



WEEKLY REPORT TO THE CITY COUNCIL

November 25, 2015

Members of the City Council
City of Tacoma, Washington

Dear Mayor and Council Members:

ITEMS OF INTEREST

1. As a reminder, **City Offices will be closed on Thursday, November 26th and Friday, November 27th for the Thanksgiving Holiday.**
2. The **Public Utility Board will be holding two special meetings next Thursday, December 3rd related to Click!**. Please see the attached agendas, resolutions and possible amendments(s).

STUDY SESSION/WORK SESSION

3. The **City Council Study Session** of Tuesday, December 1, 2015, will be held in Room 16 of the Tacoma Municipal Building North, at Noon. Discussion items will be: (1) **2016 State and Federal Legislative Agendas**; (2) **Proposed Billboard Regulations**; (3) **Other Items of Interest**; (4) **Committee Reports**; and (5) **Agenda Review and City Manager's Weekly Report**.

At Tuesday's Study Session, **Government Relations Officer Randy Lewis will share the draft State and Federal Legislative Agendas for 2016**. These agendas identify and communicate a selection of issues that the City would like to see addressed by the Legislature and Congress each year. Prioritizing issues informs the public on what issues under consideration in Olympia and Washington D.C. are most important to the City Council. Attached for your review for Tuesday's discussion are the documents that show the revisions and also clean draft state and federal agendas. A resolution to adopt the agendas will be prepared for your consideration at the December 8th City Council meeting.

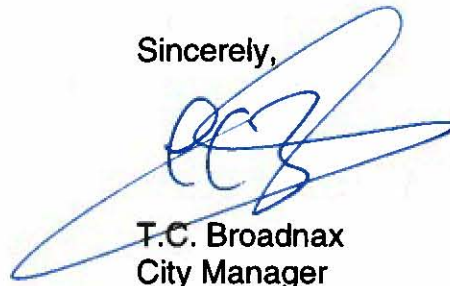
The City of Tacoma is exploring alternatives to its existing billboard regulations, which has resulted in litigation against the City. The long-term goal has been to have an overall reduction in the number of billboards in the City and protect neighborhoods and sensitive uses, such as historic districts and shoreline areas. On November 17th, the City Council held a public hearing regarding potential amendments to the City's regulations. As a second item at Tuesday's Study Session, **staff from Planning and Development Services will facilitate Council's review of the public testimony received and a discussion on how the City Council would like to proceed on the proposed billboard regulations**. Council is tentatively scheduled to hold first reading on an ordinance to amend the regulations on December 8th, with final reading on December 15th.

4. The updated **Tentative City Council Forecast and Consolidated Standing Committee Calendars** are attached for your information.

MARK YOUR CALENDARS

5. You have been invited to the following events:
- **Lincoln Neighborhood Revitalization Project Office Open House on Thursday, December 3rd, 1:00–5:00 p.m.**, 750 South 38th Street, Suite C.
 - **Climate Policy and Environmental Action in Tacoma on Monday, December 7th, 6:00 - 7:30 p.m.**, at Evergreen State College Tacoma, located at 1210 Sixth Avenue.
 - **Port of Tacoma Road Reconstruction Project Completion Celebration on Wednesday, December 16th, 11:30 to 1:30 p.m.**, at the Fabulich Center, Room 104, located at 3600 Port of Tacoma Road.
 - **“The Spirit of Justice in a New Generation” Martin Luther King, Jr. Unity Breakfast on Monday, January 18th, 8:00 a.m.**, at the University of Washington Tacoma, University Y Student Center, located at 1710 Market Street.
 - **Dr. Martin Luther King, Jr. Celebration “Ordinary Men, Extraordinary Change” on Monday, January 18th, 11:00 a.m.**, at the Greater Tacoma Convention and Trade Center, located at 1500 Broadway.

Sincerely,



T.C. Broadnax
City Manager

TCB:crh
Attachments



NOTICE

City of Tacoma Public Utility Board

**SPECIAL MEETING
Thursday, December 3, 2015
3628 South 35th Street
Tacoma WA 98409**

3:00 Study Session, Ground Floor Auditorium

Pursuant to the Rules of Order of Business Rule 1(g) of the City of Tacoma Public Utility Board, Special Meetings of the Board are limited to subject or subjects to be considered at such meeting.

No public comment will be taken at this meeting.

3:00 Study Session Agenda

1. Call to Order
2. Discussion on Click! Network including presentations by Wave Holdings LLC and Rainier Connect
3. Review the December 3, 2015 Special Meeting evening public agenda.
4. Adjournment

Charleen Jacobs
Clerk of the Board
253-502-8201



The City of Tacoma does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the TPU Director's Office at 253-502-8201. TTY or speech to speech users please dial 711 to connect to Washington Relay Services.



NOTICE

City of Tacoma - Public Utility Board

SPECIAL MEETING

Thursday, December 3, 2015
3628 South 35th Street, Tacoma WA 98409

5:30 Regular Meeting, Ground Floor Auditorium

Pursuant to the Rules of Order of Business Rule 1(g) of the City of Tacoma Public Utility Board, Special Meetings of the Board are limited to subject or subjects to be considered at such meeting.

5:30 Regular Meeting Agenda

1. Call to Order
2. Roll Call
3. Public Comment
4. Consideration of Resolutions and possible amendment(s) for potential adoption thereon related to Click! (attached).
 - a. Resolution No. U-10828 authorizing Tacoma Power/Click! to prepare a business plan to provide, in addition to retail cable television, retail internet services including voice over data internet ("VoIP") protocol, commercial broadband, and Gigabit service ("Retail Services").

Proposed Amendment No. 1. Add Sec. 2.g. related to expenditures made on behalf of Click! by Tacoma Power shall constitute loans.

Proposed Amendment No. 2. Add Sec. 4 related to requiring a legal opinion or declaratory judgment be obtained prior to implementing the business plan.

Proposed Amendment No. 3. Add Sec. 5 related to requiring Click! rate adjustments approved pursuant to Resolution U-10773 be reviewed and resubmitted for City Council approval in support of the business plan.
 - b. Resolution No. U-10829 authorizing Tacoma Power/Click! to solicit lease and property sale proposals for a third-party operator to use and maintain Tacoma Power's telecommunication network and purchase Click!'s physical assets to offer cable television and retail internet services including voice over data internet ("VoIP") protocol, commercial broadband, and Gigabit service ("Retail Services") to residential and commercial customers within Tacoma Power's service territory.

Proposed Substitute Resolution No. U-10829 relating to Tacoma Power; authorizing Tacoma Power to solicit lease and property sale proposals for a third-party operator to use and maintain Tacoma Power's telecommunication network and purchase Click!'s physical assets to offer cable television and retail internet services including voice over data internet ("VoIP") protocol, commercial broadband, and Gigabit service ("Retail Services") to residential and commercial customers within Tacoma Power's service territory.
5. Adjournment

Charleen Jacobs, Clerk of the Board
253-502-8201



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RESOLUTION NO. U-10828

1 A RESOLUTION relating to Click! Network; authorizing Click! to prepare a
2 business plan to provide, in addition to retail cable television, retail
3 internet services including voice over data internet ("VoIP") protocol,
commercial broadband and Gigabit service ("Retail Services").

4 WHEREAS the City Council of Tacoma authorized the Department of
5 Public Utilities ("TPU"), Light Division (dba "Tacoma Power"), to implement and
6 manage a broadband telecommunication system ("Click! Network" or "Click!" as
7 authorized through City Council Substitute Resolution No. 33668, approved
8 April 8, 1997, and Public Utility Board Amended Substitute Resolution U-9258
9 approved April 9, 1997), and
10

11 WHEREAS Tacoma Power provided retail cable TV services to
12 customers, wholesale internet to independent Internet Service Providers
13 ("ISPs") who served retail customers and wholesale broadband service to
14 business customers, and
15

16 WHEREAS the broadband telecommunication system is critical
17 infrastructure for Tacoma Power, including the connection of substations,
18 support of approximately 18,000 Gateway smart meters, as well as providing
19 support for the City's I-net system, and
20

21 WHEREAS the City Charter Section 4.6 requires a vote of the people
22 before the City may sell, lease, or dispose of any utility system, or parts thereof
23 essential to continued effective utility service, and
24

25 WHEREAS the presence of Click! Cable TV in the marketplace provided
26 savings for all cable TV customers, regardless of provider, in the Click! Market



1 territory as compared to other Puget Sound market areas to an estimated
2 average savings of \$10 million dollars a year, between 2004 and 2008, and

3 WHEREAS Click! services currently reaches 26.2% of the customers in
4 the service territory with one or more of its services (Cable TV only, Internet
5 only or Cable TV and Internet) according to Click! customer counts, and
6

7 WHEREAS 61% of those polled in May of 2015 said that it would be a
8 good idea for Click! to provide internet service directly to customers, and

9 WHEREAS Click! infrastructure could provide Gigabit internet speeds to
10 customers in the entire service territory with capital investment, and

11 WHEREAS customers' use of internet is increasing and use of Cable TV
12 is decreasing, just as the cost for Cable TV is increasing significantly for the
13 Click! network, and
14

15 WHEREAS Click!'s current business model creates future potential
16 financial losses that may require the use of Tacoma Power ratepayer funds,
17 and

18 WHEREAS the Public Utility Board has determined that the most
19 reasonable path to meeting community objectives and financial sustainability is
20 to pursue a business model where Click! offers additional retail products directly
21 to its customers, including retail cable TV, Internet, voice over Internet (VoIP),
22 and commercial broadband services ("All-In Retail model"); Now, therefore,
23

24 BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

25 Sec. 1. Definitions.
26



- 1 a. "Click! or Click! Network" shall mean the telecommunication section of
2 the Light Division of the Department of Public Utilities for the City of
3 Tacoma, as established and described in Public Utility Board Amended
4 Substitute Board Resolution U-9258 and City Council Substitute
5 Resolution No. 33668.
- 6 b. "Tacoma Power" shall mean the Light Division (doing business as
7 Tacoma Power), of the Department of Public Utilities, for the City of
8 Tacoma, as established by the City of Tacoma Charter Section 4.10.
- 9 c. "Tacoma Public Utilities" shall mean the Department of Public Utilities
10 (doing business as TPU), for the City of Tacoma, as established by the
11 City of Tacoma Charter Article 4.
- 12 d. "Retail Services" shall mean cable television and retail internet services
13 including voice over data internet protocol, retail and commercial
14 broadband, Gigabit service and related and enhanced services offered to
15 customers from time to time as new technologies and services become
16 available.
- 17 e. "Expenditures" shall mean capital (including debt service) and
18 operations and maintenance ("O&M") expenses determined on a
19 "cash flow" basis incurred by Click! after January 1, 2016.
20 "Expenditures" shall not include, and Click! shall not be charged
21 Click! past physical plant and capital related costs made by
22 Tacoma Power on behalf of Click! prior to January 1, 2016.

23 Sec. 2. Click! shall work with consultants as appropriate to develop a
24 detailed business, financial and marketing plan (the "Business Plan") to provide
25 customers the Retail Services and other aspects of the Business Plan
26 contemplated herein. The goal will be for Click! to present to the Public Utility
Board and the City Council an initial detailed Business Plan on or near April 7th,
2016. The goal will be for the Public Utility Board and City Council to approve
the initial detailed Business Plan within 60 days thereafter.

- 27 a. The Business Plan shall include annual, biennial and longer term
28 goals, benchmarks and measures of financial progress and
29 success, including
- 30 i. building customer counts and increasing market
31 penetration
 - 32 ii. financial projection and benchmarks
 - 33 iii. designing and implementing rates that support
34 customers count goals while providing revenue to
35 pay Expenditures
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- iv. achievement of revenues that exceed Expenditures to the extent reasonably feasible
 - v. capital expenditure planning, including debt financing where appropriate
 - vi. charging just and proper proportions of the cost and expenses of other departments or offices of the City rendering service to Click!, as required under City Charter section 4.5.
- b. The Business Plan shall also include annual, biennial and longer term goals, benchmarks and measures of progress and success for non-financial achievement, including
- i. coordination with goals and strategic plans of TPU and the City of Tacoma
 - ii. promotion of market competition
 - iii. fostering and enhancing educational opportunity and economic activity in Tacoma and Pierce County
 - iv. ensuring just access to internet service regardless of economic condition, social barriers and physical challenges.
- c. The Business Plan will make adapting to changing market conditions and increased competition a priority, including necessary capital investments to improve technologies and stay competitive.
- d. The Business Plan will authorized, but not obligate, Click! to enter into negotiations for new contracts with internet services providers using its network on terms and conditions economically acceptable to Click! and consistent with the Business Plan, including authority to purchase the businesses of the existing private internet service providers using its network. Click! will be authorized to utilize the services of third-party business valuation consultants, acceptable to all parties, in connection with such negotiations.
- e. The Business Plan will include analysis and action plans for the structure of the Click! workforce, including the negotiation with the relevant labor organizations when necessary, to meet the requirements of the Business Plan.
- f. The Business Plan shall require a separate enterprise fund (subaccount) within the Tacoma Power fund to account for Click! revenues and Expenditures.
- g. The Business Plan shall require Public Utility Board and City Council approval of budgets, expenditures, rates, and charges necessary to



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implement the business plan contemplated herein as part of the regular Tacoma Power budgeting, contract, and rates approval processes.

h. The Business Plan shall provide quarterly and annual reports to the Public Utility Board and to the City Council to monitor Click!'s actual performance relative to the approved business plan. Such reports shall include financial gains and losses and the balance of the loan account described below.

Sec. 3. The Public Utility Board and the City Council shall, upon adoption of this Resolution, appoint a Click! Engagement Committee to provide oversight and assistance to Click! in the development and implementation of the business plan. The Click! Engagement Committee shall be comprised of three (3) Public Utility Board Members and two (2) City Council members. The Click! Engagement Committee shall meet to consult with Click! on a regularly scheduled basis established by the Committee and Click!. The Public Utility Board and the City Council may consider delegating specific authority in the management of Click! to the Click! Engagement Committee in the future as the Business Plan is further developed.

Sec. 4. A fiscal note is attached to and incorporated in this Resolution U-10828. The fiscal note estimates the Capital and O&M budget requirements and impacts in addition to the financial gains and losses anticipated over the next five (5) years, in connection with the Click! business plan contemplated herein.

Approved as to form and legality:

Chair

William Foster

Chief Deputy City Attorney

Secretary

Adopted _____

Clerk



TACOMA PUBLIC UTILITIES

3628 South 35th Street

Tacoma, Washington 98409-3192

To: Chair and Members of the Public Utility Board

From: William A. Gaines, Director of Utilities/CEO

Date: November 25, 2015

Subject: Financial Impact of Authorizing Click! to Provide Retail Internet Service Including Gigabit Internet Service, Voice over Internet Protocol Service and Commercial Broadband Service, and Approving a Five Year Business Plan

Background:

A variety of business models have been developed and presented to policymakers, including a base case or status quo model and prospective models for Click! offering retail internet and cable television services, Click! offering wholesale-only internet (no video) and Click! entering into a private use contract involving Tacoma Power/Click! facilities. The financial models considered both low and high growth assumptions. This report addresses the fiscal impact of authorizing Click! to provide retail Internet service including Gigabit Internet service, Voice over Internet Protocol Service and Commercial Broadband Service ("All-In Retail with Gigabit model") along with cable television services. The All-In Retail with Gigabit model anticipates a loss of 1,916 Cable customers under the low growth option and a gain of 1,152 Cable customers under the high growth option in five years. It also anticipates a gain of between 6,412 and 12,124 Internet customers, and a gain of between 5,168 and 7,563 Voice over Internet Protocol customers, low and high respectively. Table 1 below shows the financial metrics of the All-In Retail with Gigabit option.

Table 1

	All-In Retail w/Gigabit Low Option	All-In Retail w/Gigabit High Option
Revenue	\$181.4	\$207.1
O&M Expenditures	\$185.3	\$206.3
Capital Investment	\$27.7	\$28.8
Cumulative Cash Flow	(\$31.6)	(\$28.0)

Fiscal Impact:

The impact of pursuing the All-In Retail with Gigabit option is that the City will incur deficit spending in the range of \$28 million to \$31.6 million over the five-year business plan period, as shown in Table 1. However, as noted in Table 2 below, the Retail All-In with Gigabit model begins to produce positive cash flow in Year 8 under the high growth option.

Table 2

	LOW OPTION		HIGH OPTION	
	Cash Flow	Cumulative Cash Flow	Cash Flow	Cumulative Cash Flow
2016	(\$13,375,861)	(\$13,375,861)	(\$14,141,034)	(\$14,141,034)
2017	(4,894,538)	(18,270,399)	(4,728,564)	(18,869,598)
2018	(5,064,295)	(23,334,693)	(4,541,133)	(23,410,731)
2019	(4,430,859)	(27,765,552)	(2,866,051)	(26,276,783)
2020	(3,829,670)	(31,595,222)	(1,750,548)	(28,027,331)
2021	(3,482,159)	(35,077,381)	(945,919)	(28,973,250)
2022	(3,832,725)	(38,910,106)	(608,528)	(29,581,779)
2023	(3,114,794)	(42,024,900)	480,572	(29,101,207)
2024	(2,877,105)	(44,902,005)	1,146,031	(27,955,175)



TACOMA POWER



TACOMA WATER



TACOMA RAIL



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3 **RESOLUTION U-10828 - AMENDMENT NO. 1**
4 **By Board Member Patterson**

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Related to expenditures made on behalf of Click! by Tacoma Power shall constitute loans.

On page 4, at line 26, insert the following:

NEW SUBSECTION. Sec. 2.g. Subject to the outcome of the legal analysis authorized under Sec. 4, from January 1, 2016, going forward if Expenditures made on behalf of Click! by Tacoma Power exceed Click! revenues during any month, such "Excess Expenditures" shall constitute a loan or advance from Tacoma Power to Click!, which shall be reimbursed as follows:

- i. "Target Date" means December 31, 2021 or a date when the cumulative Excess Expenditures reach \$31.6 million, whichever occurs first.
- ii. Click! shall reimburse the loans or advances from revenue exceeding Expenditures as soon as possible.
- iii. If Click! revenue in excess of Expenditures is insufficient to reimburse loans or advances in full by the Target Date, Click! revenue shall be supplemented with City of Tacoma non-utility revenue that, together with Click! revenue, will be sufficient to provide full reimbursement of cumulative loans or advances accrued prior to the Target Date within ten (10) years of the Target Date.
- iv. The Utility Board and the City Council may, at any time, fulfill their obligation to reimburse the cumulative loans or advances by applying the proceeds from a transaction (license, lease, sale, etc.) transferring some or all of the City's telecommunications system business to a private third-party.

Renumber the remaining subsections consecutively and correct any internal references accordingly.



RESOLUTION U-10828 - AMENDMENT NO. 2
By Board Member Patterson

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Related to requiring a legal opinion or declaratory judgment be obtained prior to implementing the business plan.

On page 5, at line 12, insert the following:

NEW SECTION. Sec. 4. Prior to implementing the Business Plan contemplated in this resolution, TPU and the City's Legal Department, shall seek a legal opinion or declaratory judgment in Pierce County Superior Court, to confirm that Tacoma Power may operate the City of Tacoma's telecommunications system in accordance with the business plan. The City's Legal Department shall include in its request for a legal opinion or declaratory judgment, those specific components of the business plan necessary to provide the Utility Board and the City Council comfort that they may fully implement the business plan reasonably without threat of disruption by legal challenge. TPU and the City's Legal Department are authorized to utilize the services of third-party legal advisors in connection with this activity.

Renumber the remaining sections consecutively and correct any internal references accordingly.



RESOLUTION U-10828 - AMENDMENT NO. 3
By Board Member Patterson.

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Related to requiring Click! rate adjustments approved pursuant to U-10773 be reviewed and resubmitted for City Council approval in support of the business plan.

On page 5, after line 15, insert the following:

NEW SECTION. Sec. 5. Click! shall review and resubmit rate adjustments budgeted and proposed by Click! and approved by the Public Utility Board (previously approved by Board Resolution U-10773 on April 22, 2015), that support the Business Plan and the City Council is requested to approve an ordinance amending Tacoma Municipal Code Chapter 12.13, to authorize said rate adjustments.

Renumber the remaining sections consecutively and correct any internal references accordingly.



RESOLUTION NO. U-10829

1 A RESOLUTION relating to Tacoma Power; authorizing Tacoma Power to
2 solicit lease and property sale proposals for a third-party operator to use
3 and maintain Tacoma Power's telecommunication network and purchase
4 Click!'s physical assets to offer cable television and retail internet
5 services including voice over data internet ("VoIP") protocol, commercial
6 broadband and Gigabit service ("Retail Services") to residential and
7 commercial customers within Tacoma Power's service territory.

8 WHEREAS a strategic planning effort has been completed concerning
9 the development of a viable future business plan for the Department of Public
10 Utilities, Light Division (dba "Tacoma Power"), Telecommunication Section
11 ("Click! Network" or "Click!", as authorized through City Council Substitute
12 Resolution No. 33668 approved April 8, 1997, and Public Utility Board
13 Amended Substitute Resolution U-9258 approved April 9, 1997), and several
14 alternative business model options were developed for consideration, and

15 WHEREAS these alternative business models were presented at
16 multiple Public Utility Board Study Sessions, Joint Board and City Council Study
17 Sessions, and at public meetings, and

18 WHEREAS Click!'s financial sustainability faces some risks, including a
19 relatively high-cost structure, costly and necessary technology implementations,
20 growing competition for video services, aging network infrastructure and
21 components, making effective competition with private entities extremely
22 difficult, and

23 WHEREAS the Public Utility Board has determined that amongst these
24 risks, the most reasonable path to meeting community objectives and financial
25 sustainability is to pursue a business model where the Tacoma Power/Click!
26



1 physical plant and assets are leased or sold to a third-party operator to provide
2 Retail Services, and

3 WHEREAS the City Charter and state law require that property not
4 needed for utility purposes be declared surplus to the utilities' needs prior to
5 sale or lease without a vote of the citizens, and

6 WHEREAS the purpose of this Resolution is to provide Tacoma Power
7 authority to solicit proposals from third-party operators to use and maintain
8 Tacoma Power's telecommunication network, establish the elements of
9 acceptable proposals, and establish a timeline for submitting a recommendation
10 to the TPU Board and City Council; Now, therefore,

11 BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

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14 Sec. 1. Tacoma Power is authorized to bring forward a Resolution
15 declaring appropriate portions of the properties owned by Tacoma Power/Click!
surplus to the Utilities' needs to the Board for approval.

16 Sec. 2. Authorize Tacoma Power to solicit proposals for a third-party
17 operator to use and maintain the City of Tacoma's telecommunication network
18 operated by Tacoma Power and purchase Click!'s physical plant assets to offer
19 cable television and retail internet services including voice over data internet
20 ("VoIP") protocol, retail and commercial broadband, Gigabit service and related
21 and enhanced services offered to customers from time to time as new
technologies and services become available ("Retail Services") to residential
and commercial customers within Tacoma Power's service territory. Such
solicitation should occur by February 15, 2016.

22 Sec. 3. Tacoma Power is authorized to waive the City of Tacoma
23 standard request for proposals process and use the services of an outside
24 consultant(s) to solicit proposals. This consultant contract will be subject to the
approval of the Board.

25 Sec. 4. TPU shall solicit proposals that include the following elements:

- 26 a. Agreement term that is a minimum of 10 years and maximum (including
options to extend) of 40 years.



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- b. Require the third-party operator to secure and maintain a telecommunications and/or cable franchise agreement with the communities currently served and with communities into which the telecommunications system may be expanded to in the future.
- c. Pay at least \$1,000,000 to purchase Click!'s physical plant and operating assets.
- d. Pay at least \$2,000,000 per year with CPI increases in years two and beyond for rent.
- e. Invest at least \$1,500,000 per year with CPI increases in years two and beyond in direct capital investment in the physical network which shall become the property of Tacoma Power at the end of the agreement.
- f. Assume Click!'s I-Net obligations with the City of Tacoma.
- g. Assume the infrastructure provisioning, support and maintenance of Tacoma Power's Power Control and Operations Networks. This condition is to be performed under a separately negotiated agreement (see Sec. 10 below).
- h. Agree to maintain the Open Access status of the network.
- i. Agree to limit cable television rate increases to no more than 5% in the first two years of the term of the agreement.
- j. Agree to maintain the existing Click! cable television packages and associated rates for the first two years of the term of the agreement (except rates may be adjusted due to increases for programming and retransmission consent license fees but such adjustments are limited to 5% as noted in Sec. 3.i. above)
- k. Offer to assume and continue Click!'s existing wholesale relationships with Rainier Connect, Advanced Stream, Net-Venture, Optic Fusion, Integra, CenturyLink, twtelecom, Noel Communications, and Spectrum Networks.
- l. Offer lifeline cable, internet and phone service priced at \$9.95 per service to Tacoma Power's low-income program qualifying customers.
- m. Deploy Gigabit internet service over the course of the first few years of the agreement.
- n. Employ at least 81 people with living wage jobs to operate the network.
- o. Agree to interview all Click! employees who express an interest in employment with the third-party operator.
- p. Agree to negotiate measures and standards to maintain the level of customer service currently provided by Click! and provide for enforcement of customer service standards through the final agreement and the City right of way franchise agreement.
- q. Agree to negotiate terms in the final agreement that tie the third-party product offerings and performance to the achievement of public policy objectives identified by the TPU Board and City Council, including but not limited to City of Tacoma Vision 2025 goals, economic development, educational opportunity, access equity, living wage employment and cyber-security defense, which will be enforced through the final



1 agreement, and the City right of way franchise agreement, all to be
2 approved by TPU Board and the City Council.
3 r. Permit variation of each of the criteria described above in the proposal
4 with an explanation of why the variation will provide improved operations
5 and/or performance to the customers, TPU, the City Council and the
6 third-party operator.

7 Sec. 5. Tacoma Power shall evaluate proposals based on the elements
8 above and make a recommendation to the TPU Board and City Council no later
9 than March 1, 2016.

10 Sec. 6. Tacoma Power is authorized to develop a transition plan for
11 implementing the terms of the successful proposal.

12 Sec. 7. Tacoma Power is authorized to stop providing retail cable
13 television services and wholesale internet and related services, and establish a
14 transition plan to move existing Click! customers to the third-party operator
15 upon approval of the third-party operator proposal.

16 Sec. 8. Tacoma Power is authorized to continue all private internet
17 service provider contracts on a month-to-month basis and assist in transitioning
18 the internet service providers to receive wholesale service from the third-party
19 operator upon approval of the third-party operator proposal on terms that would
20 facilitate the transition to the third-party operator according to the terms of this
21 Resolution.

22 Sec. 9. Tacoma Power and Click! Network are authorized to develop and
23 implement a transition plan for unneeded Click! staff positions, including the
24 potential transition of employees to employment with the third-party operator or
25 in other areas of the City organization, and to provide severance benefits for
26 any Click! employees not employed by the third-party operator and who do not
remain employed by the City as a result of the transition to the third-party
operator.

Sec. 10. Upon approval of the third-party operator proposal, Tacoma
Power is authorized to negotiate an agreement with the third-party operator to
perform operation, maintenance, and support on the Tacoma Power
telecommunication network used by both Tacoma Power and the third-party
operator without a formal bid. This agreement shall be subject to TPU Board
approval.

Sec. 11. A fiscal note is attached to and incorporated in this Resolution
U-10829. The fiscal note estimates the Capital and O&M budget requirements/
impacts and the financial gains/losses anticipated over the next five years in
connection with the Click! business plan contemplated herein.



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Sec. 12. The City Council is requested to pass a resolution concurring in the above policy direction for Click!.

Approved as to form and legality:

William Foster
Chief Deputy City Attorney

Chair

Secretary

Clerk

Adopted



TACOMA PUBLIC UTILITIES

3628 South 35th Street

Tacoma, Washington 98409-3192

To: Chair and Members of the Public Utility Board

From: William A. Gaines, Director of Utilities/CEO

Date: November 19, 2015

Subject: Financial Impact of Authorizing Click! to Enter Into a Private Use Contract involving Tacoma Power/Click! facilities

Background:

A variety of business models were developed and presented to the policymakers, including a base case or status quo model and prospective models for Click! offering retail services, Click! offering wholesale-only and Click! entering into a private use contract involving Tacoma Power/Click! facilities. Five-year financial models covering the period January 1, 2016 through December 31, 2020 have been developed for each of these business models. This report addresses the financial impact of authorizing Click! to enter into a private use contract involving Tacoma Power/Click! facilities ("Lease option").

The key elements of the 5-year financial model for the Lease option are as follows:

- It anticipates revenue of \$11.5 million.
- It anticipates operations and maintenance expenditures (O&M) of \$4.6 million.
- It anticipates that the Lessee will invest at minimum \$1.5 million annually with CPI in years 2 and beyond in direct capital investment in the physical network.

Fiscal Impact:

As shown in Table 1 below, the Lease option is expected to generate \$6.9 million in free cash flow over the 5-year business plan period. In comparison to the base case or Status Quo option, which anticipates deficit spending of \$37.4 million over the same period, the Lease option changes the City's financial position from deficit spending to cash generating and improves cash position by \$44.3 million.

Table 1

	Lease
Revenue	\$11.5
O&M Expenditures	\$4.6
Capital Investment*	\$0.0
Cumulative Cash Flow	\$6.9

*Third-party operator will make direct capital investments of at least \$1.5 million annually in the physical network.





SUBSTITUTE RESOLUTION NO. U-10829

1 A RESOLUTION relating to Tacoma Power; authorizing Tacoma Power to
2 solicit lease and property sale proposals for a third-party operator to use
3 and maintain Tacoma Power's telecommunication network and purchase
4 Click!'s physical assets to offer cable television and retail internet
5 services including voice over data internet ("VoIP") protocol, commercial
6 broadband and Gigabit service ("Retail Services") to residential and
7 commercial customers within Tacoma Power's service territory.

8 WHEREAS the City Council of Tacoma authorized the Department of
9 Public Utilities ("TPU"), Light Division (dba "Tacoma Power") to implement and
10 manage broadband telecommunication services ("Click! Network" or "Click!" as
11 authorized through City Council Substitute Resolution No. 33668 approved April
12 8, 1997 and Public Utility Board Amended Substitute Resolution U-9258
13 approved April 9, 1997), and

14 WHEREAS Tacoma Power utilizes the broadband telecommunication
15 system to connect Tacoma Power facilities, support Gateway smart meters, as
16 well as providing support for the City's I-net system, and

17 WHEREAS Tacoma Power utilizes the excess capacity in the
18 telecommunication system to provide retail cable TV services to customers,
19 wholesale internet access to independent Internet Service Providers ("ISP's")
20 who provide internet service to retail customers and wholesale broadband
21 service to business customers, and

22 WHEREAS the presence of Click! Cable TV and internet service through
23 ISPs has historically provided valuable benefits including savings for all cable
24 TV customers, regardless of provider, and outstanding customer service in the
25 Click! market territory, and
26



1 WHEREAS customers' use of internet is increasing and use of Cable TV
2 is decreasing just as the cost for Cable TV is increasing significantly for the
3 Click! network, and

4 WHEREAS because of these and other factors, Click!'s current business
5 model operates with expenditures exceeding revenue, requires the use of
6 Tacoma Power ratepayer funds, and faces further business and financial risks
7 in the future, and

9 WHEREAS Click! has engaged in a lengthy strategic planning effort
10 focused on the development of a viable future business plan for Click!, with
11 alternative business models presented at multiple Public Utility Board Study
12 Sessions, Joint Board and City Council Study Sessions, and at public meetings,
13 and

14 WHEREAS the Public Utility Board has determined that amongst these
15 risks, a reasonable path to meeting community objectives and financial
16 sustainability is to pursue a business model where the Tacoma Power/Click!
17 physical plant and assets are leased or sold to a third-party operator to provide
18 Retail Services; Now, therefore,

20 BE IT RESOLVED BY THE PUBLIC UTILITY BOARD OF THE CITY OF TACOMA:

21 Sec. 1. Tacoma Power is authorized to bring forward a Resolution
22 declaring appropriate portions of the properties owned by Tacoma Power/Click!
23 surplus to the Utilities' needs to the Board for approval.

24 Sec. 2. Authorize Tacoma Power to solicit proposals for a third-party
25 operator to use and maintain the City of Tacoma's telecommunication network
26 operated by Tacoma Power and purchase Click!'s physical plant assets to offer
cable television and retail internet services including voice over data internet
("VoIP") protocol, retail and commercial broadband, Gigabit service and related



1 and enhanced services offered to customers from time to time as new
2 technologies and services become available ("Retail Services") to residential
3 and commercial customers within Tacoma Power's service territory. Such
4 solicitation should occur by February 15, 2016.

5 Sec. 3. Tacoma Power is authorized to waive the City of Tacoma
6 standard request for proposals process and use the services of an outside
7 consultant(s) to solicit proposals. This consultant contract will be subject to the
8 approval of the Board.

9 Sec. 4. TPU shall solicit proposals that include the following elements:

- 10 a. Agreement term that is a minimum of 10 years and maximum (including
11 options to extend) of 40 years.
- 12 b. Require the third-party operator to secure and maintain a
13 telecommunications and/or cable franchise agreement with the
14 communities currently served and with communities into which the
15 telecommunications system may be expanded to in the future.
- 16 c. Pay at least \$1,000,000 to purchase Click!'s physical plant and operating
17 assets.
- 18 d. Pay at least \$2,000,000 per year with CPI increases in years two and
19 beyond for rent.
- 20 e. Invest at least \$1,500,000 per year with CPI increases in years two and
21 beyond in direct capital investment in the physical network which shall
22 become the property of Tacoma Power at the end of the agreement.
- 23 f. Assume Click!'s I-Net obligations with the City of Tacoma.
- 24 g. Assume the infrastructure provisioning, support and maintenance of
25 Tacoma Power's Power Control and Operations Networks. This
26 condition is to be performed under a separately negotiated agreement
(see Sec. 10 below).
- h. Agree to maintain the Open Access status of the network.
- i. Agree to limit cable television rate increases to no more than 5% in the
first two years of the term of the agreement.
- j. Agree to maintain the existing Click! cable television packages and
associated rates for the first two years of the term of the agreement
(except rates may be adjusted due to increases for programming and
retransmission consent license fees but such adjustments are limited to
5% as noted in Sec. 3.i. above)
- k. Offer to assume and continue Click!'s existing wholesale relationships
with Rainier Connect, Advanced Stream, Net-Venture, Optic Fusion,
Integra, CenturyLink, twtelecom, Noel Communications, and Spectrum
Networks.
- l. Offer lifeline cable, internet and phone service priced at \$9.95 per
service to Tacoma Power's low-income program qualifying customers.



- 1 m. Deploy Gigabit internet service over the course of the first few years of
2 the agreement.
- 3 n. Employ at least 81 people with living wage jobs to operate the network.
- 4 o. Agree to interview all Click! employees who express an interest in
5 employment with the third-party operator.
- 6 p. Agree to negotiate measures and standards to maintain the level of
7 customer service currently provided by Click! and provide for
8 enforcement of customer service standards through the final agreement
9 and the City right of way franchise agreement.
- 10 q. Agree to negotiate terms in the final agreement that tie the third-party
11 product offerings and performance to the achievement of public policy
12 objectives identified by the TPU Board and City Council, including
13 coordination with goals and strategic plans of TPU and the City of
14 Tacoma, fostering and enhancing educational opportunity and economic
15 activity in Tacoma and Pierce County, and ensuring just access to
16 internet service regardless of economic condition, social barriers and
17 physical challenges.
- 18 r. Permit variation of each of the criteria described above in the proposal
19 with an explanation of why the variation will provide improved operations
20 and/or performance to the customers, TPU, the City Council and the
21 third-party operator.

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Sec. 5. Tacoma Power shall evaluate proposals based on the elements above and make a recommendation to the TPU Board and City Council no later than March 1, 2016.

Sec. 6. Prior to soliciting proposals as contemplated in this resolution, TPU and the City's Legal Department shall seek a legal opinion or declaratory judgment in Pierce County Superior Court to confirm that Tacoma Power may adopt agreements with a third-party operator in accordance with this resolution. The City's Legal Department shall include in its request for a legal opinion or declaratory judgment those specific components, proposed process, and agreement with a third-party operator necessary to provide the Utility Board and the City Council comfort that they may fully implement a contract with a third-party operator reasonably without threat of disruption by legal challenge. TPU and the City's Legal Department are authorized to utilize the services of third-party legal advisors in connection with this activity.

Sec. 7. Tacoma Power is authorized to develop a transition plan for implementing the terms of the successful proposal. Such transition plan may include reviewing and resubmitting rate adjustments budgeted and proposed by Click! and approved by the Public Utility Board (previously approved by Board Resolution U-10773 on April 22, 2015) that support Click! during the transition period. The City Council is requested to approve an ordinance amending Tacoma Municipal Code Chapter 12.13 to authorize said rate adjustments.



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Sec. 8. Tacoma Power is authorized to stop providing retail cable television services and wholesale internet and related services, and establish a transition plan to move existing Click! customers to the third-party operator upon approval of the third-party operator proposal.

Sec. 9. Tacoma Power is authorized to continue all private internet service provider contracts on a month-to-month basis and assist in transitioning the internet service providers to receive wholesale service from the third-party operator upon approval of the third-party operator proposal on terms that would facilitate the transition to the third-party operator according to the terms of this Resolution.

Sec. 10. Tacoma Power and Click! Network are authorized to develop and implement a transition plan for unneeded Click! staff positions, including the potential transition of employees to employment with the third-party operator or in other areas of the City organization, and to provide severance benefits for any Click! employees not employed by the third-party operator and who do not remain employed by the City as a result of the transition to the third-party operator.

Sec. 11. Upon approval of the third-party operator proposal Tacoma Power is authorized to negotiate an agreement with the third-party operator to perform operation, maintenance, and support on the Tacoma Power telecommunication network used by both Tacoma Power and the third-party operator without a formal bid. This agreement shall be subject to TPU Board approval.

Sec. 12. A fiscal note is attached to and incorporated in this Resolution U-10829. The fiscal note estimates the Capital and O&M budget requirements/ impacts and the financial gains/losses anticipated over the next five years in connection with the Click! business plan contemplated herein.

Approved as to form and legality:

Chair

William F. ...

Chief Deputy City Attorney

Secretary

Clerk

Adopted

DRAFT 2016 City of Tacoma Legislative Agenda

Summary agenda:

- The City seeks state assistance to fund repair or replacement of heavily used aging bridges that are beyond the limitations of existing grant programs. supports a transportation funding package that completes SR-167 and provides new funding to the City and transit agencies. The City supports new revenue authority to allow Sound Transit to seek voter approval for new projects. The City also can support a comprehensive water projects funding package that includes stormwater, aquifer, and flooding projects provided all who benefit pay and fully participate. seeks ongoing authority to operate the Bay Street speed camera.
- The City supports local control of taxes, changes to the 1 percent cap on property tax revenue, new economic development tools, protection of the EMS levy and a narrow public records exemption for municipal retirement systems. , and targeted tax incentives accompanied by regular review and renewal.
- ~~The City supports efforts to address public safety and environmental concerns from increased rail shipment of crude oil and coal and, in partnership with Metro Parks Tacoma, seeks assistance to improve water quality at Wapato Lake.~~
- The City supports the State meeting its obligations to fully fund K-12 education with new revenue. ~~The City will work to fix the incompatibilities of the medical and recreational marijuana laws while providing tax revenue for those cities where stores are located.~~
- The City supports increased State funding for a continuum of services, provided both by the State and local government, to assist homeless individuals and families. The City supports changes in law to help cities improve police/community relations.
- The City supports adoption of statewide requirements for paid sick and safe leave and an increase in the minimum wage to at least the level approved by Tacoma voters.

Detail agenda:

Economic development:

The City supports the use of economic development tools that facilitate urban redevelopment and encourage development, including affordable housing, in transit station areas to carry out the goals of ~~the~~ regional transit supportive ~~community~~ initiatives. This includes, but is not limited to, value capture tools like tax increment financing, local improvement district legislation, and restored funding of existing tools such as local infrastructure financing and business district assistance. ~~The City will also seek changes to local infrastructure financing statutes to allow more flexible use of already awarded grants.~~ The City supports the Tacoma Housing Authority funding requests for the Bay Terrace Phase 2 and Hilltop Lofts projects.

"The paramount" duty of the State is to "make ample provision for the education of all children..." and the Legislature is faced with a significant challenge to meet this responsibility in light of the McCleary decision by the State Supreme Court. Any solution to this problem cannot create winners and losers between the state's school districts and must not be done while causing further damage to the State's social safety net and higher education or by offloading State responsibilities to local government. New revenue will be required to meet the requirements of the court decision.

~~Tax breaks for specific businesses and industries can serve as an important economic development tool. For example, the expiring tax deferral on research and development activities has, by some estimates, promoted the generation of significantly more tax revenue in a year than it has cost the State over the time it has been in place. Yet, according to a New York Times report, Washington forgoes more than \$2.3 billion a year in revenue due to tax breaks. Not all of these tax breaks are as successful as the R&D break appears to be. The City supports greater transparency from businesses receiving tax breaks so that full analysis of the value of such incentives can be made.~~

Environment:

The City supports creation of a sustainable funding source to assist local governments with obligations under Federal storm water regulations. Funding should encourage innovation in meeting permit goals for both water quality and quantity. This funding can be part of a comprehensive water package that includes aquifer and flooding projects so long as funding for this package comes from all areas of the state that will benefit from projects and that all funded projects require local remedial actions and matching funds. ~~The City, in partnership with Metro Parks Tacoma and the University of Washington Tacoma, supports specific funding for stormwater quality improvements at Wapato Lake.~~

~~Crude oil shipments into Washington by rail have increased dramatically in recent years. Proposals to also bring coal through the state for shipment to the Far East have also been announced. These fossil fuel shipments pose significant potential for serious risk to public safety and environmental harm. In addition, these shipments are crowding agricultural and other commodities historically shipped by rail off the tracks and onto highways, increasing already high levels of congestion. The City supports a strong State effort to increase public safety and to reduce environmental harm by, at a minimum, strategic provisioning of adequate response equipment, speed controls, training for local first responders, and requiring use of state-of-the-art rail cars.~~

Fiscal:

The City believes local control of tax and regulatory processes is in the best interest of city residents and businesses. Local control allows innovation and greater flexibility to match taxes and regulations to a changing local economy. Local control also means allowing the City more authority over its local taxes, such as business and utility taxes. The City supports removing existing State controls over these taxes to allow the City to become less dependent on shared revenue from the State.

The City believes certain policy, such as requiring paid sick leave be offered by all employers and increasing the minimum wage to at least the level approved by Tacoma voters, should be uniform across the State. The City supports adoption of State laws requiring minimum paid sick leave and increasing the State minimum wage to at least the levels approved by Tacoma voters.

The City also supports changes to the 1 percent cap on property taxes that will allow growth in revenue year over year of up to the rate of inflation in Washington.

~~The State is implementing commercial sales for the personal use of marijuana. Initiative 502 authorized significant fees and taxes on the production and sales of marijuana but did not provide for the State to share any of that revenue with local government. As it is in cities where much of the production and the retail marijuana stores will be located, it is cities that will have to deal with any impacts from these businesses. The City supports changes to Initiative 502 to allow sharing of State marijuana fees and taxes with local governments where marijuana retail stores are located. Passage of Initiative 502 also makes changes to legislation covering the medical use of cannabis necessary. The City supports creation of a registry for medical cannabis patients and prohibition of marijuana sales except at State licensed retail establishments.~~

The voters of Tacoma have approved a permanent levy of 50 cents per thousand to pay for essential emergency medical services provided by the Tacoma Fire Department. Despite this approval, other provisions of state property tax law have resulted in reductions of this revenue and increased pressure on the City's General Fund to make up the difference. Revenue for this vital public service must be better protected. The City supports changes to EMS levy statutes that will increase the maximum levy rate to 75 cents per thousand and also protect the levy from erosion by placing it outside the 1 percent limit on taxes.

Tacoma, Seattle and Spokane operate their own municipal employee retirement systems. The systems invest employee and employer contributions in publicly traded stocks and bonds as well as private equity markets. Some private markets are unavailable to the City

systems because of public records requirements. The Washington State Investment Board and the University of Washington have exemptions from public records laws concerning reporting of strategies and other proprietary information from private equity managers which allows these pensions systems to fully participate in private equity markets. The three cities seek a similar exemption.

The City supports development of the Eastside Community Center. The City is participating in the project financially and supports Metro Parks Tacoma's request for capital budget funding from the State.

Human Rights:

The State has constitutional obligations to the mentally ill population of Washington. The State, and cities and counties each play a role in providing services to this population. The State significantly increased funding for its institutions in 2015 and must now do more to help local government meet growing needs for service at this level. The City supports increased funding for a full continuum of subsidized and supportive housing for mentally ill and chemically dependent homeless persons.

The manner in which local law enforcement and the community it serves interact with one another is critical to successful community policing, the community's sense of comfort and safety, and the level of respect police are afforded. This is an on-going and multifaceted process. The State can assist with funding these efforts as well as by adjusting laws that make achieving good community/police interaction more difficult. The City supports changes to State law that restrict hiring of police officers to only citizens of the United States. The US military allows individuals to serve who are legally in the country but have not yet become citizens. The same opportunity should be allowed for legal residents to serve as police officers provided they pass all other background checks.

Transportation:

The City applauds the Legislature for its adoption of a comprehensive funding package that will construct important highway projects throughout the state. The package includes modest increases in shared gas tax revenue for cities as well as new funding for important grant programs and mobility projects.

Unfortunately there are critical infrastructure issues that were not addressed by this package. In Tacoma and throughout Washington there are heavily used aging bridges that need significant repair or replacement. The Puyallup River Bridge carries over 30,000 cars per day even with existing load limits. After a decade of applying, the City has acquired partial grant funding to replace two segments of the bridge. The remaining six segments will

require \$100 million more. Existing grant programs are inadequate to provide this level of funding. The state needs to provide new tools, which may include tolling, to allow local governments across the state to fund these major infrastructure projects.

~~The City supports adoption of a new transportation revenue package, which may include tolling. Completion of SR-167, timely finishing of the current I-5/SR-16 HOV project and initial work on improvements to I-5 at Joint Base Lewis-McChord must be in the package. Initial planning for extension of I-5 HOV lanes beyond S. 38th Street is also a priority. The City will separately support Metro Parks Tacoma efforts to secure funding for SR-163 improvements at the entrance to Point Defiance Park in support of the Destination: Point Defiance project.~~

~~The City supports increasing the councilmanic authority for transportation benefit district vehicle license fees from \$20 to \$50, yet this authority will raise only a portion of the funds needed to address the backlog of funding for city streets. The City will also seek changes to the TBD law to eliminate the requirement for the program to be operated as a separate legal entity. The City also supports adoption of authority to create a fee based street utility. Similar funding mechanisms are in use in other states and result in a much higher level of citizen satisfaction with the maintenance of local streets.~~

~~Sound Transit needs new revenue options in order to further develop the regional high capacity transit system of express bus, commuter rail and light rail. The City supports new revenue authority for Sound Transit to allow for a package of new projects to be considered by regional voters.~~

~~Tacoma and Seattle have been authorized to operate speed cameras outside of school zones under a pilot program. Tacoma's camera, located on Bay Street, has significantly reduced speed and serious injuries. Rather than renewing this program through the budget process, the City supports a narrowly drafted amendment to the traffic camera statute to authorize the two cities to operate a speed camera in an area with demonstrated serious accident levels in which it would be dangerous for a traffic officer to be stationed.~~

~~The City has made a significant investment in alternate transportation modes such as bicycle lanes and trails, including the Prairie Line Trail and the Water Ditch Trail. The City is actively seeking grant funding to acquire and construct additional segments of these trails. The City supports full funding of these grant programs to assure continued progress on alternatives to motor vehicle transportation.~~

DRAFT 2016 City of Tacoma Legislative Agenda

Summary agenda:

- The City seeks state assistance to fund repair or replacement of heavily used aging bridges that are beyond the limitations of existing grant programs. The City also can support a comprehensive water projects funding package that includes stormwater, aquifer, and flooding projects provided all who benefit pay and fully participate.
- The City supports local control of taxes, changes to the 1 percent cap on property tax revenue, new economic development tools, protection of the EMS levy and a narrow public records exemption for municipal retirement systems.
- The City supports the State meeting its obligations to fully fund K-12 education with new revenue.
- The City supports increased State funding for a continuum of services, provided both by the State and local government, to assist homeless individuals and families. The City supports changes in law to help cities improve police/community relations.
- The City supports adoption of statewide requirements for paid sick and safe leave and an increase in the minimum wage to at least the level approved by Tacoma voters.

Detail agenda:

Economic development:

The City supports the use of economic development tools that facilitate urban redevelopment and encourage development, including affordable housing, in transit station areas to carry out the goals of regional transit supportive initiatives. This includes, but is not limited to, value capture tools like tax increment financing, local improvement district legislation, and restored funding of existing tools such as local infrastructure financing and business district assistance.

“The paramount” duty of the State is to “make ample provision for the education of all children...” and the Legislature is faced with a significant challenge to meet this responsibility in light of the McCleary decision by the State Supreme Court. Any solution to this problem cannot create winners and losers between the state’s school districts and must not be done while causing further damage to the State’s social safety net and higher education or by offloading State responsibilities to local government. New revenue will be required to meet the requirements of the court decision.

Environment:

The City supports creation of a sustainable funding source to assist local governments with obligations under Federal storm water regulations. Funding should encourage innovation in meeting permit goals for both water quality and quantity. This funding can be part of a comprehensive water package that includes aquifer and flooding projects so long as funding for this package comes from all areas of the state that will benefit from projects and that all funded projects require local remedial actions and matching funds.

Fiscal:

The City believes local control of tax and regulatory processes is in the best interest of city residents and businesses. Local control allows innovation and greater flexibility to match taxes and regulations to a changing local economy. Local control also means allowing the City more authority over its local taxes, such as business and utility taxes. The City supports removing existing State controls over these taxes to allow the City to become less dependent on shared revenue from the State.

The City believes certain policy, such as requiring paid sick leave be offered by all employers and increasing the minimum wage to at least the level approved by Tacoma voters, should be uniform across the State. The City supports adoption of State laws requiring minimum paid sick leave and increasing the State minimum wage to at least the levels approved by Tacoma voters.

The City also supports changes to the 1 percent cap on property taxes that will allow growth in revenue year over year of up to the rate of inflation in Washington.

The voters of Tacoma have approved a permanent levy of 50 cents per thousand to pay for essential emergency medical services provided by the Tacoma Fire Department. Despite this approval, other provisions of state property tax law have resulted in reductions of this revenue and increased pressure on the City's General Fund to make up the difference. Revenue for this vital public service must be better protected. The City supports changes to EMS levy statutes that will increase the maximum levy rate to 75 cents per thousand and also protect the levy from erosion by placing it outside the 1 percent limit on taxes.

Tacoma, Seattle and Spokane operate their own municipal employee retirement systems. The systems invest employee and employer contributions in publicly traded stocks and bonds as well as private equity markets. Some private markets are unavailable to the City systems because of public records requirements. The Washington State Investment Board and the University of Washington have exemptions from public records laws concerning reporting of strategies and other proprietary information from private equity managers

which allows these pensions systems to fully participate in private equity markets. The three cities seek a similar exemption.

Human Rights:

The State has constitutional obligations to the mentally ill population of Washington. The State, and cities and counties each play a role in providing services to this population. The State significantly increased funding for its institutions in 2015 and must now do more to help local government meet growing needs for service at this level. The City supports increased funding for a full continuum of subsidized and supportive housing for mentally ill and chemically dependent homeless persons.

The manner in which local law enforcement and the community it serves interact with one another is critical to successful community policing, the community's sense of comfort and safety, and the level of respect police are afforded. This is an on-going and multifaceted process. The State can assist with funding these efforts as well as by adjusting laws that make achieving good community/police interaction more difficult. The City supports changes to State law that restrict hiring of police officers to only citizens of the United States. The US military allows individuals to serve who are legally in the country but have not yet become citizens. The same opportunity should be allowed for legal residents to serve as police officers provided they pass all other background checks.

Transportation:

The City applauds the Legislature for its adoption of a comprehensive funding package that will construct important highway projects throughout the state. The package includes modest increases in shared gas tax revenue for cities as well as new funding for important grant programs and mobility projects.

Unfortunately there are critical infrastructure issues that were not addressed by this package. In Tacoma and throughout Washington there are heavily used aging bridges that need significant repair or replacement. The Puyallup River Bridge carries over 30,000 cars per day even with existing load limits. After a decade of applying, the City has acquired partial grant funding to replace two segments of the bridge. The remaining six segments will require \$100 million more. Existing grant programs are inadequate to provide this level of funding. The state needs to provide new tools, which may include tolling, to allow local governments across the state to fund these major infrastructure projects.

The City also supports adoption of authority to create a fee based street utility. Similar funding mechanisms are in use in other states and result in a much higher level of citizen satisfaction with the maintenance of local streets.

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DRAFT 2016 City of Tacoma Federal Agenda

Summary agenda:

- The City supports adoption of the Innovative Stormwater Solutions Act to establish centers of excellence and innovation in treating stormwater and the Puget Sound SOS Act which would establish a Puget Sound Recovery National Program Office in the State of Washington.
- The citizens of Tacoma have called for and the City supports an increased minimum wage and mandatory paid sick leave in order to advance economic prosperity for all. The City supports continuation of the EBI-Immigrant Investor-VISA program as a valuable economic development tool, and the City supports the Executive Order that implements administration priorities for immigration reform absent broader Congressional action.
- The City ~~opposes significant force reduction at Joint Base Lewis-McChord and will continue to work with Federal and local agencies to~~ protect the long-term sustainability of Joint Base Lewis McChord and support veterans' transition to successful civilian careers and entrepreneurial enterprise in Tacoma.
- The City supports continued Federal funding for locally administered housing solutions such as Moving to Work, HOME, CDBG, and Choice Neighborhoods which have helped many Tacoma citizens.
- ~~The City will seek continuing support for its Gang Reduction Project Initiatives to support~~ opportunity youth are a key component of economic equity for our community. The City will seek continuing support for these programs. Supports My Brother's Keeper and establishment of ~~Premise Zones as part of its Equity and Empowerment Initiative which is designed to assure that all citizens have access to the opportunities necessary to satisfy their essential needs and achieve their full potential.~~
- The City supports new Federal investment in infrastructure, including highways, bridges, and transit funding.

Detail agenda:

Clean water innovations anchored by the Center for Urban Waters

At the Center for Urban Waters, world class laboratories are creating, evaluating, and applying the best possible scientific and engineering clean water technologies to protect and restore Puget Sound and to lead development of solutions for all urban coastal communities. The Center supports innovative surface water projects across the community making Tacoma a leader in green infrastructure such as downtown rain gardens and the nation's highest concentration of Greenroads™.

The City supports legislation that would acknowledge and build upon innovative stormwater work such as that being done at the CUW. The Innovative Stormwater Solutions Act which will create between three and five centers of excellence in the country for innovative stormwater control infrastructure and the PUGET SOS Act would establish a program within the Environmental Protection Agency to promote the use of green infrastructure and will create at least three Centers a Puget Sound Recovery National Program Office in the State of Washington.

Economic prosperity for all immigration

In a recent resident survey, nearly half said the City should do more to support small and growing businesses.

Especially in older cities like Tacoma, one common need is for improvements to older commercial buildings. The City seeks to create a revolving loan fund to assist small business owners who have difficulty accessing traditional capital for tenant improvements.

The EB-5 (employment-based) Immigrant Investor visa program allows states or private entities to apply for designation as a "regional center" authorizing them to develop new commercial projects in which immigrants may choose to invest. These investments must create or preserve jobs. Successful projects using EB-5 financing have included investments in large commercial property developments, transit infrastructure, manufacturing, and the redevelopment of closed military bases. The regional center program has been continuously reauthorized since its inception in 1992. The most recent extension, in September 2012, will sunset in September 2015.

The City supports the EB-5 Program which has facilitated projects in downtown Tacoma such as redevelopment of the Foremost Building into nearly 35,000 square feet of Class A office space and development of a new 4-star, 300-room hotel adjacent to the Greater Tacoma Convention and Trade Center.

Every year, approximately 140,000 employment-based immigrant visas are granted to qualified applicants. The United States admits approximately 1 million people to permanent residency annually. Immigrant business owners make important contributions to the United States economy. Fifteen percent of business owners in Washington are immigrants. In the Puget Sound metropolitan area, the foreign-born share of business owners is nearly 20%. It is a priority of the City to make Tacoma a "Welcoming City" and cultivate an immigrant-friendly environment. The City supports the President's executive order that implements administration priorities for an immigration system that is fairer and more just.

By more than 70%, Tacoma voters approved a measure to increase the local minimum hourly wage to \$12.00 beginning January 2018. Tacoma joins a growing number of cities who are choosing to raise hourly wages above State and Federal rates. The City supports an increase in the Federal minimum wage.

Joint Base Lewis-McChord (JBLM) and veterans support

Joint Base Lewis-McChord (JBLM) is the largest military installation on the west coast, the third largest employer in Washington State and the largest employer in Pierce County. In 2016, JBLM is projected to support 136,000 soldiers, airmen, dependents, employees and contractors. ~~Through the South Sound Military Communities Partnership (SSCMP), Tacoma is engaged in ensuring the JBLM military mission and the readiness of our nation's defense forces continue in harmony with the health, safety, welfare and economic development of the communities surrounding JBLM. The FY2013 defense budget called for a reduction from 562,000 to 490,000 soldiers. In 2014, Department of Defense guidance called for an even greater reduction to 440,000-450,000, a number that could lead to a reduction of as many as 16,000 jobs at JBLM. The City opposes force reductions of this magnitude given the vital role JBLM plays in the nation's defense in the 21st century.~~

Tacoma proudly supports our active military community, as well as the more than 117,000 military retirees already present. The City continually seeks to develop and transition the talent of military veterans into employment in the civilian environment. As one example, the City has established a veterans internship program (VIP) as a way to provide professional development opportunities aimed specifically for transitioning military veterans who have an interest in local government service. ~~through efforts such as those of the Small Business Administration, the Tacoma-Pierce Chamber, and the Veterans Incubator for Better Entrepreneurship (VIBE) at the University of Washington-Tacoma.~~

The City has been an active participant in the Joint Land Use Study and its action strategies that commit Tacoma to evaluating its local land use plans for conflicts with the military installation's operations and, where incompatibilities are identified, work with technical staff and leaders to develop recommendations that will protect the long-term sustainability of the installation.

~~The City joins the United States Conference of Mayors in calling upon the Department of Defense and Department of Veterans Affairs to recognize and support the role of local governments in transition efforts as well as efforts to maintain stability in local economies affected by cutbacks.~~

Housing and employment

Since the Housing Act of 1949, the goal of a decent home and suitable living environment for every American family – and the expectation for economic stability to maintain it – has been foundational to federal housing programs. Programs such as HOME (established in 1990), Moving to Work (established 1996), CDBG (established in 1974) and the recent Choice Neighborhoods Implementation Program (established 2010), have been key in helping communities design and advance local strategies that achieve this nationally shared goal.

In Tacoma, the McCarver Elementary School Initiative, an element of the Tacoma Housing Authority's Moving to Work Plan, is drawing national acclaim for its demonstration of how academic performance in one of the city's poorest schools is significantly improving as a result of investing in the housing and economic stability of students' families. Moving to Work allows THA the flexibility to invest public housing program dollars in innovative, comprehensive ways that not only support tenants to succeed as tenants, but also as "parents, students and wage earners."

The City joins the National League of Cities and the United States Conference of Mayors in advocating for funding of federal housing programs such as HOME, Moving to Work (MTW), CDBG, and Choice Neighborhoods that. Tacoma has invested these programs wisely in our community and will continue to draw on their support locally driven solutions and to catalyze the array of public and private investments needed for communities and individuals, families and neighborhoods to regain stability.

Opportunities for youth and community building Gang Reduction Project

Tacoma's Gang Reduction Project was launched in 2013 and has been recognized by both the National Gang Center and Office of Juvenile Justice & Delinquency Prevention (OJJDP). In 2014, the Mayor accepted the My Brother's Keeper Challenge, one of nearly 200 mayors, county executives and tribal leaders who have accepted the challenge to develop locally driven, comprehensive cradle-to-college-and-career strategies to ensure all young people can reach their full potential, regardless of who they are, where they come from, or the circumstances into which they are born.

In 2015, the City launched Project PEACE with a series of community conversations to respond to national events that exposed the polarizing and difficult relationships between some law enforcement agencies and the communities they protect and serve, and to proactively address underlying issues of community distrust in Tacoma and create a space for dialogue, healing and action. The manner in which local law enforcement and the community it serves interact with one another is critical to successful community policing, the community's sense of comfort and safety, and the level of respect police are afforded. This is an on-going and multifaceted process. The Federal government can assist with funding these efforts as well as by adjusting laws that make achieving good community/police interaction more difficult. The City will seek grants and other opportunities to assist in its efforts to strengthen the relationship between law enforcement and the community.

The City will continue to actively pursue partnerships and initiatives that aim to make Tacoma residents and youth feel safe and secure and propel the next generation to success. The City is a partner with Metro Parks, Tacoma Public Schools, Tacoma Housing Authority, and a growing group of government, private sector and nonprofit partners to build a facility that provides healthy and safe activities for youth and residents in Tacoma's underserved Eastside community. The City advocates for healthy, evidence-based methods of raising children such as the Nurse-Family Partnership Program administered by the Tacoma-Pierce County Health Department which allows nurses to deliver the support first-time moms need to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best possible start in life.

Tacoma's Gang Reduction Project was launched in 2013 after completion of a comprehensive assessment conducted in 2011 per the Office of Juvenile Justice & Delinquency Prevention (OJJDP) national model. A key finding of the assessment is that middle school is a critical time for youth in Tacoma, when they are exposed to elevated levels of risk and are making decisions about joining a gang. This finding is consistent with the Washington State Healthy Youth Survey data that shows an

uptick in Tacoma's 8th grade students reporting gang membership—approximately 9%—a rate 1-2% higher than the state average.

The Gang Reduction Project consists of six components that address the assessment's key findings and the unique needs of Tacoma's residents. Components include the Gun Safe T Education Campaign and the Co-Op Multidisciplinary Intervention Team (MDIT) that works one-on-one with gang-involved youth ages 10-24 years. Tacoma's work has been recognized by both the National Gang Center and OJJDP.

The City aims to maximize its relationships with OJJDP, the National Gang Center and other federal offices including COPS, the Bureau of Justice Assistance (BJA), and the Department of Housing and Urban Development (HUD) to protect and secure resources necessary to eliminate gang activity among our youth and ensure the core services that continually enhance safety in our community.

Transportation

Sixty-five percent of America's major roads are not in good condition. One in four bridges need significant repair or cannot handle today's traffic. Forty-five percent of Americans do not have access to transit. In Tacoma, these statistics are illustrated in essential projects such as partnership with Sound Transit to expand the Tacoma Link light rail system by 2.4 miles to connect downtown to Tacoma's densest residential neighborhood, to two of its largest employers and to one of its most diverse and historically underserved neighborhoods, or reconstruction of the Puyallup Avenue Bridge an 86-year old bridge in such state of deterioration that portions rate at a 7.0 on the sufficiency rating scale of 0 to 100.

The City is encouraged by the effort in Congress to advance a multi-year surface transportation bill and joins the United States Conference of Mayors in commending the submittal to Congress of the Grow America Act that would spend \$302 billion over four years urging the bill significantly increasing transit funding, addressing the nation's backlog of deficient bridges, and continuing support for a strong TIGER increases revenue commitments, growing highway and transit program funding to levels that more adequately address the transportation infrastructure needs of our cities and regions.

In Tacoma, over 50% of residential roads and 44% of arterial streets are in poor or failed condition. Residents are multi-modal with 47% frequently using public transit and 62% walking or biking instead of driving. The City will continue to seek to make sound investments in transportation to ensure a multimodal system that is focused on the mobility needs of residents, businesses, and visitors.

DRAFT 2016 City of Tacoma Federal Agenda

Summary agenda:

- The City supports adoption of the Innovative Stormwater Solutions Act to establish centers of excellence and innovation in treating stormwater and the Puget Sound SOS Act which would establish a Puget Sound Recovery National Program Office in the State of Washington.
- The citizens of Tacoma have called for and the City supports an increased minimum wage and mandatory paid sick leave in order to advance economic prosperity for all.
- The City will continue to work with Federal and local agencies to protect the long-term sustainability of Joint Base Lewis McChord and support veterans' transition to successful civilian careers and entrepreneurial enterprise in Tacoma.
- The City supports continued Federal funding for locally administered housing solutions such as Moving to Work, HOME, CDBG, and Choice Neighborhoods which have helped many Tacoma citizens.
- Initiatives to support opportunity youth are a key component of economic equity for our community. The City will seek continuing support for these programs.
- The City supports new Federal investment in infrastructure, including highways, bridges, and transit funding.

Detail agenda:

Clean water innovations anchored by the Center for Urban Waters:

At the Center for Urban Waters, world class laboratories are creating, evaluating, and applying the best possible scientific and engineering clean water technologies to protect and restore Puget Sound and to lead development of solutions for all urban coastal communities. The Center supports innovative surface water projects across the community making Tacoma a leader in green infrastructure such as downtown rain gardens and the nation's highest concentration of Greenroads™.

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Economic prosperity for all:

In a recent resident survey, nearly half said the City should do more to support small and growing businesses. Especially in older cities like Tacoma, one common need is for improvements to older

commercial buildings. The City seeks to create a revolving loan fund to assist small business owners who have difficulty accessing traditional capital for tenant improvements.

Immigrant business owners make important contributions to the United States economy. Fifteen percent of business owners in Washington are immigrants. In the Puget Sound metropolitan area, the foreign-born share of business owners is nearly 20%. It is a priority of the City to make Tacoma a “Welcoming City” and cultivate an immigrant-friendly environment.

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The City has been an active participant in the Joint Land Use Study and its action strategies that commit Tacoma to evaluating its local land use plans for conflicts with the military installation’s operations and, where incompatibilities are identified, work with technical staff and leaders to develop recommendations that will protect the long-term sustainability of the installation.

Housing:

Since the Housing Act of 1949, the goal of a decent home and suitable living environment for every American family – and the expectation for economic stability to maintain it – has been foundational to federal housing programs. Programs such as HOME (established in 1990), Moving to Work (established 1996), CDBG (established in 1974) and the recent Choice Neighborhoods Implementation Program (established 2010), have been key in helping communities design and advance local strategies that achieve this nationally shared goal.

In Tacoma, the McCarver Elementary School Initiative, an element of the Tacoma Housing Authority’s Moving to Work Plan, is drawing national acclaim for its demonstration of how academic performance in one of the city’s poorest schools is significantly improving as a result of investing in the housing and economic stability of students’ families. Moving to Work allows THA

the flexibility to invest public housing program dollars in innovative, comprehensive ways that not only support tenants to succeed as tenants, but also as “parents, students and wage earners.”

The City joins the National League of Cities and the United States Conference of Mayors in advocating for funding of federal housing programs such as HOME, Moving to Work (MTW), CDBG, and Choice Neighborhoods. Tacoma has invested these programs wisely in our community and will continue to draw on their support to catalyze the array of public and private investments needed for individuals, families and neighborhoods to gain stability.

Opportunities for youth and community building:

Tacoma’s Gang Reduction Project was launched in 2013 and has been recognized by both the National Gang Center and Office of Juvenile Justice & Delinquency Prevention (OJJDP). In 2014, the Mayor accepted the My Brother’s Keeper Challenge, one of nearly 200 mayors, county executives and tribal leaders who have accepted the challenge to develop locally driven, comprehensive cradle-to-college-and-career strategies to ensure all young people can reach their full potential, regardless of who they are, where they come from, or the circumstances into which they are born.

In 2015, the City launched Project PEACE with a series of community conversations to respond to national events that exposed the polarizing and difficult relationships between some law enforcement agencies and the communities they protect and serve, and to proactively address underlying issues of community distrust in Tacoma and create a space for dialogue, healing and action. The manner in which local law enforcement and the community it serves interact with one another is critical to successful community policing, the community’s sense of comfort and safety, and the level of respect police are afforded. This is an on-going and multifaceted process. The Federal government can assist with funding these efforts as well as by adjusting laws that make achieving good community/police interaction more difficult. The City will seek grants and other opportunities to assist in its efforts to strengthen the relationship between law enforcement and the community.

The City will continue to actively pursue partnerships and initiatives that aim to make Tacoma residents and youth feel safe and secure and propel the next generation to success. The City is a partner with Metro Parks, Tacoma Public Schools, Tacoma Housing Authority, and a growing group of government, private sector and nonprofit partners to build a facility that provides healthy and safe activities for youth and residents in Tacoma’s underserved Eastside community. The City advocates for healthy, evidence-based methods of raising children such as the Nurse-Family Partnership Program administered by the Tacoma-Pierce County Health Department which allows nurses to deliver the support first-time moms need to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best possible start in life.

Transportation:

The City is encouraged by the effort in Congress to advance a multi-year surface transportation bill and joins the United States Conference of Mayors in increases revenue commitments, growing highway and transit program funding to levels that more adequately address the transportation infrastructure needs of our cities and regions.

In Tacoma, over 50% of residential roads and 44% of arterial streets are in poor or failed condition. Residents are multi-modal with 47% frequently using public transit and 62% walking or biking instead of driving. The City will continue to seek to make sound investments in transportation to ensure a multimodal system that is focused on the mobility needs of residents, businesses, and visitors.

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**City of Tacoma 2015-2016
City Council Forecast**

Date	Meeting	Subject	Department
December 1, 2015	Study Session	2016 State and Federal Legislative Agendas	GRO
		Proposed Billboard Regulations	PDS
	City Council Meeting	Mid-Biennial Budget Adjustments First Reading	Finance/Budget
	TBD Board Meeting	Adopting a two-year spending plan	PW
December 8, 2015	Study Session	Veterans Internship Program (VIP)	CMO/HR
		Lincoln District Revitalization Program Update	CED/CMO
		Closed Session - Labor Negotiations	HR
	City Council Meeting	Mid-Biennial Budget Adjustments Final Reading	Finance/Budget
December 15, 2015	Study Session	Travel Tacoma Destination Marketing & Convention Center Sales	PAF/TRCVB
	City Council Meeting		
December 22, 2015	CANCELLED		
December 29, 2015	CANCELLED		

Date	Meeting	Subject	Department
January 5, 2016	Joint Utility Board Study Session	Click! Updates	TPU
	City Council Meeting		
January 12, 2016	Study Session	University of Washington, Tacoma Strategic Planning Outreach	UWT
	City Council Meeting		
January 19, 2016	Study Session		
	City Council Meeting		
January 26, 2016	Study Session	Pierce Transit Long-Range Plan - Destination 2040	GRO/Pierce Transit
	City Council Meeting		
February 2, 2016	Study Session		
	City Council Meeting		
February 9, 2016	Study Session		
	City Council Meeting		
February 16, 2016	Study Session		
	City Council Meeting		
February 23, 2016	Joint Utility Board Study Session	Joint Quarterly Meeting	TPU
	City Council Meeting		

Council Committee Report

(Subject to Change)

Economic Development Committee	
Committee Members: Campbell (Chair), Boe, Walker, Mello, Alternate -Thoms Executive Liaison: Andy Cherullo; Staff Support - Brad Forbes	2nd, 4th, and 5th Tuesdays 10:00 a.m. Room 248
CBC Assignments: <ul style="list-style-type: none"> • Tacoma Arts Commission • Greater Tacoma Regional Convention Center • Public Facilities District 	<ul style="list-style-type: none"> • Foss Waterway Development Authority • City Events and Recognition Committee
December 8, 2015 Neighborhood Business District economic activity update	<i>Shari Hart, Program Development Specialist, Community and Economic Development</i>
Future: December 22, 2015	

Government Performance and Finance Committee	
Committee Members: Lonergan (Chair), Campbell, Thoms, Strickland, Alternate-Ibsen Executive Liaison: Andy Cherullo; Staff Support - India Adams	1st, 3rd, and 5th Wednesdays 4:30 p.m. Room 248
CBC Assignments: <ul style="list-style-type: none"> • Public Utility Board • Board of Ethics 	<ul style="list-style-type: none"> • Audit Advisory • Civil Service Board
December 2, 2015 Procure to Pay Ride Share Analysis Board of Ethics Interviews	<i>Patsy Best, Procurement and Payables Division Manager, Finance;</i> <i>Grace Bronson, IT Manager, Information Technology</i> <i>Danielle Larson, Tax and License Manager</i> <i>Doris Sorum, City Clerk</i>
Future: December 16, 2015 Tacoma 2025 Implementation Wellness Program	<i>Tanisha Jumper, City Manager's Office</i> <i>Kari Louie, Benefits Manager; Shannon Carmody, Wellness Coordinator</i>
December 30, 2015 Cancelled (Tentative)	

Infrastructure, Planning and Sustainability Committee	
Committee Members: Mello (Chair), Boe, Walker, Ibsen, Alternate-Campbell Executive Liaison: Mark Lauzier; Staff Support - Anita Gallagher	2nd and 4th Wednesdays 4:30 p.m. Room 16
CBC Assignments: <ul style="list-style-type: none"> • Sustainable Tacoma Commission • Planning Commission 	<ul style="list-style-type: none"> • Board of Building Appeals • Transportation Commission
December 9, 2015 Applicant Interviews for Planning Commission Annual Report from Planning Commission	<i>Doris Sorum, City Clerk</i>
Future: December 23, 2015 CANCELLED	

Council Committee Report

(Subject to Change)

Neighborhoods and Housing Committee

Committee Members: Walker (Chair), Boe, Ibsen, Lonergan, Alternate-Woodards
Executive Liaison: Mark Lauzier; Staff Support - Monica Ghosh

1st and 3rd Mondays
4:30 p.m.
Room 248

CBC Assignments:

December 7, 2015 APHAG close out presentation

Comprehensive view of progress on Hilltop

• Tacoma Community Redevelopment Authority
Elliott Barnett, Planning and Development Services

Brian Boudet, Planning and Development Services

Future:

December 21, 2015

Public Safety, Human Services, and Education Committee

Committee Members: Woodards (Chair), Campbell, Lonergan, Strickland, Alternate-Mello
Executive Liaison: Nadia Chandler-Hardy; Staff Support - Genesis Gavino

2nd and 4th Thursdays
4:30 p.m.
Room 248

CBC Assignments:

- Citizen Review Panel
- Human Services Commission
- Human Rights Commission

- Commission on Disabilities
- Library Board

December 10, 2015

Future:

December 24, 2015 CANCELLED
(Christmas Eve)