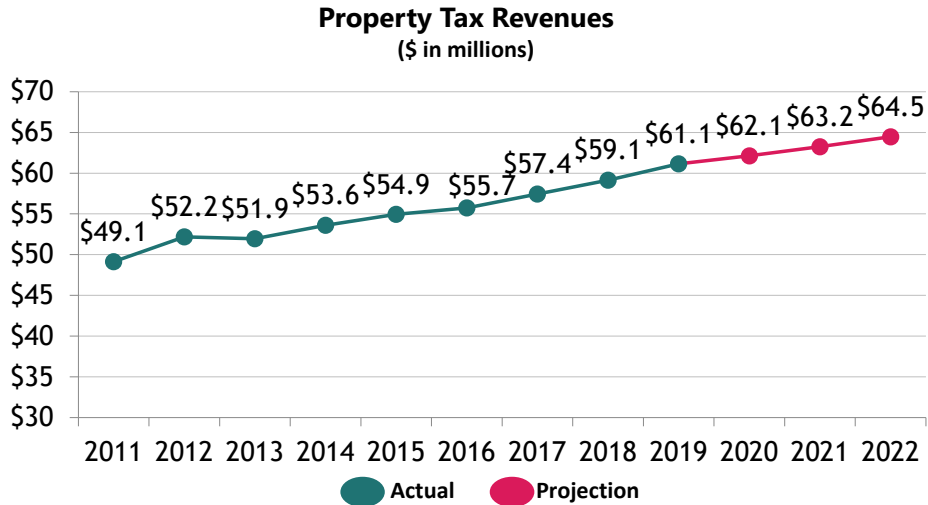
The graph on the right shows the trends in the City’s major General Fund Revenues by source. Not shown in the graphs are property tax revenues dedicated to Emergency Medical Services and the 2015 Voter-approved Street Initiative; sales tax revenues dedicated to Mental Health and Substance Use Disorder and the Transportation Benefit District; and utility tax 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 TAX

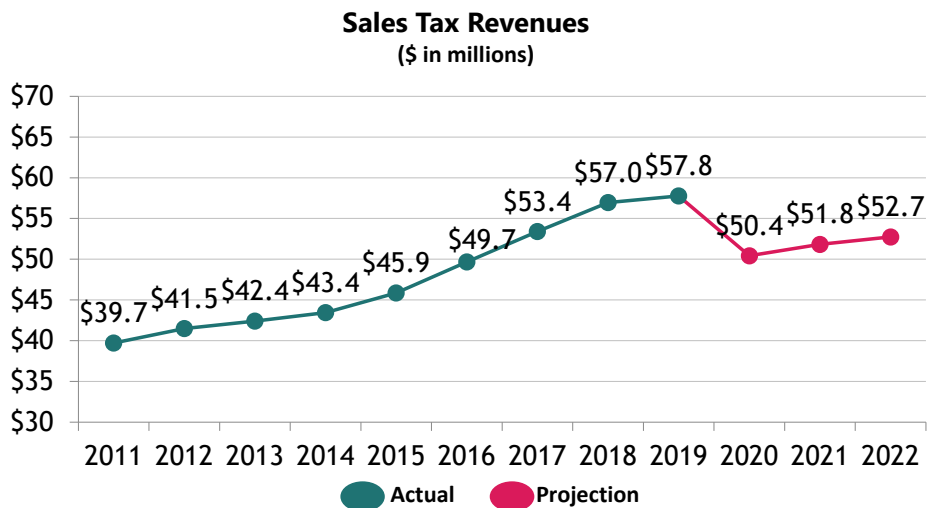
Property taxes represent \$128 million or 25% of all General Fund Revenues. Property tax revenues in Washington State are capped at the lower of a 1% increase year over year or by the Implicit Price Deflator, an indicator of inflation. In 2020, the Implicit Price Deflator was below 1%, which would have resulted in lower property tax collections in 2021 leading to an increased structural budget deficit. To mitigate this, the City Council adopted Resolution 40689 stating a finding of substantial need and authorizing a 1% increase in the 2021 property tax levies. 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% in Property Tax over the next biennium, as new construction is projected to increase at a slow rate. 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.



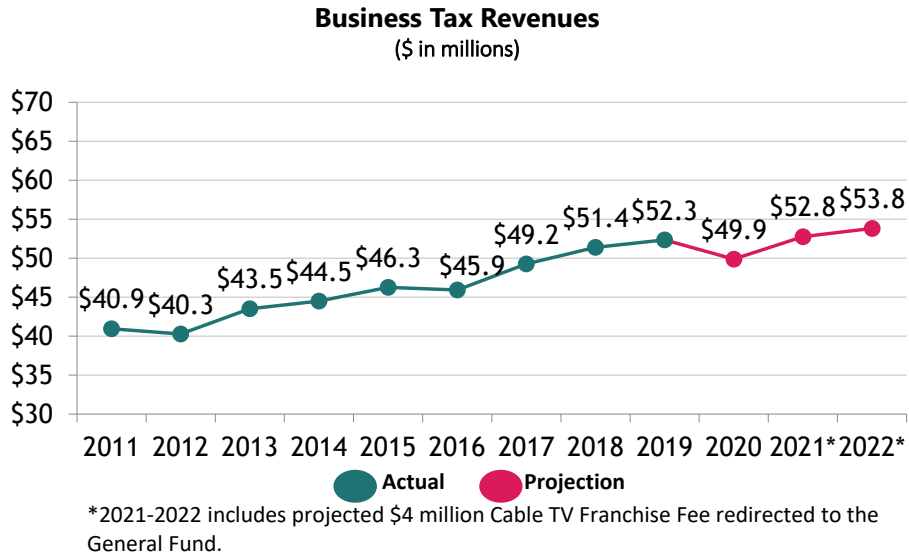
SALES TAX

Sales taxes represent \$105 million or 21% of General Fund revenues. Tacoma consumers pay a sales tax rate of 10.2% of which 1.0% is the City’s General Fund portion. General Fund sales tax revenues increased from 2013 to 2017 at an average annual increase of 5%. 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 was interrupted in the 2nd quarter of 2020. The largest single category of sales tax, the retail category, only increased from 2019 by 3% in 2020. The City forecasts an average 2% decrease in sales taxes for the 2021-2022 biennium. This projection was informed by peaking consumer confidence, recent spending trends, unemployment rates, construction spending, and housing markets.



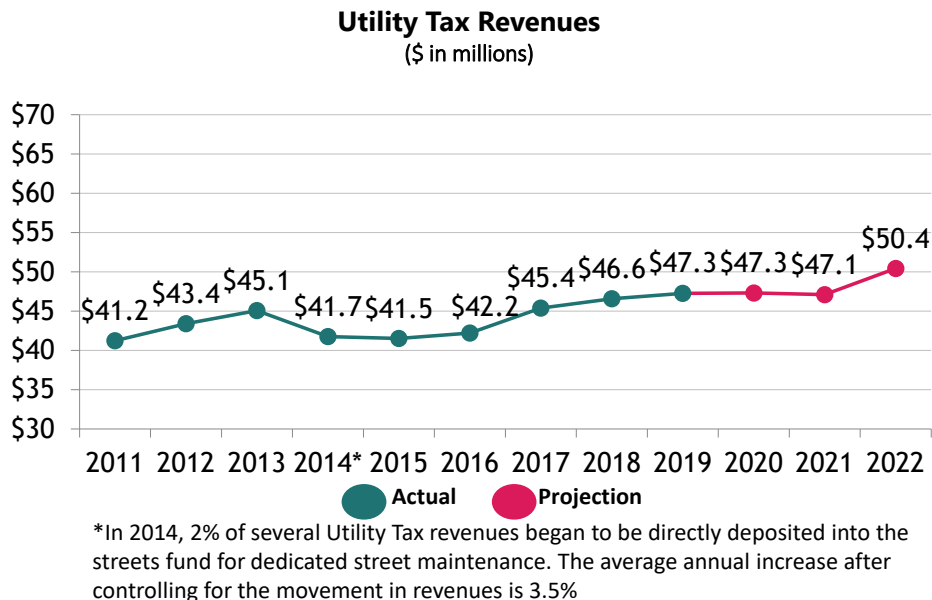
BUSINESS TAX

Business taxes represent \$107 million or 21% of all General Fund revenues. These taxes are also volatile and impacted by the local economy. Projected growth is relatively moderate due to significant decline in categories of retailing, wholesaling, cell phone, telephone, manufacturing, and admissions, offset by a moderate growth in the service category. In addition, the Adopted Budget redirects franchise fee revenues to General Fund use. This has resulted in a biennium-over-biennium growth projection of 4% in 2021-2022, but 1% growth when compared to only 2019.



UTILITY TAX

Utility taxes represent \$98 million 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%. The City projects an average Utility taxes revenue growth rate of 3.3% for the 2021-2022 biennium using economic indicators and utility-provided estimates.



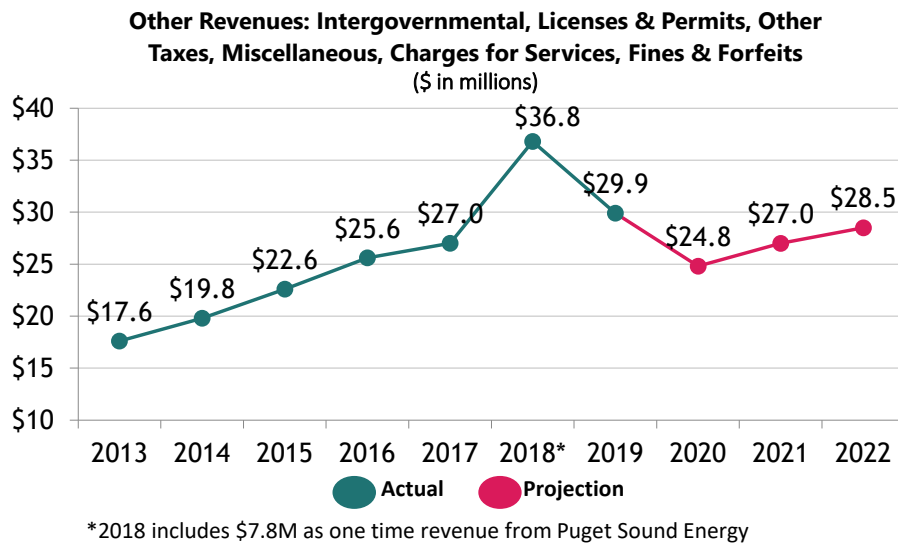
OTHER REVENUE

The City's Other Revenue sources in the General Fund represent \$55.5 M or 11%. 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. **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 13%. There have 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 7% due the impact of the pandemic on the service its supports.

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 7.5% 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. The revenue amounts and percentages in the sections below exclude the use of cash balance to represent only revenues collected in the 2021-2022 biennium.

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 \$1.03 billion or 54% 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 1.75% over the 2021 – 2022 biennium. Residential variable rates are expected to increase by an average 1.5% over the next biennium.

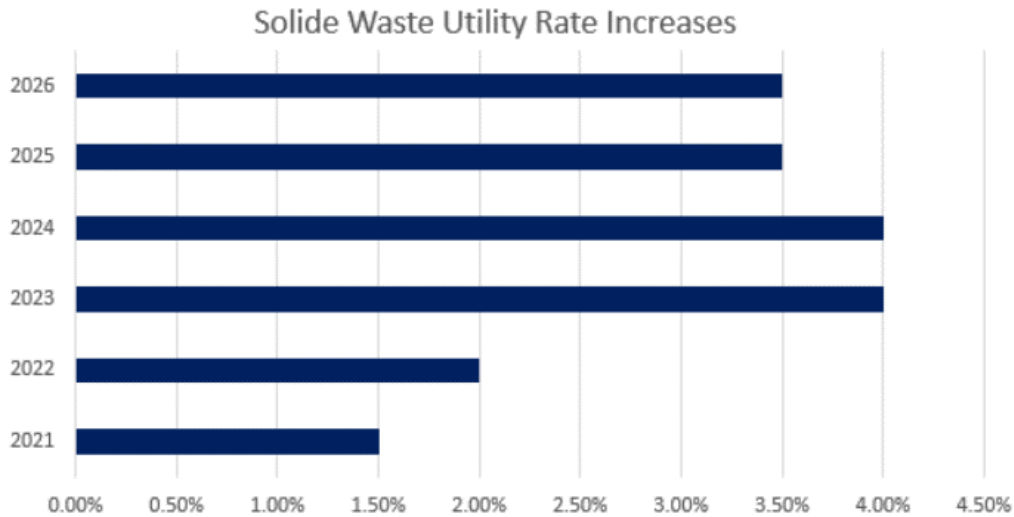
Tacoma Water represents \$258 million or 13% of all appropriated revenue in the enterprise funds. Tacoma Water bases its revenue budget on forecasted demand and customer accounts using probabilistic econometric time series models for each customer rate category for a ten-year planning period. Tacoma 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 1.5% in 2021 and 2% in 2022. Residential rates are expected to increase 2.9% each year.

Tacoma Rail charges for services represents \$78 million or 4% 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

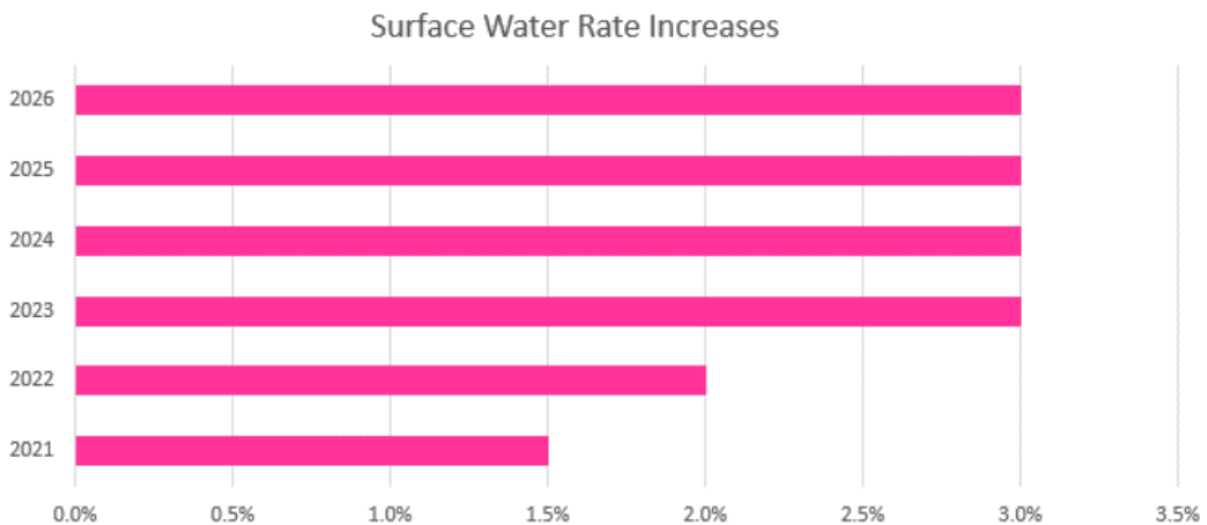
The Environmental Services Department utilities, Wastewater, Surface Water, and Solid Waste, are funded by revenues from ratepayers for the services provided. Rate calculations are based on biennium operating and capital budgets. Rate models balance the available cash, capital financing, and rate revenue 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 \$152 million or 8% 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.

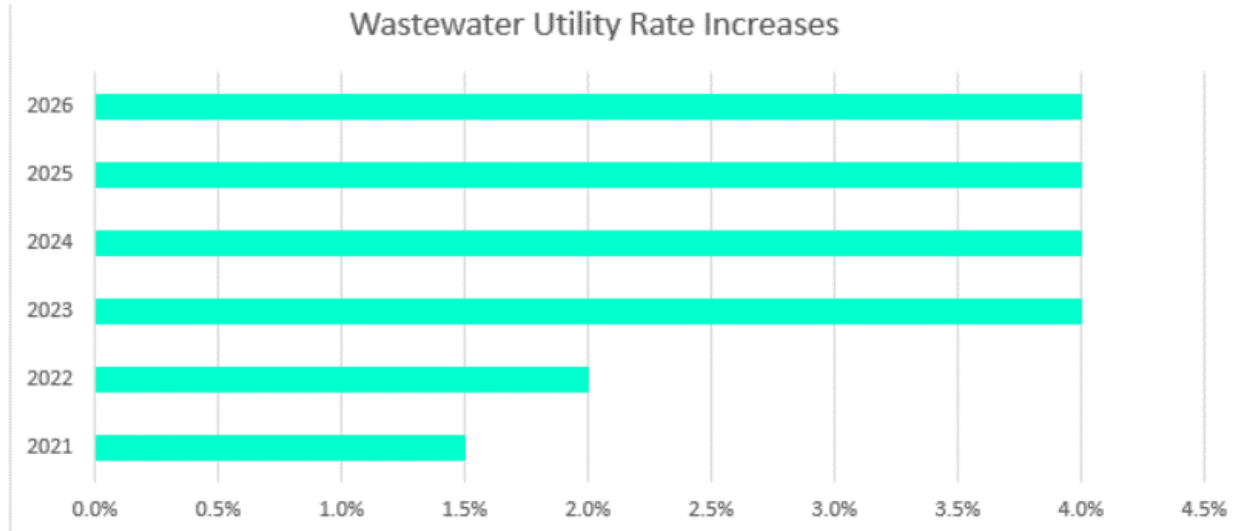


Surface Water revenues represents \$93 million or 5% of all appropriated revenue across the Enterprise Funds. Three principal issues adversely affect Surface Water rates: inflation, climate change, and increasing National Pollutant Discharge Elimination System (NPDES) regulations. Climate change has 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 million 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 \$93 million 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 system. 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 million to replace aging sewerage pipe. Additional capital financing is planned in support of asset management and capital improvement plans.



DEBT SERVICE

The 2021-2022 Proposed 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

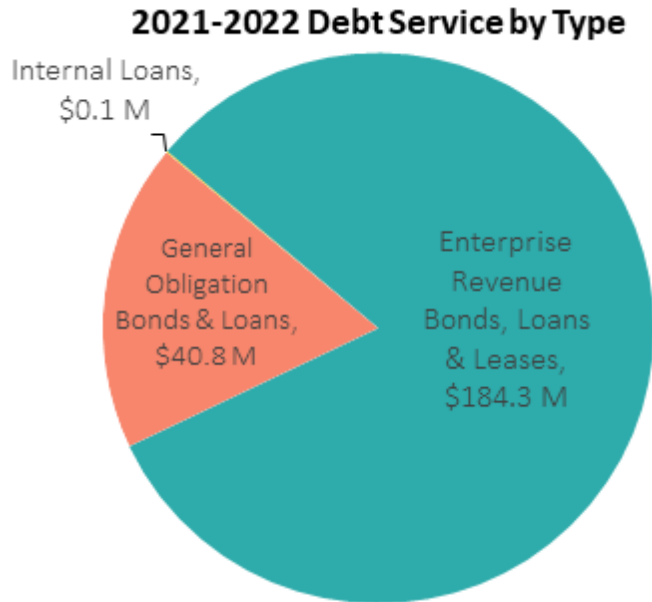
General Obligation (GO), also called General Purpose, debt is backed by the full faith and credit of the City. GO bond proceeds and loans are used to finance capital improvements (i.e. municipal buildings or improvements required for public safety purposes) and may be incurred in two ways: with or without 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.

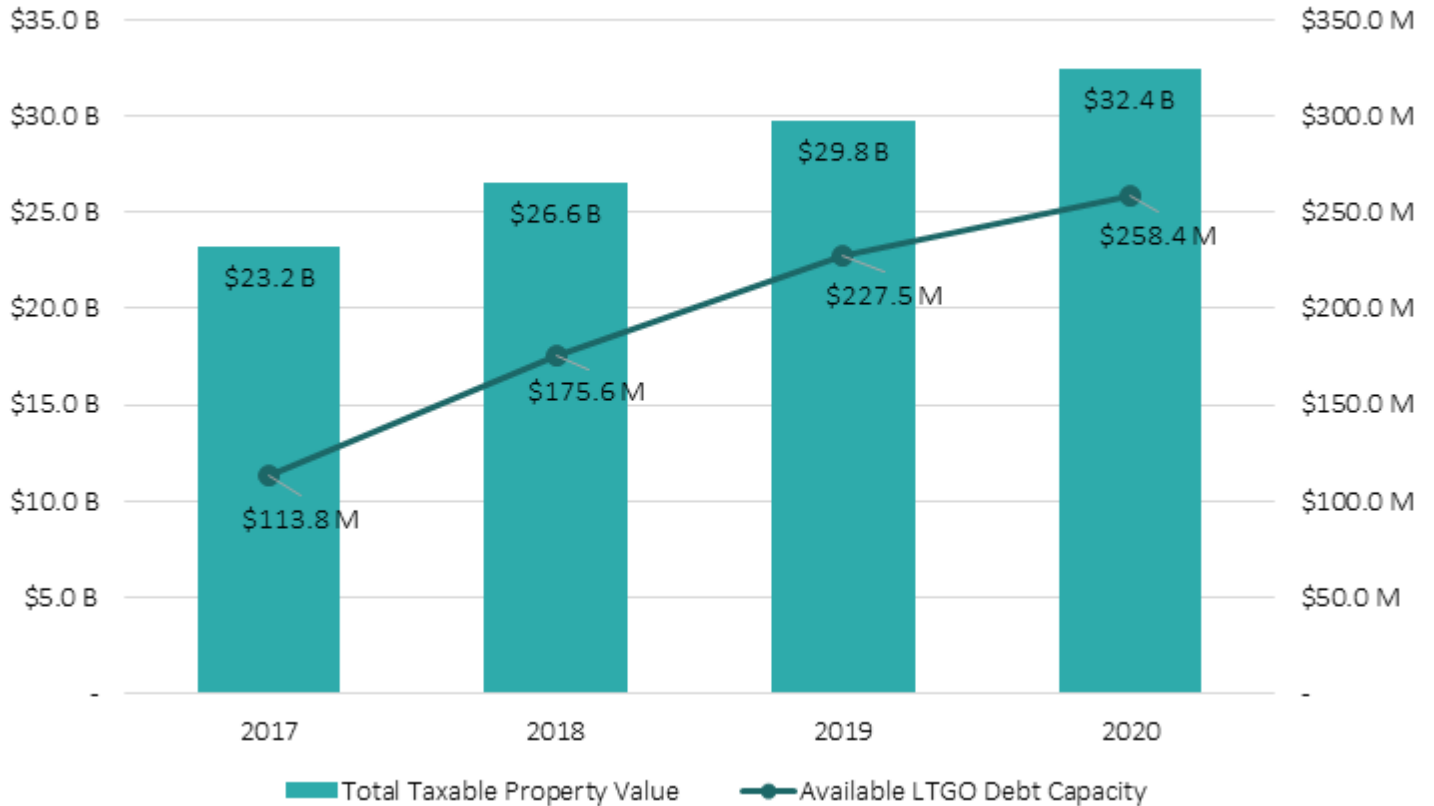


CONSTITUTIONAL LIMIT OF INDEBTEDNESS

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.

2017-2020 LTGO Debt Capacity & Property Values



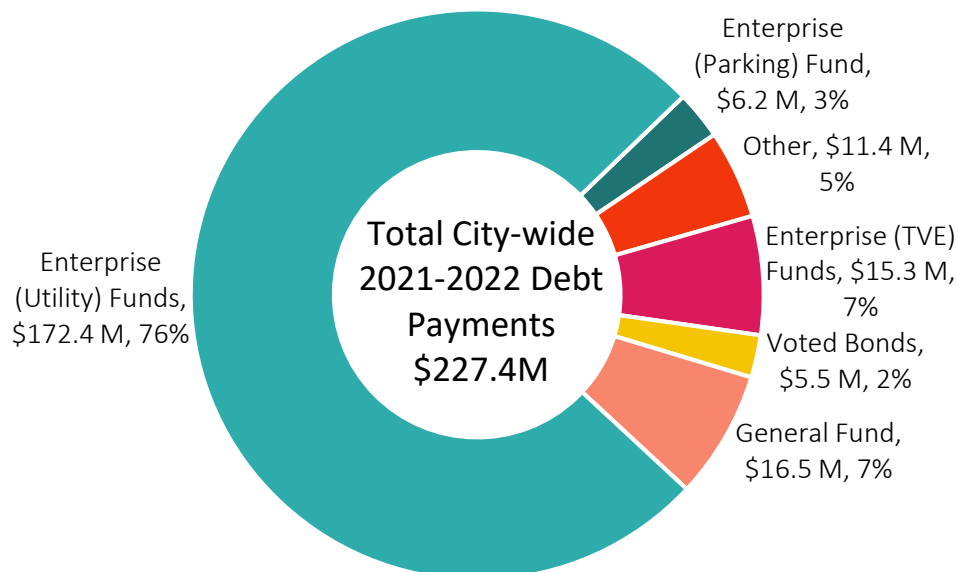
A calculation is performed annually in the Comprehensive Annual Financial Report, which determines the City's legal capacity to issue debt for the acquisition of capital assets or the completion of capital projects.

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 2020 calculation set the total capacity at a little over \$258 million. After reserves and outstanding debt are taken out, almost \$210 million remains for usage.

DEBT BY FUNDING SOURCE

Fund/Funding Source	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Enterprise (Parking) Fund						
4140 - PWE Parking Operating	2,733,036	381,783	3,114,819	2,808,610	303,216	3,111,826
Enterprise (Parking) Fund Total	2,733,036	381,783	3,114,819	2,808,610	303,216	3,111,826
Enterprise (TVE) Funds						
4165 - PAF Convention Center	3,683,317	2,145,636	5,828,952	3,805,358	2,010,318	5,815,676
4170 - PAF Cheney Stadium	410,000	1,010,608	1,420,608	460,000	988,509	1,448,509
4180 - PAF Tacoma Dome	240,341	159,659	400,000	245,832	154,168	400,000
Enterprise (TVE) Funds Total	4,333,658	3,315,902	7,649,560	4,511,190	3,152,995	7,664,185
Enterprise (Utility) Funds						
4200 - Solid Waste	2,315,000	2,405,750	4,720,750	2,410,000	2,313,150	4,723,150
4300 - Wastewater	8,959,345	6,300,522	15,259,867	8,541,835	6,069,553	14,611,388
4301 - Surface Water	2,926,018	4,097,098	7,023,115	3,378,968	3,971,154	7,350,122
4500 - Rail	820,244	-	820,244	820,245	-	820,245
4600 - Water Utility	15,292,776	18,117,961	33,410,736	14,745,236	17,790,966	32,536,202
4700 - Power	7,470,000	19,035,860	26,505,860	5,945,000	18,702,985	24,647,985
Enterprise (Utility) Funds Total	37,783,382	49,957,190	87,740,572	35,841,284	48,847,807	84,689,091
General Fund						
0010 - General Fund	6,311,047	1,950,105	8,261,152	6,468,265	1,768,154	8,236,418
General Fund Total	6,311,047	1,950,105	8,261,152	6,468,265	1,768,154	8,236,418
Voted Bonds						
2010 - Voted Bonds	2,525,000	206,000	2,731,000	2,625,000	105,000	2,730,000
Voted Bonds Total	2,525,000	206,000	2,731,000	2,625,000	105,000	2,730,000
Other						
1050 - Transportation Revenues	111,236	2,225	113,461	111,236	1,669	112,905
3211 - Capital Projects Fund	802,290	670,287	1,472,577	825,050	636,262	1,461,312
7999 - LID Consolidated Fund	150,000	1,023,725	1,173,725	-	1,018,850	1,018,850
U.S. General Services Administration	3,615,000	430,939	4,045,939	1,935,000	90,365	2,025,365
Other Total	4,678,526	2,127,176	6,805,702	2,871,286	1,747,146	4,618,432
Grand Total	58,364,650	57,938,156	116,302,806	55,125,635	55,924,318	111,049,952

2021-2022 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, 2020
- Funding Source – The fund that is responsible for the principal and interest payments for 2021-2022
- Principal & Interest – Broken out by year (2021-2022)

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
General Obligation Bonds & Loans														
Unlimited-Tax General Obligation														
UTGO Bonds 2010A	Refunding 2002 Bonds (for construction of new Tacoma Police Headquarters and substations)	UTGO	11/10/10	2011-22	21,870	2.6323	5,150	2010 - Voted Bonds	2,525	206	2,731	2,625	105	2,730
Subtotal Unlimited-Tax General Obligation					21,870		5,150		2,525	206	2,731	2,625	105	2,730
Limited-Tax General Obligation														
LTGO Bonds 2009A	Cheney Stadium Capital Improvements	LTGO	12/17/09	2011-35	15,380	5.8600	13,260	4170 - PAF Cheney Stadium	410	781	1,191	460	758	1,218
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 ¹	Capital Improvements	LTGO	12/17/09	2026-35	13,526	5.7500	25,029	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2009F ¹	Cheney Stadium & Environmental Remediation Capital Improvements	LTGO	12/17/09	2023-26	6,681	7.2020	14,439	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2010B	Refunding 1997B, 2001, 2004, 2006A LTGO Bonds	LTGO	11/10/10	2015-22	7,355	2.7966	1,445	0010 - General Fund (35.8%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	257	16	274	259	8	268
								4165 - PAF Convention Center (64.2%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	463	30	492	466	15	481
LTGO Bonds 2010C	Refunding 2001, 2007, 2009 LTGO Bonds	LTGO	11/10/10	2015-22	7,355	3.8076	2,040	0010 - General Fund (59.2%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	592	52	644	616	27	643
								4140 - PWE Parking Operating (40.8%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	408	36	444	424	19	443
LTGO Bonds 2010D (BABs)	Capital Improvements	LTGO	11/10/10	2015-33	30,225	5.0399	22,415	0010 - General Fund (43.1%)	608	508	1,115	625	482	1,107
								3211 - Capital Projects Fund (56.9%)	802	670	1,473	825	636	1,461
LTGO Bonds 2010E (RZED)	Capital Improvements	LTGO	11/10/10	2015-40	9,130	5.7155	7,570	0010 - General Fund	280	433	713	290	418	708
LTGO Bonds 2013	Refunding 2001 & 2004 LTGO Bonds	LTGO	3/5/13	2015-34	44,170	3.1768	34,775	4165 - PAF Convention Center	1,825	1,547	3,372	1,895	1,474	3,369
LTGO Bonds 2015A	Refunding 2006A LTGO Bonds	LTGO	12/29/15	2016-36	12,735	3.2066	11,010	4165 - PAF Convention Center	475	467	942	500	443	943
LTGO Bonds 2015B	Refunding 2006B, 2007 LTGO Bonds	LTGO	12/29/15	2016-27	20,215	2.8933	11,450	0010 - General Fund	3,315	188	3,503	3,400	100	3,500
								4140 - PWE Parking Operating	615	156	771	630	139	769
LTGO Bonds 2017	Tacoma Dome Improvements	LTGO	12/12/17	2018-37	25,295	3.2114	22,320	0010 - General Fund	800	531	1,331	819	514	1,333
								4180 - Tacoma Dome Operating	240	160	400	246	154	400
Subtotal Limited-Tax General Obligation					200,362		174,048		11,090	6,017	17,107	11,455	5,630	17,085

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Washington State PWTF Loans														
PWTF No. 04-691-068	Capital Improvements	PWTF	6/2/04	2004-24	4,500	0.5000	2,282	0010 - General Fund (80.5%), transfer to 2038 - Public Works Trust Fund Loan	459	9	468	459	7	466
								1050 - Transportation Revenues (19.5%), transfer to 2038 - Public Works Trust Fund Loan	111	2	113	111	2	113
Subtotal Washington State PWTF Loans					4,500		2,282		570	11	582	570	9	579
Total General Obligation Bonds & Loans					226,732		181,480		14,185	6,234	20,420	14,650	5,744	20,394
Enterprise Revenue Bonds, Loans & Leases														
GTCTC & Parking														
GTCTC & Parking Revenue Bonds - Series 2010	Refunding 2004 Revenue Bonds	Rev	11/10/10	2015-24	5,015	3.7656	2,300	4165 - PAF Convention Center (35%)	187	32	219	194	25	219
								4140 - PWE Parking Operating (65%)	348	59	407	361	46	407
GTCTC & Parking Revenue Bonds - Series 2015	Refunding 2004 Revenue Bonds	Rev	8/14/15	2015-24	20,453	2.3304	8,648	4165 - PAF Convention Center (35%)	734	71	804	750	53	804
								4140 - PWE Parking Operating (65%)	1,362	131	1,493	1,394	99	1,493
Subtotal GTCTC & Parking					25,468		10,948		2,631	292	2,923	2,699	223	2,922
Wastewater (Sewer) Utility														
SRF Loan #40006A	Treatment Plant Upgrade	Loan	9/19/03	2008-28	53,491	1.5000	22,583	4300 - Wastewater	2,866	329	3,195	2,910	286	3,195
SRF Loan #40006B	Treatment Plant Upgrade	Loan	9/20/03	2009-28	21,687	2.6000	9,766	4300 - Wastewater	1,195	248	1,442	1,226	216	1,442
Sewer Revenue & Refunding Bonds 2015	Refunding	Rev	3/18/15	2016-45	109,300	3.5358	100,835	4300 - Wastewater (58%)	1,219	2,414	3,633	1,251	2,365	3,616
								4301 - Surface Water (42%)	796	1,777	2,573	804	1,745	2,549
Sewer Revenue & Refunding Bonds 2016A	Refunding	Rev	6/15/16	2016-38	31,855	2.8277	27,205	4300 - Wastewater	1,145	952	2,097	1,165	932	2,097
Sewer Revenue & Refunding Bonds 2016B	Refunding	Rev	6/15/16	2017-20	11,865	1.3269	2,605	4300 - Wastewater (42%)	1,094	55	1,149	-	-	-
								4301 - Surface Water (58%)	1,511	76	1,586	-	-	-
Sewer Revenue Bonds 2018 A	Improvements	Rev	11/28/18	2019-48	70,390	3.9387	67,635	4300 - Wastewater (62%)	905	1,798	2,703	930	1,771	2,701
								4301 - Surface Water (38%)	560	1,114	1,674	575	1,097	1,672
Sewer Revenue Bonds 2018 B	Refunding	Rev	11/28/19	2019-31	30,555	3.0387	30,480	4300 - Wastewater (20%)	10	281	291	495	281	776
								4301 - Surface Water (80%)	35	1,123	1,158	1,975	1,122	3,097
WA State Treasury COPs Loan	Improvements	Rev	7/21/20	2021-40	12,795	2.1197	12,702	4300 - Wastewater	525	225	750	565	220	785
Subtotal Wastewater (Sewer) Utility					354,169		286,042		11,861	10,390	22,251	11,896	10,034	21,929

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Surface Water Utility														
Department of Ecology State Revolving Fund Loan L1000007	Sewer Plant Upgrade	Loan	2/7/06	2011-30	474	2.9000	276	4301 - Surface Water	24	8	32	25	7	32
Subtotal Surface Water Utility					474		276		24	8	32	25	7	32
Solid Waste Utility														
Solid Waste Revenue Bonds 2015	Capital Improvements	Rev	3/18/15	2017-25	21,095	2.1375	12,645	4200 - Solid Waste	2,315	584	2,899	2,410	491	2,901
Solid Waste Revenue & Refunding Bonds 2016A	Refunding	Rev	6/15/16	2031-36	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	2026-31	15,025	2.9985	15,025	4200 - Solid Waste	-	751	751	-	751	751
Subtotal Solid Waste Utility					59,320		50,870		2,315	2,406	4,721	2,410	2,313	4,723
Power (Electric System) Utility														
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	96,125	4700 - Power	7,470	4,077	11,547		3,893	3,893
Power Revenue & Refunding Bonds 2013B	Refunding	Rev	6/13/13	2014-30	35,620	3.3427	35,620	4700 - Power		1,616	1,616	3,795	1,521	5,316
Power Revenue Bonds 2017	Capital Improvements	Rev	9/1/17	2022-46	70,575		70,575	4700 - Power		3,287	3,287	2,150	3,233	5,383
Subtotal Power (Electric System) Utility					459,060		373,575		7,470	19,036	26,506	5,945	18,703	24,648

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Water Utility (including RWSS)														
DWSFR 00-65120-031	Construction	Loan	10/7/02	2003-21	3,060	2.5000	161	4600 - Water Utility	161	4	165	-	-	-
PWTF PW-00-691-PRE-115 2001	Construction	Loan	4/11/01	2003-21	1,000	0.5000	53	4600 - Water Utility	53	<1	53	-	-	-
PWTF PW-01-691-061 2001	Construction	Loan	8/27/01	2003-21	10,000	0.5000	533	4600 - Water Utility	533	3	536	-	-	-
PWTF PW-01-691-PRE-127 2001	Construction	Loan	2/15/02	2003-21	1,000	0.5000	54	4600 - Water Utility	54	<1	54	-	-	-
PWTF PW-02-691-056 2002	Construction	Loan	4/15/02	2004-22	10,000	0.5000	1,063	4600 - Water Utility	531	5	537	531	3	534
PWTF PW-04-691-PRE-101 2004	Construction	Loan	3/19/04	2006-24	1,000	0.5000	214	4600 - Water Utility	53	1	54	53	1	54
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	2,224	4600 - Water Utility	371	11	382	371	9	380
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	4,367	4600 - Water Utility	546	22	568	546	19	565
DWSRF DM07-952-015 2010	Construction	Loan	3/31/10	2010-28	4,040	1.5000	1,721	4600 - Water Utility	215	26	241	215	23	238
DWSRF DR09-952-074 2010	Construction	Loan	4/9/10	2013-32	6,579	1.0000	4,405	4600 - Water Utility	367	44	411	367	40	407
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	1,345	4600 - Water Utility	315	54	369	330	41	371
Water RWSS Revenue Bonds 2010B (BABs)	Construction	Rev	8/24/10	2025-40	44,245	5.5636	44,245	4600 - Water Utility	-	2,481	2,481	-	2,481	2,481
DWSRF DM10-952-026 2011	Construction	Loan	6/17/11	2015-34	6,060	1.5000	3,636	4600 - Water Utility	303	55	358	303	50	353
DWSRF DM11-952-035 2012	Construction	Loan	6/30/11	2016-35	6,060	1.5000	1,580	4600 - Water Utility	122	24	145	122	22	143
DWSRF DM11-952-036 2012	Construction	Loan	6/30/11	2016-35	6,060	1.5000	4,545	4600 - Water Utility	303	68	371	303	64	367
PWTF PC12-951-017 2012	Construction	Loan	7/1/11	2011-31	10,000	0.5000	6,111	4600 - Water Utility	556	31	586	556	28	583
DWSRF DM12-952-088 2012	Construction	Loan	1/22/13	2017-36	12,120	1.5000	9,090	4600 - Water Utility	606	136	742	606	127	733
Water Revenue & Refunding Bonds 2013 (RWSS)	Refunding	Rev	4/16/13	2013-32	64,795	3.1477	55,920	4600 - Water Utility	1,890	2,608	4,498	1,985	2,514	4,499
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	9,090	4600 - Water Utility	606	136	742	606	127	733
DWSRF DM10-952-031 2014	Construction	Loan	3/26/14	2015-34	5,460	1.5000	4,264	4600 - Water Utility	305	64	369	305	59	364
DWSRF DM13-952-167 2014	Construction	Loan	11/6/14	2015-37	4,620	1.5000	9,090	4600 - Water Utility	606	136	742	606	127	733
DWSRF DM15-952-033 2014	Construction	Loan	6/1/14	2016-34	12,120	1.5000	9,568	4600 - Water Utility	638	96	734	638	89	727
Water Refunding Bonds 2015A	Refinance	Rev	5/12/15	2017-25	16,645	1.9926	9,230	4600 - Water Utility	1,670	462	2,132	1,755	378	2,133
2020 Water Refunding Bonds	Refunding	Rev	5/14/20	2020-23	14,467	1.7107	13,158	4600 - Water Utility	4,490	184	4,674	4,548	121	4,670
Subtotal Water Utility (including RWSS)					548,661		421,787		15,293	18,118	33,411	14,745	17,791	32,536

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Rail System														
WA State Loan RR00407 2009	Capital Improvements	Loan	8/4/09	2010-24	26	-	7	4500 - Rail	2	-	2	2	-	2
WA State Loan RR00408 2009	Capital Improvements	Loan	8/4/09	2011-25	249	-	83	4500 - Rail	17	-	17	17	-	17
WSDOT Loan RRB-1007 2011	Capital Improvements	Loan	12/6/11	2013-22	450	-	90	4500 - Rail	45	-	45	45	-	45
WSDOT Loan RRB-1010 2012	Capital Improvements	Loan	3/28/12	2013-22	612	-	122	4500 - Rail	61	-	61	61	-	61
WSDOT Loan RRB-1011 2012	Capital Improvements	Loan	3/28/12	2013-22	349	-	70	4500 - Rail	35	-	35	35	-	35
WSDOT Loan RRB-1026 2013	Capital Improvements	Loan	9/6/12	2014-23	347	-	104	4500 - Rail	35	-	35	35	-	35
WSDOT Loan RRB-1030 2013	Capital Improvements	Loan	9/6/12	2014-23	364	-	109	4500 - Rail	36	-	36	36	-	36
WSDOT Loan RRB-1045 2013	Capital Improvements	Loan	8/1/13	2015-24	823	-	247	4500 - Rail	62	-	62	62	-	62
WSDOT Loan RRB-1046 2013	Capital Improvements	Loan	8/1/13	2015-24	250	-	100	4500 - Rail	25	-	25	25	-	25
WSDOT Loan RRB-1052 2014	Capital Improvements	Loan	10/24/13	2016-25	366	-	183	4500 - Rail	37	-	37	37	-	37
WSDOT Loan RRB-1053 2014	Capital Improvements	Loan	10/24/13	2016-25	773	-	387	4500 - Rail	77	-	77	77	-	77
WSDOT Loan RRB-1054 2014	Capital Improvements	Loan	10/24/13	2016-25	1,015	-	553	4500 - Rail	111	-	111	111	-	111
WSDOT Loan RRB-1055 2013	Capital Improvements	Loan	10/8/13	2016-25	516	-	258	4500 - Rail	52	-	52	52	-	52
WSDOT Loan RRB-1086 2015	Capital Improvements	Loan	10/27/15	2016-25	1,037	-	455	4500 - Rail	91	-	91	91	-	91
WSDOT Loan RRB-1108 2016	Capital Improvements	Loan	7/3/17	2017-26	311	-	187	4500 - Rail	31	-	31	31	-	31
WSDOT Loan RRB-1109 2016	Capital Improvements	Loan	9/29/16	2017-26	121	-	73	4500 - Rail	12	-	12	12	-	12
WSDOT Loan RRB-1110 2016	Capital Improvements	Loan	9/8/16	2017-26	406	-	243	4500 - Rail	41	-	41	41	-	41
WSDOT Loan RRB-1111 2016	Capital Improvements	Loan	1/6/17	2017-26	370	-	222	4500 - Rail	37	-	37	37	-	37
WSDOT Loan RRB-1112 2016	Capital Improvements	Loan	12/6/16	2017-26	150	-	90	4500 - Rail	15	-	15	15	-	15
Subtotal Rail System					8,535		3,583		820	-	820	820	-	820
Lease Revenue														
Lease Revenue Bonds 1990	Union Station Federal Courthouse Construction	Rev	3/15/90	1992-22	36,250	9.3476	4,960	U.S. General Services Administration	3,230	390	3,620	1,730	81	1,811
Lease Revenue Bonds 1992	Union Station Federal Courthouse Construction	Rev	12/15/92	1993-22	4,695	7.4769	590	U.S. General Services Administration	385	41	426	205	9	214
Subtotal Lease Revenue					40,945		5,550		3,615	431	4,046	1,935	90	2,025
Total Enterprise Revenue Bonds, Loans & Leases					1,496,632		1,152,631		44,029	50,680	94,710	40,475	49,161	89,637
Special Assessment Bonds														
Local Improvement District														
District #64 Bonds	Construction	LID	4/5/16	2036	2,341	3.2500	1,530	7999 - LID Consolidated Fund ²	150	50	200	-	45	45
District #65 Bonds	Construction	LID	4/29/13	2043	30,999	5.7500	15,075	7999 - LID Consolidated Fund ²	-	867	867	-	867	867
District #66 Bonds	Construction	LID	12/19/19	2047	4,011	3.1250	3,430	7999 - LID Consolidated Fund ²	-	107	107	-	107	107
Subtotal Local Improvement District					37,351		20,035		150	1,024	1,174	-	1,019	1,019

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2020 ¹	Funding Source (Fund No. - Name)	2021 Principal	2021 Interest	2021 Total	2022 Principal	2022 Interest	2022 Total
Bond Anticipation Notes														
Revolving Line of Credit	LID Construction	LID	7/1/16	At CLID Issue	\$15M max	Floating	841 LID		-	-	-	-	-	-
							Subtotal Bond Anticipation Notes		-	-	-	-	-	-
					Total Special Assessment Bonds		37,351		20,876	150	1,024	1,174	-	1,019
					Total Debt		1,760,715		1,354,987	58,365	57,938	116,303	55,126	55,924

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
- DWSRF - 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

¹Amount Outstanding as of 12/31/2020 includes accreted interest.

²Fund 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

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 fund in dollar volume, it is the primary fund of the City. It is 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. For example, 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

2040 - LTGO 2009 Series A-F Bond Redemption

2041 - 2010 LTGO Bonds Series 2010B - 2010E

2042 - 2013 LTGO Refunding Bonds

2043 - LTGO Bond Issuances

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. 3209 - 1997 Bond Issue Const/Dvl PM

3210 - Real Estate Excise Tax

3218 - 2009 LTGO Bond Capital Projects

3216 - Police Facility 2002

3220 - 2010 LTGO Bonds

SPECIAL CAPITAL FUNDS

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.

1060 - PWS Transportation Capital & Engineering

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

4300 - Wastewater

4120 - PW Tacoma Rail Mountain Division

4301 - Surface Water

4140 - PWE Parking Operating

4450 - Union Station

4165 - Convention Center

4500 - Rail

4170 - Cheney Stadium

4600 - Water Utility

4180 - Tacoma Dome

4700 - Power

4190 - Performing Arts

4800 - TPU Self Insurance Claim

4200 - Solid Waste

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

5453 - PWS Asphalt Plant

5016 - Finance Management & Budget

5540 - Radio Communications Equipment

5027 - Business System Improvement Project

5550 - Third Party Liability Claims

5042 - IT Graphics Services

5560 - Unemployment Compensation

5050 - TPU Fleet Service

5570 - Worker's Compensation

5086 - Tacoma Training & Employment Program

5700 - Municipal Building Acquisition & Operations

5400 - PW Fleet Equipment Rental

5800 - General Government Internal Services

TRUST AND 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

6450 – Misc Payroll D&M

6100 - Employees Retirement

6460 - Dental Care Labor Management

6120 - Relief & Pension Police

6470 - Health Care Trust Firefighters

6150 - Relief & Pension Firefighters

6480 - Health Care Trust Police

6430 - Health Care Trust Labor Management

6795 - Public Facilities Districts

6440 - Group Life Trust

DEFINITION OF MAJOR AND 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 2019 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
- 5800 - General Government Internal Services

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

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

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

MAJOR GOVERNMENTAL FUNDS

0010 – General Fund

The estimated General Fund reserves will meet Financial Policies. Through decisive action in 2020 and unplanned Federal and State grants in response to the COVID-19 emergency, there is an estimated \$14.6 million being contributed to the fund balance in 2020. The savings and additional revenue realized through the end of 2020 and an additional \$2.4 million will support strategic one-time expenditures planned in 2021-2022. These include:

- Anti-Racist Transformation Efforts (\$500K)
- Additional Affordable Housing Trust Fund Contribution (\$1.0 M)
- One-time Police vehicle purchases (\$1.8 M)
- Contributions to Infrastructure Projects - Hilltop Link Light Rail (\$1.7M) and SR-167 Improvements (\$1.0M)

MAJOR PROPRIETARY FUNDS

Fund 4301 – Surface Water

The use of fund balance reflects use of bond proceeds received in 2018 for capital projects. Capital projects initially planned in 2019-2020, but delayed and spending now planned in 2021-2022.

Fund 5800 -- General Government Internal Services

The estimated increase in 2020 is due to decisive action in response to the COVID-19 emergency resulting in savings. In 2021-2022, the Information Technology Department is utilizing \$4.3 million in previous year savings to fund enhancements in areas such as business process automation and decision support.

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.

LONG TERM APPROPRIATION CAPITAL FUNDS INCLUDING MAJOR FUND

Two funds will receive multiyear appropriation authority that lasts the duration of the project–

- 1060 - Transportation Capital & Engineering
- 3211 - Capital Projects Fund

The estimated contribution to fund balance in 2020 is due to projects not being completed in the year in which they are appropriated.

	0010 - General Fund			All Non-Major Governmental Funds		
	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
Beginning Balance	\$76,190	\$90,807	\$85,831	\$662,705	\$674,678	\$660,591
Revenues						
Property Tax	62,793	63,245	64,480	18,416	18,445	18,772
Sales Tax	54,544	51,834	52,749	13,289	12,910	13,221
Business Tax	50,214	52,752	53,805	5,372	2,660	2,603
Utility Tax	49,298	47,095	50,427	14,187	13,307	14,038
Intergovernmental Revenues	17,491	12,308	12,692	18,002	27,109	29,688
Licenses & Permits	6,946	6,220	6,848	531	300	200
Charges for Services	3,166	3,229	3,290	5,749	1,985	7,806
Other Taxes	1,945	2,025	2,076	13,018	9,177	9,840
Fines & Forfeits	1,057	502	587	3,612	3,465	3,477
Miscellaneous Revenues	7,532	2,678	2,904	46,317	41,758	41,477
Operating Expenses	0	0	0	0	0	0
Indirect Costs	0	82	82	522	455	473
Internal Transfers	0	0	0	0	141	0
Total Revenues	\$254,987	\$241,971	\$249,941	\$139,015	\$131,712	\$141,595
Expenditures						
Personnel Services	146,630	152,025	162,364	38,712	49,431	48,137
Employee-Related Costs	774	902	939	318	506	413
Operating Expenses	6,837	7,552	7,465	8,290	23,367	25,516
External Services	14,697	12,805	12,718	20,390	20,890	21,050
Claims and Premiums	1,183	1,184	1,260	68	29	30
Debt Service	8,305	8,286	8,261	17,203	17,357	17,177
Charges for Services	0	0	0	0	0	0
Taxes	5	19	19	8	0	0
Indirect Costs	28,955	30,733	31,565	8,270	12,302	12,632
Internal Transfers	32,983	33,441	37,387	33,784	21,915	18,203
Capital Outlay	0	0	0	0	0	0
Total Expenditures*	\$240,369	\$246,947	\$261,978	\$127,043	\$145,798	\$143,157
Ending Balance	\$90,807	\$85,831	\$73,794	\$674,678	\$660,591	\$659,029
Contribution To/ (Use of) Reserves	\$14,618	(\$4,976)	(\$12,037)	\$11,972	(\$14,086)	(\$1,562)
Increase/(Decrease) in Fund Balance	19%	-5%	-14%	2%	-2%	0%

*2021-2022 Budget does not include unspent budget authority from 2019-2020 that may be reappropriated to 2021-2022.

	4200 - ES Solid Waste			4300 - ES Wastewater		
	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
Beginning Balance	\$54,123	\$55,455	\$53,163	\$327,532	\$317,807	\$296,806
Revenues						
Property Tax	0	0	0	0	0	0
Sales Tax	0	0	0	0	0	0
Business Tax	0	0	0	0	0	0
Utility Tax	0	0	0	0	0	0
Intergovernmental Revenues	270	200	0	136	0	0
Licenses & Permits	0	0	0	0	0	0
Charges for Services	75,752	73,957	77,839	80,235	80,372	81,909
Other Taxes	0	0	0	0	0	0
Fines & Forfeits	0	0	0	8	0	0
Miscellaneous Revenues	204	201	206	1,919	26,499	1,055
Operating Expenses	0	0	0	0	0	0
Indirect Costs	2	28	29	1,653	1,544	1,597
Internal Transfers	0	0	0	0	0	0
Total Revenues	\$76,228	\$74,386	\$78,074	\$83,952	\$108,415	\$84,561
Expenditures						
Personnel Services	23,333	24,463	24,566	28,276	28,889	29,664
Employee-Related Costs	273	295	298	540	455	469
Operating Expenses	9,983	1,454	1,779	24,585	7,284	8,365
External Services	13,202	10,993	13,674	2,797	4,127	3,168
Claims and Premiums	21	0	0	30	0	0
Debt Service	5,936	4,973	4,985	16,028	15,638	15,487
Charges for Services	0	0	0	0	0	0
Taxes	7,373	7,221	7,604	8,031	8,106	8,257
Indirect Costs	12,948	13,392	13,859	9,281	9,641	9,913
Internal Transfers	1,827	1,697	1,760	4,109	3,728	3,853
Capital Outlay	0	12,191	11,451	0	51,546	23,956
Total Expenditures*	\$74,895	\$76,678	\$79,975	\$93,677	\$129,415	\$103,132
Ending Balance	\$55,455	\$53,163	\$51,263	\$317,807	\$296,806	\$278,235
Contribution To/ (Use of) Reserves	\$1,332	(\$2,292)	(\$1,900)	(\$9,725)	(\$21,001)	(\$18,571)
Increase/(Decrease) in Fund Balance	2%	-4%	-4%	-3%	-7%	-6%

*2021-2022 Budget does not include unspent budget authority from 2019-2020 that may be reappropriated to 2021-2022.

	4301 - ES Surface Water			4600 - Water		
	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
Beginning Balance	\$147,230	\$147,582	\$125,347	\$602,817	\$617,473	\$604,552
Revenues						
Property Tax	0	0	0	0	0	0
Sales Tax	0	0	0	0	0	0
Business Tax	0	0	0	0	0	0
Utility Tax	0	0	0	0	0	0
Intergovernmental Revenues	2,162	421	357	120	0	0
Licenses & Permits	0	0	0	0	0	0
Charges for Services	39,104	39,011	39,660	99,921	100,342	102,304
Other Taxes	0	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0	0
Miscellaneous Revenues	1,930	11,252	2,106	34,212	67,458	(11,859)
Operating Expenses	0	0	0	0	0	0
Indirect Costs	0	0	0	38	0	0
Internal Transfers	0	0	0	0	0	0
Total Revenues	\$43,195	\$50,683	\$42,122	\$134,291	\$167,799	\$90,446
Expenditures						
Personnel Services	11,001	10,022	10,296	33,657	31,144	30,815
Employee-Related Costs	130	181	204	422	965	809
Operating Expenses	6,892	487	347	18,288	7,446	7,752
External Services	5,596	3,315	2,292	13,788	2,956	2,818
Claims and Premiums	7	0	0	30	0	0
Debt Service	6,998	7,971	8,276	23,256	26,267	25,231
Charges for Services	0	0	0	0	0	0
Taxes	3,794	3,727	3,790	13,201	13,814	14,363
Indirect Costs	5,921	6,307	6,429	15,908	18,597	18,942
Internal Transfers	2,504	1,284	1,281	1,085	200	200
Capital Outlay	0	39,624	12,632	0	79,331	0
Total Expenditures*	\$42,843	\$72,918	\$45,547	\$119,635	\$180,720	\$100,930
Ending Balance	\$147,582	\$125,347	\$121,923	\$617,473	\$604,552	\$594,068
Contribution To/ (Use of) Reserves	\$352	(\$22,235)	(\$3,425)	\$14,656	(\$12,921)	(\$10,484)
Increase/(Decrease) in Fund Balance	0%	-15%	-3%	2%	-2%	-2%

*2021-2022 Budget does not include unspent budget authority from 2019-2020 that may be reappropriated to 2021-2022.

	4700 - Power			5800 - General Government Internal Services		
	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
Beginning Balance	\$832,027	\$937,017	\$939,255	\$25,595	\$23,024	\$19,584
Revenues						
Property Tax	0	0	0	0	0	0
Sales Tax	0	0	0	0	0	0
Business Tax	0	0	0	0	0	0
Utility Tax	0	0	0	0	0	0
Intergovernmental Revenues	136	0	0	190	0	0
Licenses & Permits	0	0	0	0	0	0
Charges for Services	460,442	456,892	468,293	532	251	280
Other Taxes	0	0	0	0	0	0
Fines & Forfeits	0	0	0	142	0	0
Miscellaneous Revenues	111,623	128,464	(20,917)	1,192	578	391
Operating Expenses	0	0	0	0	0	0
Indirect Costs	412	0	0	55,066	64,505	67,178
Internal Transfers	0	0	0	0	0	0
Total Revenues	\$572,613	\$585,356	\$447,377	\$57,122	\$65,334	\$67,848
Expenditures						
Personnel Services	138,026	101,193	105,057	42,337	50,822	52,109
Employee-Related Costs	2,825	3,925	3,511	945	1,494	1,405
Operating Expenses	193,155	161,746	162,834	11,164	9,775	9,689
External Services	37,746	27,779	25,947	2,503	3,516	2,836
Claims and Premiums	300	0	0	76	183	183
Debt Service	26,872	36,074	36,347	0	0	0
Charges for Services	(1,707)	(1,900)	(1,900)	0	0	0
Taxes	58,231	55,303	57,088	0	0	0
Indirect Costs	11,636	48,087	49,401	2,044	2,983	3,032
Internal Transfers	539	1,012	1,012	625	0	0
Capital Outlay	0	149,898	0	0	0	0
Total Expenditures*	\$467,624	\$583,117	\$439,297	\$59,693	\$68,774	\$69,253
Ending Balance	\$937,017	\$939,255	\$947,335	\$23,024	\$19,584	\$18,179
Contribution To/ (Use of) Reserves	\$104,989	\$2,239	\$8,080	(\$2,571)	(\$3,440)	(\$1,405)
Increase/(Decrease) in Fund Balance	13%	0%	1%	-10%	-15%	-7%

*2021-2022 Budget does not include unspent budget authority from 2019-2020 that may be reappropriated to 2021-2022.

	All Non-Major Proprietary Funds			All Non-Major Fiduciary Funds		
	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget	2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
Beginning Balance	\$284,651	\$240,244	\$237,352	\$36,988	\$41,506	\$113,971
Revenues						
Property Tax	0	0	0	0	0	0
Sales Tax	4	25	25	4,497	4,017	4,112
Business Tax	446	2,383	1,879	0	0	0
Utility Tax	0	0	0	0	0	0
Intergovernmental Revenues	3,558	0	0	430	390	390
Licenses & Permits	7,414	5,655	5,758	0	0	0
Charges for Services	52,886	74,601	68,920	25,694	71,463	76,458
Other Taxes	0	20	20	0	0	0
Fines & Forfeits	1,975	1,964	1,886	0	0	0
Miscellaneous Revenues	48,614	54,660	52,486	172,337	214,754	225,341
Operating Expenses	981	60	60	0	0	0
Indirect Costs	1,283	1,254	1,270	229	0	0
Internal Transfers	0	0	0	0	0	0
Total Revenues	\$117,162	\$140,622	\$132,304	\$203,187	\$290,625	\$306,301
Expenditures						
Personnel Services	45,590	52,320	53,553	2,124	2,014	2,044
Employee-Related Costs	341	798	752	105,283	113,191	120,850
Operating Expenses	30,241	25,301	21,850	435	49	53
External Services	7,832	12,237	11,509	4,990	8,167	8,789
Claims and Premiums	10,975	10,888	11,460	80,223	89,730	94,197
Debt Service	19,433	15,709	12,547	47	0	0
Charges for Services	0	0	0	0	0	0
Taxes	4,586	5,678	5,733	23	0	0
Indirect Costs	13,207	14,348	14,935	750	791	839
Internal Transfers	29,366	1,310	1,310	4,794	4,217	4,112
Capital Outlay	0	4,924	3,754	0	0	0
Total Expenditures*	\$161,569	\$143,514	\$137,403	\$198,669	\$218,159	\$230,885
Ending Balance	\$240,244	\$237,352	\$232,252	\$41,506	\$113,971	\$189,388
Contribution To/ (Use of) Reserves	(\$44,407)	(\$2,892)	(\$5,100)	\$4,518	\$72,465	\$75,417
Increase/(Decrease) in Fund Balance	-16%	-1%	-2%	12%	175%	66%

*2021-2022 Budget does not include unspent budget authority from 2019-2020 that may be reappropriated to 2021-2022.

**Long Term Appropriation Capital Funds
Including Major Fund 1060 - Transportation
Capital & Engineering**

2020 Estimated Actual	2021 Adopted Budget	2022 Adopted Budget
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Beginning Balance	\$7,478	\$9,372	\$9,403
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Revenues

Property Tax	0	0	0
Sales Tax	0	0	0
Business Tax	0	0	0
Utility Tax	0	0	0
Intergovernmental Revenues	11,378	0	0
Licenses & Permits	0	0	0
Charges for Services	2	0	0
Other Taxes	0	0	0
Fines & Forfeits	1	0	0
Miscellaneous Revenues	19,876	5,251	4,655
Operating Expenses	0	0	0
Indirect Costs	31	0	0
Internal Transfers	5	141	0
Total Revenues	\$31,293	\$5,392	\$4,655

Expenditures

Personnel Services	4,190	(104)	(104)
Employee-Related Costs	0	4	4
Operating Expenses	17,121	100	100
External Services	4,850	0	0
Claims and Premiums	0	0	0
Debt Service	42	0	0
Charges for Services	0	0	0
Taxes	0	0	0
Indirect Costs	0	0	0
Internal Transfers	3,195	141	0
Capital Outlay	0	5,221	4,625
Total Expenditures	\$29,399	\$5,362	\$4,625

Ending Balance	\$9,372	\$9,403	\$9,433
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Contribution To/ (Use of) Reserves	\$1,895	\$30	\$30
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Increase/(Decrease) in Fund Balance	25%	0%	0%
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2021-2022 DEPARTMENT AND FUND MATRIX

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Development	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community Services	Non-Departmental	Planning & Development Services	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Venues and 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																		✓			
1085 - 2015 Voted Streets Initiative Fund																		✓			
1090 - TFD Special Revenue							✓														
1100 - PW Property Mgmt																		✓			
1110 - LI Guaranty						✓															
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						✓															
2040 - LTGO Bonds 2009A-F						✓															
2041 - 2010 LTGO Bonds						✓															
2043 - LTGO Bond Issuances						✓															
3210 - Real Estate Ex Tax						✓															
3211 - Capital Project Fund						✓															
4110 - PDS Permitting															✓						
4120 - PW TacRail Mountain																		✓			
4140 - Public Works												✓						✓			
4165 - Convention Center																					✓
4170 - Baseball Park																					✓
4180 - PAF Dome																					✓
4190 - PAF Performing Arts																					✓

	City Attorney's Office	City Council	City Manager's Office	Community & Economic Development	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community Services	Non-Departmental	Planning & Development Services	Police	Public Works	Retirement	Tacoma Public Utilities	Tacoma Venues and Events	
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																				✓	
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									✓												
6440 - Group Life Trust									✓												
6460 - Dental Care LabMgt									✓												
6470 - Health Care Fire																				✓	
6480 - Health Care Police																				✓	
6795 - Public Fac Districts																					✓

Revenue & Expenditure Summary

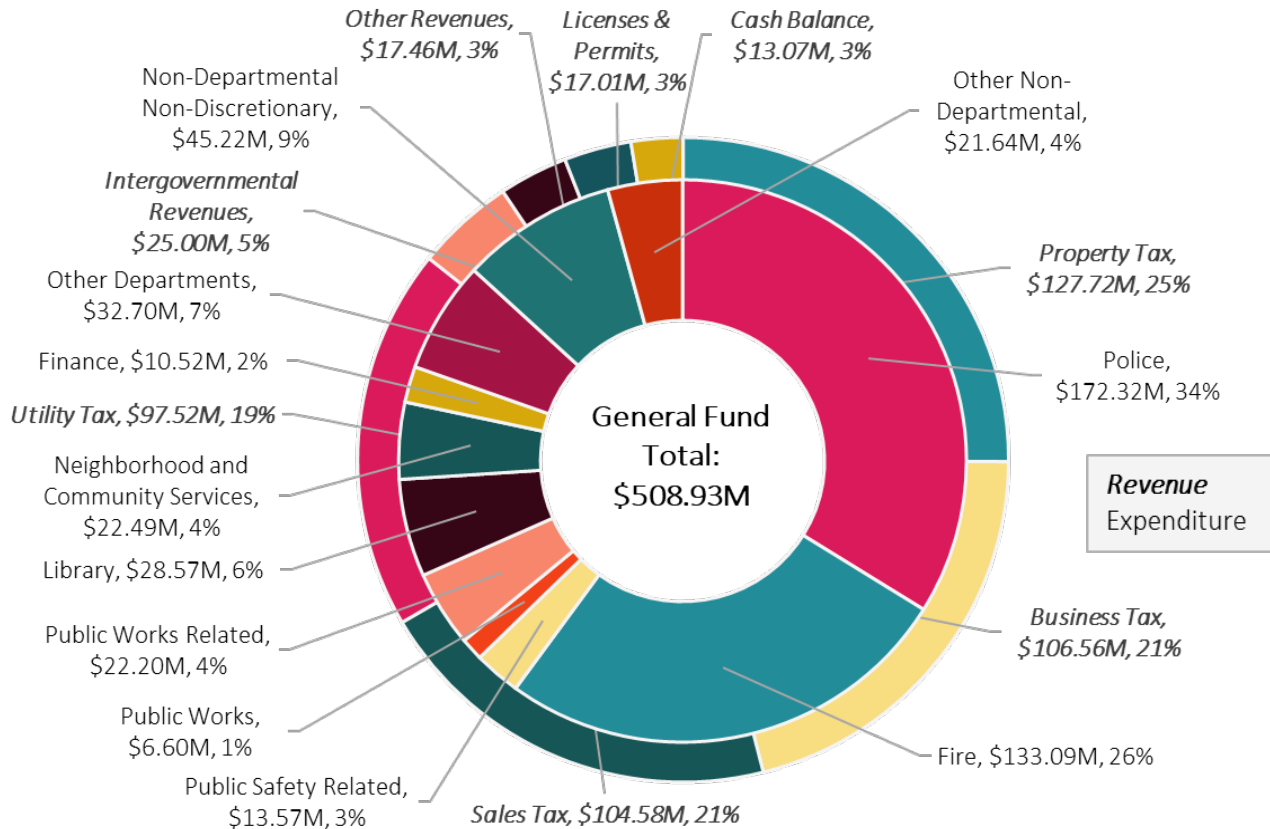
	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
Revenue				
Property Tax	150,981,093	159,083,506	164,941,441	5,857,935
Sales Tax	131,636,160	139,424,626	138,893,132	(531,494)
Business Tax	114,530,479	119,401,136	116,082,680	(3,318,456)
Utility Tax	119,417,572	121,896,646	124,867,863	2,971,217
Intergovernmental Revenues	100,434,993	62,808,228	83,554,268	20,746,040
Licenses & Permits	27,057,777	29,939,035	24,980,962	(4,958,073)
Charges for Services	1,662,753,178	1,818,485,894	1,828,862,444	10,376,550
Other Taxes	33,642,199	28,885,219	23,157,583	(5,727,636)
Fines & Forfeits	12,320,525	14,740,814	11,880,202	(2,860,612)
Miscellaneous Revenues	1,005,763,064	701,595,335	851,398,187	149,802,852
Personnel Services	12,881,739	-	-	-
Operating Expenses	2,863,885	1,160,000	120,000	(1,040,000)
Indirect Costs	115,842,957	131,889,046	138,496,304	6,607,258
Internal Transfers	104,128	296,668	282,660	(14,008)
Cash Balance	-	164,634,430	169,377,656	4,743,226
Revenue Total	3,490,229,747	3,494,240,584	3,676,895,383	182,654,799
Expense				
Personnel Services	901,160,167	920,990,168	1,020,717,214	99,727,046
Employee-Related Costs	193,967,275	219,801,188	252,370,660	32,569,472
Operating Expenses	565,291,536	496,482,297	490,311,688	(6,170,609)
External Services	381,564,472	235,551,356	211,586,675	(23,964,681)
Claims and Premiums	170,661,459	197,926,471	209,143,572	11,217,101
Debt Service	280,291,844	251,759,857	260,587,008	8,827,151
Charges for Services	(3,657,858)	(3,770,000)	(3,800,000)	(30,000)
Taxes	180,754,805	186,545,553	190,723,374	4,177,821
Indirect Costs	260,585,331	293,753,333	318,727,846	24,974,513
Internal Transfers	220,456,785	168,909,884	138,061,947	(30,847,937)
Reserves	-	214,761,246	189,312,689	(25,448,557)
Capital Outlay	-	311,529,231	399,152,710	87,623,479
Expense Total	3,151,075,817	3,494,240,584	3,676,895,383	182,654,799

General Fund Revenues by Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
Property Tax	116,578,317	122,993,153	127,724,824	4,731,671
Sales Tax	110,329,072	116,993,269	104,582,278	(12,410,991)
Business Tax	100,469,707	106,365,631	106,557,097	191,466
Utility Tax	91,948,035	93,740,974	97,522,779	3,781,805
Intergovernmental Revenues	30,171,704	21,279,325	24,999,914	3,720,589
Licenses & Permits	14,632,583	14,600,045	13,068,052	(1,531,993)
Charges for Services	6,677,670	8,175,335	6,519,754	(1,655,581)
Other Taxes	3,962,937	3,985,960	4,101,005	115,045
Fines & Forfeits	1,714,379	1,709,665	1,088,610	(621,055)
Miscellaneous Revenues	6,698,787	3,751,198	5,582,303	1,831,105
Indirect Costs	8,789	243,564	164,860	(78,704)
Internal Transfers	77,964	-	-	-
Cash Balance	-	20,784,423	17,013,571	(3,770,852)
Grand Total	\$ 483,269,943	\$ 514,622,542	\$ 508,925,047	\$ (5,697,495)

General Fund Expenditures by Department

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
City Attorney's Office	5,040,621	5,457,975	5,185,412	(272,563)
City Manager's Office	843,481	980,758	5,001,813	4,021,055
Community & Economic Development	6,578,569	7,233,147	6,980,454	(252,693)
Finance	10,763,071	8,806,909	10,524,216	1,717,307
Fire	116,731,551	125,216,956	133,094,989	7,878,033
Information Technology	-	422,188	1,575,668	1,153,480
Library	25,240,337	28,209,624	28,571,808	362,184
Municipal Court	7,804,806	8,081,016	7,727,499	(353,517)
Neighborhood & Community Services	22,973,463	26,379,884	22,488,839	(3,891,045)
Non-Departmental	109,279,155	116,263,884	102,627,586	(13,636,298)
Planning & Development Services	2,814,610	3,662,272	3,858,577	196,305
Police	156,597,003	175,483,381	172,318,197	(3,165,184)
Public Works	4,743,679	6,001,884	6,598,163	596,279
Tacoma Venues and Events	1,892,473	2,422,664	2,371,828	(50,836)
Grand Total	\$ 471,302,820	\$ 514,622,542	\$ 508,925,047	\$ (5,697,495)



Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
0010 - General Fund				
Revenue				
Property Tax	116,578,317	122,993,153	127,724,824	4,731,671
Sales Tax	110,329,072	116,993,269	104,582,278	(12,410,991)
Business Tax	100,469,707	106,365,631	106,557,097	191,466
Utility Tax	91,948,035	93,740,974	97,522,779	3,781,805
Intergovernmental Revenues	30,171,704	21,279,325	24,999,914	3,720,589
Licenses & Permits	14,632,583	14,600,045	13,068,052	(1,531,993)
Charges for Services	6,677,670	8,175,335	6,519,754	(1,655,581)
Other Taxes	3,962,937	3,985,960	4,101,005	115,045
Fines & Forfeits	1,714,379	1,709,665	1,088,610	(621,055)
Miscellaneous Revenues	6,698,787	3,751,198	5,582,303	1,831,105
Indirect Costs	8,789	243,564	164,860	(78,704)
Internal Transfers	77,964	-	-	-
Cash Balance	-	20,784,423	17,013,571	(3,770,852)
Revenue Total	\$ 483,269,943	\$ 514,622,542	\$ 508,925,047	\$ (5,697,495)
Expenditure				
Personnel Services	268,335,915	295,696,292	314,388,236	18,691,944
Employee-Related Costs	1,956,924	1,895,441	1,840,946	(54,495)
Operating Expenses	14,998,472	14,901,865	15,017,722	115,857
External Services	23,848,618	29,035,855	25,523,288	(3,512,567)
Claims and Premiums	1,776,703	2,100,461	2,443,700	343,239
Debt Service	16,194,948	16,557,798	16,547,569	(10,229)
Taxes	19,634	2,700	37,900	35,200
Indirect Costs	51,703,353	61,975,347	62,297,524	322,177
Internal Transfers	92,468,255	91,456,255	70,828,162	(20,628,093)
Reserves	-	528	-	(528)
Capital Outlay	-	1,000,000	-	(1,000,000)
Expenditure Total	\$ 471,302,820	\$ 514,622,542	\$ 508,925,047	\$ (5,697,495)
1020 - Courts Special Revenue				
Revenue				
Intergovernmental Revenues	136,434	140,000	136,024	(3,976)
Fines & Forfeits	7,645	8,000	8,000	-
Cash Balance	-	8,330	26,375	18,045
Revenue Total	\$ 144,079	\$ 156,330	\$ 170,399	\$ 14,069
Expenditure				
Personnel Services	96,073	122,830	136,899	14,069
Operating Expenses	26,371	23,000	23,000	-
External Services	4,725	10,500	10,500	-
Expenditure Total	\$ 127,169	\$ 156,330	\$ 170,399	\$ 14,069

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1030 - Contingency Fund				
Revenue				
Charges for Services	(64)	-	-	-
Miscellaneous Revenues	529,861	550,000	550,000	-
Revenue Total	\$ 529,798	\$ 550,000	\$ 550,000	\$ -
Expenditure				
Employee-Related Costs	9,113	-	-	-
Operating Expenses	7,457	-	-	-
External Services	504,784	550,000	550,000	-
Indirect Costs	2,804	-	-	-
Expenditure Total	\$ 524,158	\$ 550,000	\$ 550,000	\$ -
1050 - Transportation Revs				
Revenue				
Intergovernmental Revenues	10,178,208	9,500,600	6,742,528	(2,758,072)
Licenses & Permits	214,200	250,000	200,000	(50,000)
Charges for Services	1,534,955	-	-	-
Miscellaneous Revenues	1,709,520	-	66,180	66,180
Cash Balance	-	114,711	-	(114,711)
Revenue Total	\$ 13,636,883	\$ 9,865,311	\$ 7,008,708	\$ (2,856,603)
Expenditure				
External Services	1,435	-	-	-
Debt Service	230,842	228,591	226,366	(2,225)
Internal Transfers	9,709,318	8,918,977	6,447,648	(2,471,329)
Reserves	-	717,743	334,694	(383,049)
Expenditure Total	\$ 9,941,596	\$ 9,865,311	\$ 7,008,708	\$ (2,856,603)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1060 - Transportation Captl				
Revenue				
Intergovernmental Revenues	34,150,232	4,597,531	-	(4,597,531)
Licenses & Permits	-	-	-	-
Charges for Services	985,558	950,000	-	(950,000)
Fines & Forfeits	9,633	-	-	-
Miscellaneous Revenues	10,283,759	11,174,710	6,575,000	(4,599,710)
Revenue Total	\$ 45,429,182	\$ 16,722,241	\$ 6,575,000	\$ (10,147,241)
Expenditure				
Personnel Services	4,546,577	(6,510)	(208,910)	(202,400)
Employee-Related Costs	15,795	6,510	8,910	2,400
Operating Expenses	935,822	-	200,000	200,000
External Services	40,374,251	-	-	-
Claims and Premiums	6	-	-	-
Debt Service	1,633	-	-	-
Taxes	13	-	-	-
Indirect Costs	1,279	-	-	-
Internal Transfers	2,117,215	-	-	-
Capital Outlay	-	16,722,241	6,575,000	(10,147,241)
Expenditure Total	\$ 47,992,590	\$ 16,722,241	\$ 6,575,000	\$ (10,147,241)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1065 - PW Street Fund				
Revenue				
Business Tax	1,821,100	1,720,119	1,706,959	(13,160)
Utility Tax	13,057,947	13,376,252	13,573,553	197,301
Intergovernmental Revenues	145,471	231,093	-	(231,093)
Licenses & Permits	426,489	-	-	-
Charges for Services	1,363,550	870,000	750,000	(120,000)
Fines & Forfeits	1,571	-	-	-
Miscellaneous Revenues	31,310,313	36,055,272	36,046,953	(8,319)
Cash Balance	-	300,000	584,000	284,000
Revenue Total	\$ 48,126,441	\$ 52,552,736	\$ 52,661,465	\$ 108,729
Expenditure				
Personnel Services	21,064,896	26,603,236	26,956,845	353,609
Employee-Related Costs	192,111	215,492	252,638	37,146
Operating Expenses	8,039,799	8,428,359	8,980,122	551,763
External Services	4,019,348	5,365,545	4,107,396	(1,258,149)
Claims and Premiums	144	-	-	-
Debt Service	5,944	-	-	-
Taxes	4,159	-	-	-
Indirect Costs	10,271,770	10,785,104	11,684,478	899,374
Internal Transfers	2,102,464	1,155,000	526,000	(629,000)
Reserves	-	-	153,985	153,985
Expenditure Total	\$ 45,700,636	\$ 52,552,736	\$ 52,661,465	\$ 108,729
1080 - 2% GET (St Op & Mnt)				
Revenue				
Utility Tax	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous Revenues	880	-	-	-
Revenue Total	\$ 880	\$ -	\$ -	\$ -
Expenditure				
External Services	-	-	-	-
Taxes	294,625	-	-	-
Internal Transfers	517,284	-	-	-
Expenditure Total	\$ 811,909	\$ -	\$ -	\$ -

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1085 - 2015 Voted Streets Initiative Fund				
Revenue				
Property Tax	7,865,792	8,106,103	8,650,941	544,838
Sales Tax	414,943	386,494	400,903	14,409
Business Tax	3,865,273	3,157,854	2,762,247	(395,607)
Utility Tax	13,024,256	13,416,956	13,771,531	354,575
Intergovernmental Revenues	10,000	-	-	-
Charges for Services	57,059	-	-	-
Miscellaneous Revenues	16,908,667	17,870,498	15,771,730	(2,098,768)
Revenue Total	\$ 42,145,991	\$ 42,937,904	\$ 41,357,352	\$ (1,580,552)
Expenditure				
Personnel Services	8,063,129	5,670,077	6,297,400	627,323
Employee-Related Costs	38,092	44,214	49,734	5,520
Operating Expenses	4,206,545	34,364,350	30,638,271	(3,726,079)
External Services	15,566,100	382,100	382,100	-
Indirect Costs	1,222,254	2,477,164	3,029,848	552,684
Internal Transfers	4,849,952	-	960,000	960,000
Expenditure Total	\$ 33,946,071	\$ 42,937,904	\$ 41,357,352	\$ (1,580,552)
1090 - TFD Special Revenue				
Revenue				
Intergovernmental Revenues	3,552,243	3,412,508	3,092,460	(320,048)
Charges for Services	6,044	-	-	-
Miscellaneous Revenues	334,379	1,600,011	125,872	(1,474,139)
Cash Balance	-	249,506	366,944	117,438
Revenue Total	\$ 3,892,666	\$ 5,262,025	\$ 3,585,276	\$ (1,676,749)
Expenditure				
Personnel Services	2,120,277	3,218,076	1,026,963	(2,191,113)
Employee-Related Costs	74,352	342,000	270,500	(71,500)
Operating Expenses	740,239	1,405,281	1,349,281	(56,000)
External Services	395,511	-	190,000	190,000
Debt Service	281,483	296,668	156,324	(140,344)
Indirect Costs	1,121	-	0	-
Internal Transfers	945,979	-	-	-
Reserves	-	-	592,208	592,208
Expenditure Total	\$ 4,558,963	\$ 5,262,025	\$ 3,585,276	\$ (1,676,749)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1100 - PW Property Mgmt				
Revenue				
Business Tax	263,695	-	70,577	70,577
Licenses & Permits	770,884	200,000	300,000	100,000
Charges for Services	(337)	-	-	-
Miscellaneous Revenues	864,178	24,000	72,120	48,120
Indirect Costs	206,414	-	-	-
Cash Balance	-	146,075	198,254	52,179
Revenue Total	\$ 2,104,834	\$ 370,075	\$ 640,951	\$ 270,876
Expenditure				
Personnel Services	225,536	123,187	267,425	144,238
Operating Expenses	142,317	210,000	212,920	2,920
External Services	16,462	20,000	20,000	-
Taxes	(8,730)	-	-	-
Indirect Costs	120,204	13,067	29,901	16,834
Internal Transfers	362,000	-	-	-
Reserves	-	3,821	110,705	106,884
Expenditure Total	\$ 857,789	\$ 370,075	\$ 640,951	\$ 270,876
1110 - LI Guaranty				
Revenue				
Miscellaneous Revenues	52,690	-	18,479	18,479
Internal Transfers	-	-	-	-
Cash Balance	-	28,952	18,301	(10,651)
Revenue Total	\$ 52,690	\$ 28,952	\$ 36,780	\$ 7,828
Expenditure				
Personnel Services	14,750	15,617	16,542	925
Operating Expenses	970	-	-	-
Indirect Costs	42,827	13,335	1,759	(11,576)
Reserves	-	-	18,479	18,479
Expenditure Total	\$ 58,547	\$ 28,952	\$ 36,780	\$ 7,828

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1140 - PWE Paths & Trails				
Revenue				
Intergovernmental Revenues	3,051,166	-	-	-
Charges for Services	59	-	-	-
Miscellaneous Revenues	2,080,677	88,874	-	(88,874)
Revenue Total	\$ 5,131,902	\$ 88,874	\$ -	\$ (88,874)
Expenditure				
Personnel Services	867,937	-	-	-
Operating Expenses	282,694	-	-	-
External Services	3,893,306	-	-	-
Debt Service	1,238	-	-	-
Internal Transfers	150,396	-	-	-
Capital Outlay	-	88,874	-	(88,874)
Expenditure Total	\$ 5,195,571	\$ 88,874	\$ -	\$ (88,874)
1145 - NCS Demolition				
Revenue				
Charges for Services	32,034	41,056	19,681	(21,375)
Fines & Forfeits	619,195	608,853	287,496	(321,357)
Miscellaneous Revenues	619,414	424,824	362,520	(62,304)
Cash Balance	-	391,425	591,600	200,175
Revenue Total	\$ 1,270,643	\$ 1,466,158	\$ 1,261,297	\$ (204,861)
Expenditure				
Personnel Services	231,606	-	-	-
Operating Expenses	18,037	80,110	80,110	-
External Services	727,935	1,061,060	1,061,060	-
Claims and Premiums	8,337	52,000	52,000	-
Debt Service	-	2,000	2,000	-
Taxes	3,660	600	600	-
Indirect Costs	202,603	270,388	65,527	(204,861)
Internal Transfers	17,793	-	-	-
Expenditure Total	\$ 1,209,971	\$ 1,466,158	\$ 1,261,297	\$ (204,861)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1155 - TFD EMS Special Revenue				
Revenue				
Property Tax	21,044,992	22,543,500	23,104,677	561,177
Intergovernmental Revenues	4,552,463	6,916,800	33,830,428	26,913,628
Charges for Services	6,145,965	4,939,000	5,642,385	703,385
Miscellaneous Revenues	373,466	300,000	308,784	8,784
Cash Balance	-	-	9,554,813	9,554,813
Revenue Total	\$ 32,116,886	\$ 34,699,300	\$ 72,441,086	\$ 37,741,786
Expenditure				
Personnel Services	24,073,292	24,631,238	53,314,662	28,683,424
Employee-Related Costs	105,112	103,700	151,829	48,129
Operating Expenses	998,200	1,096,220	3,564,250	2,468,030
External Services	349,919	727,956	577,956	(150,000)
Claims and Premiums	-	-	-	-
Debt Service	1,003	-	-	-
Taxes	7	-	-	-
Indirect Costs	3,834,363	4,458,352	8,351,457	3,893,105
Internal Transfers	314,500	75,000	2,400,000	2,325,000
Reserves	-	3,606,833	4,080,932	474,099
Expenditure Total	\$ 29,676,397	\$ 34,699,300	\$ 72,441,086	\$ 37,741,786
1180 - Tourism & Convention				
Revenue				
Charges for Services	(41)	-	-	-
Other Taxes	9,445,059	9,860,059	6,717,386	(3,142,673)
Miscellaneous Revenues	109,163	41,255	42,000	745
Cash Balance	-	-	2,839,436	2,839,436
Revenue Total	\$ 9,554,181	\$ 9,901,314	\$ 9,598,822	\$ (302,492)
Expenditure				
External Services	2,159	-	-	-
Internal Transfers	7,025,752	9,707,819	9,598,822	(108,997)
Reserves	-	193,495	-	(193,495)
Expenditure Total	\$ 7,027,911	\$ 9,901,314	\$ 9,598,822	\$ (302,492)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1185 - HRHS Special Revenue				
Revenue				
Sales Tax	11,707,925	12,425,934	11,201,409	(1,224,525)
Intergovernmental Revenues	1,394,130	812,804	761,996	(50,808)
Charges for Services	85,617	63,000	-	(63,000)
Miscellaneous Revenues	2,839,618	1,896,300	158,652	(1,737,648)
Cash Balance	-	2,532,311	1,787,532	(744,779)
Revenue Total	\$ 16,027,289	\$ 17,730,349	\$ 13,909,589	\$ (3,820,760)

Expenditure				
Personnel Services	1,847,210	1,649,177	1,008,899	(640,278)
Employee-Related Costs	63,431	34,950	20,194	(14,756)
Operating Expenses	1,060,149	142,885	91,600	(51,285)
External Services	11,772,882	15,429,974	12,399,611	(3,030,363)
Claims and Premiums	-	-	-	-
Debt Service	371	-	-	-
Taxes	15	-	-	-
Indirect Costs	351,872	465,761	384,669	(81,092)
Internal Transfers	1,852,000	-	-	-
Reserves	-	7,601	4,615	(2,986)
Expenditure Total	\$ 16,947,932	\$ 17,730,349	\$ 13,909,589	\$ (3,820,760)

1195 - CED Special Revenue				
Revenue				
Sales Tax	-	-	12,948,871	12,948,871
Intergovernmental Revenues	8,067,929	11,273,011	11,301,722	28,711
Charges for Services	2,450,090	2,792,273	3,187,951	395,678
Miscellaneous Revenues	1,139,227	-	1,135,528	1,135,528
Cash Balance	-	2,135,856	3,884,543	1,748,687
Revenue Total	\$ 11,657,246	\$ 16,201,140	\$ 32,458,615	\$ 16,257,475

Expenditure				
Personnel Services	2,036,620	1,969,732	2,591,335	621,603
Employee-Related Costs	46,760	10,500	40,501	30,001
Operating Expenses	675,583	114,120	677,572	563,452
External Services	6,971,650	6,789,256	21,709,797	14,920,541
Taxes	9,745	-	-	-
Indirect Costs	85,515	98,105	392,718	294,613
Internal Transfers	3,214,151	7,079,603	6,659,771	(419,832)
Reserves	-	139,824	386,922	247,098
Expenditure Total	\$ 13,040,024	\$ 16,201,140	\$ 32,458,615	\$ 16,257,475

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1200 - Library Special Revenue				
Revenue				
Intergovernmental Revenues	251,788	190,000	199,992	9,992
Charges for Services	570	910	1,056	146
Miscellaneous Revenues	244,869	187,800	171,696	(16,104)
Cash Balance	-	918,000	421,745	(496,255)
Revenue Total	\$ 497,227	\$ 1,296,710	\$ 794,489	\$ (502,221)
Expenditure				
Employee-Related Costs	6,037	11,000	11,000	-
Operating Expenses	200,961	460,300	460,300	-
External Services	16,266	320,000	317,000	(3,000)
Reserves	-	5,410	6,189	779
Capital Outlay	-	500,000	-	(500,000)
Expenditure Total	\$ 223,263	\$ 1,296,710	\$ 794,489	\$ (502,221)
1236 - CED Small Bus Entrp				
Revenue				
Indirect Costs	815,636	528,521	482,184	(46,337)
Revenue Total	\$ 815,636	\$ 528,521	\$ 482,184	\$ (46,337)
Expenditure				
Personnel Services	349,670	381,434	341,248	(40,186)
Employee-Related Costs	41,571	37,990	42,100	4,110
Operating Expenses	13,424	40,252	39,582	(670)
External Services	346,131	3,795	1,890	(1,905)
Indirect Costs	84,839	65,050	57,363	(7,687)
Expenditure Total	\$ 835,636	\$ 528,521	\$ 482,184	\$ (46,337)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1267 - TPD Special Revenue				
Revenue				
Intergovernmental Revenues	1,621,352	722,000	561,316	(160,684)
Licenses & Permits	50	-	-	-
Charges for Services	665,329	300,000	189,900	(110,100)
Fines & Forfeits	804,441	570,000	740,000	170,000
Miscellaneous Revenues	276,406	10,000	61,516	51,516
Cash Balance	-	458,710	296,352	(162,358)
Revenue Total	\$ 3,367,578	\$ 2,060,710	\$ 1,849,084	\$ (211,626)
Expenditure				
Personnel Services	2,058,798	984,800	518,248	(466,552)
Employee-Related Costs	109,507	45,000	45,000	-
Operating Expenses	688,996	712,500	718,879	6,379
External Services	17,729	181,500	306,500	125,000
Indirect Costs	71,780	20,119	26,726	6,607
Reserves	-	116,791	233,731	116,940
Expenditure Total	\$ 2,946,810	\$ 2,060,710	\$ 1,849,084	\$ (211,626)
1431 - IT Municipal CableTV				
Revenue				
Business Tax	5,146,885	5,196,685	723,537	(4,473,148)
Utility Tax	1,387,333	1,362,464	-	(1,362,464)
Charges for Services	622	-	-	-
Miscellaneous Revenues	620,151	525,920	72,708	(453,212)
Revenue Total	\$ 7,154,991	\$ 7,085,069	\$ 796,245	\$ (6,288,824)
Expenditure				
Personnel Services	3,940,367	4,724,684	-	(4,724,684)
Employee-Related Costs	66,239	84,000	-	(84,000)
Operating Expenses	1,157,313	742,698	500,000	(242,698)
External Services	569,773	798,095	-	(798,095)
Indirect Costs	1,216,249	2,303	(0)	(2,303)
Internal Transfers	100,919	-	-	-
Reserves	-	733,289	296,245	(437,044)
Expenditure Total	\$ 7,050,861	\$ 7,085,069	\$ 796,245	\$ (6,288,824)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
1500 - CED Loc Emp Apprent				
Revenue				
Intergovernmental Revenues	138,742	337,556	170,000	(167,556)
Charges for Services	(41)	-	-	-
Miscellaneous Revenues	8,908	-	6,828	6,828
Personnel Services	13,050	-	-	-
Indirect Costs	361,531	551,791	445,406	(106,385)
Cash Balance	-	31,018	55,903	24,885
Revenue Total	\$ 522,190	\$ 920,365	\$ 678,137	\$ (242,228)
Expenditure				
Personnel Services	267,930	506,023	282,686	(223,337)
Employee-Related Costs	8,410	16,290	21,290	5,000
Operating Expenses	12,491	59,242	58,592	(650)
External Services	157,843	273,889	268,889	(5,000)
Indirect Costs	95,103	64,920	46,680	(18,240)
Expenditure Total	\$ 541,778	\$ 920,365	\$ 678,137	\$ (242,228)
1650 - Traffic Enforcement				
Revenue				
Charges for Services	(44)	-	-	-
Fines & Forfeits	5,275,598	5,906,296	5,906,112	(184)
Miscellaneous Revenues	1,237,849	1,521,714	1,253,459	(268,255)
Cash Balance	-	-	55,657	55,657
Revenue Total	\$ 6,513,403	\$ 7,428,010	\$ 7,215,228	\$ (212,782)
Expenditure				
Personnel Services	4,863,167	5,094,908	4,808,033	(286,875)
Employee-Related Costs	11,040	14,580	14,580	-
Operating Expenses	1,033,667	1,503,238	1,488,156	(15,082)
External Services	110,985	34,000	34,000	-
Claims and Premiums	9,600	3,000	7,500	4,500
Debt Service	311	-	-	-
Indirect Costs	555,831	743,721	862,959	119,238
Reserves	-	34,562	-	(34,562)
Expenditure Total	\$ 6,584,602	\$ 7,428,010	\$ 7,215,228	\$ (212,782)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
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1991 - Governmental Fund Type Capital Asset Fund

Revenue

Miscellaneous Revenues	(950,715)	-	-	-
Revenue Total	\$ (950,715)	\$ -	\$ -	\$ -

2010 - Voted Bonds

Revenue

Property Tax	5,491,992	5,440,750	5,461,000	20,250
Revenue Total	\$ 5,491,992	\$ 5,440,750	\$ 5,461,000	\$ 20,250

Expenditure

Debt Service	5,422,800	5,440,750	5,461,000	20,250
Expenditure Total	\$ 5,422,800	\$ 5,440,750	\$ 5,461,000	\$ 20,250

2035 - LTGO Bonds 1994/1997

Revenue

Miscellaneous Revenues	6,460,652	8,478,340	8,543,052	64,712
Cash Balance	-	-	7	7
Revenue Total	\$ 6,460,652	\$ 8,478,340	\$ 8,543,059	\$ 64,719

Expenditure

Debt Service	6,058,616	8,478,340	8,543,057	64,717
Reserves	-	-	2	2
Expenditure Total	\$ 6,058,616	\$ 8,478,340	\$ 8,543,059	\$ 64,719

2038 - CTED PWTF #98 Loan

Revenue

Miscellaneous Revenues	2,280,581	1,172,259	1,160,849	(11,410)
Cash Balance	-	-	2	2
Revenue Total	\$ 2,280,581	\$ 1,172,259	\$ 1,160,851	\$ (11,408)

Expenditure

Debt Service	2,280,581	1,172,259	1,160,850	(11,409)
Reserves	-	-	0	-
Expenditure Total	\$ 2,280,581	\$ 1,172,259	\$ 1,160,851	\$ (11,408)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
2040 - LTGO Bonds 2009A-F				
Revenue				
Charges for Services	(1)	-	-	-
Miscellaneous Revenues	7,112,276	3,189,275	3,292,740	103,465
Cash Balance	-	-	20	20
Revenue Total	\$ 7,112,275	\$ 3,189,275	\$ 3,292,760	\$ 103,485
Expenditure				
External Services	4	-	-	-
Debt Service	3,087,403	3,189,275	3,292,749	103,474
Reserves	-	-	11	11
Expenditure Total	\$ 3,087,406	\$ 3,189,275	\$ 3,292,760	\$ 103,485
2041 - 2010 LTGO Bonds				
Revenue				
Miscellaneous Revenues	11,401,198	9,446,932	9,293,796	(153,136)
Cash Balance	-	-	24	24
Revenue Total	\$ 11,401,198	\$ 9,446,932	\$ 9,293,820	\$ (153,112)
Expenditure				
Debt Service	11,401,198	9,446,932	9,293,808	(153,124)
Reserves	-	-	12	12
Expenditure Total	\$ 11,401,198	\$ 9,446,932	\$ 9,293,820	\$ (153,112)
2043 - LTGO Bond Issuances				
Revenue				
Miscellaneous Revenues	1,971,327	3,462,974	3,463,752	778
Cash Balance	-	-	13	13
Revenue Total	\$ 1,971,327	\$ 3,462,974	\$ 3,463,765	\$ 791
Expenditure				
External Services	28,833	-	-	-
Debt Service	1,941,787	3,462,974	3,463,765	791
Expenditure Total	\$ 1,970,620	\$ 3,462,974	\$ 3,463,765	\$ 791

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
3209 - 1997 Bnd Cons/Dvl PM				
Revenue				
Charges for Services	-	-	-	-
Miscellaneous Revenues	91,861	-	-	-
Revenue Total	\$ 91,861	\$ -	\$ -	\$ -
Expenditure				
External Services	5	-	-	-
Debt Service	50,361	-	-	-
Expenditure Total	\$ 50,367	\$ -	\$ -	\$ -
3210 - Real Estate Ex Tax				
Revenue				
Sales Tax	1,114,362	1,000,000	1,580,321	580,321
Charges for Services	62	-	-	-
Other Taxes	20,189,669	15,000,000	12,300,000	(2,700,000)
Miscellaneous Revenues	53,800,947	8,252,668	1,255,392	(6,997,276)
Internal Transfers	-	-	141,336	141,336
Cash Balance	-	2,399,999	3,073,571	673,572
Revenue Total	\$ 75,105,040	\$ 26,652,668	\$ 18,350,621	\$ (8,302,047)
Expenditure				
Operating Expenses	-	-	-	-
External Services	13,500	3,000	3,000	-
Debt Service	3,014,964	2,977,928	2,933,890	(44,038)
Internal Transfers	43,635,599	21,933,000	13,525,598	(8,407,402)
Reserves	-	1,738,740	1,888,133	149,393
Expenditure Total	\$ 46,664,063	\$ 26,652,668	\$ 18,350,621	\$ (8,302,047)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
3211 - Capital Project Fund				
Revenue				
Intergovernmental Revenues	1,486,116	-	-	-
Charges for Services	8,945	-	-	-
Other Taxes	-	-	-	-
Miscellaneous Revenues	33,063,315	12,700,966	3,331,018	(9,369,948)
Indirect Costs	59,136	-	-	-
Internal Transfers	26,163	296,668	141,324	(155,344)
Revenue Total	\$ 34,643,675	\$ 12,997,634	\$ 3,472,342	\$ (9,525,292)
Expenditure				
Personnel Services	1,163,946	-	-	-
Employee-Related Costs	27,963	-	-	-
Operating Expenses	2,178,546	-	-	-
External Services	31,456,171	-	-	-
Debt Service	8,187	-	-	-
Indirect Costs	4,936	-	-	-
Internal Transfers	25,184,963	296,668	141,324	(155,344)
Reserves	-	-	60,420	60,420
Capital Outlay	-	12,700,966	3,270,598	(9,430,368)
Expenditure Total	\$ 60,024,713	\$ 12,997,634	\$ 3,472,342	\$ (9,525,292)
3216 - Police Facility 2002				
Revenue				
Charges for Services	(0)	-	-	-
Miscellaneous Revenues	4,275,493	-	-	-
Revenue Total	\$ 4,275,493	\$ -	\$ -	\$ -
Expenditure				
External Services	205	-	-	-
Debt Service	73,102	-	-	-
Expenditure Total	\$ 73,307	\$ -	\$ -	\$ -

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
3218 - 2009 LTGO Bond Proj				
Revenue				
Intergovernmental Revenues	31,029	-	-	-
Charges for Services	(118)	-	-	-
Miscellaneous Revenues	9,433	-	-	-
Revenue Total	\$ 40,344	\$ -	\$ -	\$ -
Expenditure				
Operating Expenses	14,395	-	-	-
External Services	19,714	-	-	-
Debt Service	254	-	-	-
Internal Transfers	849,937	-	-	-
Expenditure Total	\$ 884,300	\$ -	\$ -	\$ -
3220 - 2010 LTGO BONDS				
Revenue				
Charges for Services	(337)	-	-	-
Miscellaneous Revenues	50,497	-	-	-
Cash Balance	-	307,966	-	(307,966)
Revenue Total	\$ 50,160	\$ 307,966	\$ -	\$ (307,966)
Expenditure				
Personnel Services	(46)	-	-	-
Operating Expenses	112,775	-	-	-
External Services	532	-	-	-
Internal Transfers	1,425,147	307,966	-	(307,966)
Expenditure Total	\$ 1,538,408	\$ 307,966	\$ -	\$ (307,966)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4110 - PDS Permitting				
Revenue				
Intergovernmental Revenues	13,999	-	-	-
Licenses & Permits	9,910,929	14,848,990	11,367,910	(3,481,080)
Charges for Services	14,469,948	15,480,884	12,158,206	(3,322,678)
Fines & Forfeits	1,388	-	-	-
Miscellaneous Revenues	1,658,853	2,905,002	8,981,536	6,076,534
Cash Balance	-	1,440,906	1,632,515	191,609
Revenue Total	\$ 26,055,117	\$ 34,675,782	\$ 34,140,167	\$ (535,615)
Expenditure				
Personnel Services	13,682,204	21,385,639	26,308,630	4,922,991
Employee-Related Costs	73,494	185,093	228,701	43,608
Operating Expenses	959,297	3,847,938	1,457,518	(2,390,420)
External Services	429,316	3,084,808	754,549	(2,330,259)
Claims and Premiums	-	2,000	2,000	-
Debt Service	6	-	-	-
Taxes	6,746	-	-	-
Indirect Costs	3,068,027	4,232,581	4,805,838	573,257
Internal Transfers	676,833	-	-	-
Reserves	-	1,937,723	582,932	(1,354,791)
Expenditure Total	\$ 18,895,922	\$ 34,675,782	\$ 34,140,167	\$ (535,615)
4120 - PW TacRail Mountain				
Revenue				
Charges for Services	2,620,732	2,828,800	2,740,284	(88,516)
Miscellaneous Revenues	616,128	1,174,000	2,171,438	997,438
Indirect Costs	630,315	753,000	530,016	(222,984)
Cash Balance	-	33,704	-	(33,704)
Revenue Total	\$ 3,867,175	\$ 4,789,504	\$ 5,441,738	\$ 652,234
Expenditure				
Personnel Services	1,414,240	1,450,000	1,000,000	(450,000)
Employee-Related Costs	34,531	-	-	-
Operating Expenses	2,794,071	2,394,055	3,480,103	1,086,048
External Services	385,670	512,940	512,940	-
Claims and Premiums	3,750	-	-	-
Debt Service	(61,228)	-	-	-
Taxes	58,844	65,800	67,300	1,500
Indirect Costs	426,017	344,165	381,394	37,229
Internal Transfers	923	-	-	-
Reserves	-	22,544	-	(22,544)
Expenditure Total	\$ 5,056,819	\$ 4,789,504	\$ 5,441,738	\$ 652,234

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4140 - Public Works				
Revenue				
Licenses & Permits	-	40,000	45,000	5,000
Charges for Services	11,485,368	11,579,000	10,548,960	(1,030,040)
Fines & Forfeits	3,854,276	5,938,000	3,849,984	(2,088,016)
Miscellaneous Revenues	5,194,685	-	133,916	133,916
Indirect Costs	108,362	118,244	118,596	352
Cash Balance	-	-	2,425,760	2,425,760
Revenue Total	\$ 20,642,692	\$ 17,675,244	\$ 17,122,216	\$ (553,028)
Expenditure				
Personnel Services	2,737,667	3,559,153	3,323,947	(235,206)
Employee-Related Costs	20,928	66,400	176,275	109,875
Operating Expenses	5,688,758	1,985,649	1,826,789	(158,860)
External Services	3,337,375	4,347,937	3,994,033	(353,904)
Debt Service	6,215,811	6,219,789	6,226,645	6,856
Taxes	174,706	179,840	95,841	(83,999)
Indirect Costs	1,101,401	1,006,979	1,467,286	460,307
Internal Transfers	350,235	-	-	-
Reserves	-	309,497	11,400	(298,097)
Expenditure Total	\$ 19,626,881	\$ 17,675,244	\$ 17,122,216	\$ (553,028)
4165 - Convention Center				
Revenue				
Business Tax	22,399	22,534	-	(22,534)
Charges for Services	6,099,162	5,216,695	5,895,171	678,476
Miscellaneous Revenues	18,347,880	18,931,152	17,842,327	(1,088,825)
Indirect Costs	102,648	100,800	110,000	9,200
Cash Balance	-	155,588	511,046	355,458
Revenue Total	\$ 24,572,090	\$ 24,426,769	\$ 24,358,544	\$ (68,225)
Expenditure				
Personnel Services	3,685,699	4,652,564	5,208,968	556,404
Employee-Related Costs	33,511	32,810	41,460	8,650
Operating Expenses	1,611,791	2,350,008	1,964,447	(385,561)
External Services	3,348,478	4,027,974	3,972,647	(55,327)
Debt Service	12,620,643	11,753,956	11,644,630	(109,326)
Taxes	138,457	138,000	138,000	-
Indirect Costs	1,199,496	1,174,599	1,270,262	95,663
Reserves	-	296,858	118,129	(178,729)
Expenditure Total	\$ 22,638,076	\$ 24,426,769	\$ 24,358,544	\$ (68,225)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4170 - Baseball Park				
Revenue				
Sales Tax	89,275	18,929	50,000	31,071
Business Tax	431,403	434,777	517,207	82,430
Charges for Services	310,139	386,286	352,152	(34,134)
Other Taxes	35,280	39,200	39,192	(8)
Miscellaneous Revenues	1,404,133	1,296,078	1,363,700	67,622
Indirect Costs	1,082,706	1,089,937	1,097,292	7,355
Cash Balance	-	160	-	(160)
Revenue Total	\$ 3,352,936	\$ 3,265,368	\$ 3,419,543	\$ 154,175
Expenditure				
Personnel Services	1,194	-	-	-
Operating Expenses	182,827	26,185	24,495	(1,690)
External Services	217	-	-	-
Debt Service	2,665,648	2,765,643	2,869,117	103,474
Taxes	115,807	128,400	105,400	(23,000)
Indirect Costs	123,014	85,998	106,463	20,465
Reserves	-	259,142	314,068	54,926
Expenditure Total	\$ 3,088,707	\$ 3,265,368	\$ 3,419,543	\$ 154,175
4180 - PAF Dome				
Revenue				
Business Tax	2,510,017	2,503,536	3,745,056	1,241,520
Charges for Services	16,592,128	20,247,893	25,173,421	4,925,528
Fines & Forfeits	2,128	-	-	-
Miscellaneous Revenues	963,178	627,000	952,992	325,992
Indirect Costs	36,306	29,000	42,000	13,000
Cash Balance	-	-	345,400	345,400
Revenue Total	\$ 20,103,757	\$ 23,407,429	\$ 30,258,870	\$ 6,851,441
Expenditure				
Personnel Services	6,277,124	7,268,213	6,971,078	(297,135)
Employee-Related Costs	92,609	78,600	111,800	33,200
Operating Expenses	6,026,022	6,487,482	7,920,269	1,432,787
External Services	3,886,697	4,121,001	5,396,330	1,275,329
Debt Service	928,722	845,000	845,000	-
Taxes	229,741	210,200	283,260	73,060
Indirect Costs	1,250,990	1,474,607	1,615,284	140,677
Internal Transfers	208,953	120,000	120,000	-
Reserves	-	2,802,325	6,995,849	4,193,524
Expenditure Total	\$ 18,900,858	\$ 23,407,429	\$ 30,258,870	\$ 6,851,441

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4190 - PAF Performing Arts				
Revenue				
Intergovernmental Revenues	-	-	-	-
Charges for Services	(56)	35,000	-	(35,000)
Miscellaneous Revenues	8,361,315	3,380,057	3,095,728	(284,329)
Revenue Total	\$ 8,361,259	\$ 3,415,057	\$ 3,095,728	\$ (319,329)

Expenditure				
Personnel Services	7,052	-	-	-
Operating Expenses	207,605	76,788	79,906	3,118
External Services	7,922,617	1,569,282	1,569,282	-
Debt Service	110	-	-	-
Taxes	172	14,645	14,645	-
Indirect Costs	283,304	226,824	288,509	61,685
Internal Transfers	-	500,000	-	(500,000)
Reserves	-	27,518	143,386	115,868
Capital Outlay	-	1,000,000	1,000,000	-
Expenditure Total	\$ 8,420,860	\$ 3,415,057	\$ 3,095,728	\$ (319,329)

4200 - ES Solid Waste				
Revenue				
Intergovernmental Revenues	118,310	-	200,000	200,000
Charges for Services	136,883,414	144,598,000	151,796,132	7,198,132
Miscellaneous Revenues	1,081,811	862,000	407,006	(454,994)
Indirect Costs	135,502	72,942	57,096	(15,846)
Cash Balance	-	7,108,163	4,192,176	(2,915,987)
Revenue Total	\$ 138,219,038	\$ 152,641,105	\$ 156,652,410	\$ 4,011,305

Expenditure				
Personnel Services	42,179,294	45,364,482	49,028,697	3,664,215
Employee-Related Costs	428,103	252,257	592,322	340,065
Operating Expenses	13,589,355	3,537,341	3,233,044	(304,297)
External Services	22,941,095	22,983,260	24,666,601	1,683,341
Claims and Premiums	23,736	-	-	-
Debt Service	12,638,259	9,954,300	9,957,900	3,600
Taxes	12,996,552	13,819,000	14,825,304	1,006,304
Indirect Costs	25,246,820	26,973,206	27,250,457	277,251
Internal Transfers	3,680,189	3,450,000	3,456,168	6,168
Reserves	-	3,239,784	-	(3,239,784)
Capital Outlay	-	23,067,475	23,641,917	574,442
Expenditure Total	\$ 133,723,402	\$ 152,641,105	\$ 156,652,410	\$ 4,011,305

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4300 - ES Wastewater				
Revenue				
Intergovernmental Revenues	-	1,300,000	-	(1,300,000)
Licenses & Permits	-	-	-	-
Charges for Services	153,867,192	163,296,550	162,280,657	(1,015,893)
Fines & Forfeits	18,229	-	-	-
Miscellaneous Revenues	61,732,682	2,326,000	27,553,720	25,227,720
Operating Expenses	(372,021)	-	-	-
Indirect Costs	2,964,110	3,209,000	3,141,162	(67,838)
Cash Balance	-	39,491,073	39,571,861	80,788
Revenue Total	\$ 218,210,193	\$ 209,622,623	\$ 232,547,400	\$ 22,924,777
Expenditure				
Personnel Services	51,967,056	53,222,107	58,552,901	5,330,794
Employee-Related Costs	684,040	910,225	924,510	14,285
Operating Expenses	20,059,490	14,203,691	15,648,586	1,444,895
External Services	25,344,142	6,929,644	7,295,010	365,366
Claims and Premiums	125,853	-	-	-
Debt Service	31,209,400	29,727,589	31,125,491	1,397,902
Taxes	15,077,111	16,253,100	16,362,402	109,302
Indirect Costs	20,149,598	18,611,339	19,554,434	943,095
Internal Transfers	6,251,270	7,240,064	7,581,437	341,373
Capital Outlay	-	62,524,863	75,502,628	12,977,765
Expenditure Total	\$ 170,867,961	\$ 209,622,623	\$ 232,547,400	\$ 22,924,777

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4301 - ES Surface Water				
Revenue				
Intergovernmental Revenues	427,241	1,300,000	777,888	(522,112)
Licenses & Permits	1,102,641	-	-	-
Charges for Services	70,909,097	74,920,000	78,670,434	3,750,434
Miscellaneous Revenues	57,595,400	8,224,406	13,357,153	5,132,747
Operating Expenses	(34,622)	-	-	-
Cash Balance	-	25,998,572	25,659,473	(339,099)
Revenue Total	\$ 129,999,757	\$ 110,442,978	\$ 118,464,948	\$ 8,021,970
Expenditure				
Personnel Services	24,281,773	18,655,369	20,317,941	1,662,572
Employee-Related Costs	275,192	333,334	384,620	51,286
Operating Expenses	4,326,317	251,260	834,456	583,196
External Services	18,116,703	7,284,341	5,607,048	(1,677,293)
Claims and Premiums	-	-	-	-
Debt Service	39,097,854	14,557,810	16,247,116	1,689,306
Taxes	6,850,416	7,163,000	7,517,556	354,556
Indirect Costs	12,013,534	12,481,081	12,735,998	254,917
Internal Transfers	7,026,680	2,558,000	2,564,168	6,168
Capital Outlay	-	47,158,784	52,256,045	5,097,261
Expenditure Total	\$ 111,988,469	\$ 110,442,978	\$ 118,464,948	\$ 8,021,970
4450 - Union Station				
Revenue				
Miscellaneous Revenues	2,679,296	1,602,930	378,844	(1,224,086)
Cash Balance	-	6,332,600	4,524,556	(1,808,044)
Revenue Total	\$ 2,679,296	\$ 7,935,530	\$ 4,903,400	\$ (3,032,130)
Expenditure				
Operating Expenses	8,595	9,600	11,140	1,540
Debt Service	7,953,833	7,925,930	4,892,260	(3,033,670)
Taxes	45	-	-	-
Expenditure Total	\$ 7,962,473	\$ 7,935,530	\$ 4,903,400	\$ (3,032,130)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4500 - Tacoma Rail				
Revenue				
Charges for Services	59,586,042	62,408,512	70,111,432	7,702,920
Miscellaneous Revenues	6,151,073	5,025,000	7,590,000	2,565,000
Indirect Costs	9,000	-	-	-
Cash Balance	-	219,334	630,226	410,892
Revenue Total	\$ 65,746,114	\$ 67,652,846	\$ 78,331,658	\$ 10,678,812
Expenditure				
Personnel Services	32,774,889	33,930,306	37,231,988	3,301,682
Employee-Related Costs	310,045	406,360	465,700	59,340
Operating Expenses	14,217,757	11,215,528	13,275,083	2,059,555
External Services	2,239,853	2,559,150	3,739,889	1,180,739
Claims and Premiums	44,200	-	-	-
Debt Service	1,781,774	1,650,486	1,778,498	128,012
Taxes	6,203,116	6,382,314	7,639,000	1,256,686
Indirect Costs	6,280,880	7,042,618	7,221,500	178,882
Internal Transfers	1,217	-	-	-
Capital Outlay	-	4,466,084	6,980,000	2,513,916
Expenditure Total	\$ 63,853,730	\$ 67,652,846	\$ 78,331,658	\$ 10,678,812
4600 - Water				
Revenue				
Intergovernmental Revenues	-	-	-	-
Charges for Services	187,349,187	182,346,427	202,646,076	20,299,649
Miscellaneous Revenues	37,912,747	28,989,070	55,599,136	26,610,066
Indirect Costs	-	-	-	-
Cash Balance	-	16,956,044	23,404,386	6,448,342
Revenue Total	\$ 225,261,934	\$ 228,291,541	\$ 281,649,598	\$ 53,358,057
Expenditure				
Personnel Services	57,615,288	57,800,521	61,958,619	4,158,098
Employee-Related Costs	1,247,516	1,651,256	1,774,461	123,205
Operating Expenses	27,217,668	14,550,567	15,197,826	647,259
External Services	14,957,619	6,725,584	5,774,359	(951,225)
Claims and Premiums	-	-	-	-
Debt Service	49,237,208	53,786,486	51,497,584	(2,288,902)
Taxes	24,889,189	24,866,802	28,177,391	3,310,589
Indirect Costs	29,943,005	33,473,756	37,538,138	4,064,382
Internal Transfers	100,374	325,000	400,000	75,000
Capital Outlay	-	35,111,569	79,331,221	44,219,652
Expenditure Total	\$ 205,207,868	\$ 228,291,541	\$ 281,649,598	\$ 53,358,057

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4700 - Power				
Revenue				
Intergovernmental Revenues	137,327	-	-	-
Charges for Services	904,665,967	938,588,764	925,185,487	(13,403,277)
Miscellaneous Revenues	195,608,907	11,063,145	107,547,295	96,484,150
Indirect Costs	-	-	-	-
Cash Balance	-	9,179,058	(10,318,607)	(19,497,665)
Revenue Total	\$ 1,100,412,200	\$ 958,830,967	\$ 1,022,414,175	\$ 63,583,208
Expenditure				
Personnel Services	219,801,843	185,125,495	206,250,895	21,125,400
Employee-Related Costs	6,940,757	8,149,354	7,435,437	(713,917)
Operating Expenses	386,471,111	333,807,399	324,579,336	(9,228,063)
External Services	108,142,120	80,247,167	53,726,333	(26,520,834)
Claims and Premiums	56,056	200,000	-	(200,000)
Debt Service	65,930,532	61,319,355	72,421,390	11,102,035
Charges for Services	(3,657,858)	(3,770,000)	(3,800,000)	(30,000)
Taxes	110,603,079	114,377,816	112,391,296	(1,986,520)
Indirect Costs	72,624,325	88,936,381	97,487,987	8,551,606
Internal Transfers	(4,211,510)	766,000	2,023,500	1,257,500
Capital Outlay	-	89,672,000	149,898,000	60,226,000
Expenditure Total	\$ 962,700,456	\$ 958,830,967	\$ 1,022,414,175	\$ 63,583,208
4800 - TPU Self Ins Claim				
Revenue				
Charges for Services	(801)	-	-	-
Miscellaneous Revenues	4,642,849	3,830,000	3,235,512	(594,488)
Cash Balance	-	2,882,450	2,480,688	(401,762)
Revenue Total	\$ 4,642,048	\$ 6,712,450	\$ 5,716,200	\$ (996,250)
Expenditure				
Personnel Services	8,352	-	-	-
Employee-Related Costs	207	1,000	1,000	-
Operating Expenses	13,050	11,950	11,700	(250)
External Services	537,160	1,506,500	1,506,500	-
Claims and Premiums	3,548,033	5,000,000	4,000,000	(1,000,000)
Indirect Costs	279,683	193,000	197,000	4,000
Expenditure Total	\$ 4,386,485	\$ 6,712,450	\$ 5,716,200	\$ (996,250)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
4805 - Low Income Assistance				
Revenue				
Miscellaneous Revenues	150,940	1,000,000	2,000,000	1,000,000
Cash Balance	-	1,500,000	500,000	(1,000,000)
Revenue Total	\$ 150,940	\$ 2,500,000	\$ 2,500,000	\$ -
Expenditure				
Operating Expenses	165,263	-	-	-
External Services	511	-	-	-
Internal Transfers	-	2,500,000	2,500,000	-
Expenditure Total	\$ 165,774	\$ 2,500,000	\$ 2,500,000	\$ -
5042 - IT Graphics Svcs				
Revenue				
Charges for Services	(217)	-	-	-
Miscellaneous Revenues	-	-	-	-
Revenue Total	\$ (217)	\$ -	\$ -	\$ -
Expenditure				
Operating Expenses	(217)	-	-	-
External Services	-	-	-	-
Internal Transfers	101,485	-	-	-
Expenditure Total	\$ 101,269	\$ -	\$ -	\$ -
5050 - TPU Fleet Service				
Revenue				
Charges for Services	55,685	-	-	-
Miscellaneous Revenues	8,790,898	16,578,588	11,601,721	(4,976,867)
Personnel Services	3,789,188	-	-	-
Operating Expenses	762,535	-	-	-
Indirect Costs	120,142	-	-	-
Cash Balance	-	9,800,670	-	(9,800,670)
Revenue Total	\$ 13,518,447	\$ 26,379,258	\$ 11,601,721	\$ (14,777,537)
Expenditure				
Personnel Services	6,072,631	6,767,495	7,974,817	1,207,322
Employee-Related Costs	122,360	119,268	284,532	165,264
Operating Expenses	7,960,986	286,076	311,536	25,460
External Services	252,298	117,200	57,790	(59,410)
Taxes	3,877	-	-	-
Indirect Costs	2,431,131	2,308,720	2,380,271	71,551
Capital Outlay	-	16,780,500	592,774	(16,187,726)
Expenditure Total	\$ 16,843,282	\$ 26,379,258	\$ 11,601,721	\$ (14,777,537)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
5086 - TTEP-Tac Training & Employment Program				
Revenue				
Charges for Services	(13)	-	-	-
Miscellaneous Revenues	3,480	-	2,724	2,724
Indirect Costs	505,399	626,150	625,379	(771)
Revenue Total	\$ 508,866	\$ 626,150	\$ 628,103	\$ 1,953

Expenditure				
External Services	488,670	615,004	615,004	-
Indirect Costs	19,863	11,146	13,099	1,953
Expenditure Total	\$ 508,532	\$ 626,150	\$ 628,103	\$ 1,953

5400 - Equipment Rental				
Revenue				
Charges for Services	6,710	-	-	-
Miscellaneous Revenues	17,824,158	24,572,644	21,687,708	(2,884,936)
Personnel Services	8,176,347	-	-	-
Operating Expenses	1,198,280	-	-	-
Cash Balance	-	286,100	1,903,176	1,617,076
Revenue Total	\$ 27,205,495	\$ 24,858,744	\$ 23,590,884	\$ (1,267,860)

Expenditure				
Personnel Services	8,762,263	10,196,689	11,306,911	1,110,222
Employee-Related Costs	134,552	94,330	146,200	51,870
Operating Expenses	10,466,312	11,257,923	7,981,688	(3,276,235)
External Services	894,843	144,750	92,450	(52,300)
Claims and Premiums	24,000	-	-	-
Taxes	4,058	2,900	3,300	400
Indirect Costs	2,894,763	2,562,738	3,975,531	1,412,793
Internal Transfers	-	-	-	-
Reserves	-	599,414	84,804	(514,610)
Expenditure Total	\$ 23,180,791	\$ 24,858,744	\$ 23,590,884	\$ (1,267,860)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
5453 - PWS Asphalt Plant				
Revenue				
Charges for Services	5,810	4,960	(40)	(5,000)
Miscellaneous Revenues	2,771,649	2,086,800	2,030,200	(56,600)
Personnel Services	136,608	-	-	-
Operating Expenses	1,306,551	1,160,000	120,000	(1,040,000)
Cash Balance	-	-	2,667	2,667
Revenue Total	\$ 4,220,618	\$ 3,251,760	\$ 2,152,827	\$ (1,098,933)

Expenditure				
Personnel Services	648,575	435,701	469,449	33,748
Employee-Related Costs	9,406	13,100	13,820	720
Operating Expenses	2,455,293	2,132,608	1,182,282	(950,326)
External Services	297,554	8,100	8,100	-
Debt Service	70	-	-	-
Taxes	485,745	180,000	180,000	-
Indirect Costs	363,767	412,942	288,641	(124,301)
Internal Transfers	28,500	-	-	-
Reserves	-	69,308	10,534	(58,774)
Expenditure Total	\$ 4,288,910	\$ 3,251,760	\$ 2,152,827	\$ (1,098,933)

5540 - Comms Equip Res				
Revenue				
Charges for Services	5,908,890	5,680,089	5,802,033	121,944
Miscellaneous Revenues	209,534	-	128,760	128,760
Cash Balance	-	209,633	270,000	60,367
Revenue Total	\$ 6,118,424	\$ 5,889,722	\$ 6,200,793	\$ 311,071

Expenditure				
Personnel Services	1,437,778	1,548,341	1,607,590	59,249
Employee-Related Costs	7,878	14,758	28,476	13,718
Operating Expenses	2,032,864	2,275,828	2,558,598	282,770
External Services	435,443	123,780	145,281	21,501
Taxes	77	-	-	-
Indirect Costs	561,224	305,521	314,880	9,359
Reserves	-	885,619	1,441,440	555,821
Capital Outlay	-	735,875	104,527	(631,348)
Expenditure Total	\$ 4,475,263	\$ 5,889,722	\$ 6,200,793	\$ 311,071

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
5550 - ThirdPartyLiabClaims				
Revenue				
Charges for Services	(749)	-	-	-
Miscellaneous Revenues	8,210,959	9,838,600	12,987,067	3,148,467
Revenue Total	\$ 8,210,210	\$ 9,838,600	\$ 12,987,067	\$ 3,148,467
Expenditure				
Personnel Services	114,528	-	355,136	355,136
Employee-Related Costs	1,565	847	9,668	8,821
Operating Expenses	18,500	1,500	1,500	-
External Services	104,764	100,000	100,000	-
Claims and Premiums	8,653,069	5,990,859	5,990,859	-
Taxes	-	18,000	9,180	(8,820)
Indirect Costs	2,913,233	2,502,464	3,010,228	507,764
Reserves	-	1,224,930	3,510,496	2,285,566
Expenditure Total	\$ 11,805,660	\$ 9,838,600	\$ 12,987,067	\$ 3,148,467
5560 - UnemplCompensationFd				
Revenue				
Charges for Services	(64)	-	-	-
Miscellaneous Revenues	1,066,125	1,267,200	862,686	(404,514)
Cash Balance	-	-	167,314	167,314
Revenue Total	\$ 1,066,060	\$ 1,267,200	\$ 1,030,000	\$ (237,200)
Expenditure				
Operating Expenses	-	-	-	-
External Services	187	-	-	-
Claims and Premiums	829,003	1,030,000	1,030,000	-
Indirect Costs	29,293	-	-	-
Reserves	-	237,200	-	(237,200)
Expenditure Total	\$ 858,483	\$ 1,267,200	\$ 1,030,000	\$ (237,200)

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
5570 - Workers Compensation Fund				
Revenue				
Charges for Services	(386)	-	-	-
Miscellaneous Revenues	18,182,821	15,365,000	10,047,390	(5,317,610)
Cash Balance	-	143,020	4,957,881	4,814,861
Revenue Total	\$ 18,182,435	\$ 15,508,020	\$ 15,005,271	\$ (502,749)
Expenditure				
Personnel Services	2,079,625	-	-	-
Employee-Related Costs	16,503	-	-	-
Operating Expenses	58,163	8,526	4,360	(4,166)
External Services	535,002	625,000	666,300	41,300
Claims and Premiums	9,596,524	11,307,496	11,325,411	17,915
Taxes	2,546,694	2,692,436	2,825,000	132,564
Indirect Costs	1,024,456	728,806	184,200	(544,606)
Internal Transfers	-	-	-	-
Reserves	-	145,756	-	(145,756)
Expenditure Total	\$ 15,856,967	\$ 15,508,020	\$ 15,005,271	\$ (502,749)
5700 - Muni Bldgs Acq & Ops				
Revenue				
Charges for Services	9,159,490	9,869,686	10,739,573	869,887
Miscellaneous Revenues	822,079	600,000	52,308	(547,692)
Personnel Services	285,864	-	-	-
Indirect Costs	13,125	-	-	-
Cash Balance	-	47,440	879,834	832,394
Revenue Total	\$ 10,280,558	\$ 10,517,126	\$ 11,671,715	\$ 1,154,589
Expenditure				
Personnel Services	3,908,715	3,832,600	4,114,867	282,267
Employee-Related Costs	18,782	40,280	42,530	2,250
Operating Expenses	5,179,906	3,758,206	5,059,788	1,301,582
External Services	2,082,412	1,455,328	615,328	(840,000)
Debt Service	939	-	-	-
Taxes	46,142	50,000	50,000	-
Indirect Costs	1,047,019	1,308,703	1,762,760	454,057
Internal Transfers	640,000	-	-	-
Reserves	-	72,009	26,442	(45,567)
Expenditure Total	\$ 12,923,916	\$ 10,517,126	\$ 11,671,715	\$ 1,154,589

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
5800 - General Government Internal Services				
Revenue				
Utility Tax	-	-	-	-
Intergovernmental Revenues	29,763	-	-	-
Charges for Services	1,087,761	-	530,600	530,600
Other Taxes	9,254	-	-	-
Fines & Forfeits	12,043	-	-	-
Miscellaneous Revenues	3,395,913	-	969,100	969,100
Personnel Services	480,683	-	-	-
Operating Expenses	3,162	-	-	-
Indirect Costs	108,683,837	124,566,097	131,682,313	7,116,216
Internal Transfers	-	-	-	-
Cash Balance	-	1,277,730	5,044,784	3,767,054
Revenue Total	\$ 113,702,416	\$ 125,843,827	\$ 138,226,797	\$ 12,382,970
Expenditure				
Personnel Services	72,230,164	90,642,468	102,930,989	12,288,521
Employee-Related Costs	2,738,982	3,394,469	2,898,823	(495,646)
Operating Expenses	15,816,669	17,596,032	19,464,689	1,868,657
External Services	7,705,290	8,420,469	6,352,011	(2,068,458)
Claims and Premiums	7,242	5,000	365,000	360,000
Debt Service	514	-	-	-
Taxes	1,102	-	-	-
Indirect Costs	4,163,733	4,488,190	6,015,285	1,527,095
Internal Transfers	1,328,576	1,297,200	-	(1,297,200)
Reserves	-	-	200,000	200,000
Expenditure Total	\$ 103,992,272	\$ 125,843,827	\$ 138,226,797	\$ 12,382,970
6050 - Deferred Comp Trust				
Revenue				
Charges for Services	275,638	366,776	521,142	154,366
Miscellaneous Revenues	128,154	64,725	-	(64,725)
Revenue Total	\$ 403,792	\$ 431,501	\$ 521,142	\$ 89,641
Expenditure				
Personnel Services	212,708	232,879	291,244	58,365
Employee-Related Costs	-	8,600	8,600	-
Operating Expenses	630	2,000	2,000	-
External Services	132,982	135,000	150,000	15,000
Claims and Premiums	8	-	-	-
Debt Service	7	-	-	-
Indirect Costs	64,793	50,033	65,049	15,016
Reserves	-	2,989	4,249	1,260
Expenditure Total	\$ 411,128	\$ 431,501	\$ 521,142	\$ 89,641

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
6100 - Employees Retirement				
Revenue				
Charges for Services	59,135,035	162,500,000	147,399,996	(15,100,004)
Miscellaneous Revenues	170,701,175	232,183,748	226,685,584	(5,498,164)
Cash Balance	-	-	19,607,364	19,607,364
Revenue Total	\$ 229,836,210	\$ 394,683,748	\$ 393,692,944	\$ (990,804)
Expenditure				
Personnel Services	1,657,924	2,045,764	2,331,343	285,579
Employee-Related Costs	159,737,216	179,846,700	211,481,000	31,634,300
Operating Expenses	62,871	72,967	77,510	4,543
External Services	15,283,974	16,766,418	16,526,300	(240,118)
Claims and Premiums	27	-	-	-
Debt Service	14,292	-	-	-
Indirect Costs	722,603	658,458	651,211	(7,247)
Internal Transfers	-	-	-	-
Reserves	-	195,293,441	162,625,580	(32,667,861)
Expenditure Total	\$ 177,478,907	\$ 394,683,748	\$ 393,692,944	\$ (990,804)
6120 - Rel & Pens Police				
Revenue				
Charges for Services	(27)	-	-	-
Miscellaneous Revenues	8,564,980	10,386,595	10,618,941	232,346
Cash Balance	-	11,748	-	(11,748)
Revenue Total	\$ 8,564,953	\$ 10,398,343	\$ 10,618,941	\$ 220,598
Expenditure				
Personnel Services	258,950	243,790	216,346	(27,444)
Employee-Related Costs	8,245,801	9,907,616	10,093,314	185,698
Operating Expenses	2,215	6,900	6,082	(818)
External Services	21,042	25,000	26,400	1,400
Debt Service	178	-	-	-
Indirect Costs	82,057	215,038	261,430	46,392
Reserves	-	-	15,369	15,369
Expenditure Total	\$ 8,610,243	\$ 10,398,343	\$ 10,618,941	\$ 220,598

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
6150 - Rel & Pens Fire				
Revenue				
Intergovernmental Revenues	769,346	795,000	780,000	(15,000)
Charges for Services	(36)	-	-	-
Miscellaneous Revenues	9,614,644	11,141,553	12,240,782	1,099,229
Cash Balance	-	14,156	1,760	(12,396)
Revenue Total	\$ 10,383,953	\$ 11,950,709	\$ 13,022,542	\$ 1,071,833
Expenditure				
Personnel Services	258,951	245,790	218,346	(27,444)
Employee-Related Costs	9,991,674	11,432,864	12,458,188	1,025,324
Operating Expenses	2,388	5,470	6,201	731
External Services	35,874	25,000	26,400	1,400
Debt Service	112	-	-	-
Indirect Costs	88,918	241,585	311,839	70,254
Reserves	-	-	1,568	1,568
Expenditure Total	\$ 10,377,916	\$ 11,950,709	\$ 13,022,542	\$ 1,071,833
6430 - Health Care LabMgt				
Revenue				
Charges for Services	2,269,421	-	-	-
Miscellaneous Revenues	131,705,560	136,617,822	160,875,739	24,257,917
Cash Balance	-	10,093,071	193,448	(9,899,623)
Revenue Total	\$ 133,974,981	\$ 146,710,893	\$ 161,069,187	\$ 14,358,294
Expenditure				
Personnel Services	916,030	1,000,000	1,000,000	-
Employee-Related Costs	29,165	-	-	-
Operating Expenses	150,758	38,400	10,400	(28,000)
External Services	494,737	88,000	210,607	122,607
Claims and Premiums	124,386,662	145,584,451	154,648,943	9,064,492
Indirect Costs	222,137	42	-	(42)
Internal Transfers	-	-	200,000	200,000
Reserves	-	-	4,999,237	4,999,237
Expenditure Total	\$ 126,199,488	\$ 146,710,893	\$ 161,069,187	\$ 14,358,294

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
6440 - Group Life Trust				
Revenue				
Charges for Services	(85)	-	-	-
Miscellaneous Revenues	1,548,962	1,592,204	1,604,965	12,761
Revenue Total	\$ 1,548,876	\$ 1,592,204	\$ 1,604,965	\$ 12,761
Expenditure				
External Services	243	-	-	-
Claims and Premiums	1,565,319	1,592,204	1,593,205	1,001
Indirect Costs	8,914	-	-	-
Reserves	-	-	11,760	11,760
Expenditure Total	\$ 1,574,476	\$ 1,592,204	\$ 1,604,965	\$ 12,761
6460 - Dental Care LabMgt				
Revenue				
Charges for Services	(51)	-	-	-
Miscellaneous Revenues	10,948,287	10,755,630	11,667,662	912,032
Cash Balance	-	-	4,486	4,486
Revenue Total	\$ 10,948,236	\$ 10,755,630	\$ 11,672,148	\$ 916,518
Expenditure				
External Services	17,066	11,194	11,194	-
Claims and Premiums	10,909,251	10,743,000	11,660,954	917,954
Debt Service	132	-	-	-
Indirect Costs	25,172	-	-	-
Reserves	-	1,436	-	(1,436)
Expenditure Total	\$ 10,951,621	\$ 10,755,630	\$ 11,672,148	\$ 916,518
6470 - Health Care Fire				
Revenue				
Charges for Services	(78)	-	-	-
Miscellaneous Revenues	4,694,260	7,182,864	8,523,320	1,340,456
Cash Balance	-	11,161	16,764	5,603
Revenue Total	\$ 4,694,181	\$ 7,194,025	\$ 8,540,084	\$ 1,346,059
Expenditure				
External Services	195	-	-	-
Claims and Premiums	4,637,046	7,071,000	8,362,000	1,291,000
Indirect Costs	32,635	123,025	178,084	55,059
Expenditure Total	\$ 4,669,877	\$ 7,194,025	\$ 8,540,084	\$ 1,346,059

Revenues & Expenditures by Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Adopted Budget	2021-2022 O / (U) 2019-2020
6480 - Health Care Police				
Revenue				
Charges for Services	(58)	-	-	-
Miscellaneous Revenues	4,617,632	7,359,617	7,827,290	467,673
Cash Balance	-	11,435	38	(11,397)
Revenue Total	\$ 4,617,574	\$ 7,371,052	\$ 7,827,328	\$ 456,276
Expenditure				
External Services	185	-	-	-
Claims and Premiums	4,456,890	7,245,000	7,662,000	417,000
Indirect Costs	30,821	126,052	163,176	37,124
Reserves	-	-	2,152	2,152
Expenditure Total	\$ 4,487,895	\$ 7,371,052	\$ 7,827,328	\$ 456,276
6795 - Public Fac Districts				
Revenue				
Sales Tax	7,980,584	8,600,000	8,129,350	(470,650)
Charges for Services	(160)	-	-	-
Miscellaneous Revenues	50,272	40,116	51,012	10,896
Cash Balance	-	623,332	-	(623,332)
Revenue Total	\$ 8,030,696	\$ 9,263,448	\$ 8,180,362	\$ (1,083,086)
Expenditure				
External Services	5,362	5,000	5,000	-
Internal Transfers	7,429,437	9,223,332	8,129,350	(1,093,982)
Reserves	-	35,116	46,012	10,896
Expenditure Total	\$ 7,434,799	\$ 9,263,448	\$ 8,180,362	\$ (1,083,086)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
City Attorney's Office				
0010 - General Fund				
Personnel Services	3,924,519	4,322,189	4,113,904	(208,285)
Employee-Related Costs	10,083	21,282	18,100	(3,182)
Operating Expenses	94,610	66,976	91,743	24,767
External Services	50,417	42,800	48,800	6,000
Indirect Costs	960,991	1,004,728	912,866	(91,862)
0010 - General Fund Total	\$ 5,040,621	\$ 5,457,975	\$ 5,185,412	\$ (272,563)
5800 - General Government Internal Services				
Personnel Services	9,432,563	11,630,170	12,280,481	650,311
Employee-Related Costs	41,122	125,726	120,611	(5,115)
Operating Expenses	156,426	172,111	190,538	18,427
External Services	539,335	877,924	836,110	(41,814)
Claims and Premiums	5,778	5,000	5,000	-
Debt Service	3	-	-	-
Indirect Costs	558,802	744,135	837,043	92,908
Internal Transfers	100,000	-	-	-
5800 - General Government Internal Services Total	\$ 10,834,028	\$ 13,555,066	\$ 14,269,783	\$ 714,717
City Attorney's Office Total	\$ 15,874,649	\$ 19,013,041	\$ 19,455,195	\$ 442,154
City Council				
1030 - Contingency Fund				
Employee-Related Costs	9,113	-	-	-
Operating Expenses	7,457	-	-	-
External Services	504,784	550,000	550,000	-
Indirect Costs	2,804	-	-	-
1030 - Contingency Fund Total	\$ 524,158	\$ 550,000	\$ 550,000	\$ -
5800 - General Government Internal Services				
Personnel Services	2,199,635	2,666,671	3,106,668	439,997
Employee-Related Costs	156,401	170,800	170,800	-
Operating Expenses	116,981	90,785	120,164	29,379
External Services	34,673	69,100	69,100	-
Debt Service	174	-	-	-
Indirect Costs	206,101	206,939	253,511	46,572
5800 - General Government Internal Services Total	\$ 2,713,965	\$ 3,204,295	\$ 3,720,243	\$ 515,948
City Council Total	\$ 3,238,122	\$ 3,754,295	\$ 4,270,243	\$ 515,948

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
City Manager's Office				
0010 - General Fund				
Personnel Services	615,017	728,132	3,553,160	2,825,028
Employee-Related Costs	12,092	7,255	39,508	32,253
Operating Expenses	12,113	9,962	117,625	107,663
External Services	83,711	59,525	649,068	589,543
Indirect Costs	120,549	175,885	642,451	466,566
0010 - General Fund Total	\$ 843,481	\$ 980,758	\$ 5,001,813	\$ 4,021,055
1185 - HRHS Special Revenue				
Personnel Services	181,791	231,410	241,178	9,768
Employee-Related Costs	18,994	2,450	2,494	44
Operating Expenses	6,336	6,978	5,704	(1,274)
External Services	2,218	15,000	10,000	(5,000)
Claims and Premiums	-	-	-	-
Indirect Costs	-	1,321	-	(1,321)
1185 - HRHS Special Revenue Total	\$ 209,339	\$ 257,159	\$ 259,376	\$ 2,217
1431 - IT Municipal CableTV				
Personnel Services	3,940,367	4,724,684	-	(4,724,684)
Employee-Related Costs	66,239	84,000	-	(84,000)
Operating Expenses	1,157,313	742,698	500,000	(242,698)
External Services	569,773	798,095	-	(798,095)
Indirect Costs	1,216,249	2,303	(0)	(2,303)
Internal Transfers	100,919	-	-	-
Reserves	-	733,289	296,245	(437,044)
1431 - IT Municipal CableTV Total	\$ 7,050,861	\$ 7,085,069	\$ 796,245	\$ (6,288,824)
5570 - Workers Compensation Fund				
Personnel Services	2,079,625	-	-	-
Employee-Related Costs	16,503	-	-	-
Operating Expenses	58,163	8,526	4,360	(4,166)
External Services	535,002	625,000	666,300	41,300
Claims and Premiums	9,596,524	11,307,496	11,325,411	17,915
Taxes	2,546,694	2,692,436	2,825,000	132,564
Indirect Costs	1,024,456	728,806	184,200	(544,606)
Internal Transfers	-	-	-	-
Reserves	-	145,756	-	(145,756)
5570 - Workers Compensation Fund Total	\$ 15,856,967	\$ 15,508,020	\$ 15,005,271	\$ (502,749)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
5800 - General Government Internal Services				
Personnel Services	5,736,401	6,685,749	13,118,748	6,432,999
Employee-Related Costs	769,649	928,081	688,831	(239,250)
Operating Expenses	202,220	151,797	429,554	277,757
External Services	466,170	883,960	1,112,693	228,733
Debt Service	207	-	-	-
Indirect Costs	238,499	417,687	807,495	389,808
5800 - General Government Internal Services Total	\$ 7,413,146	\$ 9,067,274	\$ 16,157,321	\$ 7,090,047
City Manager's Office Total	\$ 31,373,794	\$ 32,898,281	\$ 37,220,026	\$ 4,321,745
Click!				
4700 - Power				
Personnel Services	17,155,308	14,957,558	-	(14,957,558)
Employee-Related Costs	94,396	120,139	-	(120,139)
Operating Expenses	1,559,386	1,549,628	-	(1,549,628)
External Services	27,028,992	26,850,376	-	(26,850,376)
Debt Service	243,157	196,553	-	(196,553)
Taxes	7,148,199	7,147,335	-	(7,147,335)
Indirect Costs	3,662,432	3,868,093	-	(3,868,093)
Internal Transfers	(229,180)	(234,000)	-	234,000
4700 - Power Total	\$ 56,662,690	\$ 54,455,682	\$ -	\$ (54,455,682)
Click! Total	\$ 56,662,690	\$ 54,455,682	\$ -	\$ (54,455,682)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Community & Economic Development				
0010 - General Fund				
Personnel Services	3,916,770	4,105,672	4,225,276	119,604
Employee-Related Costs	97,284	100,684	76,436	(24,248)
Operating Expenses	128,785	68,244	56,161	(12,083)
External Services	831,941	1,238,994	1,174,442	(64,552)
Taxes	355	-	-	-
Indirect Costs	1,603,434	1,436,204	1,448,139	11,935
Internal Transfers	-	283,349	-	(283,349)
0010 - General Fund Total	\$ 6,578,569	\$ 7,233,147	\$ 6,980,454	\$ (252,693)
1185 - HRHS Special Revenue				
Operating Expenses	457	-	-	-
External Services	471,624	400,000	-	(400,000)
Debt Service	371	-	-	-
Indirect Costs	-	6,959	-	(6,959)
1185 - HRHS Special Revenue Total	\$ 472,452	\$ 406,959	\$ -	\$ (406,959)
1195 - CED Special Revenue				
Personnel Services	1,691,156	1,969,732	1,969,166	(566)
Employee-Related Costs	40,228	10,500	10,500	-
Operating Expenses	608,566	39,120	34,225	(4,895)
External Services	5,084,742	5,518,517	10,724,659	5,206,142
Taxes	9,745	-	-	-
Indirect Costs	75,816	98,105	120,022	21,917
Internal Transfers	3,122,837	6,994,682	6,576,061	(418,621)
Reserves	-	139,824	386,922	247,098
1195 - CED Special Revenue Total	\$ 10,633,089	\$ 14,770,480	\$ 19,821,554	\$ 5,051,074
1236 - CED Small Bus Entrp				
Personnel Services	349,670	381,434	341,248	(40,186)
Employee-Related Costs	41,571	37,990	42,100	4,110
Operating Expenses	13,424	40,252	39,582	(670)
External Services	346,131	3,795	1,890	(1,905)
Indirect Costs	84,839	65,050	57,363	(7,687)
1236 - CED Small Bus Entrp Total	\$ 835,636	\$ 528,521	\$ 482,184	\$ (46,337)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
1500 - CED Loc Emp Apprent				
Personnel Services	267,930	506,023	282,686	(223,337)
Employee-Related Costs	8,410	16,290	21,290	5,000
Operating Expenses	12,491	59,242	58,592	(650)
External Services	157,843	273,889	268,889	(5,000)
Indirect Costs	95,103	64,920	46,680	(18,240)
1500 - CED Loc Emp Apprent Total	\$ 541,778	\$ 920,365	\$ 678,137	\$ (242,228)
5086 - TTEP-Tac Training & Employment Program				
External Services	488,670	615,004	615,004	-
Indirect Costs	19,863	11,146	13,099	1,953
5086 - TTEP-Tac Training & Employment Program Total	\$ 508,532	\$ 626,150	\$ 628,103	\$ 1,953
Community & Economic Development Total	\$ 19,570,056	\$ 24,485,622	\$ 28,590,432	\$ 4,104,810
Environmental Services				
1185 - HRHS Special Revenue				
Personnel Services	703,647	926,156	(0)	(926,156)
Employee-Related Costs	31,600	12,800	-	(12,800)
Operating Expenses	149,075	54,954	-	(54,954)
External Services	626,762	403,700	-	(403,700)
Indirect Costs	64,137	145,052	-	(145,052)
Reserves	-	2,037	-	(2,037)
1185 - HRHS Special Revenue Total	\$ 1,575,220	\$ 1,544,700	\$ (0)	\$ (1,544,700)
4200 - ES Solid Waste				
Personnel Services	42,179,294	45,364,482	49,028,697	3,664,215
Employee-Related Costs	428,103	252,257	592,322	340,065
Operating Expenses	13,589,355	3,537,341	3,233,044	(304,297)
External Services	22,941,095	22,983,260	24,666,601	1,683,341
Claims and Premiums	23,736	-	-	-
Debt Service	12,638,259	9,954,300	9,957,900	3,600
Taxes	12,996,552	13,819,000	14,825,304	1,006,304
Indirect Costs	25,246,820	26,973,206	27,250,457	277,251
Internal Transfers	3,680,189	3,450,000	3,456,168	6,168
Reserves	-	3,239,784	-	(3,239,784)
Capital Outlay	-	23,067,475	23,641,917	574,442
4200 - ES Solid Waste Total	\$ 133,723,402	\$ 152,641,105	\$ 156,652,410	\$ 4,011,305

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
4300 - ES Wastewater				
Personnel Services	51,967,056	53,222,107	58,552,901	5,330,794
Employee-Related Costs	684,040	910,225	924,510	14,285
Operating Expenses	20,059,490	14,203,691	15,648,586	1,444,895
External Services	25,344,142	6,929,644	7,295,010	365,366
Claims and Premiums	125,853	-	-	-
Debt Service	31,209,400	29,727,589	31,125,491	1,397,902
Taxes	15,077,111	16,253,100	16,362,402	109,302
Indirect Costs	20,149,598	18,611,339	19,554,434	943,095
Internal Transfers	6,251,270	7,240,064	7,581,437	341,373
Capital Outlay	-	62,524,863	75,502,628	12,977,765
4300 - ES Wastewater Total	\$ 170,867,961	\$ 209,622,623	\$ 232,547,400	\$ 22,924,777
4301 - ES Surface Water				
Personnel Services	24,281,773	18,655,369	20,317,941	1,662,572
Employee-Related Costs	275,192	333,334	384,620	51,286
Operating Expenses	4,326,317	251,260	834,456	583,196
External Services	18,116,703	7,284,341	5,607,048	(1,677,293)
Claims and Premiums	-	-	-	-
Debt Service	39,097,854	14,557,810	16,247,116	1,689,306
Taxes	6,850,416	7,163,000	7,517,556	354,556
Indirect Costs	12,013,534	12,481,081	12,735,998	254,917
Internal Transfers	7,026,680	2,558,000	2,564,168	6,168
Capital Outlay	-	47,158,784	52,256,045	5,097,261
4301 - ES Surface Water Total	\$ 111,988,469	\$ 110,442,978	\$ 118,464,948	\$ 8,021,970
5800 - General Government Internal Services				
Personnel Services	-	-	958,544	958,544
Employee-Related Costs	-	-	24,300	24,300
Operating Expenses	128	-	63,380	63,380
External Services	15	-	229,200	229,200
Debt Service	69	-	-	-
Indirect Costs	(2,684)	-	7,108	7,108
Internal Transfers	1,228,576	1,297,200	-	(1,297,200)
5800 - General Government Internal Services Total	\$ 1,226,103	\$ 1,297,200	\$ 1,282,532	\$ (14,668)
Environmental Services Total	\$ 419,381,156	\$ 475,548,606	\$ 508,947,290	\$ 33,398,684

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Finance				
0010 - General Fund				
Personnel Services	5,694,727	5,893,725	6,226,407	332,682
Employee-Related Costs	23,318	34,845	34,360	(485)
Operating Expenses	1,513,336	969,588	1,129,112	159,524
External Services	1,979,648	565,612	1,605,046	1,039,434
Claims and Premiums	55	-	-	-
Indirect Costs	1,538,580	1,343,140	1,529,291	186,151
Internal Transfers	13,407	-	-	-
0010 - General Fund Total	\$ 10,763,071	\$ 8,806,909	\$ 10,524,216	\$ 1,717,307
1110 - LI Guaranty				
Personnel Services	14,750	15,617	16,542	925
Operating Expenses	970	-	-	-
Indirect Costs	42,827	13,335	1,759	(11,576)
Reserves	-	-	18,479	18,479
1110 - LI Guaranty Total	\$ 58,547	\$ 28,952	\$ 36,780	\$ 7,828
2010 - Voted Bonds				
Debt Service	5,422,800	5,440,750	5,461,000	20,250
2010 - Voted Bonds Total	\$ 5,422,800	\$ 5,440,750	\$ 5,461,000	\$ 20,250
2035 - LTGO Bonds 1994/1997				
Debt Service	6,058,616	8,478,340	8,543,057	64,717
Reserves	-	-	2	2
2035 - LTGO Bonds 1994/1997 Total	\$ 6,058,616	\$ 8,478,340	\$ 8,543,059	\$ 64,719
2038 - CTED P WTF #98 Loan				
Debt Service	2,280,581	1,172,259	1,160,850	(11,409)
Reserves	-	-	0	-
2038 - CTED P WTF #98 Loan Total	\$ 2,280,581	\$ 1,172,259	\$ 1,160,851	\$ (11,408)
2040 - LTGO Bonds 2009A-F				
External Services	4	-	-	-
Debt Service	3,087,403	3,189,275	3,292,749	103,474
Reserves	-	-	11	11
2040 - LTGO Bonds 2009A-F Total	\$ 3,087,406	\$ 3,189,275	\$ 3,292,760	\$ 103,485
2041 - 2010 LTGO Bonds				
Debt Service	11,401,198	9,446,932	9,293,808	(153,124)
Reserves	-	-	12	12
2041 - 2010 LTGO Bonds Total	\$ 11,401,198	\$ 9,446,932	\$ 9,293,820	\$ (153,112)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
2043 - LTGO Bond Issuances				
External Services	28,833	-	-	-
Debt Service	1,941,787	3,462,974	3,463,765	791
2043 - LTGO Bond Issuances Total	\$ 1,970,620	\$ 3,462,974	\$ 3,463,765	\$ 791
3210 - Real Estate Ex Tax				
Operating Expenses	-	-	-	-
External Services	13,500	3,000	3,000	-
Debt Service	3,014,964	2,977,928	2,933,890	(44,038)
Internal Transfers	43,635,599	21,933,000	13,525,598	(8,407,402)
Reserves	-	1,738,740	1,888,133	149,393
3210 - Real Estate Ex Tax Total	\$ 46,664,063	\$ 26,652,668	\$ 18,350,621	\$ (8,302,047)
3211 - Capital Project Fund				
Personnel Services	1,163,946	-	-	-
Employee-Related Costs	27,963	-	-	-
Operating Expenses	2,178,546	-	-	-
External Services	31,456,171	-	-	-
Debt Service	8,187	-	-	-
Indirect Costs	4,936	-	-	-
Internal Transfers	25,184,963	296,668	141,324	(155,344)
Reserves	-	-	60,420	60,420
Capital Outlay	-	12,700,966	3,270,598	(9,430,368)
3211 - Capital Project Fund Total	\$ 60,024,713	\$ 12,997,634	\$ 3,472,342	\$ (9,525,292)
3218 - 2009 LTGO Bond Proj				
Operating Expenses	14,395	-	-	-
External Services	19,714	-	-	-
Debt Service	254	-	-	-
Internal Transfers	849,937	-	-	-
3218 - 2009 LTGO Bond Proj Total	\$ 884,300	\$ -	\$ -	\$ -
3220 - 2010 LTGO BONDS				
Personnel Services	(46)	-	-	-
Operating Expenses	112,775	-	-	-
External Services	532	-	-	-
Internal Transfers	1,425,147	307,966	-	(307,966)
3220 - 2010 LTGO BONDS Total	\$ 1,538,408	\$ 307,966	\$ -	\$ (307,966)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
5550 - ThirdPartyLiabClaims				
Personnel Services	114,528	-	355,136	355,136
Employee-Related Costs	1,565	847	9,668	8,821
Operating Expenses	18,500	1,500	1,500	-
External Services	104,764	100,000	100,000	-
Claims and Premiums	8,653,069	5,990,859	5,990,859	-
Taxes	-	18,000	9,180	(8,820)
Indirect Costs	2,913,233	2,502,464	3,010,228	507,764
Reserves	-	1,224,930	3,510,496	2,285,566
5550 - ThirdPartyLiabClaims Total	\$ 11,805,660	\$ 9,838,600	\$ 12,987,067	\$ 3,148,467
5800 - General Government Internal Services				
Personnel Services	17,602,400	20,136,869	21,075,845	938,976
Employee-Related Costs	194,832	304,643	273,175	(31,468)
Operating Expenses	434,524	379,865	434,072	54,207
External Services	1,033,861	1,107,087	1,053,053	(54,034)
Claims and Premiums	1,427	-	-	-
Debt Service	0	-	-	-
Indirect Costs	929,396	981,344	1,990,135	1,008,791
5800 - General Government Internal Services Total	\$ 20,196,441	\$ 22,909,809	\$ 24,826,279	\$ 1,916,470
Finance Total	\$ 182,156,424	\$ 112,733,067	\$ 101,412,558	\$ (11,320,509)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Fire				
0010 - General Fund				
Personnel Services	95,750,906	101,968,221	110,475,657	8,507,436
Employee-Related Costs	483,690	331,700	464,231	132,531
Operating Expenses	3,922,025	3,662,484	3,839,778	177,294
External Services	674,680	656,100	631,100	(25,000)
Claims and Premiums	(36)	-	-	-
Taxes	2,278	-	-	-
Indirect Costs	13,589,445	17,398,452	17,684,222	285,770
Internal Transfers	2,308,563	1,200,000	-	(1,200,000)
0010 - General Fund Total	\$ 116,731,551	\$ 125,216,956	\$ 133,094,989	\$ 7,878,033
1090 - TFD Special Revenue				
Personnel Services	2,120,277	3,218,076	1,026,963	(2,191,113)
Employee-Related Costs	74,352	342,000	270,500	(71,500)
Operating Expenses	740,239	1,405,281	1,349,281	(56,000)
External Services	395,511	-	190,000	190,000
Debt Service	281,483	296,668	156,324	(140,344)
Indirect Costs	1,121	-	0	-
Internal Transfers	945,979	-	-	-
Reserves	-	-	592,208	592,208
1090 - TFD Special Revenue Total	\$ 4,558,963	\$ 5,262,025	\$ 3,585,276	\$ (1,676,749)
1155 - TFD EMS Special Revenue				
Personnel Services	24,073,292	24,631,238	53,314,662	28,683,424
Employee-Related Costs	105,112	103,700	151,829	48,129
Operating Expenses	998,200	1,096,220	3,564,250	2,468,030
External Services	349,919	727,956	577,956	(150,000)
Claims and Premiums	-	-	-	-
Debt Service	1,003	-	-	-
Taxes	7	-	-	-
Indirect Costs	3,834,363	4,458,352	8,351,457	3,893,105
Internal Transfers	314,500	75,000	2,400,000	2,325,000
Reserves	-	3,606,833	4,080,932	474,099
1155 - TFD EMS Special Revenue Total	\$ 29,676,397	\$ 34,699,300	\$ 72,441,086	\$ 37,741,786

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
1185 - HRHS Special Revenue				
External Services	-	-	209,000	209,000
Indirect Costs	-	-	4,451	4,451
1185 - HRHS Special Revenue Total	\$ -	\$ -	\$ 213,451	\$ 213,451
5800 - General Government Internal Services				
Personnel Services	-	559,288	625,703	66,415
Employee-Related Costs	-	71,000	71,000	-
Operating Expenses	-	45,350	62,062	16,712
External Services	-	9,000	9,000	-
Indirect Costs	-	70,683	68,803	(1,880)
5800 - General Government Internal Services Total	\$ -	\$ 755,321	\$ 836,568	\$ 81,247
Fire Total	\$ 150,966,911	\$ 165,933,601	\$ 210,171,371	\$ 44,237,770
Hearing Examiner				
5800 - General Government Internal Services				
Personnel Services	766,551	802,528	863,649	61,121
Employee-Related Costs	3,011	3,700	3,727	27
Operating Expenses	21,549	20,287	20,961	674
External Services	1,494	18,450	18,450	-
Debt Service	47	-	-	-
Indirect Costs	61,874	63,093	70,008	6,915
5800 - General Government Internal Services Total	\$ 854,525	\$ 908,057	\$ 976,795	\$ 68,738
Hearing Examiner Total	\$ 854,525	\$ 908,057	\$ 976,795	\$ 68,738

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Human Resources				
5560 - UnemplCompensationFd				
Operating Expenses	-	-	-	-
External Services	187	-	-	-
Claims and Premiums	829,003	1,030,000	1,030,000	-
Indirect Costs	29,293	-	-	-
Reserves	-	237,200	-	(237,200)
5560 - UnemplCompensationFd Total	\$ 858,483	\$ 1,267,200	\$ 1,030,000	\$ (237,200)
5800 - General Government Internal Services				
Personnel Services	7,773,836	11,637,113	11,815,467	178,354
Employee-Related Costs	820,552	898,102	920,866	22,764
Operating Expenses	363,884	551,349	477,123	(74,226)
External Services	1,185,803	1,794,613	865,606	(929,007)
Claims and Premiums	38	-	360,000	360,000
Debt Service	14	-	-	-
Indirect Costs	512,411	512,437	606,124	93,687
Reserves	-	-	200,000	200,000
5800 - General Government Internal Services Total	\$ 10,656,539	\$ 15,393,614	\$ 15,245,186	\$ (148,428)
6050 - Deferred Comp Trust				
Personnel Services	212,708	232,879	291,244	58,365
Employee-Related Costs	-	8,600	8,600	-
Operating Expenses	630	2,000	2,000	-
External Services	132,982	135,000	150,000	15,000
Claims and Premiums	8	-	-	-
Debt Service	7	-	-	-
Indirect Costs	64,793	50,033	65,049	15,016
Reserves	-	2,989	4,249	1,260
6050 - Deferred Comp Trust Total	\$ 411,128	\$ 431,501	\$ 521,142	\$ 89,641
6430 - Health Care LabMgt				
Personnel Services	916,030	1,000,000	1,000,000	-
Employee-Related Costs	29,165	-	-	-
Operating Expenses	150,758	38,400	10,400	(28,000)
External Services	494,737	88,000	210,607	122,607
Claims and Premiums	124,386,662	145,584,451	154,648,943	9,064,492
Indirect Costs	222,137	42	-	(42)
Internal Transfers	-	-	200,000	200,000
Reserves	-	-	4,999,237	4,999,237
6430 - Health Care LabMgt Total	\$ 126,199,488	\$ 146,710,893	\$ 161,069,187	\$ 14,358,294

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
6440 - Group Life Trust				
External Services	243	-	-	-
Claims and Premiums	1,565,319	1,592,204	1,593,205	1,001
Indirect Costs	8,914	-	-	-
Reserves	-	-	11,760	11,760
6440 - Group Life Trust Total	\$ 1,574,476	\$ 1,592,204	\$ 1,604,965	\$ 12,761
6460 - Dental Care LabMgt				
External Services	17,066	11,194	11,194	-
Claims and Premiums	10,909,251	10,743,000	11,660,954	917,954
Debt Service	132	-	-	-
Indirect Costs	25,172	-	-	-
Reserves	-	1,436	-	(1,436)
6460 - Dental Care LabMgt Total	\$ 10,951,621	\$ 10,755,630	\$ 11,672,148	\$ 916,518
Human Resources Total	\$ 150,651,734	\$ 176,151,042	\$ 191,142,628	\$ 14,991,586
Information Technology				
0010 - General Fund				
Personnel Services	-	-	1,167,492	1,167,492
Operating Expenses	-	343,020	170,251	(172,769)
External Services	-	72,000	16,000	(56,000)
Indirect Costs	-	7,168	221,925	214,757
0010 - General Fund Total	\$ -	\$ 422,188	\$ 1,575,668	\$ 1,153,480
5042 - IT Graphics Svcs				
Operating Expenses	(217)	-	-	-
External Services	-	-	-	-
Internal Transfers	101,485	-	-	-
5042 - IT Graphics Svcs Total	\$ 101,269	\$ -	\$ -	\$ -
5540 - Comms Equip Res				
Personnel Services	1,437,778	1,548,341	1,607,590	59,249
Employee-Related Costs	7,878	14,758	28,476	13,718
Operating Expenses	2,032,864	2,275,828	2,558,598	282,770
External Services	435,443	123,780	145,281	21,501
Taxes	77	-	-	-
Indirect Costs	561,224	305,521	314,880	9,359
Reserves	-	885,619	1,441,440	555,821
Capital Outlay	-	735,875	104,527	(631,348)
5540 - Comms Equip Res Total	\$ 4,475,263	\$ 5,889,722	\$ 6,200,793	\$ 311,071

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
5800 - General Government Internal Services				
Personnel Services	28,718,779	36,524,080	39,085,884	2,561,804
Employee-Related Costs	753,416	892,417	625,513	(266,904)
Operating Expenses	14,520,957	16,184,487	17,666,835	1,482,348
External Services	4,443,938	3,660,336	2,158,800	(1,501,536)
Taxes	1,102	-	-	-
Indirect Costs	1,659,333	1,491,872	1,375,057	(116,815)
5800 - General Government Internal Services Total	\$ 50,097,525	\$ 58,753,191	\$ 60,912,090	\$ 2,158,899
Information Technology Total	\$ 54,674,057	\$ 65,065,101	\$ 68,688,551	\$ 3,623,450
Library				
0010 - General Fund				
Personnel Services	16,826,911	18,489,916	19,291,629	801,713
Employee-Related Costs	83,175	99,925	99,924	(1)
Operating Expenses	4,636,715	4,959,937	5,112,985	153,048
External Services	644,769	657,992	487,406	(170,586)
Taxes	127	-	-	-
Indirect Costs	2,938,423	3,001,853	3,579,863	578,010
Internal Transfers	110,217	-	-	-
Capital Outlay	-	1,000,000	-	(1,000,000)
0010 - General Fund Total	\$ 25,240,337	\$ 28,209,624	\$ 28,571,808	\$ 362,184
1200 - Library Special Revenue				
Employee-Related Costs	6,037	11,000	11,000	-
Operating Expenses	200,961	460,300	460,300	-
External Services	16,266	320,000	317,000	(3,000)
Reserves	-	5,410	6,189	779
Capital Outlay	-	500,000	-	(500,000)
1200 - Library Special Revenue Total	\$ 223,263	\$ 1,296,710	\$ 794,489	\$ (502,221)
Library Total	\$ 25,463,601	\$ 29,506,334	\$ 29,366,297	\$ (140,037)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Municipal Court				
0010 - General Fund				
Personnel Services	5,060,834	5,647,964	5,546,401	(101,563)
Employee-Related Costs	19,663	22,000	22,000	-
Operating Expenses	304,885	277,404	406,014	128,610
External Services	323,226	426,248	326,248	(100,000)
Indirect Costs	2,096,198	1,707,400	1,426,835	(280,565)
0010 - General Fund Total	\$ 7,804,806	\$ 8,081,016	\$ 7,727,499	\$ (353,517)
1020 - Courts Special Revenue				
Personnel Services	96,073	122,830	136,899	14,069
Operating Expenses	26,371	23,000	23,000	-
External Services	4,725	10,500	10,500	-
1020 - Courts Special Revenue Total	\$ 127,169	\$ 156,330	\$ 170,399	\$ 14,069
1650 - Traffic Enforcement				
Personnel Services	1,337,547	1,482,771	984,990	(497,781)
Operating Expenses	22,536	47,678	50,447	2,769
External Services	30,585	34,000	34,000	-
Debt Service	311	-	-	-
Indirect Costs	343,905	276,809	239,865	(36,944)
Reserves	-	34,562	-	(34,562)
1650 - Traffic Enforcement Total	\$ 1,734,884	\$ 1,875,820	\$ 1,309,302	\$ (566,518)
4140 - Public Works				
Personnel Services	608,513	656,849	464,577	(192,272)
Operating Expenses	5,795	17,634	19,209	1,575
External Services	1,657	7,000	7,000	-
Indirect Costs	110,396	141,196	129,106	(12,090)
Reserves	-	-	11,400	11,400
4140 - Public Works Total	\$ 726,361	\$ 822,679	\$ 631,293	\$ (191,386)
Municipal Court Total	\$ 10,393,219	\$ 10,935,845	\$ 9,838,492	\$ (1,097,353)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Neighborhood & Community Services				
0010 - General Fund				
Personnel Services	6,406,031	7,737,415	7,863,741	126,326
Employee-Related Costs	112,860	83,727	61,974	(21,753)
Operating Expenses	597,018	580,422	354,554	(225,868)
External Services	11,132,256	14,973,793	11,161,648	(3,812,145)
Claims and Premiums	13	1,000	1,000	-
Taxes	3,355	-	-	-
Indirect Costs	3,101,066	3,003,528	3,045,922	42,394
Internal Transfers	1,620,865	-	-	-
0010 - General Fund Total	\$ 22,973,463	\$ 26,379,884	\$ 22,488,839	\$ (3,891,045)
1145 - NCS Demolition				
Personnel Services	231,606	-	-	-
Operating Expenses	18,037	80,110	80,110	-
External Services	727,935	1,061,060	1,061,060	-
Claims and Premiums	8,337	52,000	52,000	-
Debt Service	-	2,000	2,000	-
Taxes	3,660	600	600	-
Indirect Costs	202,603	270,388	65,527	(204,861)
Internal Transfers	17,793	-	-	-
1145 - NCS Demolition Total	\$ 1,209,971	\$ 1,466,158	\$ 1,261,297	\$ (204,861)
1185 - HRHS Special Revenue				
Personnel Services	961,773	491,611	767,721	276,110
Employee-Related Costs	12,838	19,700	17,700	(2,000)
Operating Expenses	904,280	80,953	85,896	4,943
External Services	10,672,278	14,611,274	12,180,611	(2,430,663)
Taxes	15	-	-	-
Indirect Costs	287,735	312,428	380,218	67,790
Internal Transfers	1,852,000	-	-	-
Reserves	-	5,564	4,615	(949)
1185 - HRHS Special Revenue Total	\$ 14,690,920	\$ 15,521,531	\$ 13,436,762	\$ (2,084,769)
Neighborhood & Community Services Total	\$ 38,874,354	\$ 43,367,573	\$ 37,186,897	\$ (6,180,676)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Non-Departmental				
0010 - General Fund				
Personnel Services	18,179,645	23,411,148	23,854,864	443,716
Employee-Related Costs	8,961	-	-	-
Operating Expenses	137,299	10,000	260,000	250,000
External Services	5,364,030	5,845,218	6,403,757	558,539
Claims and Premiums	1,700,486	2,059,261	2,336,200	276,939
Debt Service	16,194,945	16,557,798	16,497,569	(60,229)
Indirect Costs	1,533,627	1,425,318	1,336,019	(89,299)
Internal Transfers	66,160,162	66,954,613	51,939,177	(15,015,436)
Reserves	-	528	-	(528)
Capital Outlay	-	-	-	-
0010 - General Fund Total	\$ 109,279,155	\$ 116,263,884	\$ 102,627,586	\$ (13,636,298)
Non-Departmental Total	\$ 109,279,155	\$ 116,263,884	\$ 102,627,586	\$ (13,636,298)
Planning & Development Services				
0010 - General Fund				
Personnel Services	1,811,508	2,070,449	2,471,405	400,956
Employee-Related Costs	16,568	32,556	32,556	-
Operating Expenses	137,260	78,056	91,709	13,653
External Services	255,423	846,398	695,188	(151,210)
Indirect Costs	593,851	584,813	517,719	(67,094)
Internal Transfers	-	50,000	50,000	-
0010 - General Fund Total	\$ 2,814,610	\$ 3,662,272	\$ 3,858,577	\$ 196,305
1060 - Transportation Captl				
Personnel Services	641,938	-	-	-
Employee-Related Costs	93	-	-	-
Operating Expenses	56,239	-	-	-
External Services	20,785	-	-	-
Taxes	10	-	-	-
Indirect Costs	175	-	-	-
1060 - Transportation Captl Total	\$ 719,240	\$ -	\$ -	\$ -

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
1195 - CED Special Revenue				
Personnel Services	269,734	-	-	-
Employee-Related Costs	5,000	-	-	-
Operating Expenses	42,281	-	-	-
External Services	1,551,742	694,154	612,190	(81,964)
Indirect Costs	10	-	-	-
Internal Transfers	91,314	84,921	83,710	(1,211)
1195 - CED Special Revenue Total	\$ 1,960,081	\$ 779,075	\$ 695,900	\$ (83,175)
4110 - PDS Permitting				
Personnel Services	13,682,204	21,385,639	26,308,630	4,922,991
Employee-Related Costs	73,494	185,093	228,701	43,608
Operating Expenses	959,297	3,847,938	1,457,518	(2,390,420)
External Services	429,316	3,084,808	754,549	(2,330,259)
Claims and Premiums	-	2,000	2,000	-
Debt Service	6	-	-	-
Taxes	6,746	-	-	-
Indirect Costs	3,068,027	4,232,581	4,805,838	573,257
Internal Transfers	676,833	-	-	-
Reserves	-	1,937,723	582,932	(1,354,791)
4110 - PDS Permitting Total	\$ 18,895,922	\$ 34,675,782	\$ 34,140,167	\$ (535,615)
Planning & Development Services Total	24,389,854	39,117,129	38,694,644	\$ (422,485)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Police				
0010 - General Fund				
Personnel Services	105,423,219	115,176,723	119,654,829	4,478,106
Employee-Related Costs	1,058,972	1,086,267	937,157	(149,110)
Operating Expenses	3,149,069	3,237,534	2,621,989	(615,545)
External Services	1,338,472	2,374,750	1,288,900	(1,085,850)
Claims and Premiums	76,177	40,200	106,500	66,300
Debt Service	3	-	-	-
Taxes	651	100	300	200
Indirect Costs	23,295,400	30,599,514	29,067,537	(1,531,977)
Internal Transfers	22,255,041	22,968,293	18,640,985	(4,327,308)
0010 - General Fund Total	\$ 156,597,003	\$ 175,483,381	\$ 172,318,197	\$ (3,165,184)
1267 - TPD Special Revenue				
Personnel Services	2,058,798	984,800	518,248	(466,552)
Employee-Related Costs	109,507	45,000	45,000	-
Operating Expenses	688,996	712,500	718,879	6,379
External Services	17,729	181,500	306,500	125,000
Indirect Costs	71,780	20,119	26,726	6,607
Reserves	-	116,791	233,731	116,940
1267 - TPD Special Revenue Total	\$ 2,946,810	\$ 2,060,710	\$ 1,849,084	\$ (211,626)
1650 - Traffic Enforcement				
Personnel Services	3,226,085	3,226,762	3,384,684	157,922
Employee-Related Costs	11,040	14,580	14,580	-
Operating Expenses	1,011,131	1,455,560	1,437,709	(17,851)
External Services	65,729	-	-	-
Claims and Premiums	9,600	3,000	7,500	4,500
Indirect Costs	179,893	423,096	506,861	83,765
1650 - Traffic Enforcement Total	\$ 4,503,479	\$ 5,122,999	\$ 5,351,334	\$ 228,335
3216 - Police Facility 2002				
External Services	205	-	-	-
Debt Service	73,102	-	-	-
3216 - Police Facility 2002 Total	\$ 73,307	\$ -	\$ -	\$ -
Police Total	164,120,599	182,667,089	179,518,615	\$ (3,148,474)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Public Works				
0010 - General Fund				
Personnel Services	4,088,217	5,123,747	4,856,140	(267,607)
Employee-Related Costs	24,430	71,500	51,000	(20,500)
Operating Expenses	181,691	481,763	609,587	127,824
External Services	106,204	235,100	175,401	(59,699)
Debt Service	-	-	50,000	50,000
Taxes	12,868	2,600	37,600	35,000
Indirect Costs	330,268	87,174	620,435	533,261
Internal Transfers	-	-	198,000	198,000
0010 - General Fund Total	\$ 4,743,679	\$ 6,001,884	\$ 6,598,163	\$ 596,279
1050 - Transportation Revs				
External Services	1,435	-	-	-
Debt Service	230,842	228,591	226,366	(2,225)
Internal Transfers	9,709,318	8,918,977	6,447,648	(2,471,329)
Reserves	-	717,743	334,694	(383,049)
1050 - Transportation Revs Total	\$ 9,941,596	\$ 9,865,311	\$ 7,008,708	\$ (2,856,603)
1060 - Transportation Captl				
Personnel Services	3,904,639	(6,510)	(208,910)	(202,400)
Employee-Related Costs	15,702	6,510	8,910	2,400
Operating Expenses	879,583	-	200,000	200,000
External Services	40,353,466	-	-	-
Claims and Premiums	6	-	-	-
Debt Service	1,633	-	-	-
Taxes	3	-	-	-
Indirect Costs	1,104	-	-	-
Internal Transfers	2,117,215	-	-	-
Capital Outlay	-	16,722,241	6,575,000	(10,147,241)
1060 - Transportation Captl Total	\$ 47,273,350	\$ 16,722,241	\$ 6,575,000	\$ (10,147,241)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
1065 - PW Street Fund				
Personnel Services	21,064,896	26,603,236	26,956,845	353,609
Employee-Related Costs	192,111	215,492	252,638	37,146
Operating Expenses	8,039,799	8,428,359	8,980,122	551,763
External Services	4,019,348	5,365,545	4,107,396	(1,258,149)
Claims and Premiums	144	-	-	-
Debt Service	5,944	-	-	-
Taxes	4,159	-	-	-
Indirect Costs	10,271,770	10,785,104	11,684,478	899,374
Internal Transfers	2,102,464	1,155,000	526,000	(629,000)
Reserves	-	-	153,985	153,985
1065 - PW Street Fund Total	\$ 45,700,636	\$ 52,552,736	\$ 52,661,465	\$ 108,729
1080 - 2% GET (St Op & Mnt)				
External Services	-	-	-	-
Taxes	294,625	-	-	-
Internal Transfers	517,284	-	-	-
1080 - 2% GET (St Op & Mnt) Total	\$ 811,909	\$ -	\$ -	\$ -
1085 - 2015 Voted Streets Initiative Fund				
Personnel Services	8,063,129	5,670,077	6,297,400	627,323
Employee-Related Costs	38,092	44,214	49,734	5,520
Operating Expenses	4,206,545	34,364,350	30,638,271	(3,726,079)
External Services	15,566,100	382,100	382,100	-
Indirect Costs	1,222,254	2,477,164	3,029,848	552,684
Internal Transfers	4,849,952	-	960,000	960,000
1085 - 2015 Voted Streets Initiative Fund Total	\$ 33,946,071	\$ 42,937,904	\$ 41,357,352	\$ (1,580,552)
1100 - PW Property Mgmt				
Personnel Services	225,536	123,187	267,425	144,238
Operating Expenses	142,317	210,000	212,920	2,920
External Services	16,462	20,000	20,000	-
Taxes	(8,730)	-	-	-
Indirect Costs	120,204	13,067	29,901	16,834
Internal Transfers	362,000	-	-	-
Reserves	-	3,821	110,705	106,884
1100 - PW Property Mgmt Total	\$ 857,789	\$ 370,075	\$ 640,951	\$ 270,876

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
1140 - PWE Paths & Trails				
Personnel Services	867,937	-	-	-
Operating Expenses	282,694	-	-	-
External Services	3,893,306	-	-	-
Debt Service	1,238	-	-	-
Internal Transfers	150,396	-	-	-
Capital Outlay	-	88,874	-	(88,874)
1140 - PWE Paths & Trails Total	\$ 5,195,571	\$ 88,874	\$ -	\$ (88,874)
1650 - Traffic Enforcement				
Personnel Services	299,534	385,375	438,359	52,984
Operating Expenses	-	-	-	-
External Services	14,671	-	-	-
Indirect Costs	32,033	43,816	116,233	72,417
1650 - Traffic Enforcement Total	\$ 346,239	\$ 429,191	\$ 554,592	\$ 125,401
3209 - 1997 Bnd Cons/Dvl PM				
External Services	5	-	-	-
Debt Service	50,361	-	-	-
3209 - 1997 Bnd Cons/Dvl PM Total	\$ 50,367	\$ -	\$ -	\$ -
4120 - PW TacRail Mountain				
Personnel Services	1,414,240	1,450,000	1,000,000	(450,000)
Employee-Related Costs	34,531	-	-	-
Operating Expenses	2,794,071	2,394,055	3,480,103	1,086,048
External Services	385,670	512,940	512,940	-
Claims and Premiums	3,750	-	-	-
Debt Service	(61,228)	-	-	-
Taxes	58,844	65,800	67,300	1,500
Indirect Costs	426,017	344,165	381,394	37,229
Internal Transfers	923	-	-	-
Reserves	-	22,544	-	(22,544)
4120 - PW TacRail Mountain Total	\$ 5,056,819	\$ 4,789,504	\$ 5,441,738	\$ 652,234

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
4140 - Public Works				
Personnel Services	2,129,155	2,902,304	2,859,370	(42,934)
Employee-Related Costs	20,928	66,400	176,275	109,875
Operating Expenses	5,682,963	1,968,015	1,807,580	(160,435)
External Services	3,335,719	4,340,937	3,987,033	(353,904)
Debt Service	6,215,811	6,219,789	6,226,645	6,856
Taxes	174,706	179,840	95,841	(83,999)
Indirect Costs	991,005	865,783	1,338,179	472,396
Internal Transfers	350,235	-	-	-
Reserves	-	309,497	-	(309,497)
4140 - Public Works Total	\$ 18,900,521	\$ 16,852,565	\$ 16,490,923	\$ (361,642)
4450 - Union Station				
Operating Expenses	8,595	9,600	11,140	1,540
Debt Service	7,953,833	7,925,930	4,892,260	(3,033,670)
Taxes	45	-	-	-
4450 - Union Station Total	\$ 7,962,473	\$ 7,935,530	\$ 4,903,400	\$ (3,032,130)
5400 - Equipment Rental				
Personnel Services	8,762,263	10,196,689	11,306,911	1,110,222
Employee-Related Costs	134,552	94,330	146,200	51,870
Operating Expenses	10,466,312	11,257,923	7,981,688	(3,276,235)
External Services	894,843	144,750	92,450	(52,300)
Claims and Premiums	24,000	-	-	-
Taxes	4,058	2,900	3,300	400
Indirect Costs	2,894,763	2,562,738	3,975,531	1,412,793
Internal Transfers	-	-	-	-
Reserves	-	599,414	84,804	(514,610)
5400 - Equipment Rental Total	\$ 23,180,791	\$ 24,858,744	\$ 23,590,884	\$ (1,267,860)
5453 - PWS Asphalt Plant				
Personnel Services	648,575	435,701	469,449	33,748
Employee-Related Costs	9,406	13,100	13,820	720
Operating Expenses	2,455,293	2,132,608	1,182,282	(950,326)
External Services	297,554	8,100	8,100	-
Debt Service	70	-	-	-
Taxes	485,745	180,000	180,000	-
Indirect Costs	363,767	412,942	288,641	(124,301)
Internal Transfers	28,500	-	-	-
Reserves	-	69,308	10,534	(58,774)
5453 - PWS Asphalt Plant Total	\$ 4,288,910	\$ 3,251,760	\$ 2,152,827	\$ (1,098,933)

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
5700 - Muni Bldgs Acq & Ops				
Personnel Services	3,908,715	3,832,600	4,114,867	282,267
Employee-Related Costs	18,782	40,280	42,530	2,250
Operating Expenses	5,179,906	3,758,206	5,059,788	1,301,582
External Services	2,082,412	1,455,328	615,328	(840,000)
Debt Service	939	-	-	-
Taxes	46,142	50,000	50,000	-
Indirect Costs	1,047,019	1,308,703	1,762,760	454,057
Internal Transfers	640,000	-	-	-
Reserves	-	72,009	26,442	(45,567)
5700 - Muni Bldgs Acq & Ops Total	\$ 12,923,916	\$ 10,517,126	\$ 11,671,715	\$ 1,154,589
Public Works Total	\$ 221,180,635	\$ 197,173,443	\$ 179,647,716	\$ (17,525,727)
Retirement				
6100 - Employees Retirement				
Personnel Services	1,657,924	2,045,764	2,331,343	285,579
Employee-Related Costs	159,737,216	179,846,700	211,481,000	31,634,300
Operating Expenses	62,871	72,967	77,510	4,543
External Services	15,283,974	16,766,418	16,526,300	(240,118)
Claims and Premiums	27	-	-	-
Debt Service	14,292	-	-	-
Indirect Costs	722,603	658,458	651,211	(7,247)
Internal Transfers	-	-	-	-
Reserves	-	195,293,441	162,625,580	(32,667,861)
6100 - Employees Retirement Total	\$ 177,478,907	\$ 394,683,748	\$ 393,692,944	\$ (990,804)
6120 - Rel & Pens Police				
Personnel Services	258,950	243,790	216,346	(27,444)
Employee-Related Costs	8,245,801	9,907,616	10,093,314	185,698
Operating Expenses	2,215	6,900	6,082	(818)
External Services	21,042	25,000	26,400	1,400
Debt Service	178	-	-	-
Indirect Costs	82,057	215,038	261,430	46,392
Reserves	-	-	15,369	15,369
6120 - Rel & Pens Police Total	\$ 8,610,243	\$ 10,398,343	\$ 10,618,941	\$ 220,598

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
6150 - Rel & Pens Fire				
Personnel Services	258,951	245,790	218,346	(27,444)
Employee-Related Costs	9,991,674	11,432,864	12,458,188	1,025,324
Operating Expenses	2,388	5,470	6,201	731
External Services	35,874	25,000	26,400	1,400
Debt Service	112	-	-	-
Indirect Costs	88,918	241,585	311,839	70,254
Reserves	-	-	1,568	1,568
6150 - Rel & Pens Fire Total	\$ 10,377,916	\$ 11,950,709	\$ 13,022,542	\$ 1,071,833
6470 - Health Care Fire				
External Services	195	-	-	-
Claims and Premiums	4,637,046	7,071,000	8,362,000	1,291,000
Indirect Costs	32,635	123,025	178,084	55,059
6470 - Health Care Fire Total	\$ 4,669,877	\$ 7,194,025	\$ 8,540,084	\$ 1,346,059
6480 - Health Care Police				
External Services	185	-	-	-
Claims and Premiums	4,456,890	7,245,000	7,662,000	417,000
Indirect Costs	30,821	126,052	163,176	37,124
Reserves	-	-	2,152	2,152
6480 - Health Care Police Total	\$ 4,487,895	\$ 7,371,052	\$ 7,827,328	\$ 456,276
Retirement Total	\$ 205,624,838	\$ 431,597,877	\$ 433,701,839	\$ 2,103,962
Tacoma Power				
4700 - Power				
Personnel Services	202,646,535	170,167,937	206,250,895	36,082,958
Employee-Related Costs	6,846,361	8,029,215	7,435,437	(593,778)
Operating Expenses	384,911,726	332,257,771	324,579,336	(7,678,435)
External Services	81,113,128	53,396,791	53,726,333	329,542
Claims and Premiums	56,056	200,000	-	(200,000)
Debt Service	65,687,375	61,122,802	72,421,390	11,298,588
Charges for Services	(3,657,858)	(3,770,000)	(3,800,000)	(30,000)
Taxes	103,454,880	107,230,481	112,391,296	5,160,815
Indirect Costs	68,961,894	85,068,288	97,487,987	12,419,699
Internal Transfers	(3,982,330)	1,000,000	2,023,500	1,023,500
Capital Outlay	-	89,672,000	149,898,000	60,226,000
4700 - Power Total	\$ 906,037,766	\$ 904,375,285	\$ 1,022,414,175	\$ 118,038,890
Tacoma Power Total	\$ 906,037,766	\$ 904,375,285	#####	\$ 118,038,890

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
Tacoma Rail				
4500 - Tacoma Rail				
Personnel Services	32,774,889	33,930,306	37,231,988	3,301,682
Employee-Related Costs	310,045	406,360	465,700	59,340
Operating Expenses	14,217,757	11,215,528	13,275,083	2,059,555
External Services	2,239,853	2,559,150	3,739,889	1,180,739
Claims and Premiums	44,200	-	-	-
Debt Service	1,781,774	1,650,486	1,778,498	128,012
Taxes	6,203,116	6,382,314	7,639,000	1,256,686
Indirect Costs	6,280,880	7,042,618	7,221,500	178,882
Internal Transfers	1,217	-	-	-
Capital Outlay	-	4,466,084	6,980,000	2,513,916
4500 - Tacoma Rail Total	\$ 63,853,730	\$ 67,652,846	\$ 78,331,658	\$ 10,678,812
Tacoma Rail Total	\$ 63,853,730	\$ 67,652,846	\$ 78,331,658	\$ 10,678,812
Tacoma Venues and Events				
0010 - General Fund				
Personnel Services	637,620	1,020,993	1,087,330	66,337
Employee-Related Costs	5,828	3,700	3,700	-
Operating Expenses	183,657	156,476	156,214	(262)
External Services	1,063,840	1,041,325	860,284	(181,041)
Claims and Premiums	7	-	-	-
Indirect Costs	1,521	200,170	264,300	64,130
0010 - General Fund Total	\$ 1,892,473	\$ 2,422,664	\$ 2,371,828	\$ (50,836)
1180 - Tourism & Convention				
External Services	2,159	-	-	-
Internal Transfers	7,025,752	9,707,819	9,598,822	(108,997)
Reserves	-	193,495	-	(193,495)
1180 - Tourism & Convention Total	\$ 7,027,911	\$ 9,901,314	\$ 9,598,822	\$ (302,492)
1195 - CED Special Revenue				
Personnel Services	75,730	-	622,169	622,169
Employee-Related Costs	1,533	-	30,001	30,001
Operating Expenses	24,737	75,000	643,347	568,347
External Services	335,166	576,585	10,372,947	9,796,362
Indirect Costs	9,689	-	272,697	272,697
1195 - CED Special Revenue Total	\$ 446,854	\$ 651,585	\$ 11,941,161	\$ 11,289,576

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
4165 - Convention Center				
Personnel Services	3,685,699	4,652,564	5,208,968	556,404
Employee-Related Costs	33,511	32,810	41,460	8,650
Operating Expenses	1,611,791	2,350,008	1,964,447	(385,561)
External Services	3,348,478	4,027,974	3,972,647	(55,327)
Debt Service	12,620,643	11,753,956	11,644,630	(109,326)
Taxes	138,457	138,000	138,000	-
Indirect Costs	1,199,496	1,174,599	1,270,262	95,663
Reserves	-	296,858	118,129	(178,729)
4165 - Convention Center Total	\$ 22,638,076	\$ 24,426,769	\$ 24,358,544	\$ (68,225)
4170 - Baseball Park				
Personnel Services	1,194	-	-	-
Operating Expenses	182,827	26,185	24,495	(1,690)
External Services	217	-	-	-
Debt Service	2,665,648	2,765,643	2,869,117	103,474
Taxes	115,807	128,400	105,400	(23,000)
Indirect Costs	123,014	85,998	106,463	20,465
Reserves	-	259,142	314,068	54,926
4170 - Baseball Park Total	\$ 3,088,707	\$ 3,265,368	\$ 3,419,543	\$ 154,175
4180 - PAF Dome				
Personnel Services	6,277,124	7,268,213	6,971,078	(297,135)
Employee-Related Costs	92,609	78,600	111,800	33,200
Operating Expenses	6,026,022	6,487,482	7,920,269	1,432,787
External Services	3,886,697	4,121,001	5,396,330	1,275,329
Debt Service	928,722	845,000	845,000	-
Taxes	229,741	210,200	283,260	73,060
Indirect Costs	1,250,990	1,474,607	1,615,284	140,677
Internal Transfers	208,953	120,000	120,000	-
Reserves	-	2,802,325	6,995,849	4,193,524
4180 - PAF Dome Total	\$ 18,900,858	\$ 23,407,429	\$ 30,258,870	\$ 6,851,441

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
4190 - PAF Performing Arts				
Personnel Services	7,052	-	-	-
Operating Expenses	207,605	76,788	79,906	3,118
External Services	7,922,617	1,569,282	1,569,282	-
Debt Service	110	-	-	-
Taxes	172	14,645	14,645	-
Indirect Costs	283,304	226,824	288,509	61,685
Internal Transfers	-	500,000	-	(500,000)
Reserves	-	27,518	143,386	115,868
Capital Outlay	-	1,000,000	1,000,000	-
4190 - PAF Performing Arts Total	\$ 8,420,860	\$ 3,415,057	\$ 3,095,728	\$ (319,329)
6795 - Public Fac Districts				
External Services	5,362	5,000	5,000	-
Internal Transfers	7,429,437	9,223,332	8,129,350	(1,093,982)
Reserves	-	35,116	46,012	10,896
6795 - Public Fac Districts Total	\$ 7,434,799	\$ 9,263,448	\$ 8,180,362	\$ (1,083,086)
Tacoma Venues and Events Total	\$ 69,850,537	\$ 76,753,634	\$ 93,224,857	\$ 16,471,223
Tacoma Water				
4600 - Water				
Personnel Services	57,615,288	57,800,521	61,958,619	4,158,098
Employee-Related Costs	1,247,516	1,651,256	1,774,461	123,205
Operating Expenses	27,217,668	14,550,567	15,197,826	647,259
External Services	14,957,619	6,725,584	5,774,359	(951,225)
Claims and Premiums	-	-	-	-
Debt Service	49,237,208	53,786,486	51,497,584	(2,288,902)
Taxes	24,889,189	24,866,802	28,177,391	3,310,589
Indirect Costs	29,943,005	33,473,756	37,538,138	4,064,382
Internal Transfers	100,374	325,000	400,000	75,000
Capital Outlay	-	35,111,569	79,331,221	44,219,652
4600 - Water Total	\$ 205,207,868	\$ 228,291,541	\$ 281,649,598	\$ 53,358,057
Tacoma Water Total	\$ 205,207,868	\$ 228,291,541	\$ 281,649,598	\$ 53,358,057

Expenditures by Department & Fund with Category

	2017-2018 Actual	2019-2020 Adopted Budget	2021-2022 Proposed Budget	2021-2022 O / (U) 2019-2020
TPU Fleet Services				
5050 - TPU Fleet Service				
Personnel Services	6,072,631	6,767,495	7,974,817	1,207,322
Employee-Related Costs	122,360	119,268	284,532	165,264
Operating Expenses	7,960,986	286,076	311,536	25,460
External Services	252,298	117,200	57,790	(59,410)
Taxes	3,877	-	-	-
Indirect Costs	2,431,131	2,308,720	2,380,271	71,551
Capital Outlay	-	16,780,500	592,774	(16,187,726)
5050 - TPU Fleet Service Total	\$ 16,843,282	\$ 26,379,258	\$ 11,601,721	\$ (14,777,537)
TPU Fleet Services Total	\$ 16,843,282	\$ 26,379,258	\$ 11,601,721	\$ (14,777,537)
TPU Low Income Assistance				
4805 - Low Income Assistance				
Operating Expenses	165,263	-	-	-
External Services	511	-	-	-
Internal Transfers	-	2,500,000	2,500,000	-
4805 - Low Income Assistance Total	\$ 165,774	\$ 2,500,000	\$ 2,500,000	\$ -
TPU Low Income Assistance Total	\$ 165,774	\$ 2,500,000	\$ 2,500,000	\$ -
TPU Self-Insurance				
4800 - TPU Self Ins Claim				
Personnel Services	8,352	-	-	-
Employee-Related Costs	207	1,000	1,000	-
Operating Expenses	13,050	11,950	11,700	(250)
External Services	537,160	1,506,500	1,506,500	-
Claims and Premiums	3,548,033	5,000,000	4,000,000	(1,000,000)
Indirect Costs	279,683	193,000	197,000	4,000
4800 - TPU Self Ins Claim Total	\$ 4,386,485	\$ 6,712,450	\$ 5,716,200	\$ (996,250)
TPU Self-Insurance Total	\$ 4,386,485	\$ 6,712,450	\$ 5,716,200	\$ (996,250)

CAPITAL BUDGET OVERVIEW

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 2021-2026 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 2021-2022 biennium.

SUMMARY

Arranged by CFP project section, this summary includes project titles and total new funding for the 2021-2022 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 2021-2022.

Note: Carryforward funding is based on biennium-end projections for 2021-2022. Variations from these projections may result in revised carryforward amounts.

The 2021-2022 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 2021-2022 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 2021-2022 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 2021-2026 Capital Facilities Program for more information about potential funding, particular projects, or program areas.

2021-2022 Capital Projects Summary

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Community Development		4,902,226	4,902,226
Infrastructure Fund (CED)		40,233	40,233
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
Cultural Facilities	1,000,000	41,523,308	42,523,308
Hiedelberg Soccer Stadium			-
Performing Arts Theaters Capital Campaign Contribution	500,000	7,000,000	7,500,000
Performing Arts Theaters Capital Projects Management	500,000	3,000,000	3,500,000
Prairie Line Trail Historic Interpretation Project		440,000	440,000
Tacoma Dome Renovation Project		31,033,308	31,033,308
Tacoma Dome South Addition			-
Tacoma Dome Wayfinding Signage Replacement		50,000	50,000
General Government Municipal Facilities		8,688,572	8,688,572
CityNet MPLS Phase 2 - HFC Network Replacement		305,572	305,572
FM: Beacon Center, Renovation		4,488,000	4,488,000
FM: Deferred Repair & Replacement Program		2,245,000	2,245,000
FM: Municipal Complex, Tenant Improvement Program		1,650,000	1,650,000
Libraries		2,122,000	2,122,000
Kobetich Branch Library Refurbishment		162,000	162,000
Library Physical Infrastructure and Building Repairs		1,786,000	1,786,000
Main Library Elevator Upgrade		174,000	174,000
Main Library Fan Wall Replacement			-
Local Improvement Districts		1,565,000	1,565,000
LID 8655 Streets		700,000	700,000
LID 8660 Alley Paving		335,000	335,000
LID 8661 Paving for Proctor		30,000	30,000
LID 8662 Bennett Street		500,000	500,000
LID 8668			-
Parks and Open Space	300,000	1,245,000	1,545,000
Gas Station Park	300,000	20,000	320,000
Melanie Jan LaPlant Dressel (Central) Park		750,000	750,000
Prairie Line Trail - Art Park		325,000	325,000
Waterway Park		150,000	150,000
Public Safety		8,579,966	8,579,966
FM: Fire Station #5 (Tideflats)		7,005,000	7,005,000
FM: Float Installation (MSOC)		1,499,966	1,499,966
Harrison Range Improvements		75,000	75,000

2021-2022 Capital Projects Summary

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Trans - Active Transportation	1,450,000	22,041,305	23,491,305
Bicycle & Pedestrian Education, Encouragement, and Safety Program		123,000	123,000
Fawcett Avenue: South 19th to South 21st		2,893,290	2,893,290
Hilltop Offsite Improvements		342,767	342,767
Historic Water Ditch Trail- Phase III & IV		3,146,161	3,146,161
Missing Link Sidewalks		1,100,000	1,100,000
Pipeline Trail/Cross County Commuter Connector-- Phase II		2,872,867	2,872,867
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
Priority Active Transportation Small Project Improvements	200,000	208,589	408,589
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I		3,122,177	3,122,177
Schuster Parkway Promenade		1,616,660	1,616,660
Sidewalk Abatement Program		403,685	403,685
South 19th St - S. Cedar to Bates Technical College Campus		584,830	584,830
Steele Street Lighting and Pedestrian Improvements		254,000	254,000
TMP Conflicted Corridor Study			-
Unfit/Unsafe Sidewalk Program	1,250,000	1,760,000	3,010,000
Trans - Arterial Streets		48,656,031	48,656,031
56th Street South and Cirque Drive Corridor Improvements		11,637,651	11,637,651
Arterial Overlay Program		1,001,000	1,001,000
East 64th Street : McKinley to Portland Ave (Phase 2)		665,000	665,000
East 64th Street : Pacific to McKinley (Phase 1)		8,721,975	8,721,975
North 21st Street: Proctor to Pearl		200,000	200,000
Portland Avenue Freight and Access Improvements		435,800	435,800
Taylor Way Rehabilitation		25,994,605	25,994,605
Trans - Bridges	200,000	47,322,850	47,522,850
Bridge Capital Projects	200,000	150,000	350,000
East 11th Street Bridge Demolition over the Puyallup River			-
Portland Avenue Bridge over BNSF Tracks Repair			-
Puyallup Bridge F16A & F16B Replacement		42,229,750	42,229,750
Puyallup River Bridge Bearing Upgrades		770,000	770,000
Puyallup River Bridge Corridor Study		250,000	250,000
Yakima Ave Bridge Overlay		3,923,100	3,923,100

2021-2022 Capital Projects Summary

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Trans - Safety	1,925,000	21,839,874	23,764,874
15th Street Transient Moorage Replacement		797,783	797,783
6th Avenue Pedestrian Crossing Safety Improvements		3,564,600	3,564,600
ADA Curb Ramp Program	300,000		300,000
First Creek Middle School Safe Routes to School		398,885	398,885
I-5/S. 56th Street Interchange - ADA Compliance		631,322	631,322
Lister Elementary School Safe Routes to School		550,115	550,115
Mary Lyon Elementary Safe Routes to School		348,440	348,440
Neighborhood Programs (PW)	100,000	450,989	550,989
Pedestrian Accessibility Improvements		1,499,000	1,499,000
Pedestrian and Bicycle Counts and Facility Inventories		234,000	234,000
Railroad Crossing Improvements		2,126,750	2,126,750
Safe Routes to School Improvements	700,000	1,200,000	1,900,000
School Beacons	250,000	2,410,000	2,660,000
South 19th and Clay Huntington		721,403	721,403
South 19th Street: Union to Mullen		3,367,865	3,367,865
South Yakima Avenue Traffic Signal Operations and Visibility Improvements		1,122,700	1,122,700
SR 7 (Pac Ave) Signal Corridor Improvements		1,255,166	1,255,166
Systemic Safety Improvements		829,772	829,772
Traffic Enhancements	75,000	331,084	406,084
Vision Zero Implementation	500,000		500,000
Trans - Street Rehabilitation	4,250,000	20,846,116	25,096,116
City Contribution to Streets Initiative	4,250,000	15,000,000	19,250,000
Lincoln Avenue Bridge & Overlay		4,843,722	4,843,722
Streets Initiative Gravel Streets		1,002,394	1,002,394
Trans - Major Projects	6,970,598	14,780,000	21,750,598
City Support for SR167	700,000	500,000	1,200,000
East 29th Street Roundabout & Extension		1,500,000	1,500,000
Links to Opportunity	3,000,000	11,140,000	14,140,000
Municipal Dock Deck Demolition	595,572	500,000	1,095,572
Site 10 Seawall & Esplanade Repair and Replacement	1,445,026	270,000	1,715,026
Site 12 Seawall	1,230,000	470,000	1,700,000
South Sheridan Avenue: 56th to 84th - Complete Street		400,000	400,000
South Sound Freight Priority Modeling & Capital Planning			-
Trans - Traffic Signal/Lighting/ITS	2,200,000	6,094,111	8,294,111
Adding New Streetlights (2021/2022)	200,000		200,000
East Portland Avenue Safety Improvements		2,909,594	2,909,594
South Tacoma Way Corridor Safety Improvements		1,169,517	1,169,517
Streetlight Infrastructure Deferred Maintenance		850,000	850,000
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		75,000	75,000
Traffic Signal Infrastructure Improvements		1,090,000	1,090,000
Traffic Signal Repair, Replacement, Rehabilitation, and Improvements	2,000,000		2,000,000
Grand Total	\$ 18,295,598	\$ 250,206,359	\$ 268,501,957

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Community Development			
Infrastructure Fund (CED)		40,233	40,233
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.			
City-General Fund			-
City-REET 2		40,233	40,233
NCS Readiness Site			
NCS Readiness Site		2,350,000	2,350,000
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.			
City-General Fund		1,000,000	1,000,000
Grant-Federal		350,000	350,000
City-REET 2		1,000,000	1,000,000
NCS Teen Home			
NCS Teen Home		700,000	700,000
NCS Teen Home			
Fund_Reserve-1185 - NCS Special Revenue		700,000	700,000
NCS Youth Drop In Overnight Center			
NCS Youth Drop In Overnight Center		1,811,993	1,811,993
NCS Drop In Overnight Center (Youth)			
City-General Fund		90,000	90,000
Fund_Reserve-1185 - NCS Special Revenue		1,721,993	1,721,993
Cultural Facilities			
Hiedelberg Soccer Stadium			-
Design and construct a new soccer stadium to host soccer events ranging from professional to community events.			
City-Unidentified City Contribution			-
Grant-Federal			-
Other-Local Contribution			-
Other-Property Owner Contribution			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Performing Arts Theaters Capital Campaign Contribution	500,000	7,000,000	7,500,000
Council Resolution 39108 pledged up to \$10 million in funding by 2020 for the Theater District Centennial Campaign. The resolution anticipated providing \$3 million in Capital Campaign contributions in the 2017-2018 biennium.			-
City-General Fund		2,953,000	2,953,000
City-Unidentified City Contribution			-
City-REET 1	500,000	4,047,000	4,547,000
Performing Arts Theaters Capital Projects Management	500,000	3,000,000	3,500,000
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.			-
City-REET 1	500,000	3,000,000	3,500,000
Prairie Line Trail Historic Interpretation Project		440,000	440,000
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.			-
Fund_Reserve-1195 - Open Space		40,000	40,000
Grant-State		400,000	400,000
Tacoma Dome Renovation Project		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.			-
City-General Fund		4,350,000	4,350,000
Debt-LTGO Bonds		25,007,050	25,007,050
Fund_Reserve-4180 - Tacoma Dome		1,226,258	1,226,258
City-REET 1		450,000	450,000
Tacoma Dome South Addition			-
A 10,000 sq. ft. addition to provide adequate and equitable restrooms for guests and waste management solution to meet current environmental and waste diversion goals.			-
City-General Fund			-
Tacoma Dome Wayfinding Signage Replacement		50,000	50,000
Interior and exterior wayfinding and advertising signage.			-
Fund_Reserve-4180 - Tacoma Dome		50,000	50,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
General Government Municipal Facilities			
CityNet MPLS Phase 2 - HFC Network Replacement		305,572	305,572
Replacement of 18 network locations migrating from HFC to MPLS			-
Fund_Reserve-1431 - Municipal Cable TV		305,572	305,572
FM: Beacon Center, Renovation			
This project will provide for the renovation of the Beacon Center to address deferred repair and replacement needs as well as enhance programming level of service.			-
City-Contribution from Other Fund		1,700,000	1,700,000
City-General Fund		1,600,000	1,600,000
City-Unidentified City Contribution			-
Grant-State		980,000	980,000
City-REET 1		208,000	208,000
FM: Deferred Repair & Replacement Program			
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.			-
City-General Fund		945,000	945,000
City-Unidentified City Contribution			-
City-REET 1		1,300,000	1,300,000
FM: Municipal Complex, Tenant Improvement Program			
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.			-
City-General Fund		1,650,000	1,650,000
City-Unidentified City Contribution			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Libraries			
Kobetich Branch Library Refurbishment			
Replace the roof and furniture at Kobetich Library.		162,000	162,000
City-General Fund		162,000	162,000
Library Physical Infrastructure and Building Repairs			
Roofs for 2 buildings, extensive exterior repair on 3 buildings, window replacement on 2 buildings, and HVAC replacement for 3 buildings.			-
City-Unidentified City Contribution			-
-			-
City-REET 1		1,786,000	1,786,000
Main Library Elevator Upgrade			
Upgrade the Main Library's elevator.		174,000	174,000
City-General Fund		174,000	174,000
Main Library Fan Wall Replacement			
Replace the current 70 plus year old fan with a wall of fans for the existing supply air handler at the Main Library.			-
City-REET			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Local Improvement Districts			
LID 8655 Streets		700,000	700,000
A majority of property owners abutting the streets have signed an advisory petition requesting permanent pavement with storm drainage to replace their temporary oil mat surface. Utility adjustment or replacement may be required.			-
City-REET		207,000	207,000
Debt-LTGO Bonds		235,000	235,000
Other-Property Owner Contribution		258,000	258,000
LID 8660 Alley Paving		335,000	335,000
Permanent alley pavement with storm main extension.			-
Other-Property Owner Contribution		260,000	260,000
Utility_Match-Surface Water		75,000	75,000
LID 8661 Paving for Proctor		30,000	30,000
Grind and overlay of Proctor St from N 38th to and including the cul de sac.			-
Other-Property Owner Contribution		30,000	30,000
LID 8662 Bennett Street		500,000	500,000
A majority of the property owners have signed an advisory survey requesting pervious pavement with Storm drainage to replace existing surface. Substantial completion was issued January 2, 2019.			-
Other-Property Owner Contribution		200,000	200,000
Utility_Match-Surface Water		300,000	300,000
LID 8668			-
Wapato St S. 66th to 68th and alley between Pacific-Bell from S 43rd to 45th			-
City-Contribution from Other Fund			-
Other-Property Owner Contribution			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Parks and Open Space			
Gas Station Park	300,000	20,000	320,000
Design and renovate Gas Station Park in South Tacoma in partnership with MetroParks Tacoma and the surrounding community. The new park will provide a recreation area for the community at a defunct gas station site.			-
City-General Fund		20,000	20,000
City-REET 1	300,000		300,000
Melanie Jan LaPlant Dressel (Central) Park			
		750,000	750,000
Renovations at Central Park on the Foss Waterway. MetroParks will manage the project.			-
Other-Local Contribution			-
Other-Private Contribution			-
City-REET 1		750,000	750,000
Prairie Line Trail - Art Park			
		325,000	325,000
This project will construct an Art Park adjacent to the trail between Pacific Avenue and S. 15th Street along the United Way property.			-
City-Unidentified City Contribution			-
City-REET 1		325,000	325,000
Waterway Park			
		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.			-
Debt-LTGO Bonds		62,680	62,680
Grant-State			-
Other-Local Contribution		87,320	87,320
Other-Private Contribution			-
Other-Unidentified Other			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Public Safety			
FM: Fire Station #5 (Tideflats)		7,005,000	7,005,000
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.			-
Other-Local Contribution City-REET 1		4,470,000 2,535,000	4,470,000 2,535,000
FM: Float Installation (MSOC)			
This project will provide for a new float system at the Marine Security Operations Center (MSOC), located at 3301 Ruston Way.			-
Debt-LTGO Bonds Other-Private Contribution City-REET 1		307,966 625,000 567,000	307,966 625,000 567,000
Harrison Range Improvements			
Provide for improvements to the Tacoma Police Harrison Range. Initial phase would provide for site improvements, classrooms, and restrooms to the upper range.			-
City-Contribution from Other Fund Fund_Reserve-1267 - TPD Special Revenue		75,000	75,000
Trans - Active Transportation			
Bicycle & Pedestrian Education, Encouragement, and Safety Program		123,000	123,000
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.			-
City-Unidentified City Contribution Grant-Federal Fund_Reserve-1085 - Voted Streets Initiative		60,000 63,000	60,000 63,000
Fawcett Avenue: South 19th to South 21st			
This project enhances the Top 4 Bikeways corridor with new crossing treatment at S 21st & Fawcett and traffic calming/bike boulevard improvement on Fawcett from 19th to 21st.			-
Grant-State Other-Private Contribution Fund_Reserve-1085 - Voted Streets Initiative		1,013,290 750,000 1,130,000	1,013,290 750,000 1,130,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Hilltop Offsite Improvements		342,767	342,767
Offsite improvements to support development of a 282 apartment Transit Oriented Development on vacant property formerly owned by the Washington State Department of Commerce.			-
City-General Fund		15,000	15,000
Grant-Federal		150,000	150,000
Fund_Reserve-1085 - Voted Streets Initiative		25,000	25,000
City-REET 1		135,000	135,000
City-REET 2		17,767	17,767
Historic Water Ditch Trail- Phase III & IV		3,146,161	3,146,161
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.			-
City-Gas Tax - Fund 1140		69,057	69,057
City-Unidentified City Contribution			-
Grant-Federal		2,440,104	2,440,104
Grant-Unidentified Grant			-
-			-
Fund_Reserve-1085 - Voted Streets Initiative		100,000	100,000
City-REET 1		537,000	537,000
Missing Link Sidewalks		1,100,000	1,100,000
This project will complete missing link sidewalks with a focus on providing continuous sidewalk access to Schools, Parks and Community Centers. Complete build out 61st to 72nd design.			-
City-Unidentified City Contribution			-
City-REET 2		600,000	600,000
Pipeline Trail/Cross County Commuter Connector--Phase II		2,872,867	2,872,867
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.			-
City-Contribution from Other Fund		35,000	35,000
City-Gas Tax - Fund 1060		50,000	50,000
Grant-Federal		2,042,600	2,042,600
Fund_Reserve-1085 - Voted Streets Initiative		455,267	455,267
City-REET 1		290,000	290,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Pipeline Trail/Cross County Commuter Connector--Phase III		2,511,057	2,511,057
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.			
Grant-Federal		1,936,057	1,936,057
Fund_Reserve-1085 - Voted Streets Initiative		575,000	575,000
Prairie Line Trail Phase II		1,102,222	1,102,222
This project will construct the southern 1/3 mile of the Prairie Line Trail from South 21st Street to South 25th Street.			
City-Gas Tax - Fund 1060		179,326	179,326
City-General Fund		67,000	67,000
Grant-Unidentified Grant			-
Fund_Reserve-1085 - Voted Streets Initiative		75,000	75,000
City-REET 1		780,896	780,896
Priority Active Transportation Small Project Improvements	200,000	208,589	408,589
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.			
City-Contribution from Other Fund		148,589	148,589
Grant-Federal		60,000	60,000
City-REET 1	200,000		200,000
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I		3,122,177	3,122,177
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.			
Grant-Federal		2,414,774	2,414,774
Fund_Reserve-1085 - Voted Streets Initiative		707,403	707,403

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Schuster Parkway Promenade		1,616,660	1,616,660
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			-
City-Gas Tax - Fund 1140		60,000	60,000
City-Unidentified City Contribution			-
Fund_Reserve-1195 - Open Space		91,314	91,314
Grant-Federal		1,170,172	1,170,172
Grant-State			-
Grant-Unidentified Grant			-
Utility_Funds-Surface Water		95,174	95,174
Fund_Reserve-1065 - Streets Operations		200,000	200,000
Sidewalk Abatement Program		403,685	403,685
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.			-
Fund_Reserve-1060 - Transportation Capital		403,685	403,685
South 19th St - S. Cedar to Bates Technical College Campus		584,830	584,830
Install approximately 1,200 LF of missing link sidewalk and ADA ramp/signal improvements at the Cedar/S. 19th St. intersection.			-
Grant-State		329,240	329,240
Fund_Reserve-1085 - Voted Streets Initiative		255,590	255,590
Steele Street Lighting and Pedestrian Improvements		254,000	254,000
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.			-
City-Contribution from Other Fund		254,000	254,000
TMP Conflicted Corridor Study			-
This project would conduct an engineering study on two corridors listed in the Transportation Master Plan with 3 or more modal conflicts (Conflicted Corridors) to identify future design and grant eligibility.			-
City-Unidentified City Contribution			-
Unfit/Unsafe Sidewalk Program	1,250,000	1,760,000	3,010,000
Program to administer and supplement grants that provide funding to reconstruct unfit/unsafe sidewalks and construct new sidewalks.			-
Fund_Reserve-1085 - Voted Streets Initiative			-
City-REET 2	1,250,000	1,760,000	3,010,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Trans - Arterial Streets			
56th Street South and Cirque Drive Corridor Improvements		11,637,651	11,637,651
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.			-
City-Gas Tax - Fund 1060		207,750	207,750
City-General Fund		34,991	34,991
Grant-Federal		9,294,979	9,294,979
Fund_Reserve-1085 - Voted Streets Initiative		1,669,931	1,669,931
City-REET 2		430,000	430,000
Arterial Overlay Program		1,001,000	1,001,000
Provide overlay of arterial streets in Tacoma.			-
City-Unidentified City Contribution			-
Grant-Federal		750,000	750,000
Fund_Reserve-1085 - Voted Streets Initiative		251,000	251,000
East 64th Street : McKinley to Portland Ave (Phase 2)		665,000	665,000
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 Portland Ave.			-
Grant-Unidentified Grant			-
Fund_Reserve-1085 - Voted Streets Initiative		665,000	665,000
East 64th Street : Pacific to McKinley (Phase 1)		8,721,975	8,721,975
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.			-
Grant-State		5,162,991	5,162,991
Fund_Reserve-1065 - Streets Operations		154,002	154,002
Fund_Reserve-1085 - Voted Streets Initiative		3,020,460	3,020,460
Utility_Match-Surface Water		349,882	349,882
Utility_Match-Wastewater		34,640	34,640
North 21st Street: Proctor to Pearl		200,000	200,000
Roadway rehabilitation and streetscape including new sidewalks, ADA compliant curb ramps, bicycle facilities, and a new asphalt surface and re-channelization.			-
City-Unidentified City Contribution			-
Grant-Federal			-
Fund_Reserve-1085 - Voted Streets Initiative		200,000	200,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Portland Avenue Freight and Access Improvements		435,800	435,800
Portland Ave, north leg of Lincoln to north leg of E 27th, east along Lincoln approx 200'. Replacement of asphalt with concrete, rechannelization, new signal at SR-509 off ramp, signal improvements & ITS, ADA improvements.			
City-Unidentified City Contribution			-
Grant-Federal		370,430	370,430
Grant-Unidentified Grant			-
Fund_Reserve-1085 - Voted Streets Initiative		65,370	65,370
Taylor Way Rehabilitation		25,994,605	25,994,605
Upgrade Taylor Way to Heavy Haul corridor standards, implement ITS, signal, streetlight, pedestrian, and other transportation corridor improvements.			
Grant-Federal		15,779,296	15,779,296
Grant-State		2,500,000	2,500,000
Other-Local Contribution		550,000	550,000
Other-Private Contribution		1,903,485	1,903,485
Fund_Reserve-1085 - Voted Streets Initiative		1,770,824	1,770,824
Utility_Match-Rail		250,000	250,000
Utility_Match-Tacoma Water		3,000,000	3,000,000
Utility_Match-Wastewater		241,000	241,000
Trans - Bridges			
Bridge Capital Projects	200,000	150,000	350,000
This project supports capital improvements to the City of Tacoma's 43 bridges. This includes replacement, rehabilitation, and maintenance of all bridges.			
City-Gas Tax - Fund 1060	200,000	150,000	350,000
East 11th Street Bridge Demolition over the Puyallup River			-
Remove the existing bridge over the Puyallup River as well as the east and west approaches from Portland Ave to Milwaukee Ave.			
City-Unidentified City Contribution			-

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Portland Avenue Bridge over BNSF Tracks Repair			-
Project consists of installing external post tensioning to improve the load carrying capacity of the bridge.			
City-Unidentified City Contribution			-
Puyallup Bridge F16A & F16B Replacement		42,229,750	42,229,750
This project replaces two of the six Puyallup River Bridge segments (westerly two segments).			
City-Gas Tax - Fund 1060		181,005	181,005
Grant-Federal		27,828,538	27,828,538
Grant-State		11,950,000	11,950,000
Other-Local Contribution		500,000	500,000
City-REET 2		1,770,207	1,770,207
Puyallup River Bridge Bearing Upgrades		770,000	770,000
The F16 Series bearings are in poor condition and need to be upgraded.			
City-Gas Tax - Fund 1060		9,443	9,443
Debt-LTGO Bonds		760,557	760,557
Puyallup River Bridge Corridor Study		250,000	250,000
Determine cost, bridge type, permits, and right of way needs to complete this corridor.			
City-Gas Tax - Fund 1060		100,000	100,000
City-REET 2		150,000	150,000
Yakima Ave Bridge Overlay		3,923,100	3,923,100
Provide a new cement concrete overlay on the bridge deck, expansion joints, and minor bridge repairs. ADA improvements will be provided where necessary. Other work will include bridge access improvements and re-channelization for bike lane accommodations.			
City-Contribution from Other Fund		50,000	50,000
Grant-Federal		2,990,000	2,990,000
Fund_Reserve-1085 - Voted Streets Initiative		883,100	883,100
Trans - Safety			
15th Street Transient Moorage Replacement		797,783	797,783
This project will remove and replace approximately 225 lineal feet dock floats and install a new steel gangway ramp utilized for transient moorage along the Thea Foss Waterway.			
City-Contribution from Other Fund		199,446	199,446
Grant-Other		598,337	598,337

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
6th Avenue Pedestrian Crossing Safety Improvements		3,564,600	3,564,600
Upgrade existing traffic signal heads and signal phasing, install APS, improve signal timing, install ADA crossing improvements, median islands and pedestrian actuated rectangular rapid flashing beacons.			-
Grant-Federal		2,613,100	2,613,100
Fund_Reserve-1085 - Voted Streets Initiative		401,500	401,500
City-REET 2		550,000	550,000
ADA Curb Ramp Program	300,000		300,000
This program seeks to provide curb ramps to improve access to sidewalks and other facilities.			-
City-REET 1	300,000		300,000
First Creek Middle School Safe Routes to School		398,885	398,885
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.			-
Grant-State		318,885	318,885
Fund_Reserve-1085 - Voted Streets Initiative		80,000	80,000
I-5/S. 56th Street Interchange - ADA Compliance		631,322	631,322
Washington State Department of Transportation (WSDOT) has requested the City of Tacoma to design and manage the construction of a WSDOT project to construct new ADA compliant crossing ramps along the sidewalks and on/off ramps at the I-5 interchange with			-
Grant-State		631,322	631,322
Lister Elementary School Safe Routes to School		550,115	550,115
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.			-
Grant-State		450,115	450,115
Fund_Reserve-1085 - Voted Streets Initiative		100,000	100,000
Mary Lyon Elementary Safe Routes to School		348,440	348,440
School safety improvements including installation of ADA compliant curb ramps at S46th St & Pacific Ave, at S46th St & S Bell St, and at S45th & S A St.			-
Grant-State		296,174	296,174
Fund_Reserve-1085 - Voted Streets Initiative		52,266	52,266

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Neighborhood Programs (PW)	100,000	450,989	550,989
This project designs and constructs neighborhood traffic calming devices, such as speed humps, traffic circles, and bulbouts to address citizen and community requests.			-
City-Unidentified City Contribution			-
City-REET 1		30,000	30,000
City-REET 2	100,000	420,989	520,989
Pedestrian Accessibility Improvements		1,499,000	1,499,000
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.			-
City-Contribution from Other Fund		189,000	189,000
Other-Private Contribution		5,000	5,000
Fund_Reserve-1085 - Voted Streets Initiative		1,305,000	1,305,000
Pedestrian and Bicycle Counts and Facility Inventories		234,000	234,000
This project will conduct pedestrian and bicycle counts and inventory infrastructure/facilities to determine future safety needs.			-
Grant-Federal		210,600	210,600
Fund_Reserve-1085 - Voted Streets Initiative		23,400	23,400
Railroad Crossing Improvements		2,126,750	2,126,750
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.			-
City-Gas Tax - Fund 1060		400,000	400,000
Grant-Federal		1,106,750	1,106,750
Grant-State		450,000	450,000
-			-
Fund_Reserve-1065 - Streets Operations		10,000	10,000
Fund_Reserve-1085 - Voted Streets Initiative		60,000	60,000
City-Gas Tax - Multimodal		100,000	100,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Safe Routes to School Improvements	700,000	1,200,000	1,900,000
This project will implement strategies outlined in the Safe Routes to School Implementation Plan and construct improvements at schools throughout the City.			-
City-Unidentified City Contribution			-
City-REET 2	700,000	1,200,000	1,900,000
School Beacons	250,000	2,410,000	2,660,000
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.			-
City-Contribution from Other Fund		500,000	500,000
Fund_Reserve-1085 - Voted Streets Initiative		300,000	300,000
City-REET 1	250,000		250,000
City-REET 2		1,610,000	1,610,000
South 19th and Clay Huntington		721,403	721,403
Install full traffic signal, Accessible Pedestrian Signals (APS), curb ramps meeting ADA, ADA compliant sidewalk, signage/pavement markings and pedestrian countdown signal at intersection.			-
Grant-State		613,193	613,193
Fund_Reserve-1085 - Voted Streets Initiative		108,210	108,210
South 19th Street: Union to Mullen		3,367,865	3,367,865
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.			-
Grant-Federal		2,517,865	2,517,865
Fund_Reserve-1085 - Voted Streets Initiative		850,000	850,000
South Yakima Avenue Traffic Signal Operations and Visibility Improvements		1,122,700	1,122,700
Upgrade existing traffic signal heads and phasing, install APS, and improve signal timing, communication and coordination. Includes ADA improvements as required.			-
Grant-Federal		1,010,400	1,010,400
Fund_Reserve-1085 - Voted Streets Initiative		112,300	112,300
SR 7 (Pac Ave) Signal Corridor Improvements		1,255,166	1,255,166
Improve the visibility of traffic signal heads and improve the phasing, timing, and coordination between signals. Upgrade signal infrastructure to accessible countdown pedestrian signals and push buttons, improve crosswalks, and upgrade signs.			-
City-Gas Tax - Fund 1060		170,000	170,000
Grant-Federal		945,166	945,166
Fund_Reserve-1065 - Streets Operations		140,000	140,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Systemic Safety Improvements		829,772	829,772
Improve pedestrian visibility at S 19th & Fawcett, McKinley & E 37th, McKinley & E 36th, S 19th & Yakima, and S 19th & Tacoma Ave. with lighting, bulb outs, high visibility markings, protected signal phasing and a HAWK signal at S 19th & Fawcett.			-
Grant-Federal		586,800	586,800
Fund_Reserve-1085 - Voted Streets Initiative		242,972	242,972
Traffic Enhancements	75,000	331,084	406,084
This project designs and constructs guardrails, fences, medians, islands, and other vehicle/bicycle/pedestrian barriers for safety and mobility.			-
City-Unidentified City Contribution			-
Other-Private Contribution		6,084	6,084
City-REET 1	75,000	75,000	150,000
City-REET 2		250,000	250,000
Vision Zero Implementation	500,000		500,000
This project would implement the actions and targets outlined in the Vision Zero Action Plan to eliminate traffic fatalities and serious injuries.			-
City-Unidentified City Contribution			-
City-REET 1	500,000		500,000
Trans - Street Rehabilitation			
City Contribution to Streets Initiative	4,250,000	15,000,000	19,250,000
As part of the streets initiative approved by voters in November 2015, the City committed to contribute \$30 M over 10 years.			-
City-General Fund	4,250,000	10,233,114	14,483,114
City-REET		3,650,000	3,650,000
City-Unidentified City Contribution			-
Debt-LTGO Bonds		1,116,886	1,116,886
Lincoln Avenue Bridge & Overlay		4,843,722	4,843,722
As of 2016, the project will provide a non-motorized facility from the east end of the bridge to the Gog-Li-Hi-Te Wetland.			-
City-Contribution from Other Fund		28,000	28,000
Grant-Federal		4,512,420	4,512,420
Other-Heavy Haul Permit		303,302	303,302
Streets Initiative Gravel Streets		1,002,394	1,002,394
Upgrading various existing gravel roads across the city to paved roads with associated stormwater upgrades, signage, and other requirements.			-
Fund_Reserve-1085 - Voted Streets Initiative		1,002,394	1,002,394

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Trans - Major Projects			
City Support for SR167	700,000	500,000	1,200,000
This project will provide grant match requested by WSDOT project grants- \$500K for 70th Ave East project and \$1.5M for the Port of Tacoma Spur as requested to assist in securing funding for completion of SR167, and \$500k for 509 Shared Use Trail.			-
City-Unidentified City Contribution			-
City-REET 1	700,000		700,000
City-REET 2		500,000	500,000
East 29th Street Roundabout & Extension		1,500,000	1,500,000
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.			-
Other-Local Contribution		1,500,000	1,500,000
Links to Opportunity	3,000,000	11,140,000	14,140,000
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.			-
Grant-Federal		4,000,000	4,000,000
Fund_Reserve-1085 - Voted Streets Initiative		3,640,000	3,640,000
City-REET 2	3,000,000		3,000,000
Grant-Local		3,500,000	3,500,000
Municipal Dock Deck Demolition	595,572	500,000	1,095,572
Project includes demolition and complete removal of the timber elements including the deck and the stringers and timber header beams to eliminate further deterioration.			-
City-General Fund	595,572	470,000	1,065,572
Debt-LTGO Bonds		30,000	30,000
Site 10 Seawall & Esplanade Repair and Replacement	1,445,026	270,000	1,715,026
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.			-
City-General Fund		270,000	270,000
City-REET 1	1,445,026		1,445,026
Site 12 Seawall	1,230,000	470,000	1,700,000
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.			-
City-General Fund		100,000	100,000
City-REET 1	1,230,000	370,000	1,600,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
South Sheridan Avenue: 56th to 84th - Complete Street		400,000	400,000
This project would complete South Sheridan Avenue street as a "Complete Street," adding curb, gutters, missing link sidewalks, and streetlighting.			
City-Unidentified City Contribution			-
Grant-State			-
City-REET 2		400,000	400,000
South Sound Freight Priority Modeling & Capital Planning			-
This project will develop a South Sound freight travel demand model.			
City-Unidentified City Contribution			-
Grant-Unidentified Grant			-
Trans - Traffic Signal/Lighting/ITS			
Adding New Streetlights (2021/2022)	200,000		200,000
This project will add 200 new streetlights to existing Tacoma Public Utility Poles during the 2019-2020 Biennium.			
City-REET 2	200,000		200,000
East Portland Avenue Safety Improvements		2,909,594	2,909,594
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)			
City-Contribution from Other Fund		500,000	500,000
City-Gas Tax - Fund 1060		125,000	125,000
Grant-Federal		1,368,535	1,368,535
Fund_Reserve-1085 - Voted Streets Initiative		566,059	566,059
City-REET 2		350,000	350,000
South Tacoma Way Corridor Safety Improvements		1,169,517	1,169,517
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)			
City-Gas Tax - Fund 1060		99,710	99,710
Grant-Federal		923,930	923,930
Fund_Reserve-1085 - Voted Streets Initiative		145,877	145,877
Streetlight Infrastructure Deferred Maintenance		850,000	850,000
This project will restore service to 70 streetlights that are out due to failed assets and unrecoverable 3rd party damages. Work includes replacement of damaged circuits, ornamental streetlight poles, and other infrastructure requiring significant materi			
City-REET 2		850,000	850,000

2021-2022 Capital Projects Appropriation Plan

Project Title	New 2021-2022	Previously Appropriated	Total Funding
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		75,000	75,000
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.			
City-REET 2		75,000	75,000
Traffic Signal Infrastructure Improvements		1,090,000	1,090,000
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).			
City-Unidentified City Contribution			-
Fund_Reserve-1065 - Streets Operations		90,000	90,000
City-REET 1		250,000	250,000
City-REET 2		750,000	750,000
Traffic Signal Repair, Replacement, Rehabilitation, and Improvements	2,000,000		2,000,000
This project includes reconstruction, repair, replacement, rehabilitation, and improvements to damaged, failed, and outdated traffic signal infrastructure throughout the City. Work will focus on major transit routes where possible.			
City-REET 2	2,000,000		2,000,000
Grand Total	\$ 18,295,598	\$ 250,206,359	\$ 268,501,957

2021-2026 Capital Facilities Program Utilities Projects

Project Title	Total Confirmed Funding
Environmental Services	227,603,504
Central Treatment Plant Improvements	61,773,869
Facilities Projects	1,946,752
North End Treatment Plant Projects	11,253,629
Pump Station Projects	3,622,537
Solid Waste Management Facilities Upgrades and Maintenance	19,891,509
Surface Water Collection System Projects	57,333,491
Treatment and Low Impact Projects	21,061,279
Wastewater Collection System Projects	50,720,438
Tacoma Power	297,824,000
General Plant	87,447,000
Power Generation	51,983,000
Power Management	26,102,000
T&D Projects	98,228,000
Utility Technology Services	34,064,000
Tacoma Rail	10,240,000
Communications	-
Facility Upgrades	4,085,000
Rail Equipment/Vehicles	1,510,000
Track Improvements	4,645,000
Tacoma Water	142,096,723
General Improvements	50,956,309
RWSS Cost Share Eligible Projects	2,881,669
Water Distribution	55,384,092
Water Quality	5,987,335
Water Supply/Transmission/Storage	26,887,318
Grand Total	677,764,227

2021-2022 Capital Budget Funding Summary Report

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
City-Contribution from Other Fund		3,615,564	4,191,864
City-Gas Tax - Fund 1060	200,000	1,872,234	1,872,234
City-Gas Tax - Fund 1140		129,057	129,057
City-Gas Tax - Multimodal		100,000	100,000
City-General Fund	4,845,572	28,979,677	40,479,677
City-REET		3,857,000	4,132,000
City-REET 1	6,000,026	23,435,922	23,635,922
City-REET 2	7,250,000	19,974,196	19,974,196
City-Unidentified City Contribution		-	126,871,390
Debt-LTGO Bonds		27,520,139	27,520,139
Debt-Other	600,000	600,000	600,000
Fund_Reserve-1060 - Transportation Capital		403,685	403,685
Fund_Reserve-1065 - Streets Operations		594,002	594,002
Fund_Reserve-1085 - Voted Streets Initiative		21,401,923	21,641,923
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	350,000
Fund_Reserve-4180 - Tacoma Dome		1,276,258	1,276,258
Grant-Federal	1,400,000	89,252,516	118,300,016
Grant-State	1,260,000	26,355,210	37,261,210
Grant-Unidentified Grant		-	35,731,955
Other-Heavy Haul Permit		303,302	303,302
Other-Local Contribution		7,107,320	22,432,320
Other-Private Contribution		3,289,569	6,614,569
Other-Property Owner Contribution		748,000	21,395,000
Utility_Funds-Rail	6,980,000	6,980,000	29,230,000
Utility_Funds-Solid Waste	9,653,317	19,891,509	25,571,509
Utility_Funds-Surface Water	50,316,165	80,436,696	141,733,957
Utility_Funds-Tacoma Power	149,898,000	297,824,000	592,644,000
Utility_Funds-Tacoma Water	79,715,232	142,096,723	249,896,510
Utility_Funds-Wastewater	73,982,858	127,370,473	197,596,999
Grand Total	392,101,170	938,043,282	1,755,037,001

**2021-2022 Capital Budget
Funding Detail Report**

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
City-Contribution from Other Fund		3,133,035	3,709,335
15th Street Transient Moorage Replacement		199,446	199,446
East Portland Avenue Safety Improvements		500,000	500,000
FM: Beacon Center, Renovation		1,700,000	1,700,000
Harrison Range Improvements		-	300,000
LID 8668		-	276,300
Pipeline Trail/Cross County Commuter Connector--Phase II		35,000	35,000
Priority Active Transportation Small Project Improvements		148,589	148,589
School Beacons		500,000	500,000
Yakima Ave Bridge Overlay		50,000	50,000
City-Gas Tax - Fund 1060	200,000	1,872,234	1,872,234
56th Street South and Cirque Drive Corridor Improvements		207,750	207,750
Bridge Capital Projects	200,000	350,000	350,000
East Portland Avenue Safety Improvements		125,000	125,000
Pipeline Trail/Cross County Commuter Connector--Phase II		50,000	50,000
Prairie Line Trail Phase II		179,326	179,326
Puyallup Bridge F16A & F16B Replacement		181,005	181,005
Puyallup River Bridge Bearing Upgrades		9,443	9,443
Puyallup River Bridge Corridor Study		100,000	100,000
Railroad Crossing Improvements		400,000	400,000
South Tacoma Way Corridor Safety Improvements		99,710	99,710
SR 7 (Pac Ave) Signal Corridor Improvements		170,000	170,000
City-Gas Tax - Fund 1140		129,057	129,057
Historic Water Ditch Trail- Phase III & IV		69,057	69,057
Schuster Parkway Promenade		60,000	60,000
City-Gas Tax - Multimodal		100,000	100,000
Railroad Crossing Improvements		100,000	100,000
City-General Fund	4,845,572	25,864,677	37,364,677
56th Street South and Cirque Drive Corridor Improvements		34,991	34,991
City Contribution to Streets Initiative	4,250,000	14,483,114	14,483,114
FM: Beacon Center, Renovation		1,600,000	1,600,000
FM: Deferred Repair & Replacement Program		945,000	945,000
FM: Municipal Complex, Tenant Improvement Program		1,650,000	1,650,000
Gas Station Park		20,000	20,000
Hilltop Offsite Improvements		15,000	15,000
Infrastructure Fund (CED)		-	-
Main Library Elevator Upgrade		174,000	174,000
Municipal Dock Deck Demolition	595,572	1,065,572	1,065,572
NCS Readiness Site		1,000,000	1,000,000
NCS Youth Drop In Overnight Center		90,000	90,000
Prairie Line Trail Phase II		67,000	67,000
Site 10 Seawall & Esplanade Repair and Replacement		270,000	270,000
Site 12 Seawall		100,000	100,000
Tacoma Dome Renovation Project		4,350,000	4,350,000
Tacoma Dome South Addition		-	11,500,000
City-REET		3,650,000	3,925,000
City Contribution to Streets Initiative		3,650,000	3,650,000
Main Library Fan Wall Replacement		-	275,000
City-Unidentified City Contribution		-	126,871,390
Arterial Overlay Program		-	234,100
Bicycle & Pedestrian Education, Encouragement, and Safety Program		-	370,000
City Contribution to Streets Initiative		-	10,750,000
City Support for SR167		-	800,000
East 11th Street Bridge Demolition over the Puyallup River		-	9,000,000
FM: Beacon Center, Renovation		-	1,212,000
FM: Deferred Repair & Replacement Program		-	49,170,000
FM: Municipal Complex, Tenant Improvement Program		-	5,040,000
Hiedelberg Soccer Stadium		-	15,000,000
Historic Water Ditch Trail- Phase III & IV		-	992,310
Library Physical Infrastructure and Building Repairs		-	1,855,000
Missing Link Sidewalks		-	1,515,000
Neighborhood Programs (PW)		-	500,000
North 21st Street: Proctor to Pearl		-	1,878,000

**2021-2022 Capital Budget
Funding Detail Report**

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
Portland Avenue Bridge over BNSF Tracks Repair	-	-	5,000,000
Portland Avenue Freight and Access Improvements	-	-	588,330
Prairie Line Trail - Art Park	-	-	3,000,000
Safe Routes to School Improvements	-	-	500,000
Schuster Parkway Promenade	-	-	2,117,650
South Sheridan Avenue: 56th to 84th - Complete Street	-	-	15,744,000
South Sound Freight Priority Modeling & Capital Planning	-	-	155,000
TMP Conflicted Corridor Study	-	-	300,000
Traffic Enhancements	-	-	250,000
Traffic Signal Infrastructure Improvements	-	-	400,000
Vision Zero Implementation	-	-	500,000
Debt-LTGO Bonds	27,285,139	27,285,139	27,285,139
City Contribution to Streets Initiative	1,116,886	1,116,886	1,116,886
FM: Float Installation (MSOC)	307,966	307,966	307,966
Municipal Dock Deck Demolition	30,000	30,000	30,000
Puyallup River Bridge Bearing Upgrades	760,557	760,557	760,557
Tacoma Dome Renovation Project	25,007,050	25,007,050	25,007,050
Waterway Park	62,680	62,680	62,680
Fund_Reserve-1060 - Transportation Capital	403,685	403,685	403,685
Sidewalk Abatement Program	403,685	403,685	403,685
Fund_Reserve-1065 - Streets Operations	594,002	594,002	594,002
East 64th Street : Pacific to McKinley (Phase 1)	154,002	154,002	154,002
Railroad Crossing Improvements	10,000	10,000	10,000
Schuster Parkway Promenade	200,000	200,000	200,000
SR 7 (Pac Ave) Signal Corridor Improvements	140,000	140,000	140,000
Traffic Signal Infrastructure Improvements	90,000	90,000	90,000
Fund_Reserve-1085 - Voted Streets Initiative	19,841,333	19,841,333	20,081,333
56th Street South and Cirque Drive Corridor Improvements	1,669,931	1,669,931	1,669,931
6th Avenue Pedestrian Crossing Safety Improvements	401,500	401,500	401,500
Arterial Overlay Program	251,000	251,000	251,000
Bicycle & Pedestrian Education, Encouragement, and Safety Program	63,000	63,000	63,000
East 64th Street : McKinley to Portland Ave (Phase 2)	665,000	665,000	665,000
East 64th Street : Pacific to McKinley (Phase 1)	3,020,460	3,020,460	3,020,460
East Portland Avenue Safety Improvements	566,059	566,059	566,059
Fawcett Avenue: South 19th to South 21st	-	-	1,130,000
First Creek Middle School Safe Routes to School	-	-	80,000
Hilltop Offsite Improvements	25,000	25,000	25,000
Historic Water Ditch Trail- Phase III & IV	100,000	100,000	100,000
Links to Opportunity	3,640,000	3,640,000	3,640,000
Lister Elementary School Safe Routes to School	-	-	100,000
Mary Lyon Elementary Safe Routes to School	52,266	52,266	52,266
Missing Link Sidewalks	500,000	500,000	500,000
North 21st Street: Proctor to Pearl	200,000	200,000	200,000
Pedestrian and Bicycle Counts and Facility Inventories	23,400	23,400	23,400
Pipeline Trail/Cross County Commuter Connector--Phase II	455,267	455,267	455,267
Pipeline Trail/Cross County Commuter Connector--Phase III	575,000	575,000	575,000
Portland Avenue Freight and Access Improvements	65,370	65,370	65,370
Prairie Line Trail Phase II	75,000	75,000	75,000
Railroad Crossing Improvements	60,000	60,000	60,000
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	707,403	707,403	707,403
School Beacons	300,000	300,000	300,000
South 19th and Clay Huntington	108,210	108,210	108,210
South 19th Street: Union to Mullen	850,000	850,000	850,000
South Tacoma Way Corridor Safety Improvements	145,877	145,877	145,877
South Yakima Avenue Traffic Signal Operations and Visibility Improvements	112,300	112,300	112,300
Streets Initiative Gravel Streets	1,002,394	1,002,394	1,002,394
Systemic Safety Improvements	242,972	242,972	242,972
Taylor Way Rehabilitation	1,770,824	1,770,824	1,770,824
Unfit/Unsafe Sidewalk Program	-	-	240,000
Yakima Ave Bridge Overlay	883,100	883,100	883,100

**2021-2022 Capital Budget
Funding Detail Report**

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
Fund_Reserve-1185 - NCS Special Revenue		2,421,993	2,421,993
NCS Teen Home		700,000	700,000
NCS Youth Drop In Overnight Center		1,721,993	1,721,993
Fund_Reserve-1195 - Open Space		131,314	131,314
Prairie Line Trail Historic Interpretation Project		40,000	40,000
Schuster Parkway Promenade		91,314	91,314
Fund_Reserve-1267 - TPD Special Revenue		75,000	350,000
Harrison Range Improvements		75,000	350,000
Fund_Reserve-4180 - Tacoma Dome		1,226,258	1,226,258
Tacoma Dome Renovation Project		1,226,258	1,226,258
Grant-Federal	1,400,000	84,320,096	113,367,596
56th Street South and Cirque Drive Corridor Improvements		9,294,979	9,294,979
6th Avenue Pedestrian Crossing Safety Improvements		2,613,100	2,613,100
Arterial Overlay Program		750,000	2,250,000
Bicycle & Pedestrian Education, Encouragement, and Safety Program		60,000	60,000
East Portland Avenue Safety Improvements		1,368,535	1,368,535
Facility Upgrades	1,400,000	1,400,000	1,400,000
Hiedelberg Soccer Stadium		-	12,000,000
Hilltop Offsite Improvements		150,000	150,000
Historic Water Ditch Trail- Phase III & IV		2,440,104	2,440,104
Links to Opportunity		4,000,000	4,000,000
NCS Readiness Site		350,000	350,000
North 21st Street: Proctor to Pearl		-	15,547,500
Pedestrian and Bicycle Counts and Facility Inventories		210,600	210,600
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
Portland Avenue Freight and Access Improvements		370,430	370,430
Priority Active Transportation Small Project Improvements		60,000	60,000
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		2,414,774	2,414,774
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		923,930	923,930
South Yakima Avenue Traffic Signal Operations and Visibility Improvements		1,010,400	1,010,400
SR 7 (Pac Ave) Signal Corridor Improvements		945,166	945,166
Systemic Safety Improvements		586,800	586,800
Taylor Way Rehabilitation		15,779,296	15,779,296
Yakima Ave Bridge Overlay		2,990,000	2,990,000
Grant-State	1,260,000	26,025,970	36,931,970
East 64th Street : Pacific to McKinley (Phase 1)		5,162,991	5,162,991
Fawcett Avenue: South 19th to South 21st			1,013,290
First Creek Middle School Safe Routes to School			318,885
FM: Beacon Center, Renovation		980,000	980,000
I-5/S. 56th Street Interchange - ADA Compliance		631,322	631,322
Lister Elementary School Safe Routes to School			450,115
Mary Lyon Elementary Safe Routes to School		296,174	296,174
Prairie Line Trail Historic Interpretation Project		400,000	400,000
Puyallup Bridge F16A & F16B Replacement		11,950,000	11,950,000
Railroad Crossing Improvements		450,000	1,450,000
Schuster Parkway Promenade			4,000,000
South 19th and Clay Huntington		613,193	613,193
South Sheridan Avenue: 56th to 84th - Complete Street		-	3,756,000
Taylor Way Rehabilitation		2,500,000	2,500,000
Track Improvements	1,260,000	1,260,000	1,260,000
Waterway Park			2,150,000

**2021-2022 Capital Budget
Funding Detail Report**

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
Grant-Unidentified Grant			35,731,955
East 64th Street : McKinley to Portland Ave (Phase 2)	-	-	7,000,000
Historic Water Ditch Trail- Phase III & IV	-	-	5,623,085
Portland Avenue Freight and Access Improvements	-	-	3,333,870
Prairie Line Trail Phase II	-	-	7,000,000
Schuster Parkway Promenade	-	-	12,000,000
South Sound Freight Priority Modeling & Capital Planning	-	-	775,000
Other-Local Contribution	7,107,320	7,107,320	22,432,320
East 29th Street Roundabout & Extension	1,500,000	1,500,000	1,500,000
FM: Fire Station #5 (Tideflats)	4,470,000	4,470,000	4,470,000
Hiedelberg Soccer Stadium	-	-	13,000,000
Melanie Jan LaPlant Dressel (Central) Park	-	-	2,325,000
Puyallup Bridge F16A & F16B Replacement	500,000	500,000	500,000
Taylor Way Rehabilitation	550,000	550,000	550,000
Waterway Park	87,320	87,320	87,320
Other-Private Contribution	3,284,569	3,284,569	6,609,569
Fawcett Avenue: South 19th to South 21st	750,000	750,000	750,000
FM: Float Installation (MSOC)	625,000	625,000	625,000
Melanie Jan LaPlant Dressel (Central) Park	-	-	2,325,000
Taylor Way Rehabilitation	-	-	1,903,485
Traffic Enhancements	6,084	6,084	6,084
Waterway Park	-	-	1,000,000
Other-Property Owner Contribution	-	-	20,647,000
Hiedelberg Soccer Stadium	-	-	20,000,000
LID 8668	-	-	647,000
Utility_Funds-Rail	6,980,000	6,980,000	29,230,000
Communications	-	-	250,000
Facility Upgrades	2,685,000	2,685,000	10,685,000
Rail Equipment/Vehicles	1,510,000	1,510,000	5,510,000
Track Improvements	2,785,000	2,785,000	12,785,000
Utility_Funds-Solid Waste	9,653,317	19,891,509	25,571,509
Solid Waste Management Facilities Upgrades and Maintenance	9,653,317	19,891,509	25,571,509
Utility_Funds-Surface Water	50,316,165	80,436,696	141,733,957
Facilities Projects	-	1,946,752	8,615,322
Schuster Parkway Promenade	-	95,174	95,174
Surface Water Collection System Projects	33,372,415	57,333,491	95,055,307
Treatment and Low Impact Projects	16,943,750	21,061,279	37,968,154
Utility_Funds-Tacoma Power	149,898,000	297,824,000	592,644,000
General Plant	47,379,000	87,447,000	102,067,000
Power Generation	30,318,000	51,983,000	149,433,000
Power Management	11,389,000	26,102,000	55,102,000
T&D Projects	47,149,000	98,228,000	220,664,000
Utility Technology Services	13,663,000	34,064,000	65,378,000
Utility_Funds-Tacoma Water	79,715,232	142,096,723	249,896,510
General Improvements	34,160,735	50,956,309	67,773,012
RWSS Cost Share Eligible Projects	1,160,937	2,881,669	7,049,984
Water Distribution	23,316,180	55,384,092	91,081,501
Water Quality	2,519,433	5,987,335	9,901,335
Water Supply/Transmission/Storage	18,557,947	26,887,318	74,090,678
Utility_Funds-Wastewater	73,982,858	127,370,473	197,596,999
Central Treatment Plant Improvements	38,498,151	61,773,869	84,984,313
North End Treatment Plant Projects	8,486,902	11,253,629	16,960,580
Pump Station Projects	2,069,937	3,622,537	6,262,009
Wastewater Collection System Projects	24,927,868	50,720,438	89,390,097

**2021-2022 Capital Budget
Funding Detail Report**

Funding Source	New 2021-2022 Funding	Total Confirmed Funding	Total Requested Funding
City-REET 1	5,500,026	18,888,922	19,088,922
ADA Curb Ramp Program	300,000	300,000	500,000
City Support for SR167	700,000	700,000	700,000
FM: Beacon Center, Renovation		208,000	208,000
FM: Deferred Repair & Replacement Program		1,300,000	1,300,000
FM: Fire Station #5 (Tideflats)		2,535,000	2,535,000
FM: Float Installation (MSOC)		567,000	567,000
Gas Station Park	300,000	300,000	300,000
Hilltop Offsite Improvements		135,000	135,000
Historic Water Ditch Trail- Phase III & IV		537,000	537,000
Library Physical Infrastructure and Building Repairs		1,786,000	1,786,000
Melanie Jan LaPlant Dressel (Central) Park		750,000	750,000
Neighborhood Programs (PW)		30,000	30,000
Performing Arts Theaters Capital Projects Management	500,000	3,500,000	3,500,000
Pipeline Trail/Cross County Commuter Connector--Phase II		290,000	290,000
Prairie Line Trail - Art Park		325,000	325,000
Prairie Line Trail Phase II		780,896	780,896
Priority Active Transportation Small Project Improvements	200,000	200,000	200,000
School Beacons	250,000	250,000	250,000
Site 10 Seawall & Esplanade Repair and Replacement	1,445,026	1,445,026	1,445,026
Site 12 Seawall	1,230,000	1,600,000	1,600,000
Tacoma Dome Renovation Project		450,000	450,000
Traffic Enhancements	75,000	150,000	150,000
Traffic Signal Infrastructure Improvements		250,000	250,000
Vision Zero Implementation	500,000	500,000	500,000
City-REET 2	7,250,000	19,974,196	19,974,196
56th Street South and Cirque Drive Corridor Improvements		430,000	430,000
6th Avenue Pedestrian Crossing Safety Improvements		550,000	550,000
Adding New Streetlights (2021/2022)	200,000	200,000	200,000
City Support for SR167		500,000	500,000
East Portland Avenue Safety Improvements		350,000	350,000
Hilltop Offsite Improvements		17,767	17,767
Infrastructure Fund (CED)		40,233	40,233
Links to Opportunity	3,000,000	3,000,000	3,000,000
Missing Link Sidewalks		600,000	600,000
NCS Readiness Site		1,000,000	1,000,000
Neighborhood Programs (PW)	100,000	520,989	520,989
Puyallup Bridge F16A & F16B Replacement		1,770,207	1,770,207
Puyallup River Bridge Corridor Study		150,000	150,000
Safe Routes to School Improvements	700,000	1,900,000	1,900,000
School Beacons		1,610,000	1,610,000
South Sheridan Avenue: 56th to 84th - Complete Street		400,000	400,000
Streetlight Infrastructure Deferred Maintenance		850,000	850,000
Traffic Enhancements		250,000	250,000
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project		75,000	75,000
Traffic Signal Infrastructure Improvements		750,000	750,000
Traffic Signal Repair, Replacement, Rehabilitation, and Improvements	2,000,000	2,000,000	2,000,000
Unfit/Unsafe Sidewalk Program	1,250,000	3,010,000	3,010,000
Grant-Local		3,500,000	3,500,000
Links to Opportunity		3,500,000	3,500,000
Debt-Other	600,000	600,000	600,000
Track Improvements	600,000	600,000	600,000
Grand Total	391,601,170	925,028,201	1,742,021,920

2021-2022 Capital Budget Operating Impacts Report

Project Title	Total Costs Through 2022	Est. Annual Maintenance
Community Development	4,902,226	375,000
Infrastructure Fund (CED)	40,233	
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
Cultural Facilities	106,473,308	46,500
Hiedelberg Soccer Stadium	60,000,000	
Performing Arts Theaters Capital Projects Management	3,500,000	
Prairie Line Trail Historic Interpretation Project	440,000	10,000
Tacoma Dome Renovation Project	31,033,308	36,500
Tacoma Dome South Addition	11,500,000	
General Government Municipal Facilities	64,110,572	39,000
CityNet MPLS Phase 2 - HFC Network Replacement	305,572	15,000
FM: Beacon Center, Renovation	5,700,000	24,000
FM: Deferred Repair & Replacement Program	51,415,000	
FM: Municipal Complex, Tenant Improvement Program	6,690,000	
Libraries	4,090,000	163,100
Library Physical Infrastructure and Building Repairs	3,641,000	155,000
Main Library Elevator Upgrade	174,000	8,100
Main Library Fan Wall Replacement	275,000	
Parks and Open Space	15,245,000	55,000
Gas Station Park	320,000	
Melanie Jan LaPlant Dressel (Central) Park	5,400,000	
Prairie Line Trail - Art Park	3,325,000	5,000
Waterway Park	6,200,000	50,000
Public Safety	9,154,966	40,000
FM: Fire Station #5 (Tideflats)	7,005,000	24,000
FM: Float Installation (MSOC)	1,499,966	4,000
Harrison Range Improvements	650,000	12,000
Trans - Active Transportation	56,510,520	505,070
Bicycle & Pedestrian Education, Encouragement, and Safety Program	493,000	36,000
Fawcett Avenue: South 19th to South 21st	2,893,290	47,040
Hilltop Offsite Improvements	342,767	30,000
Historic Water Ditch Trail- Phase III & IV	9,761,556	105,000
Missing Link Sidewalks	2,615,000	5,000
Pipeline Trail/Cross County Commuter Connector--Phase II	2,872,867	5,000
Pipeline Trail/Cross County Commuter Connector--Phase III	2,511,057	5,000
Prairie Line Trail Phase II	8,102,222	25,000
Priority Active Transportation Small Project Improvements	408,589	45,000
Revitalizing Tacoma's Brewery District with Complete Streets: Phase I	3,122,177	75,000
Schuster Parkway Promenade	19,734,310	100,000
Sidewalk Abatement Program	403,685	10,776
Unfit/Unsafe Sidewalk Program	3,250,000	16,254

2021-2022 Capital Budget Operating Impacts Report

Project Title	Total Costs Through 2022	Est. Annual Maintenance
Trans - Arterial Streets	71,072,831	1,084,612
56th Street South and Cirque Drive Corridor Improvements	11,637,651	413,400
Arterial Overlay Program	2,735,100	1,000
East 64th Street : Pacific to McKinley (Phase 1)	8,721,975	106,188
North 21st Street: Proctor to Pearl	17,625,500	169,471
Portland Avenue Freight and Access Improvements	4,358,000	205,150
Taylor Way Rehabilitation	25,994,605	189,403
Trans - Bridges	61,522,850	173,505
Bridge Capital Projects	350,000	10,000
East 11th Street Bridge Demolition over the Puyallup River	9,000,000	129,835
Portland Avenue Bridge over BNSF Tracks Repair	5,000,000	8,000
Puyallup Bridge F16A & F16B Replacement	42,229,750	500
Puyallup River Bridge Bearing Upgrades	770,000	500
Puyallup River Bridge Corridor Study	250,000	
Yakima Ave Bridge Overlay	3,923,100	24,670
Trans - Major Projects	22,150,598	170,500
City Support for SR167	2,000,000	
East 29th Street Roundabout & Extension	1,500,000	25,200
Links to Opportunity	14,140,000	140,800
Municipal Dock Deck Demolition	1,095,572	1,500
Site 10 Seawall & Esplanade Repair and Replacement	1,715,026	1,500
Site 12 Seawall	1,700,000	1,500
Trans - Safety	23,715,874	237,334
15th Street Transient Moorage Replacement	797,783	5,000
6th Avenue Pedestrian Crossing Safety Improvements	3,564,600	
First Creek Middle School Safe Routes to School	398,885	19,000
I-5/S. 56th Street Interchange - ADA Compliance	631,322	
Lister Elementary School Safe Routes to School	550,115	6,800
Mary Lyon Elementary Safe Routes to School	348,440	
Neighborhood Programs (PW)	1,050,989	600
Pedestrian and Bicycle Counts and Facility Inventories	234,000	25,000
Railroad Crossing Improvements	3,126,750	57,000
Safe Routes to School Improvements	2,400,000	28,000
School Beacons	2,660,000	5,000
South 19th and Clay Huntington	721,403	3,611
South 19th Street: Union to Mullen	3,367,865	40,471
South Yakima Avenue Traffic Signal Operations and Visibility Improvements	1,122,700	5,000
SR 7 (Pac Ave) Signal Corridor Improvements	1,255,166	9,682
Systemic Safety Improvements	829,772	5,770
Traffic Enhancements	656,084	26,400
Trans - Street Rehabilitation	31,002,394	36,671
City Contribution to Streets Initiative	30,000,000	
Streets Initiative Gravel Streets	1,002,394	36,671

2021-2022 Capital Budget Operating Impacts Report

Project Title	Total Costs Through 2022	Est. Annual Maintenance
Trans - Traffic Signal/Lighting/ITS	6,694,111	596,000
Adding New Streetlights (2019/2020)	-	
Adding New Streetlights (2021/2022)	200,000	
East Portland Avenue Safety Improvements	2,909,594	247,000
South Tacoma Way Corridor Safety Improvements	1,169,517	114,000
Streetlight Infrastructure Deferred Maintenance	850,000	90,000
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project	75,000	100,000
Traffic Signal Infrastructure Improvements	1,490,000	45,000
Grand Total	476,645,250	3,522,292

LINKS TO MORE INFORMATION

The following links provide additional information and context to the 2021-2022 Biennial Budget.

TACOMA 2025 STRATEGIC PLAN

Visit https://www.cityoftacoma.org/tacoma_2025 for more information on Tacoma’s Strategic Plan

PERFORMANCE DATA

Visit <https://data.cityoftacoma.org> for data on performance measures and City Services.

SIX-YEAR FORECAST

The [six-year forecast](#) was presented at City Council Study Session on June 9, 2020 ([video](#)).

2021-2022 BUDGET DEVELOPMENT COMMUNITY OUTREACH

[2020 Community Survey](#); [Study Session Presentation January 28, 2020](#) ([video](#))

[Budget Outreach Study Session Presentation August 18, 2020](#) ([video](#))

[Outreach Summary](#); [Budget Outreach Study Session Presentation November 17, 2020](#) ([video](#), Outreach starts at 2:45)

CITY COUNCIL BUDGET WORKSHOPS OCTOBER-NOVEMBER 2020

Date	Topic/Council Priority Area
October 6, 2020	Proposed Budget Presentation to City Council (video), Proposed Budget Book , Tacoma Public Utilities-Utility Rates Budget Presentation (video)
October 13, 2020	Community Safety Budget Workshop (video)
October 20, 2020	Affordable Housing and Health Budget Workshops (video)
October 27, 2020	Access Budget Workshop (video)
November 3, 2020	Livable Wage Jobs Budget Workshop (video), Belief and Trust Budget Workshop (video)
November 10, 2020	Proposed Budget Updates (video)
November 17, 2020	Proposed Budget Updates (video)
November 24, 2020	Proposed Budget Updates (video)

2021-2022 BIENNIAL OPERATING BUDGET

[Ordinance adopting the 2021-2022 Biennial Operating Budget](#)

2021-2026 CAPITAL FACILITIES PROGRAM AND 2021-2022 CAPITAL BUDGET

[Ordinance adopting the 2021-2026 Capital Facilities Program and 2021-2022 Capital Budget](#)

[2021-2026 Capital Facilities Program](#)

GLOSSARY

Ad Valorem Tax – A tax that 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 and ends December 31.

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, restrictions, or limitations.

Fund Balance – Total assets that 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 unmatured 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 that 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 that 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 Balance – Represents resources that can be used for any purpose of the fund in which they are reported.

ACRONYMS

ADA – Americans with Disabilities Act	GTCC – Greater Tacoma Convention Center
ALS – Advanced Life Support	HFC – Hybrid fiber-coaxial
ARRA – American Recovery and Reinvestment Act of 2009	HOME – Home Investment Partnerships
AUC – Assets Under Construction	HUB – Historically Underutilized Business
B&O – Business & Operating	HUD – Housing and Urban Development
BABs – Build America Bonds	ICMA – International City/County Management Association
BCPA – Broadway Center for the Performing Arts	ILS – Integrated Library System
BIPOC – Black, Indigenous, and People of Color	IPMS – Integrated Permit Management System
BLS – Basic Life Support	ISF – Internal Service Fund
BLUS – Building and Land Use	LEAP – Local Employment & Apprenticeship Training Program
CAO – City Attorney’s Office	LEOFF – Law Enforcement Officers and Fire Fighters
CAFR – Comprehensive Annual Financial Report	LID – Local Improvement District
CARES – Cleanup and Revitalization Efforts	LIHEAP – Low Income Home Energy Assistance Program
CCF – Centum Cubic Feet (water measurement)	LOS – Level of Service
CDBG – Community Development Block Grant	LTGO – Limited Tax General Obligation
CED – Community & Economic Development	M&O – Maintenance & Operations
CFP – Capital Facilities Program	MBE – Minority Business Enterprise
CIAC – Contributions In Aid of Construction	MCO – Media & Communications Office
CLID – Consolidated Local Improvement District	MFPTE – Multi-Family Property Tax Exemption
CMAQ – Congestion Mitigation and Air Quality Improvement Program	MPLS – Multiprotocol Label Switching
CMO – City Manager’s Office	NCS – Neighborhood & Community Services
CNG – Compressed Natural Gas	NPDES – National Pollutant Discharge Elimination System
CO – Controlling (Module used in SAP)	OEHR – Office of Equity & Human Rights
COPS – Community Oriented Policing Services	OEPS – Office of Environmental Policy & Sustainability
COT – City of Tacoma	OHS – Office of Health and Safety
CREBs – Clean Renewable Energy Bonds	OMB – Office of Management & Budget
CSC – Customer Support Center	PCI – Pavement Condition Index
CSSF – Central Service Summary Fund	PDS – Planning & Development Services
CTED – Community, Trade, and Economic Development	PEACE – Partnering for Equity and Community Engagement
CUFR – Component Unit Financial Report	PEG – Public, Education, and Government
DRS – Department of Retirement Systems	PERS – Public Employees Retirement System
EEO – Equal Employment Opportunity	PM – Plant Maintenance (Orders used in SAP)
EMS – Emergency Medical Services	PV – Total Taxable Property Value (i.e. Assessed Value)
ERP – Enterprise Resource Planning	PW – Public Works
ES – Environmental Services	PWE – Public Works Engineering
FCC – Federal Communications Commission	PWF – Public Works Facilities
FTE – Full Time Equivalent	PWS – Public Works Streets
FWDA – Foss Waterway Development Authority	PWTF – Public Works Trust Fund
GAAP – Generally Accepted Accounting Principles	RCW – Revised Code of Washington
GASB – Government Accounting Standards Board	REET – Real Estate Excise Tax
GDP – Gross Domestic Product	RFID – Radio Frequency Identification
GF – General Fund	RZED – Recovery Zone Economic Development
GFOA – Government Finance Officers Association	RWSS – Regional Water Supply System
GG – General Government	
GIS – Geographic Information System	
GMA – Growth Management Act	
GO – General Obligation	

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
TPCHD – Tacoma Pierce County Health Department
TRCVB – Tacoma Regional Convention and Visitor Bureau
TRMD – Tacoma Rail Mountain Division
TTEP – Tacoma Training & Employment
WSDOT – Washington State Department of Transportation