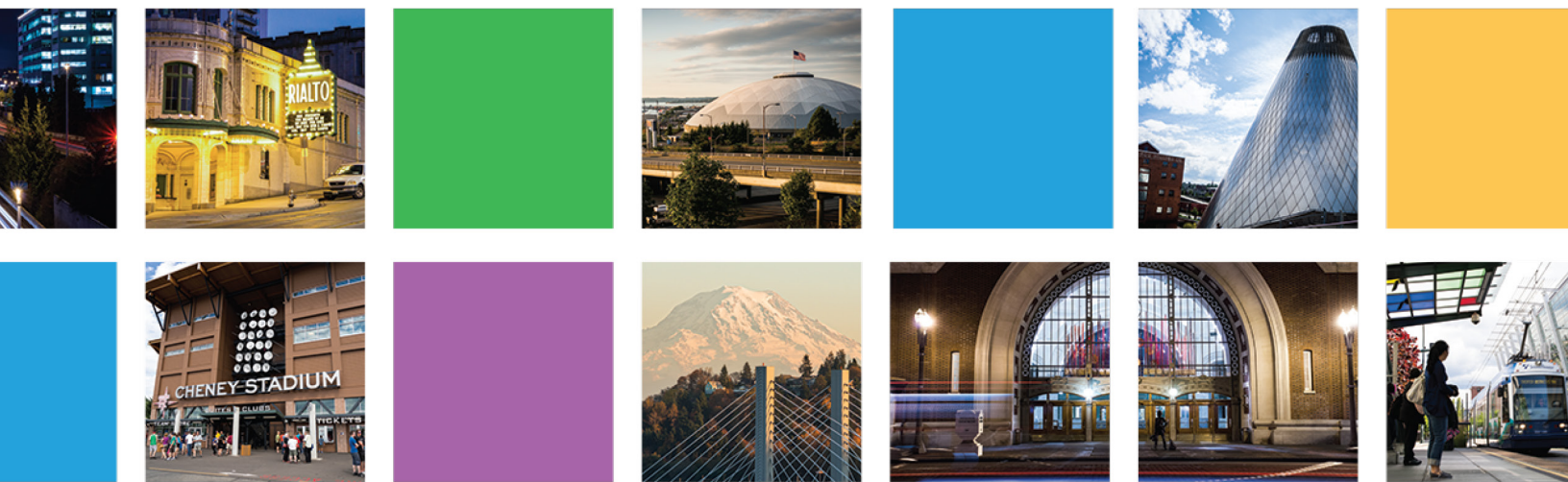


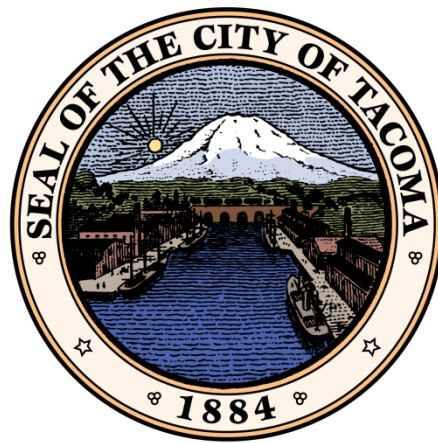
2015 - 2016 CITY OF TACOMA ADOPTED BIENNIAL OPERATING & CAPITAL BUDGET



CORE SERVICES | CONTINUOUS IMPROVEMENT | CREDIBILITY



City of Tacoma, WA
2015-2016 Adopted Biennial
Operating & Capital
Budget



CITY MANAGER

T.C. Broadnax

PREPARED BY

Office of Management and Budget

Tadd Wille, *Budget Director*

Tyler Aitken
Cindy Cusick
Teresa Green
Katie Johnston
Ebony Peebles
Mary Reddin
Benjamin Thurgood
Christina Watts



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T A C O M A CITY COUNCIL



Marilyn Strickland
Mayor



Victoria Woodards
Deputy Mayor



David Boe
At-Large



Marty Campbell
District 4



Anders Ibsen
District 1



Joe Lonergan
District 5



Ryan Mello
At-Large



Robert Thoms
District 2



Lauren Walker
District 3



T.C. Broadnax
City Manager



EXECUTIVE LEADERSHIP

GENERAL GOVERNMENT

CITY MANAGER’S OFFICE

T.C. Broadnax
City Manager

Nadia Chandler Hardy
Assistant to the City Manager

EXECUTIVE LEADERSHIP TEAM

Elizabeth Pauli
City Attorney’s Office

Ricardo Noguera
Community & Economic
Development

Mike Slevin
Environmental Services

Andy Cherullo
Finance

Chief James Duggan
Fire

Randy Lewis
Government Relations

Phyllis Macleod
Hearing Examiner

Joy St. Germain
Human Resources

Jack Kelanic
Information Technology

Susan Odencrantz
Library

Tadd Wille
Management & Budget

Gwen Schuler
Media & Communications

Michelle Petrich
Municipal Court

Nadia Chandler Hardy
Neighborhood & Community
Services

Peter Huffman
Planning & Development
Services

Chief Don Ramsdell
Police

Kim Bedier
Public Assembly Facilities

Kurtis Kingsolver
Public Works

Timothy Allen
Retirement

TACOMA PUBLIC UTILITIES

William A. Gaines
Director and CEO

MANAGEMENT TEAM

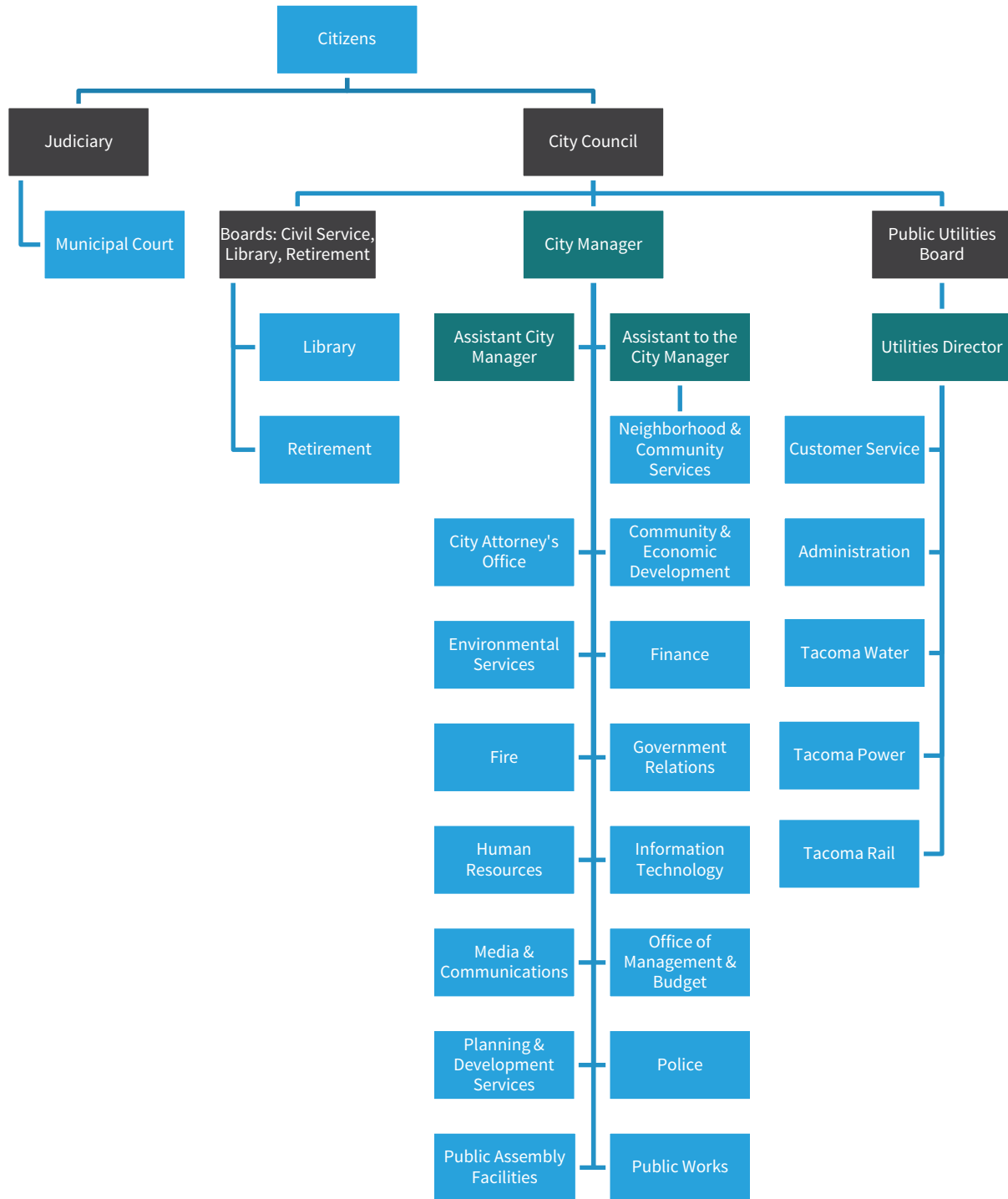
Theodore C. Coates
Tacoma Power Superintendent

Linda McCrea
Tacoma Water Superintendent

Dale King
Tacoma Rail Superintendent

Steven Hatcher
Customer Services Manager

CITYWIDE ORGANIZATIONAL CHART



MISSION, VISION, STRATEGIC GOALS, AND GUIDING PRINCIPLES

Our Mission

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

Our Vision

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

Our Strategic Goals

- A safe, clean, and attractive community
- A diverse, productive, and sustainable economy
- A high-performing, open, and engaged government

Our Guiding Principles

- Service** We provide customer-focused municipal services that produce the highest level of value, results, and satisfaction.
- Integrity** We behave in an ethical and honest way that furthers the principles of good government.
- Accountability** We are answerable for our individual and collective conduct and performance.
- Respect** We treat each other and those we serve with courtesy, consideration, and regard.
- Stewardship** We are good guardians of the public resources entrusted to us.
- Innovation** We find new and better ways of conducting business and providing services.
- Teamwork** We build success through collaborative and inclusive approaches to organizational and community issues.

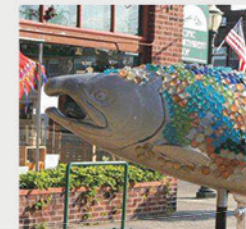
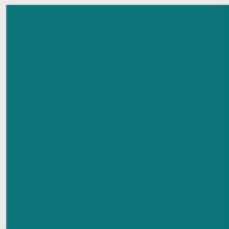
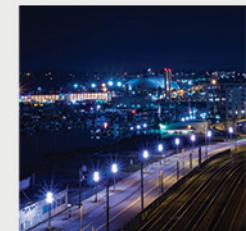
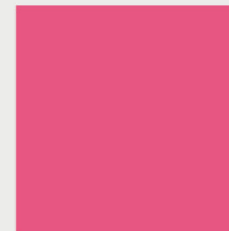
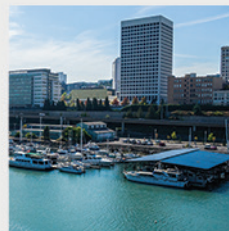
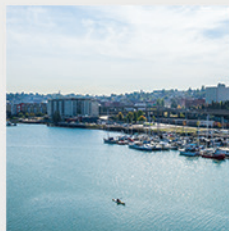
THE CITY OF
TACOMA
AT A GLANCE



THE CITY OF TACOMA

Tacoma is a mid-sized urban port city with a population of approximately 203,500. The third largest city in the state of Washington, it is a diverse, progressive, international city that serves as a gateway to the Pacific Rim and the rest of the world.

Named one of the most livable areas in the country by Livability.com, Tacoma's urban core has steadily evolved since the 1990s, and has been propelled by significant developments that include the arrival of the University of Washington Tacoma, State Farm Insurance, the Tacoma Link light rail system, Washington state's highest density of art and history museums, the restored urban waterfront of the Thea Foss Waterway, and the expansions of the Multicare and Franciscan health systems. In addition, a high-tech industry invigorates the region, and Tacoma Public Utilities has invested more than \$100 million in 700 miles of fiber to create Tacoma's high-speed communications network.

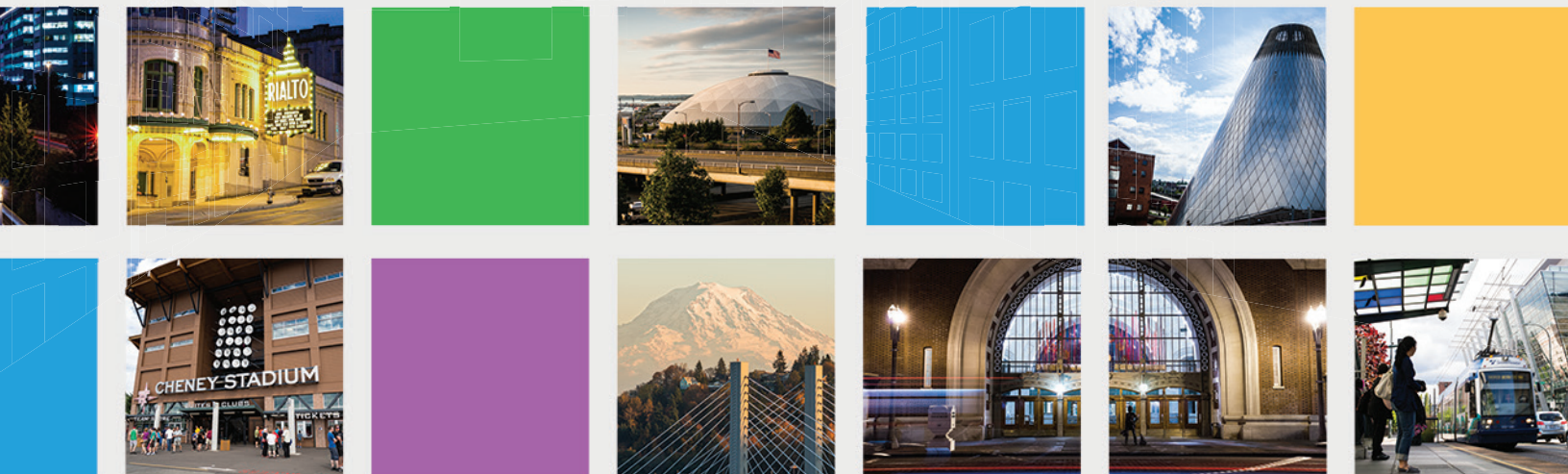




The iconic Tacoma Dome serves as a regional venue for some of the largest names in the entertainment industry. Tacoma is also home to a vibrant, creative community of emerging writers, artists, musicians, photographers, filmmakers, chefs, passionate entrepreneurs, and small business owners who add to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

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

A playground for hikers, runners, bicyclists and maritime enthusiasts, Tacoma is full of activity at every turn that is further accelerated by the young people attending the University of Washington Tacoma, the University of Puget Sound, and local trade and technical colleges. Located just 20 minutes away from the Seattle-Tacoma International Airport and easily accessible from downtown Seattle and other neighboring cities, Tacoma is a city on the rise.



AT A GLANCE

THE CITY OF TACOMA



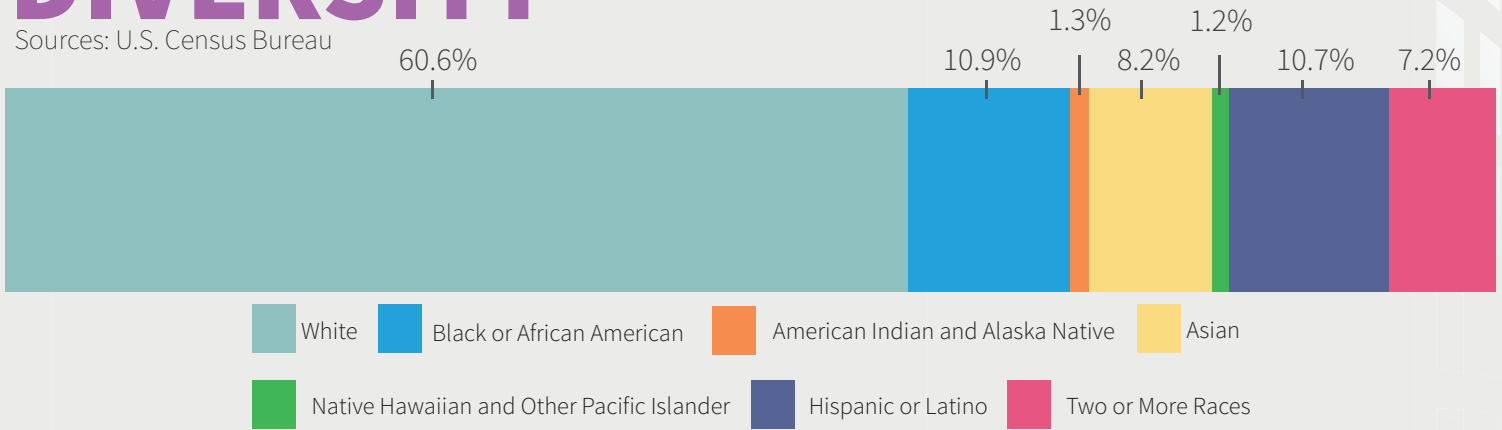
3 Rank in Size
State of Washington

Sources: U.S. Census Bureau

203,446
Population
(2013 Estimate)

POPULATION DIVERSITY

Sources: U.S. Census Bureau

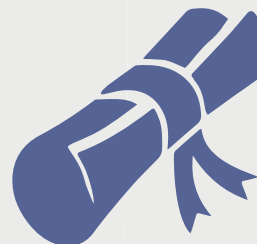


EDUCATION ATTAINMENT IN TACOMA

Sources: U.S. Census Bureau



88.0%
HIGH SCHOOL DEGREE OR HIGHER

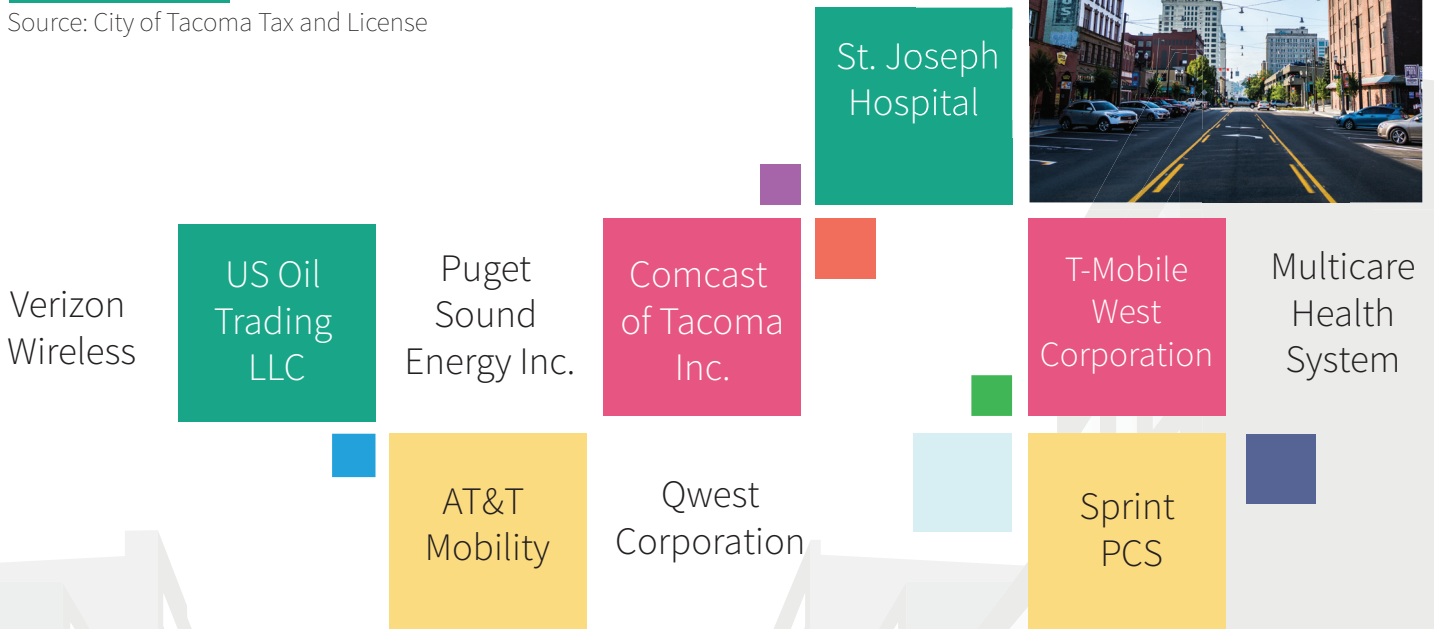


24.7%
BACHELOR'S DEGREE OR HIGHER

TOP 10

Business & Occupation Taxpayers in 2013

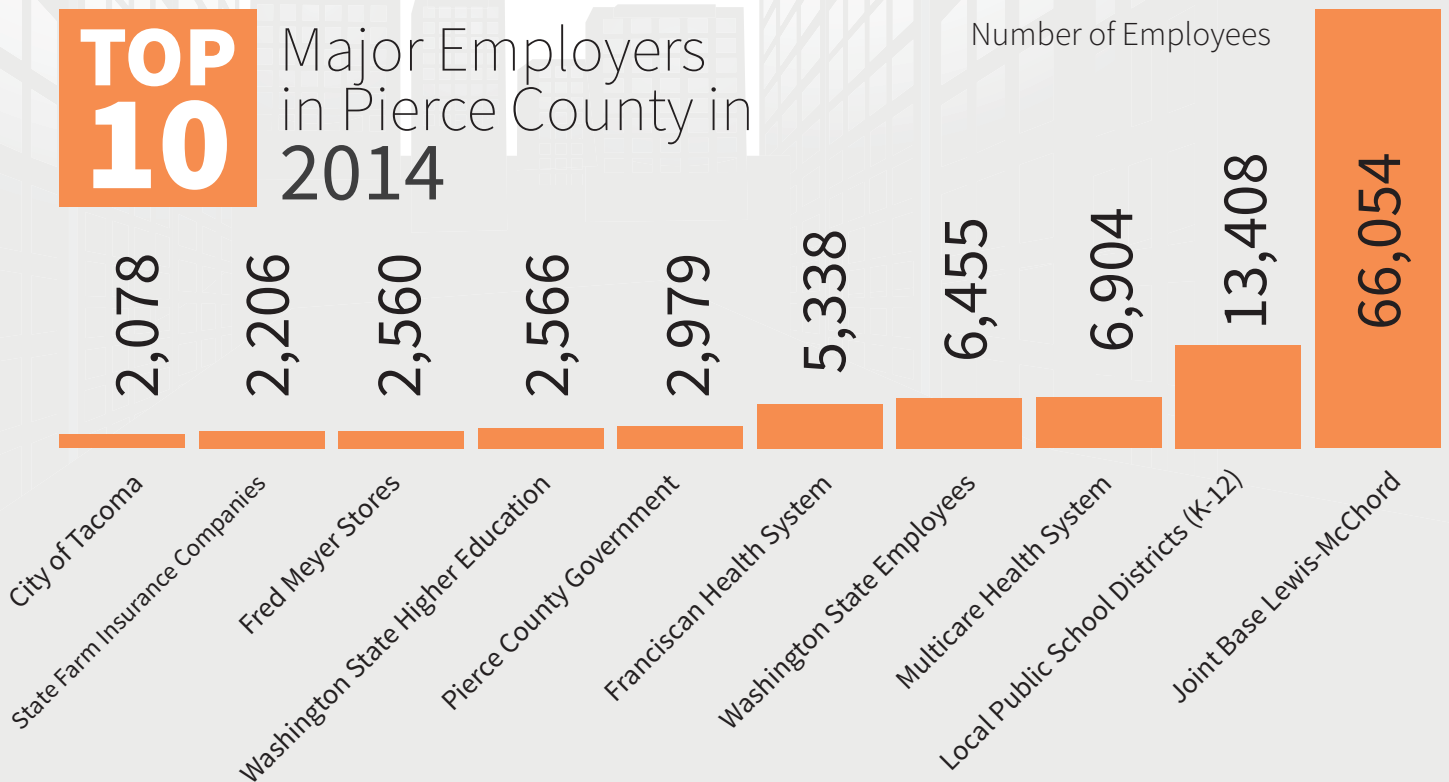
Source: City of Tacoma Tax and License



Source: Economic Development Board for Tacoma-Pierce County

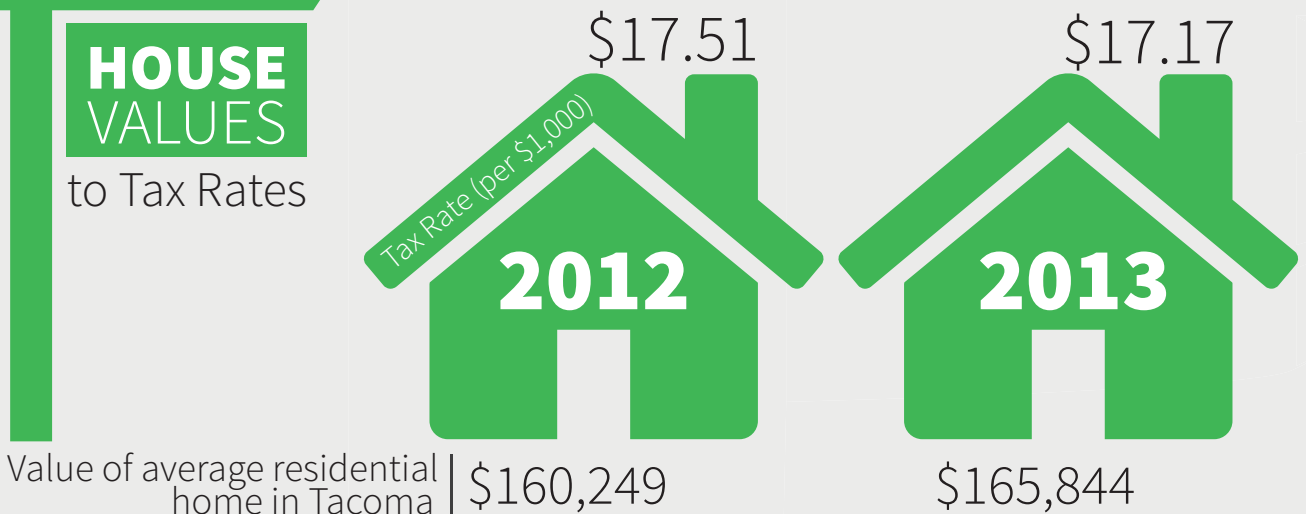
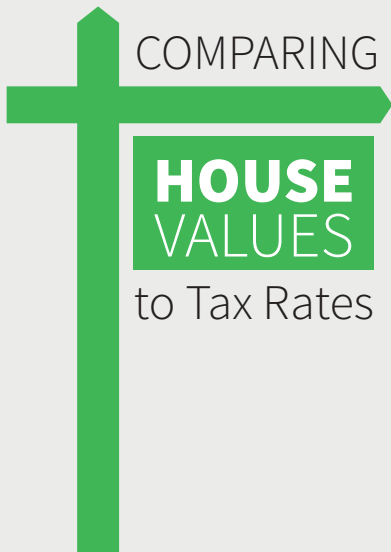
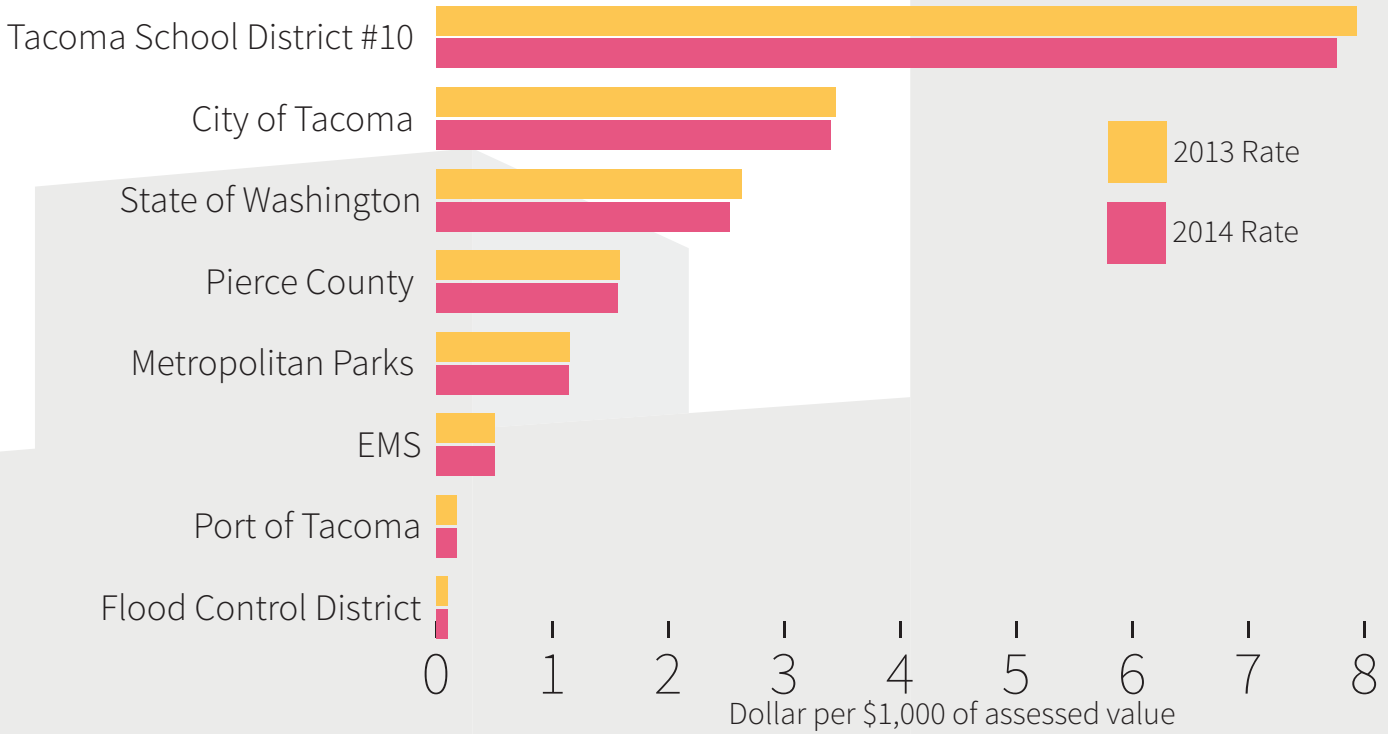
TOP 10 Major Employers in Pierce County in 2014

Number of Employees

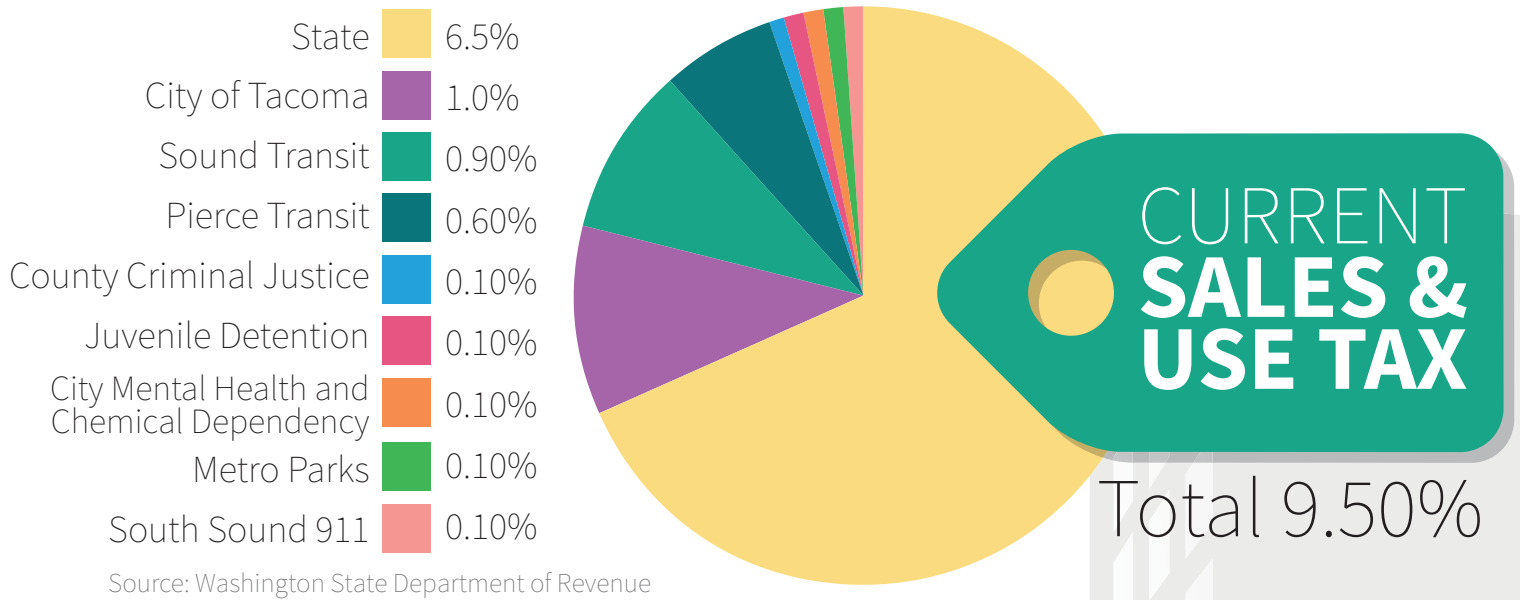


PROPERTY TAXES RATES

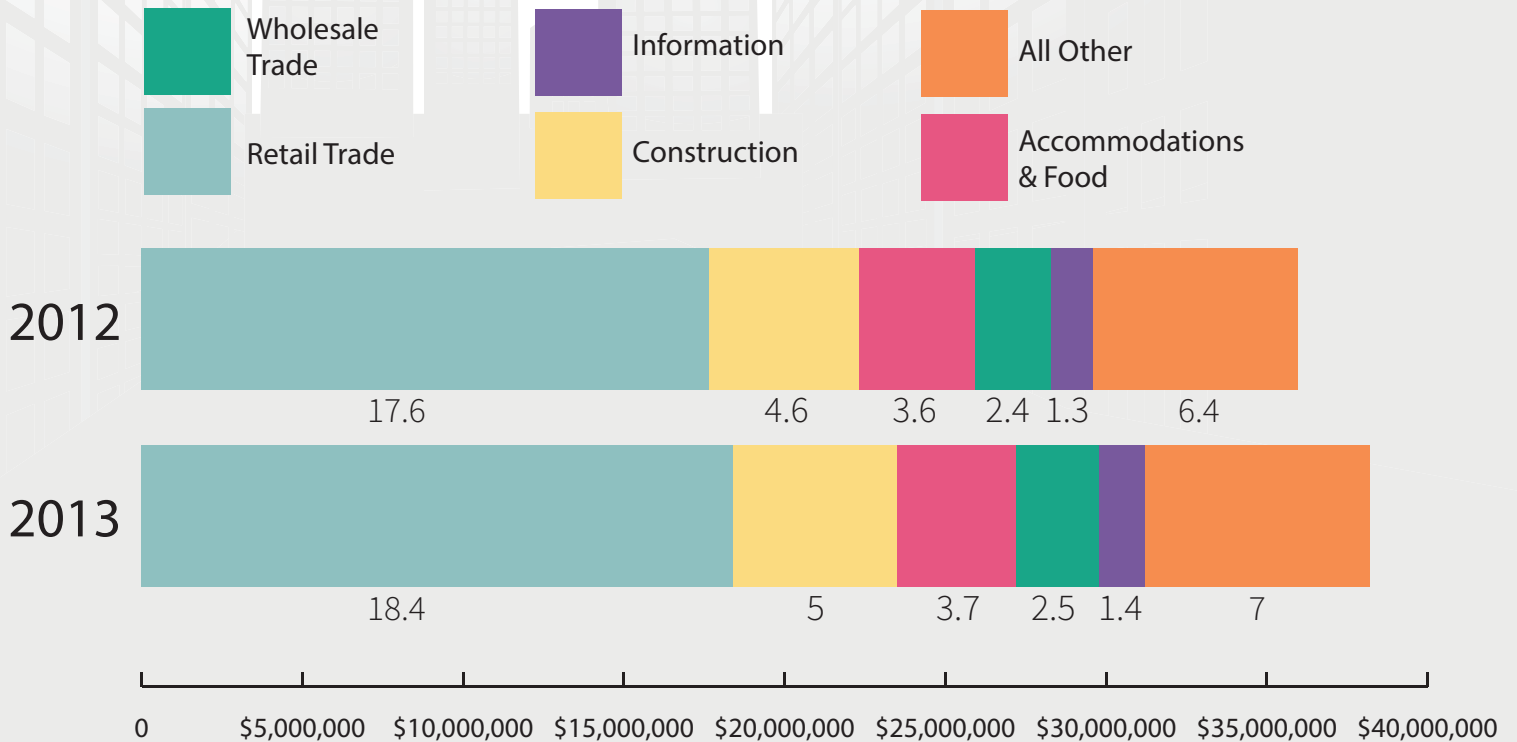
Source: Pierce County Assessor-Treasurer's Office



Source: Pierce County Assessor Treasurer Residential Revaluation Report (Residential Average Value)



SALES TAX BY SECTOR



UTILITIES

INFORMATION



SOLID WASTE

Residential Customers Served

54,387

Commercial Customers Served

4,480

Number of

Surface Water Customers

70,414



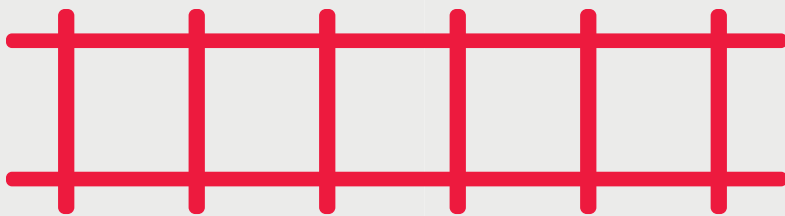
Number of
Wastewater Customers

61,214

Total (lane) Miles of Arterial Streets

857

TACOMA **RAIL**



204 MILES OF TRACK



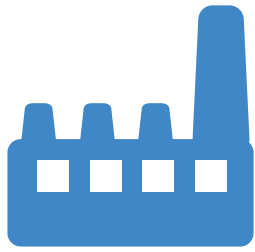
138,000

Freight shipments
per year.

TACOMA WATER



RESIDENTIAL
91,530

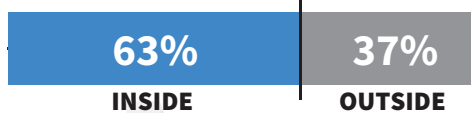


COMMERCIAL/
INDUSTRIAL
5,687

Total
Customers
97,217

1,366 MILES OF
WATER MAINS

Tacoma City Limits

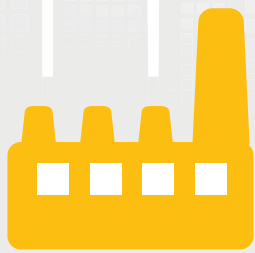


318,400 total people served

TACOMA POWER



RESIDENTIAL
91,530



COMMERCIAL/
INDUSTRIAL
5,687

Total
Customers
152,633

Tacoma City Limits



2,341 MILES
OF TRANSMISSION & DISTRIBUTION LINES

435,000 total people served





March 9, 2015

To the Honorable Mayor and City Council:

I am pleased to transmit the 2015-2016 Adopted Biennial Budget for the City of Tacoma. This budget is focused on the City's core mission and basic City services and it addresses the City Council's budget priorities and community needs while maintaining financial strength.

Due to tough choices and difficult decisions made over the last biennium, the 2013-2014 biennium ended with revenues exceeding expenses. The 2015-2016 Adopted Budget continues this emphasis on prudent financial management.

The 2015-2016 Adopted Budget ensures that ongoing General Fund expenses are aligned with recurring revenues in order to maintain current service levels. Using surplus savings from 2013-2014, funding for one-time reinvestment and redevelopment efforts will help to address residents' desire for a walkable community with vibrant business districts.

The 2015-2016 Adopted Budget includes funding for strategic infrastructure investment for street maintenance and capital projects. In addition, the Adopted Budget begins to address the City's deferred maintenance by including funds for facilities, information technology, and vehicle replacements.

The City is now on a path to better financial health through its efficient management of expenses and increased financial reserves. The 2015-2016 Adopted Budget includes General Fund reserves of 15%, meeting the City Council's established goal.

I would like to express my sincere appreciation to the City Council and Tacoma residents for providing valuable policy guidance and input in developing the 2015-2016 Budget. I would also like to thank City staff for their dedication and commitment to excellence in budgeting and service delivery. We are all committed to serving the Tacoma community and I am confident that this Adopted Budget will contribute to Tacoma's bright future.

T.C. Broadnax, City Manager



BUDGET HIGHLIGHTS

The City’s 2015-2016 Adopted Biennial Budget reflects a continued commitment to strong financial responsibility and is a framework for how the City plans to use its resources to serve the community. Through careful financial management and recurring revenues and targeted reductions, the Adopted Budget for 2015-2016 is balanced and allows the City to maintain current levels of service.

Additionally, the 2015-2016 Adopted Budget provides funding for deferred maintenance (such as City facilities and information technology) and strategic infrastructure investments (including street maintenance, repair, and capital projects). Through the use of one-time savings from 2013-2014, the City will also fund one-time reinvestment and redevelopment efforts to respond to residents’ desire for a walkable community and vibrant business districts.

2013-2014 BIENNIUM

In the 2013-2014 Biennial Budget, the City addressed a \$60 million General Fund budget gap between revenues and expenses by balancing the need for savings with effective delivery of services.

The City carefully reviewed expenditures using monthly financial reports to monitor the budget. As a result, the City met reserve goals and set aside savings to fund one-time projects 2015-2016.



FINANCIAL PLANNING

In June 2014, staff presented to the City Council a six-year forecast (2015-2020). The forecast uses economic data, trends in cost drivers, and estimates for deferred maintenance and other needs to compare and manage projected expenses and revenues.

Overall, economic conditions are expected to improve; however, the recovery is continuing at a slow pace and the level of uncertainty about the economy remains high due to slow growth in jobs, personal income, business, consumer confidence, and the housing market. Since revenues were projected to increase at a slower rate than expenses, the General Fund was projected to experience a \$6 million in 2015-2016. This shortfall increased substantially if the City were to address deferred maintenance and provide funding for enhanced services.

The City addressed the forecasted 2015-2016 deficit through lower than anticipated health care costs, targeted reductions, and revenue enhancements. Input for the budget was received through the budget outreach and strategic planning processes. The City used this feedback, from the City Council and broader community, to allocate funding to address deferred maintenance as well as reallocate funding for better alignment with long- term community goals, such as improved infrastructure.

2015-2016 BUDGET

BUDGET STRATEGY

The 2015-2016 Budget Strategy represents the City's efforts to build upon practices developed in 2013-2014 to become financially sustainable.

CONTINUE SOUND FINANCIAL MANAGEMENT PRACTICES

15%

In the 2015-2016 Budget, the General Fund will maintain the City's financial reserve goal of 15% of annual expenditures. Savings from the 2013-2014 Budget will be used to fund one-time expenses in 2015-2016.

DEVELOP A LONG TERM VISION

3.7K

Community outreach efforts and visioning events were held in the summer of 2014 to develop the Tacoma 2025 Vision and Strategic Plan. Engagement was done online, at community events, and through in-person meetings. Through these efforts, the City had more than 3,700 interactions with residents. The City Council adopted Tacoma 2025 in 2015.

REVIEW AND ADDRESS MAJOR COST DRIVERS

69%

Salaries and benefits represent more than 69% of the costs in the General Fund. In order to address these costs, the City is reviewing healthcare benefits and implementing an employee wellness program.

EVALUATE REVENUE OPTIONS

2%

Revenues are projected to grow at approximately 2% annually over the next two years. This growth is slower than expenses and many state, federal, and voter approved restrictions limit increasing revenues. The City is identifying areas where fees are not covering costs of service and looking to enhance compliance efforts to ensure fair implementation of existing tax codes.

RETAIN SERVICES THAT CREATE A VITAL AND LIVABLE COMMUNITY

58%

The 2015-2016 Adopted Budget retains key services such as public safety, which represents 58% of the General Fund budget.

IMPLEMENT BEST PRACTICES AND CONTINUE TO TRACK PERFORMANCE

29

The City was awarded the Certificate of Excellence from the ICMA Center for Performance Analytics (the highest level awarded - only given to 29 cities across the country) and the 2015-2016 budget document includes performance measures for each department. The City is also expanding its continuous improvement efforts in 2015-2016.

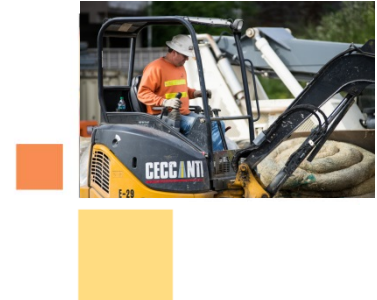
COMMUNITY FEEDBACK

While developing the 2015-2016 Budget in 2014, the City held community meetings in each of the City’s five Councilmanic districts in the summer, as well as three community meetings in the fall, provided a budget website, survey, interactive budgeting tool, and an online community feedback platform, and met with staff from all of the City’s departments.

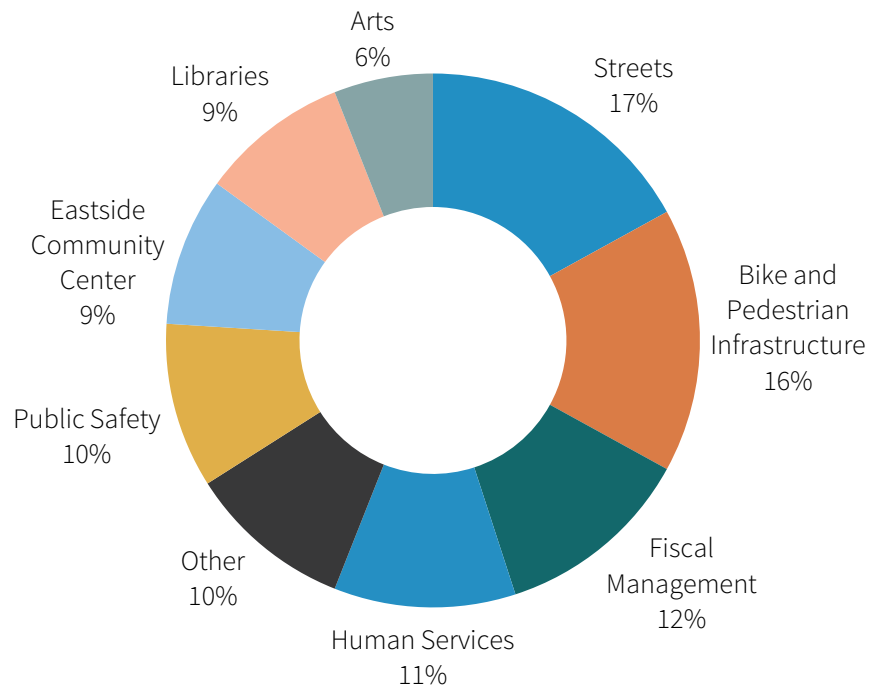
The City asked community members what they thought about the quality of City services and for their priority of services. Safety, as well as improvements to streets and community infrastructure, continued to top the community’s list of priorities.

The City received:

- 164 responses to the City Services questionnaire
- 84 submissions to the Balance the Budget Tool
- 50 participants on the MindMixer site
- 423 website page views
- 155 attendees at the 8 community budget meetings



Public Comment Breakout from Community Budget Meetings



City Services Questionnaire Top Results by Category

Highest Quality	Most Important	Increase Funding
<ul style="list-style-type: none"> • Ambulance/EMS • Fire Suppression • Fire Prevention 	<ul style="list-style-type: none"> • Police Services • Crime Prevention • Ambulance/EMS 	<ul style="list-style-type: none"> • Street Repair • Crime Prevention • Small Business Support

CITY COUNCIL ENGAGEMENT

On June 10, 2014, staff provided the City Council with a six-year forecast of the General Fund to provide context regarding the City’s financial challenges. At the meeting, staff also provided the City Council with a survey to rate the quality and importance of the City’s core services. Below is a graphical representation of the City Council’s Rating of City Services. The City Council reviewed the rating results and held a work session to establish their priorities on June 17, 2014.

CITY COUNCIL RATING OF CITY SERVICES



Worksessions

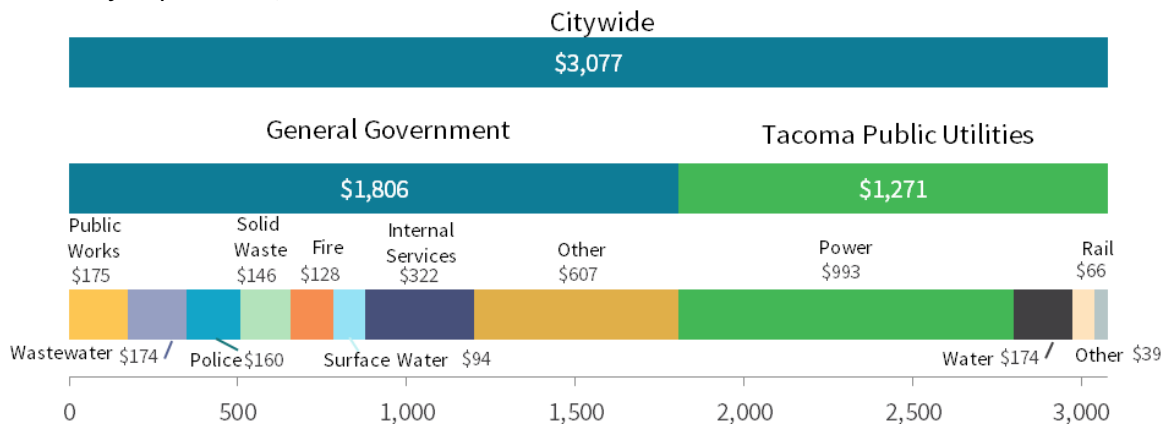
On October 7, 2014, City Manager T.C. Broadnax Adopted the 2015-2016 biennial budget to the City Council. Departments presented their Adopted budgets to the City Council in eight workshops starting in early October and stretching into December of 2014. Each Department presented their Adopted budgets, including key initiatives and efficiencies for 2015-2016.

Date	Budget Workshop Topic
October 7	2015-2016 Adopted Budget Presentation
October 14	TPU Joint Meeting & Environmental Services Department
October 21	General Fund Revenues & Cost Drivers (Human Resources & Retirement)
October 28	Library, Neighborhood & Community Services, and Community & Economic Development
November 4	Tacoma Fire Department, Tacoma Police Department
November 18	Planning Departments, Public Assembly Facilities, Public Works, and Capital Facilities Plan
November 25	Municipal Court, Information Technology, Other Initiatives, and Budget Wrap Up
December 2	Budget Wrap Up

CITYWIDE BUDGET

BY DEPARTMENTS AND UTILITIES

The City provides a variety of services, ranging from utilities to public safety to street repair to funding for human services. The City's total 2015-2016 Adopted Budget is \$3.08 billion. Below is a breakdown of the Adopted Budget for the entire City (first by General Government and Tacoma Public Utilities, and then by department).



Internal Services includes City Council, City Manager's Office, Finance, Information Technology, Office of Management & Budget, and City Attorney's Office, and General Government Other includes smaller departments such as Neighborhood & Community Services, Libraries, and Community & Economic Development.



POLICE

The Police Department provides patrol services, community based policing, and criminal investigations. It also manages jail, dispatch, and contracted services.



FIRE

The Fire Department provides 9-1-1 dispatch and emergency communication services, fire suppression, and emergency medical services. It also assists in planning for emergency management and fire prevention for the community.



UTILITIES

The City of Tacoma provides utility services for power, water, surface water, wastewater, and solid waste. These services are entirely funded through user rates.

LIBRARIES

The City manages eight libraries throughout Tacoma that provide access to traditional library services, computers, and electronic items.



PUBLIC WORKS

Public Works manages the City's facilities, parking system, fleet, and street maintenance and operations.



NEIGHBORHOOD AND COMMUNITY SERVICES

Neighborhood and Community Services manages the City's contracting process with organizations throughout Tacoma, provides senior services, and ensures compliance with City codes by property owners.



The City manages these services using accounts – called funds – to track expenses and revenue sources. Of the total Adopted Budget, \$423.30 million or 14% is allocated to the General Fund, which is associated with traditional City services such as Police, Fire, and Libraries.

CITYWIDE REVENUE SOURCES

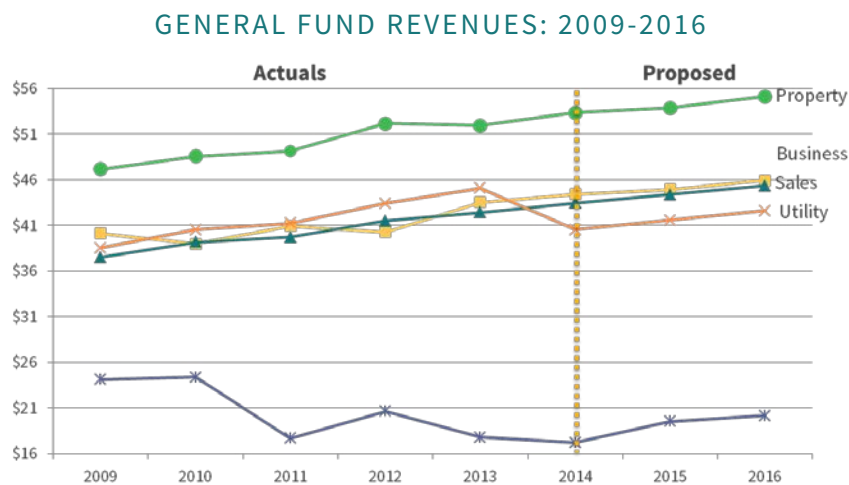
UTILITY REVENUES AND RATES

The City of Tacoma provides utility services for power, water, surface water, wastewater, rail, cable, and solid waste. These services are primarily funded through user rates and wholesale sales. Revenues for utilities depend on trends in the usage as well as trends in wholesale sales.

The City develops each utility’s revenue requirements through an analysis of spending and cash needs, including operation and maintenance expenses, debt service payments, capital expenditures, gross earnings taxes, reserve requirements and required cash balances. The costs of service are determined for each customer class which then translates to individual rates based on current customer accounts, service levels, and industry-specific parameters, factoring in assumptions for growth and changes in usage. Final calculations are performed in order to ensure rate adjustments meet projected revenue and bond coverage requirements while minimizing customer impacts.

GENERAL FUND REVENUES

Since 2009, the City’s General Fund revenues have increased at an average annual rate of 1.22%. Historical revenues trends are reflective of both the economy and past Council action. Prior to using historical trends to project revenues, the City reviews past changes in tax structures, such as removing an exemption for non-profit healthcare providers in 2013, and one-time revenues. The City uses the adjusted historical trends and data from regional and national sources on construction, housing



prices, consumer income, and personal spending to project revenues from major tax sources, such as Property Tax, Sales Tax, and Business and Occupation Tax. In addition, the City uses internally projected utility revenues to estimate Utility Tax revenues. Overall revenues for the City’s General Fund are anticipated to increase on average by 2.54% over the biennium

* In 2014, 2% of certain Utility revenues were redirected for dedicated street maintenance and deposited directly into the Street Fund.

INTERNAL SERVICES REVENUES

Each department pays for employee benefits (retirement, healthcare, dental, etc.); these payments are then received into funds to track revenues along with the specific related benefit expenses. These revenues are planned based on the labor plans for the City as well as rate changes associated with projected changes in costs for benefits. A similar practice is done for internal costs for Information Technology, Fleet Services, and Facilities. The revenues for services are planned based on the expense projections for 2015-2016.

REVENUES

GENERAL FUND

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



PROPERTY TAX represents **\$109 million** or **26%** of the General Fund Revenues. Property Tax revenues are limited by state law. The City’s revenues can only increase by 1% from year to year, as well as adding additional revenues through new construction.

BUSINESS TAX represents **\$91 million** or **21%** of the General Fund Revenues. Business Tax is paid based on the total income of a business. The City offers exemptions from business taxes for businesses whose gross receipts are less than \$250,000 annually. These revenues are also dependent on economic conditions.

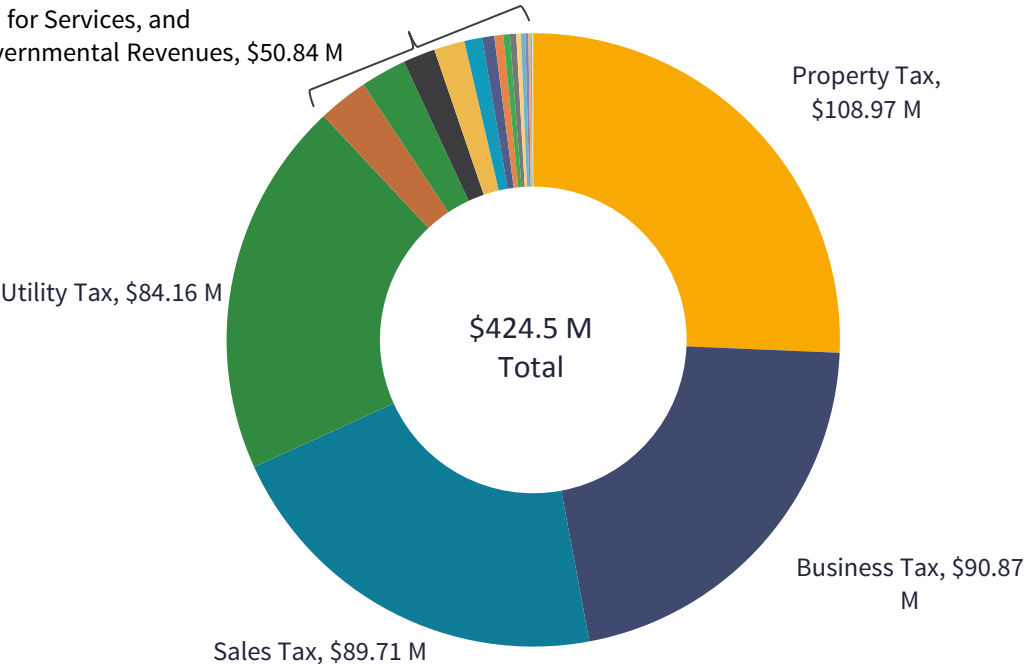


SALES TAX represents **\$90 million** or **21%** of the General Fund Revenues. Tacoma consumers pay a sales tax rate of 9.5% of which 1.0% is the City’s General Fund portion and 0.1% funds mental health and chemical dependency services. These revenues are highly variable depending on economic conditions.

UTILITY TAX represents **\$84 million** or **20%** of the General Fund Revenues. Utility Taxes are paid by public utilities and are calculated based on the total operating revenues earned by the utilities.



Other revenues include Fines, Fees, Charges for Services, and Intergovernmental Revenues, \$50.84 M



EXPENSES

GENERAL FUND

Police and Fire Services represent nearly 60% of the General Fund budget. Other core services include Libraries, Public Works, Municipal Court, Neighborhood & Community Services, and Community & Economic Development. The 2015-2016 Adopted Budget:

INFRASTRUCTURE

- Increases support for street maintenance and repair, including dedicating funding to pothole repair, improving pedestrian infrastructure, and providing grant match funding

PUBLIC SAFETY

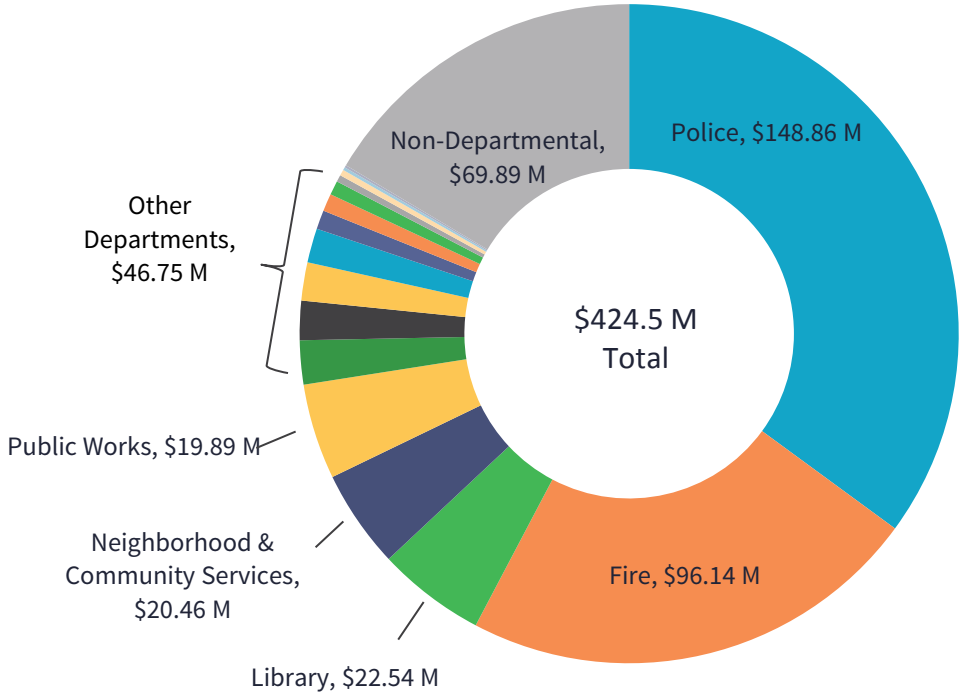
- Maintains current Police and frontline Fire staffing levels, continues to fund the City’s Rapid Graffiti Removal pilot program, and funds replacement of Police and Fire vehicles

ECONOMIC DEVELOPMENT

- Funds capital projects to encourage catalytic economic development and supports revitalization of City neighborhoods and business districts through streetscape funding

OTHER SERVICES

- Enhances library services by funding Radio Frequency Identification, implementing an equity and empowerment initiative, and addressing deferred maintenance by funding fleet replacements, information technology improvements, and projects at the Tacoma Dome and Greater Tacoma Convention & Trade Center.



ENHANCING PRIORITY SERVICES

INFRASTRUCTURE

The Budget includes over \$12 million in enhanced General Fund and capital funding to improve the City’s infrastructure needs.

The budget includes \$2.6 million in new funding for a dedicated permanent pothole repair crew. The crew will improve services by providing quicker and longer lasting pothole repairs.

In response to Tacoma residents’ desire for a walkable community, over \$3 million in funding is included in the budget for citywide sidewalk, pedestrian, and trail improvements. Pedestrian improvements include ADA ramps, pedestrian signals, video sensors at intersections, flashing beacons, and other enhancements. Funding is also included for the continued expansion and other improvements to the Prairie Line Trail.

\$400,000 is included to continue the City’s Local Improvement District Program (which provides opportunities for property owners to pay for improvements to street and alley paving, sanitary sewers, street lighting, or underground wiring), and \$350,000 is allocated to enhance and beautify city entranceways.

Other infrastructure items include \$1.4 million in capital funding for maintenance of the Puyallup River Bridge and \$1.3 million for an Eastside polychlorinated biphenyl (PCB) cleanup project.



LEVERAGING GRANT FUNDING

General Fund and capital funding will be used to leverage grant funding. The City expects that \$2.3 million in City funding for streets and infrastructure will generate an additional \$19 million in grant funding from federal and state sources. Grant funded projects include the Water Ditch Trail, Stevens and Tyler bicycle and pedestrian improvements, Puyallup River Bridge, and Prairie Line Trail.

ENHANCING PRIORITY SERVICES

PUBLIC SAFETY

Police and Fire services remain at 2013-2014 service levels. The budget includes no reduction to fire station staffing or police officers, and fully funds firefighters and police officers that will no longer be funded through federal SAFER and COPS grants.

The budget also continues to fund the predictive policing program and allocates \$2.5 M for the replacement of Police and Fire vehicles. Additionally, \$200,000 in funding is included for the continuation of the Rapid Graffiti Removal pilot program to address key corridors throughout the City. This funding will support up to 300 graffiti removals per year.



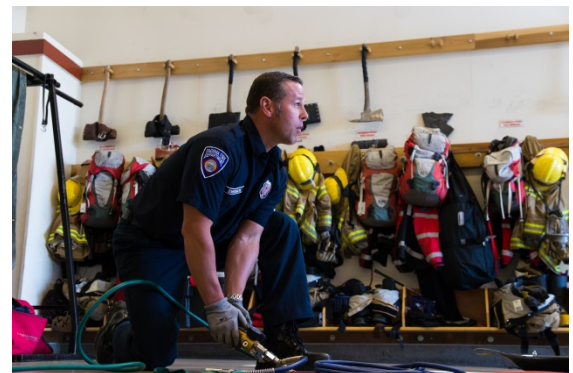
ECONOMIC DEVELOPMENT

The City is progressively taking action to revitalize city neighborhoods and business districts, support development opportunities for local companies, retain and attract new business, and create jobs for the community.

The Adopted Budget dedicates \$400,000 in capital funding to leverage private sector funds for projects encouraging catalytic economic development.

These projects include: pedestrian connections, installation of sidewalks, landscaping, historic street signs and other signage, park improvements, street improvements, gateways, and art installation.

Funding is included to support revitalization and streetscape improvements in key corridors and business districts. \$1.2 million in General Fund and capital funding as well as \$3 million in reallocated bond funds will be directed to provide infrastructure and revitalization improvements for the city's Lincoln District. \$1 million in General Fund and capital funding is included for South Tacoma Business District streetscape and beautification efforts. The Adopted Budget also provides \$360,000 in funding to support the Neighborhood Council Innovative Grants Program.



OTHER ENHANCED SERVICES

LIBRARIES

Through a combination of General Fund and Library Trust funding, a total of \$400,000, the Library will implement a Radio Frequency Identification (RFID) initiative. The initiative includes purchasing RFID tags for all libraries, program software that interfaces with the current integrated system, and one self-check station and security gates for the Main Library.

EQUITY AND EMPOWERMENT

Existing resources will be used to begin an equity and empowerment initiative. A new office was created to assist in identifying and eliminating the underlying drivers within the community that perpetuate inequity and provide opportunity and advancement for all. Human Rights staff within the office will work to inform approximately 5,000 businesses, housing providers, and community members of their rights and responsibilities under relevant anti-discrimination laws and statutes.



DEFERRED MAINTENANCE

Investments in deferred maintenance will allow the City to address a backlog of repairs and help improve service delivery. The 2015-2016 Adopted Budget:

- Dedicates funding to upgrade computers and software
- Begins to address deferred fleet maintenance, including \$2.8 million for Police, Fire, and Public Works vehicles
- Provides \$1.4 million for maintenance and facility improvements at the Tacoma Dome and Greater Tacoma Convention & Trade Center
- Dedicates \$1.5 million as grant match to the Broadway Center for Performing Arts Capital Campaign

TAX & LICENSE COMPLIANCE

The 2015-2016 Adopted Budget increases staffing and funding for Tax and License compliance to ensure fair and equitable enforcement and collection of business operation licenses in the city. Enhanced enforcement efforts are expected to result in increased revenues for the General Fund.



FIRE FEE UPDATES

Several updates to fees for Fire related services are included in the 2015-2016 Adopted Budget to help offset the impacts of expiring SAFER grants and maintain Fire staffing levels. Maintaining staffing levels for expiring SAFER grants will result in added personnel costs to the General Fund over the 2015-2016 biennium.

The Adopted Budget includes \$450,000 in revenues from the implementation of fire inspection fees for commercial, multi-family, and industrial buildings within the City of Tacoma’s Fire Protection Service Area. These fees are currently in place in comparable regional jurisdictions.

Increased Advance Life Support (ALS) fees are included in the 2015-2016 Adopted Budget to cover growth in service costs. The City last adjusted ALS Fees in 2005.

The Adopted Budget also includes a service fee to be included on the bills of water utility customers to cover fire hydrant maintenance and service. The City, through its water utility, currently maintains and services over 6,200 fire hydrants throughout Tacoma. Funding for fire hydrant services is currently provided through General Fund revenues but is Adopted to transition to a two-year phased-in water customer fee. Under the plan, beginning in April 2015, half the cost of fire hydrant services would be included as a fee on Tacoma residents’ water bills. In 2016, the bill would incorporate the full fee of approximately \$2.25 to \$2.50 per month. Moving to a service fee for fire hydrants is estimated to shift \$2.2 million in cost recovery for these services from General Fund revenues to water customer fees over the course of the 2015-2016 biennium.

OTHER NOTABLE ADJUSTMENTS

UTILITY RATES

The City operates several large utilities under the direction of the Public Utility Board, including Tacoma Power, Tacoma Water, and Tacoma Rail. The City of Tacoma also manages utility services through its Environmental Services Department which includes Solid Waste, Wastewater and Surface Water Management. The following system average rate increases are projected for the 2015-2016 Biennium:

Utility	2015	2016
Power	3.0%	0.0%
Water	4.0%	4.0%
Rail	0.0%	TBD
Solid Waste	5.0%	5.0%
Wastewater	6.0%	6.0%
Surface Water	5.5%	5.5%

EMPLOYEE COMPENSATION & BENEFITS

The Adopted Budget includes contractually obligated pay increases for represented employees. For union contracts yet to be settled, projected increases based on history have been included.

Non-represented salary increases included in the Adopted Budget are based on market data for specific job classifications and include salary adjustments for non-represented employees with identified compression issues.

The Adopted Budget projects health and benefit costs similar to those budgeted in 2014. The Budget also includes funding for the implementation of an employee wellness program to promote and support the health, safety, and well-being of City employees.

The 2015-2016 Adopted Biennial Budget includes a total of 3,634.1 authorized full-time equivalents (FTEs) in all funds. The table below illustrates the annualized FTEs for each biennium listed as well as the difference between the 2013-2014 Adopted Budget and the 2015-2016 Adopted Budget. The second table illustrates FTEs and changes by department, followed by a description of the changes.

FULL TIME EQUIVALENTS BY FUND

Personnel Complement	2011-2012	2013-2014	2015-2016	2015-2016
	Adopted	Adopted	Adopted	O / (U) 2013-2014
General Fund				
City Attorney's Office	58.7	48.0	48.7	0.7
City Council	11.0	11.0	13.0	2.0
City Manager	17.5	10.3	22.1	11.8
Community & Economic Development	32.3	15.9	18.0	2.1
Environmental Services	-	-	2.2	2.2
Finance	81.1	70.0	79.1	9.1
Fire	366.1	285.3	297.3	12.0
Hearing Examiner	2.5	2.5	2.5	-
Human Resources	33.4	28.4	28.4	-
Library	128.4	104.8	103.7	(1.1)
Municipal Court	26.8	24.1	24.9	0.8
Neighborhood & Community Services*	48.6	39.6	37.4	(2.2)
Office of Management & Budget	-	-	9.0	9.0
Planning & Development Services	-	8.0	8.0	-
Police	409.3	346.2	348.4	2.2
Public Works	10.1	7.9	12.5	4.6
General Fund Total	1,225.8	1,001.7	1,055.2	53.2

*Prior to 2013, Neighborhood & Community Services was known as Human Rights and Human Services. For comparability, the 2011-2012 FTE total reported for Neighborhood & Community Services includes programs within other departments as if they existed prior to being merged during the 2013-2014 Adopted Budget.

	2011-2012	2013-2014	2015-2016	2015-2016 O / (U) 2013-2014
Personnel Complement	Adopted	Adopted	Adopted	
Special Revenue Funds				
1020 - Courts Special Revenue	1.8	1.2	0.7	(0.5)
1060 - Transportation Capital & Engineering	161.0	94.6	24.4	(70.2)
1065 - PW Street Fund (Street Operations, Engineering, Transportation)	-	-	85.5	85.5
1090 - TFD Special Revenue	1.0	28.8	15.4	(13.4)
1100 - PWF Property Management	-	1.3	1.1	(0.2)
1110 - Local Improvement Guaranty	1.0	0.5	0.5	-
1140 - PWE Paths & Trails Reserve	0.2	0.4	0.3	(0.1)
1155 - TFD EMS Special Revenue	78.5	75.5	75.5	-
1185 - NCS Special Revenue	10.4	10.1	18.2	8.1
1195 - Economic Development Grants	10.2	8.6	6.4	(2.2)
1236 - CED Small Business Enterprise	2.0	2.0	2.0	-
1267 - TPD Special Revenue	8.3	17.3	17.1	(0.2)
1431 - CMO Municipal Cable TV	13.1	17.8	18.8	1.0
1500 - CED Local Employment Apprenticeship Program	2.0	2.0	2.0	-
1650 - Traffic Enforcement, Engineering & Education	32.0	17.1	17.3	0.2
Special Revenue Funds Total	321.5	277.1	285.2	8.0
Capital Project Funds				
3211 - Capital Projects Fund	16.6	-	0.2	0.2
Capital Project Funds Total	16.6	-	0.2	0.2
Enterprise Funds				
4110 - Permit Services Fund	48.5	38.1	53.8	15.7
4120 - PW Tacoma Rail Mountain Division	3.2	1.7	-	(1.7)
4140 - PWE Parking Operating	20.1	16.3	17.6	1.3
4165 - PAF Convention Center	29.1	13.1	15.3	2.2
4180 - PAF Tacoma Dome	32.3	21.0	24.8	3.8
4200 - Solid Waste	210.1	207.6	188.6	(19.0)
4300 - Wastewater	215.2	231.7	239.0	7.3
4301 - Surface Water	88.4	104.6	105.8	1.2
4500 - Tacoma Rail	96.0	101.0	121.5	20.5
4600 - Water Utility	262.4	248.3	256.2	7.9
4700 - Tacoma Power	850.0	834.6	855.2	20.6
4700 - TPU Support Services	184.6	200.1	201.1	1.0
Enterprise Funds Total	2,039.9	2,017.8	2,078.9	60.8

Personnel Complement	2011-2012 Adopted	2013-2014 Adopted	2015-2016 Adopted	2015-2016 O / (U) 2013-2014
Internal Service Funds				
5007 - Finance Payroll/Organizational Management	7.1	7.6	-	(7.6)
5016 - Finance Management & Budget	4.8	4.6	-	(4.6)
5042 - IT Graphics Services	7.1	-	-	-
5050 - TPU Fleet Service	32.0	30.0	29.5	(0.5)
5400 - PW Fleet Equipment Rental	47.3	38.3	38.4	0.1
5453 - PWS Asphalt Plant	2.3	2.1	2.0	(0.1)
5540 - Comms Equipment - Replacement Reserve	5.1	5.1	5.1	-
5550 - Third Party Liability Claims	0.3	0.3	0.3	-
5570 - Worker's Compensation	8.4	8.4	8.4	-
5700 - Municipal Building Acquisition & Operations	25.1	23.4	20.7	(2.7)
5800 - Information Systems	114.7	96.4	98.1	1.8
Internal Service Funds Total	254.2	215.9	202.6	(13.6)
Trust and Agency Funds				
6050 - Deferred Compensation Trust	1.0	1.0	1.0	-
6100 - Tacoma Employees' Retirement System	11.0	8.5	7.8	(0.7)
6120 - Relief & Pension - Police	1.0	0.7	1.6	0.9
6150 - Relief & Pension - Firefighters	1.0	0.7	1.6	0.9
Trust and Agency Funds Total	14.0	11.0	12.0	1.1
Grand Total	3,871.9	3,523.6	3,634.1	110.5

FULL TIME EQUIVALENTS BY DEPARTMENT

Personnel Complement	2011/2012	2013/2014	2015/2016	2015/2016
	Adopted	Adopted	Adopted	O / (U) 2013/2014
Department				
City Attorney's Office	58.7	48.0	48.7	0.7
City Council	11.0	11.0	13.0	2.0
City Manager	30.6	28.1	40.9	12.8
Community & Economic Development	33.8	27.9	28.4	0.5
Environmental Services	513.6	543.9	535.6	(8.3)
Finance	110.6	82.6	79.8	(2.8)
Fire	445.6	389.5	388.2	(1.3)
Hearing Examiner	2.5	2.5	2.5	-
Human Resources	43.0	38.0	38.1	0.1
Information Technology	131.9	106.0	107.5	1.5
Library	128.4	104.8	103.7	(1.1)
Municipal Court	38.3	36.0	36.3	0.3
Neighborhood & Community Services	58.9	49.6	55.6	6.0
Office of Management & Budget	-	-	9.0	9.0
Planning & Development Services	61.1	46.7	61.8	15.1
Police	439.8	373.5	375.5	2.0
Public Assembly Facilities	61.4	34.0	40.1	6.1
Public Works	264.1	177.7	194.8	17.1
Retirement	13.0	10.0	11.0	1.0
Tacoma Public Utilities	1,425.7	1,413.9	1,463.5	49.6
Grand Total	3,871.9	3,523.6	3,634.1	110.5

EXPLANATION OF DEPARTMENTAL STAFFING CHANGES

City Attorney's Office (+0.7)

- **2015-2016 Adopted Budget Changes +0.7**
 - Two Deputy City Attorney positions converted to full time +0.7
 - Two part-time legal assistant positions eliminated -1.0
 - Management Analyst position added to support Electronic Records Management System implementation +1.0

City Council (+2.0)

- **2013-2014 Changes (+2.0)**

City Manager (+12.8)

- **2013-2014 Changes (+4.0)**
- **2015-2016 Structural/Labor Allocation Changes (+6.8)**
 - Office of Equity & Human Rights established and positions transferred in from other departments +8.3
 - Oversight of Office of Environmental Policy & Sustainability transferred to Environmental Services -1.5
- **2015-2016 Adopted Budget Changes (+2.0)**
 - Management Analyst position added in Customer Support Center +1.0
 - Management Analyst position added in City Manager's Office +1.0

Community & Economic Development (+0.5)

- **2013-2014 Changes (-1.5)**
- **2015-2016 Adopted Budget Changes (+2.0)**
 - Special Events support position added +0.5
 - Neighborhood Revitalization support position added +1.0
 - Financial assistant position shared with Neighborhood & Community Services +0.5

Environmental Services (-8.3)

- **2013-2014 Changes (-4.5)**
- **2015-2016 Structural/Labor Allocation Changes (-4.5)**
 - Oversight of Office of Environmental Policy and Sustainability transferred from the City Manager's Office +1.5
 - Labor charges from other funds decreased -6.0
- **2015-2016 Adopted Budget Changes (+0.7)**
 - Occupational Skilled Intern position added +0.2
 - Grounds maintenance support position added +0.5
 - Vacant positions eliminated (-4.0)
 - Asset Management Program implementation +4.0

Finance (-2.8)

- **2013-2014 Changes (+1.0)**
- **2015-2016 Structural/Labor Allocation Changes (-4.8)**
 - Office of Management & Budget separated from Finance -8.0
 - Accountant labor charge outs restructured during assessment process +2.9
 - Labor charges from other departments increased +0.3
- **2015-2016 Adopted Budget Changes (+1.0)**
 - Senior Accountant position added in Accounting Services +1.0

Fire (-1.3)

- **2015-2016 Structural/Labor Allocation Changes (-0.5)**
 - Fire Engineer position increased in support of permit application process in Permit Services fund -0.5
- **2015-2016 Adopted Budget Changes (-0.8)**
 - Administrative Assistant position eliminated -1.0
 - Lieutenant Dispatcher position eliminated effective June 2015 -0.8
 - Grounds maintenance support position added +0.5
 - Fire Maintenance Electrician restored to support City's communications networks +0.5

Human Resources (0.1)

- **2013-2014 Changes (+3.1)**
- **2015-2016 Structural/Labor Allocation Changes (-3.0)**
 - Senior Human Resources Analyst position transferred to Office of Equity & Human Rights -1.0
 - Management Analyst positions transferred to Office of Equity & Human Rights -2.0

Information Technology (+1.5)

- **2013-2014 Changes (-1.0)**
 - Administrative Assistant position transferred to Customer Support Center -1.0
- **2015-2016 Adopted Budget Changes**
 - IT Transformation Projects (+2.5)

Library (-1.1)

- **2013-2014 Changes (-1.4)**
- **2015-2016 Adopted Budget Changes (+0.3)**
 - Senior full-time Page positions converted to part-time Page positions +0.3

Municipal Court (+0.3)

- **2015-2016 Adopted Budget Changes (+0.8)**
 - Two court clerk positions increased to full-time +0.8
 - Part-time grant funded position eliminated -0.5

Neighborhood & Community Services (+6.0)

- **2013-2014 Changes (+2.2)**
- **2015-2016 Structural/Labor Allocation Changes (-1.9)**
 - Positions transferred to Office of Equity & Human Rights -3.3
 - Police officer positions assigned to code enforcement no longer direct charged -2.0
 - Grant funded positions added to count +4.0
 - Labor charges to other departments increased -0.6
- **2015-2016 Adopted Budget Changes (+5.7)**
 - Tax & License Compliance Officer positions added +3.0
 - Three part-time Occupational Skilled Intern positions added +1.5
 - Financial assistant position shared with Community and Economic Development +0.5
 - Contract & Program Auditor position converted to full-time +0.2
 - Office Assistant position converted to part-time -0.5
 - Two part-time Occupational Skilled Intern positions added +1.0

Office of Management & Budget (+9.0)

- **2015-2016 Structural/Labor Allocation Changes (+8.0)**
 - Positions transferred from Finance +8.0
- **2015-2016 Adopted Budget Changes (+1.0)**
 - Management Analyst position added for Continuous Improvement Program +1.0

Planning & Development Services (+15.1)

- **2013-2014 Changes (+9.0)**
- **2015-2016 Structural/Labor Allocation Changes (+3.3)**
 - Fire Engineer position increased in support of permit application process in Permit Services fund +0.5
 - Labor charges from other departments increased (+2.8)
- **2015-2016 Adopted Budget Changes (+2.8)**
 - Assistant Division Manager positions added +1.5
 - Senior Engineer position added +0.5
 - Principal Planner position added +0.8

Police (+2.0)

- **2015-2016 Structural/Labor Allocation Changes (+2.2)**
 - Police Officer positions assigned to code enforcement no longer direct charged +2.0

Public Assembly Facilities (+6.1)

- **2013-2014 Changes (+8.1)**
- **2015-2016 Structural/Labor Allocation Changes (-2.0)**
 - Accountant positions restructured under Finance -2.0
- **2015-2016 Adopted Budget Changes (0.0)**
 - Marketing Coordinator position eliminated -1.0
 - Marketing and Development Manager position added +1.0

Public Works (+17.1)

- **2013-2014 Changes (+4.7)**
- **2015-2016 Structural/Labor Allocation Changes (-0.1)**
 - Office Assistant position transferred to Customer Support Center -1.0
 - Labor charges to other funds restructured +0.9
- **2015-2016 Adopted Budget Changes (+12.5)**
 - Real Estate Specialist position added +0.5
 - Facilities Maintenance Mechanic position eliminated -1.0
 - Permanent Pothole Crew established (+5.0)
 - Local Improvement District Program Reinstated (+4.0)
 - Capital project support increased (+4.0)

Retirement (+1.0)

- **2015-2016 Adopted Budget Changes (+1.0)**
 - Human Resources Specialist support position added +1.0

Tacoma Public Utilities (+49.6)

- **2013-2014 Changes (+11.3)**
- **2015-2016 Adopted Budget Changes (+38.3)**
 - Additional staffing added to support Rail operations and locomotive servicing for new external contract +10.5
 - Additional staffing added to operate new Water filtration plant +6.7
 - Fleet Services heavy equipment mechanic position adjusted for 2016 hire date (-0.5)
 - Additional Support Services positions added for Emerging Needs +4.0
 - Staffing changes to fit Power business needs (17.6)
 - Vacant positions to remain unfilled in Click! -5.0
 - Federal Energy Regulatory Commission Hydro Licensing Compliance +9.6
 - Technological Asset Management +9.0
 - Business and Risk Management +4.0

BUDGET CALENDAR

BUDGET DEVELOPMENT

2014

May – June

Community survey conducted to receive resident input on the quality of life in Tacoma

June 10

General Fund Six-Year Forecast (2015-2020) provided to City Council along with rating of city services survey for initial policy direction

June 17

Rating of city services survey results shared and discussed with City Council

July - August

Community budget input meetings held in all five City Council Districts

August 1 - 31

City Manager meetings held with necessary staff to review budget recommendations

August 5

Community survey results presented and discussed with City Council

August 19

Comprehensive community budget outreach results provided to City Council

September

2015-2016 Proposed Biennial Budget preparation and budget document development

October 6

2015-2016 Proposed Biennial Budget Document provided to City Council

October 7

2015-2016 Proposed Biennial Budget presented during City Council Study Session

October - November

City Council budget workshops detailing the 2015-2016 Proposed Budget by department

October

Community budget input meetings held regarding the 2015-2016 Proposed Biennial Budget

November 4

Public hearings held regarding the 2015 Ad Valorem Property Tax Levy, 2015-2016 Proposed Biennial Budget, 2015 Transportation Benefit District Budget, and 2015-2020 Capital Facilities Plan

November 25

Final reading of 2015 Ad Valorem Property Tax Levy

December 2

First reading of ordinances for the 2015-2016 Proposed Biennial Budget, the 2015 Transportation Benefit District Budget, and the 2015-2020 Capital Facilities Plan

December 9

Final reading of ordinances and adoption of the 2015-2016 Biennial Budget, the 2015 Transportation Benefit District Budget, and the 2015-2020 Capital Facilities Plan

BUDGET MONITORING/AMENDMENTS

2015

April

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

December

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

2016

December

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

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

DEPARTMENT SUMMARIES

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

Each department's pages are divided into three major sections: introduction, financials, and description of programs and metrics.

Introduction

- Programmatic Organizational Chart – a chart illustrating the organization of the major bodies of work performed by each department
- Mission Statement – a brief statement describing the overall purpose of each department
- Key Budget Highlights – a summary of major changes included in the 2015-2016 Adopted Budget

Financials

- Departmental Revenues by Category – a visual representation and breakdown of how the department is funded
 - General Fund Revenues – Major revenue sources for the General Fund include property tax, sales tax, business tax, and utility tax. These revenues are used to support traditional City services such as Police, Fire, and Libraries
 - All other Funds' Revenues – Other fund revenue sources include charges for services, grants, and intergovernmental revenues
 - **Note:** Excess revenue not assigned to expenditures is deposited into the reserves of a fund; where expenditures exceed revenues, fund balance has been utilized.
- Departmental Expenditures by Category – a visual representation of the total expenses of a department, including the total departmental FTEs
 - Department expenses subdivided by the funds each department manages can be found on page 243 in the Fund Summaries section
 - Brief financial notes on significant changes in department funds from the 2013-2014 biennium and other relevant information can be found on page 263 in the Fund Summaries section

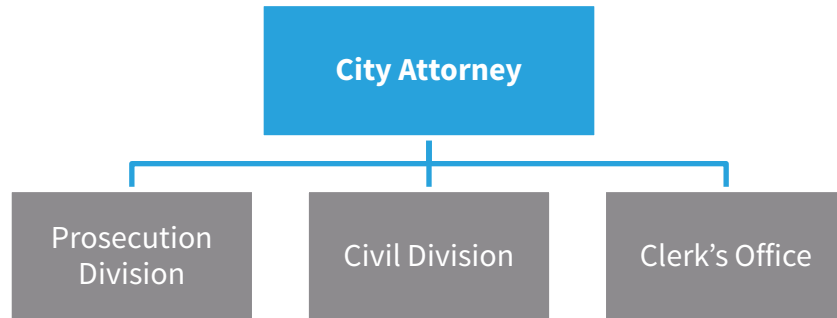
Programs and Metrics

- Program Descriptions – descriptions of the major program areas performed by each department
- Major Initiatives – major projects and initiatives planned as enhanced efforts in the 2015-2016 Adopted Budget
- Metrics (Historical and Future Targets) – an explanation of goals and targets established and tracked by departments throughout the biennium to ensure high quality performance and continuous improvement
 - **Note:** A “-” in the table indicates that no historical data is available for that measure.



CITY ATTORNEY'S OFFICE

Organizational Chart



Mission

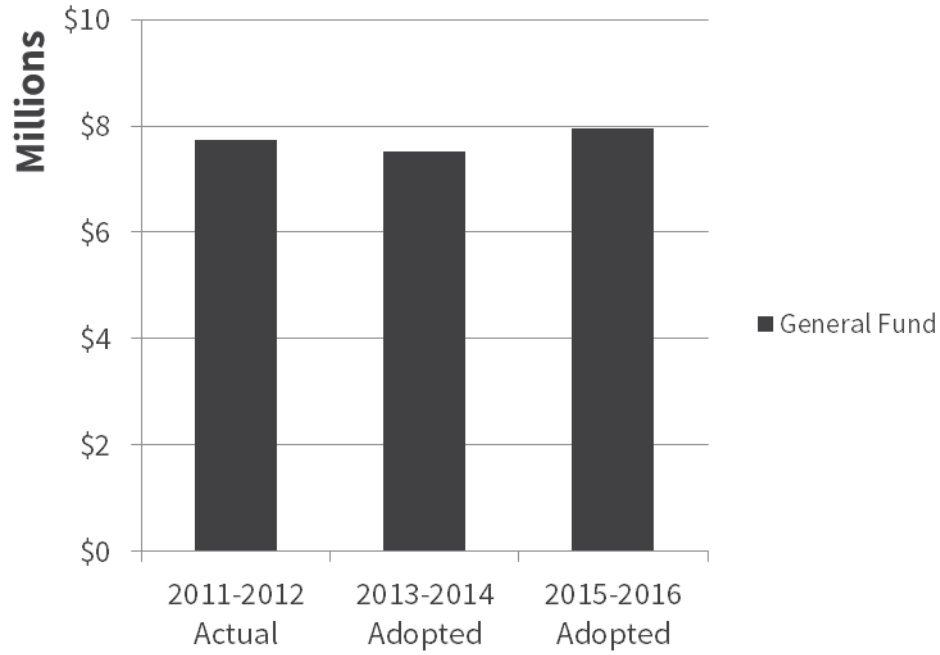
Dedicated to advancing the public trust and helping the City of Tacoma achieve its policy goals by providing high quality, ethical, responsive, and economical legal services.

2015-2016 Key Budget Highlights

- Add Electronic Records Management System (ERMS) Functional Analyst to assist with the Tacoma Information Management System (TIMS) Program

CITY ATTORNEY'S OFFICE FINANCIALS

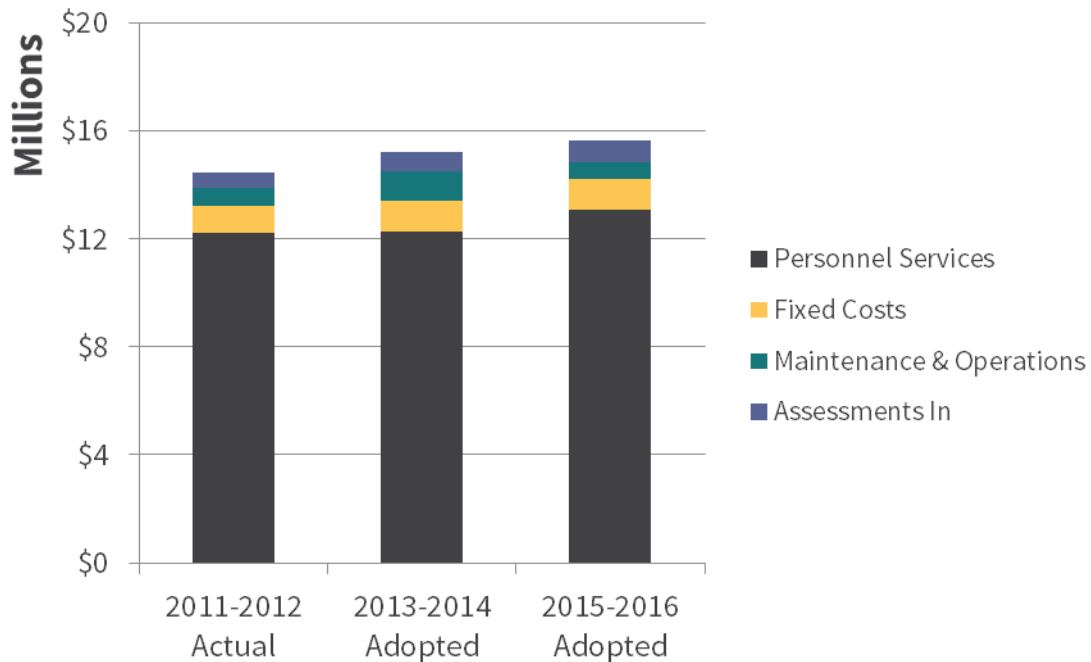
Departmental Revenues by Category



City Attorney's Office	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	7,742,376	7,526,280	7,950,629
Grand Total	7,742,376	7,526,280	7,950,629

CITY ATTORNEY'S OFFICE FINANCIALS

Departmental Expenditures by Category



City Attorney's Office	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	12,204,743	12,263,809	13,088,121
Fixed Costs	1,022,238	1,158,084	1,129,226
Maintenance & Operations	643,072	1,089,050	592,600
Assessments In	581,930	713,217	825,251
Assessments Out	(6,709,607)	(7,697,879)	(7,684,569)
Grand Total	7,742,376	7,526,280	7,950,629
Full Time Equivalents	58.7	48.0	48.7

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as 'Assessments Out.'

CITY ATTORNEY’S OFFICE PROGRAMS AND METRICS

Civil Division

The Civil Division of the City Attorney’s Office is responsible for all legal matters of the City. The Civil Division is divided into two operating sections representing General Government and Tacoma Public Utilities. The Civil Division handles all claims, represents the City in all lawsuits and hearings, prepares and/or approves all legal documents, and provides legal advice and opinions for the City Council, Public Utility Board, General Government departments, Tacoma Public Utilities divisions, and all City boards and commissions.

Major Initiatives for 2015 - 2016

- Provide legal support for major initiatives of all City departments
- Participate in the Tacoma Information Management System (TIMS) Program

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Claims for Damages Filed	411	331	343	301	347	331
This measure tracks the number of claims for damages filed for all General Government departments.						

Prosecution Division

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

Major Initiatives for 2015 - 2016

- Continue implementation of an extern program with Seattle University School of Law
- Review charging processes and procedures with a focus on racial equity issues

City Clerk’s Office

The City Clerk’s Office is responsible for the preparation and distribution of the City Council agenda and related documents, recording and certifying all ordinances and resolutions, serving as custodian of official City records, codifying the Tacoma Municipal Code, processing and maintaining formal contracts and related documents, processing claims for damages and public disclosure requests, and administering the records management program for General Government departments.

Major Initiatives for 2015 - 2016

- Participate in the Tacoma Information Management System (TIMS) Program
- Oversee election process of four City Council members in November 2015

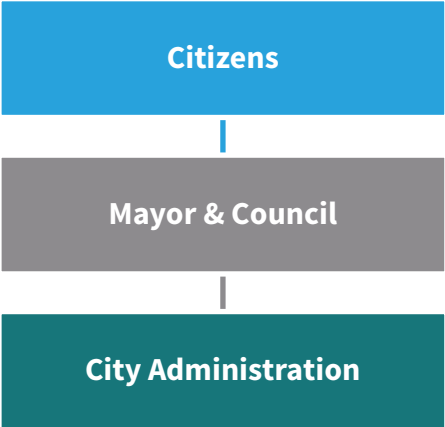
CITY ATTORNEY'S OFFICE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Public Disclosure Requests	1,147	1,194	1,456	1,455	1,500	1,500
This measure tracks the number of public disclosure requests received.						
Median Number of Days for Public Disclosure Response	3	3	3	4	4	4
This measure tracks compliance with state law and ensures accountability and transparency for citizens.						



CITY COUNCIL

Organizational Chart

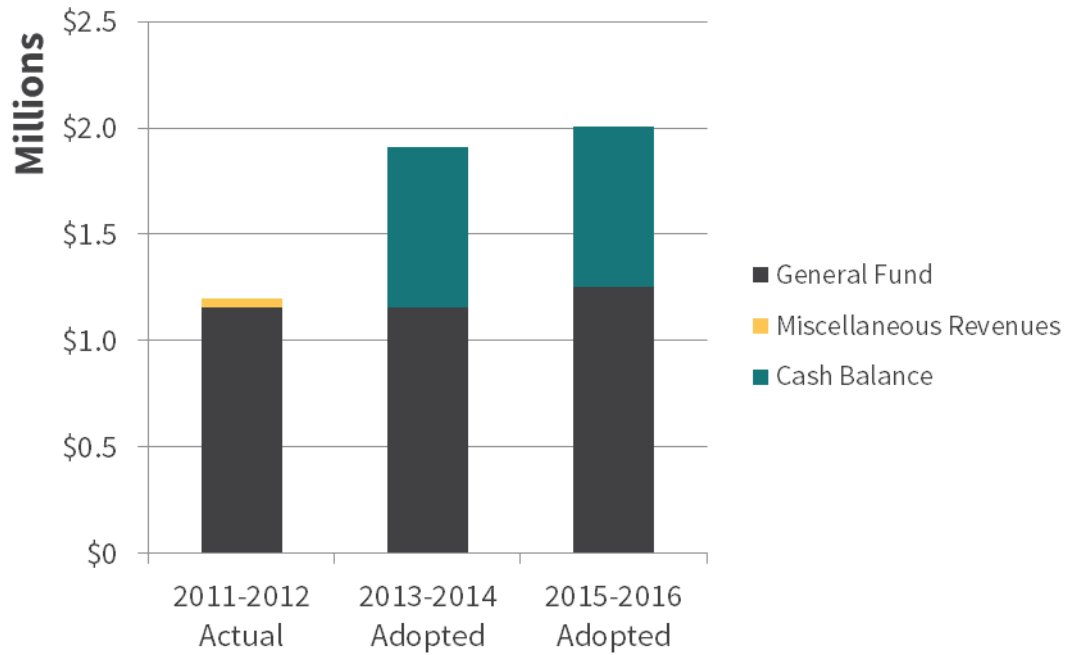


Mission

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

CITY COUNCIL FINANCIALS

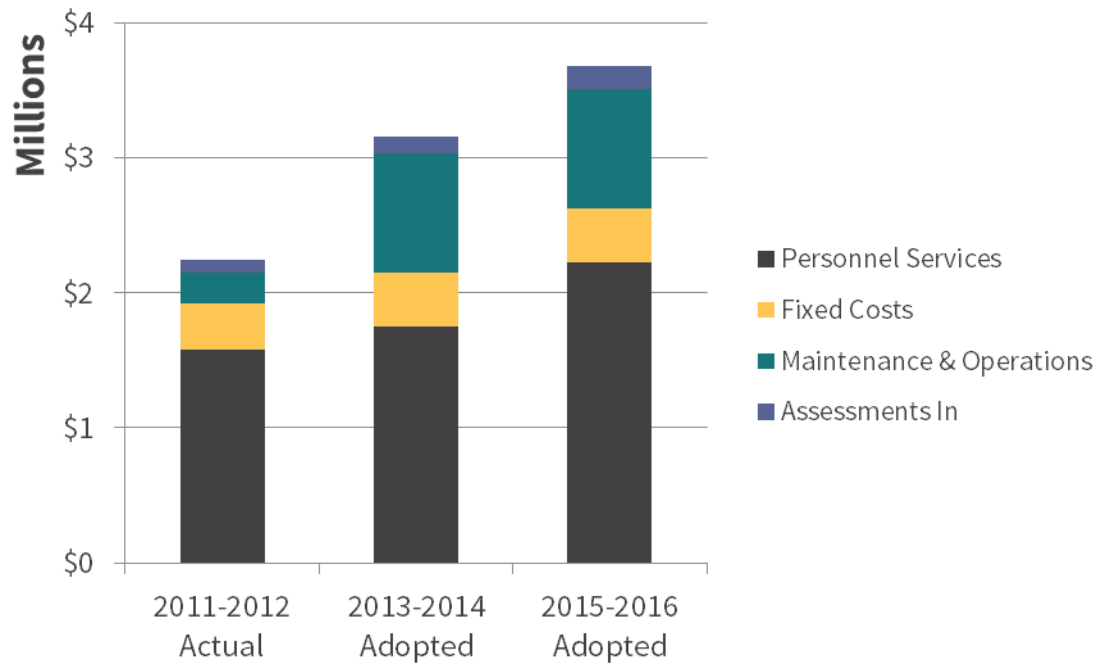
Departmental Revenues by Category



City Council	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	1,155,265	1,155,688	1,252,102
Miscellaneous Revenues	41,875	-	-
Cash Balance	-	752,490	751,878
Grand Total	1,197,139	1,908,178	2,003,980

CITY COUNCIL FINANCIALS

Departmental Expenditures by Category



City Council	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	1,580,093	1,751,391	2,221,955
Fixed Costs	340,407	394,906	401,088
Maintenance & Operations	229,021	882,038	883,900
Assessments In	91,509	128,249	174,514
Assessments Out	(1,012,197)	(1,248,406)	(1,677,477)
Grand Total	1,228,833	1,908,178	2,003,980
Full Time Equivalents	11.0	11.0	13.0

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

CITY COUNCIL PROGRAMS

City Council

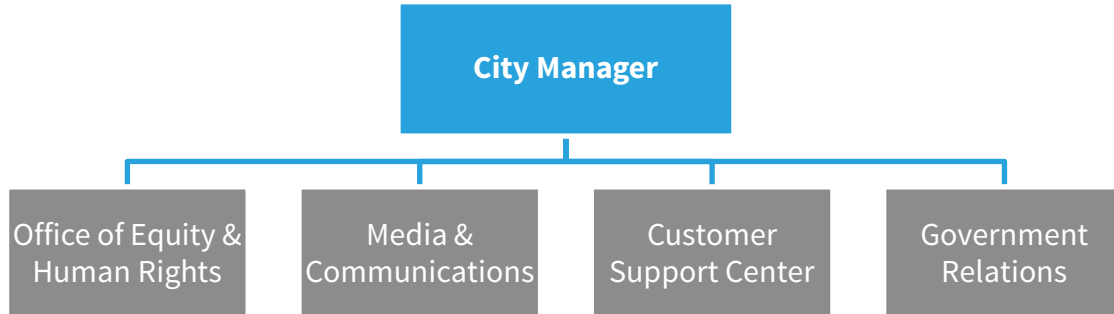
The City of Tacoma operates under the Council-Manager form of local government. The City Council consists of the Mayor, who is elected by the community at large, and eight elected Council Members (five representing Councilmanic districts and three at-large). All serve four-year terms. Council duties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

City Council Contingency Fund

These funds draw from the General Fund for special project expenditures that were not budgeted by departments but can be funded at the request of the City Council.

CITY MANAGER'S OFFICE

Organizational Chart



Mission

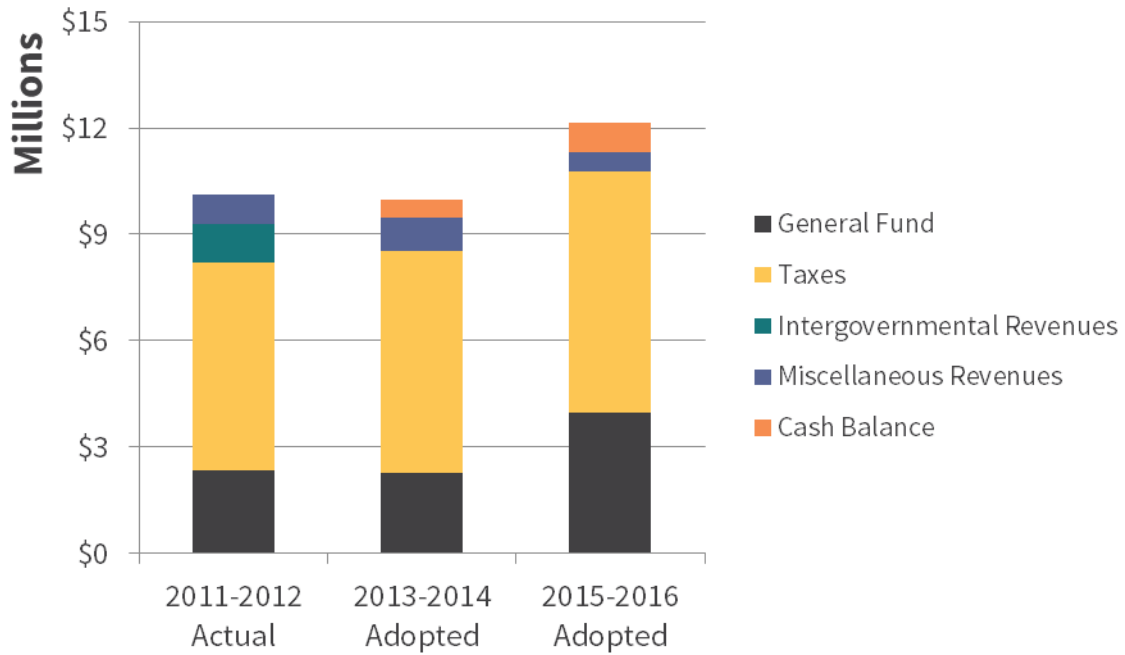
Work in support of the City Council's mission, vision, and goals and provide oversight for all City departments.

2015-2016 Key Budget Highlights

- Add the new Office of Equity and Human Rights to the City Manager's Office
- Move the Office of Environmental Policy and Sustainability to Environmental Services in order to consolidate all of the City's sustainability efforts in a single cohesive group and function
- Enhance the Customer Support Center

CITY MANAGER’S OFFICE FINANCIALS

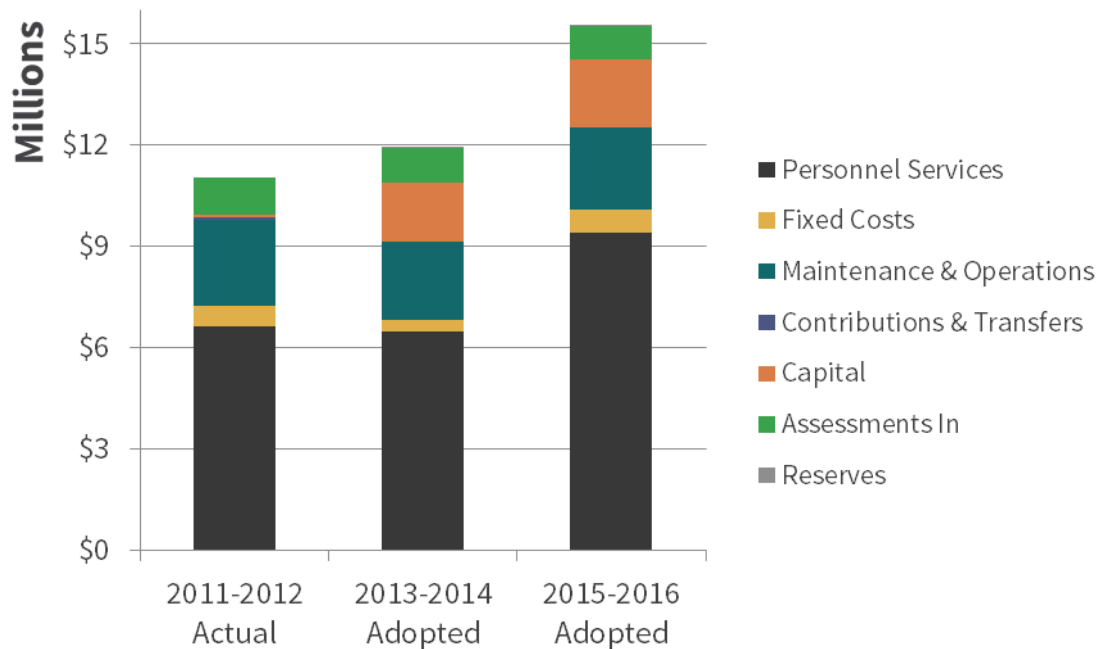
Departmental Revenues by Category



City Manager	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	2,337,180	2,268,899	3,947,739
Taxes	5,879,864	6,261,500	6,832,518
Intergovernmental Revenues	1,058,353	-	-
Miscellaneous Revenues	828,163	927,019	533,996
Cash Balance	-	501,325	823,996
Grand Total	10,103,560	9,958,743	12,138,249

CITY MANAGER’S OFFICE FINANCIALS

Departmental Expenditures by Category



City Manager	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	6,601,193	6,467,201	9,382,612
Fixed Costs	639,107	337,816	680,133
Maintenance & Operations	2,550,065	2,323,329	2,447,725
Contributions & Transfers	47,172	-	-
Capital	83,112	1,755,000	2,000,000
Assessments In	1,120,869	1,015,554	1,004,055
Assessments Out	(2,820,766)	(1,975,829)	(3,388,613)
Reserves	-	35,673	12,337
Grand Total	8,220,752	9,958,743	12,138,249
Full Time Equivalent	30.6	28.1	40.9

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

CITY MANAGER’S OFFICE PROGRAMS AND METRICS

Customer Support Center

The TacomaFIRST 311 Customer Support Center provides a “one-stop shop” for services and offers a concierge feel in the way of reception, face-to-face interaction, telephone support, online resources, and mobile app connectivity.

Major Initiatives for 2015 - 2016

- Conduct a customer satisfaction survey
- Implement a call tracking system
- Move to a new permanent location

Measure	2011	2012	2013	2014	2015 Target	2016 Target
TacomaFIRST 311 Requests	-	-	810	6,230	5,000	5,000
This measure tracks the number of requests submitted through the TacomaFIRST 311 online system.						
Time to Complete 311 Requests	-	-	85%	83%	90%	90%
This measure tracks the percentage of requests completed by the SLA date.						
Number of 311 Calls	-	-	6,919	10,470	35,000	40,000
This measure tracks the number of 311 calls to the TacomaFirst 311 Customer Support Center.						
Number of Walk-ins	-	-	637	2,810	3,000	4,000
This measure tracks the number of walk-in customers to the TacomaFirst 311 Customer Support Center.						
Customer Satisfaction	-	-	-	-	95%	95%
This measure tracks the level of satisfaction of customers based on their interactions with the TacomaFIRST 311 Customer Support Center and online system.						

CITY MANAGER’S OFFICE PROGRAMS AND METRICS

Government Relations

Government Relations provides comprehensive representation of City interests before the Washington Legislature and tribal, state, and regional bodies. It also provides focused representation on key issues and specific goals before the Legislature, Congress, and federal agencies.

Measure	2011	2012	2013	2014 Estimate	2015 Target	2016 Target
Number of Successful Legislative Efforts	6	5	8	5	8	5
This measure reports the number of City of Tacoma State and Federal agenda items that resulted in actions serving the City’s best interests.						
Number of Legislative Updates	20	12	26	16	26	15
This measure tracks the number of legislative updates - written and oral presentations - made to the City Council and City Manager about the status of the City’s legislative agenda.						
Number of Presentations	40	30	54	30	60	30
This measure reports the number of presentations made to intergovernmental, elected, and appointed officials.						

Media and Communications

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

Major Initiatives for 2015 - 2016

- Upgrade and replace City Council Chamber audio/visual equipment
- Upgrade and replace TV Tacoma remote production truck equipment
- Partial or full replacement of CityNet electronics
- Strategically promote City organization initiatives, programs, and services
- Convert to HD programming
- Rebrand TV Tacoma
- Conduct franchise and PEG fee audit
- Develop new TV Tacoma program geared toward youth

CITY MANAGER’S OFFICE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of New Airings of TV Tacoma Original Programs	161	162	80	61	280	290
This measure tracks the number of airings for new original programming produced by TV Tacoma.						
Number of Traditional News Releases Distributed	168	196	199	42	230	255
This measure tracks the number of traditional written news releases distributed by staff.						
Number of Video News Releases Distributed	-	-	15	1	15	20
This measure tracks the number of video news releases distributed by staff.						
Number of Outgoing Media Pitches	-	-	11	13	25	35
This measure tracks the number of media pitches made by Media and Communications staff to garner coverage of news, programs, services, and events.						
Percentage of unique visits to the City’s website: cityoftacoma.org	-	-	-	55%	5%	10%
This measure tracks the percentage of unique visitors to the City of Tacoma’s external website. Cityoftacoma.org is the primary external online public interface for information on City government.						

CITY MANAGER’S OFFICE PROGRAMS AND METRICS

Office of Equity and Human Rights

The Office of Equity and Human Rights’ mission is to achieve equity in our service delivery, decision-making, and community engagement. The office will do this by identifying and eliminating the underlying drivers within the community that perpetuate racial inequity and provide opportunity and advancement for all. Human Rights staff will work to inform approximately 5,000 businesses, housing providers, and community members of their rights and responsibilities under relevant anti-discrimination laws and statutes.

Major Initiatives for 2015 - 2016

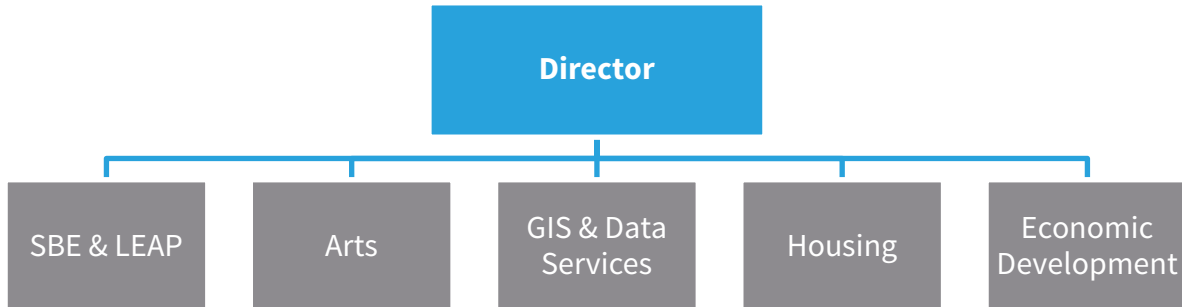
- Update and enhance training materials
- Expand recruitment efforts for citizen Commissions, Boards, and Committees
- Support local, regional, and national efforts that work to address inequity
- Develop equity tool to use in all City programs and services
- Enhance the use of an equity lens in budget development

Measure	2011	2012	2013	2014 Estimate	2015 Target	2016 Target
Number of Community Member Discrimination Inquiries	-	-	-	180	240	240
This measure tracks the number of inquiries received from community members who believe that they might have been discriminated against in housing, employment, and/or public accommodation on the basis of a protected class.						
Number of Discrimination Complaints Filed	-	-	70	50	75	75
This measure will examine the number of complaints alleging discrimination in housing, employment, and/or public accommodation on the basis of an individual’s protected class.						
Average Time for Completion of Discrimination Complaint Investigations	-	-	-	270 days	180 days	180 days
This measure will examine the average length of time it takes to complete a discrimination investigation.						
Percentage of Completed Case Investigations Compensated by Federal Grant Funds	-	-	90%	90%	90%	90%
This measure tracks the percentage of cases that are closed whereby the costs for those investigations are reimbursed to the City through federal grants.						



COMMUNITY & ECONOMIC DEVELOPMENT

Organizational Chart



Mission

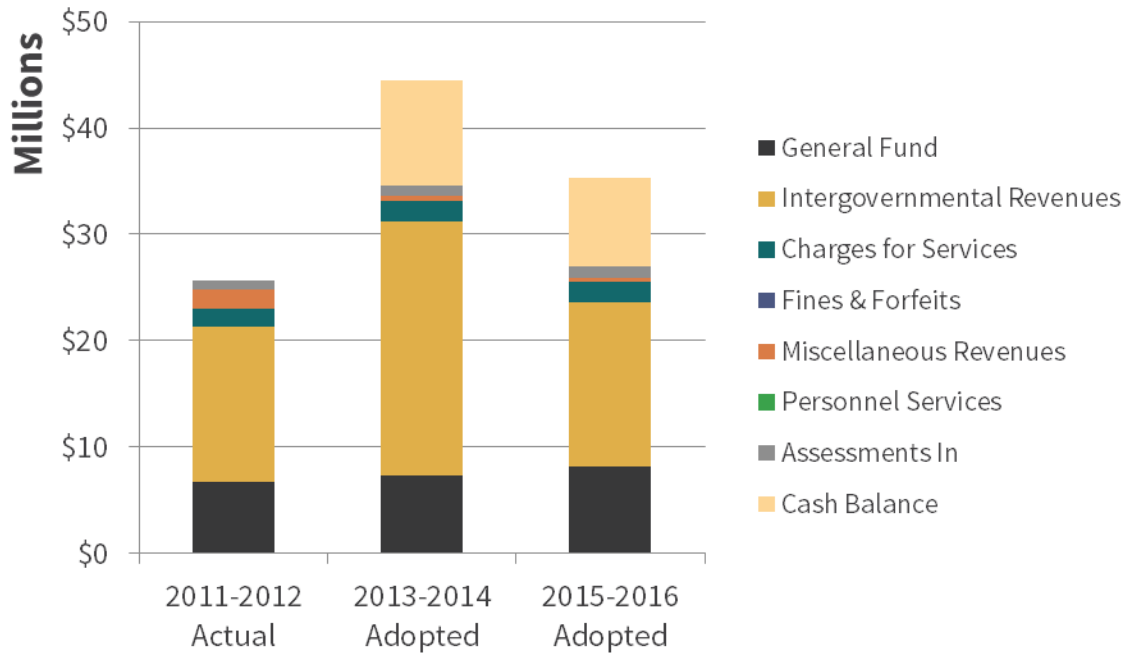
Committed to the pursuit of Tacoma's prosperity and elevating the city's profile as a vibrant, livable, and progressive international city.

2015-2016 Key Budget Highlights

- Increase funding support for the Neighborhood Council Program including Innovative Grants
- Increase capital funding for the Lincoln Business District and South Tacoma Business District
- Increase support for community events

COMMUNITY & ECONOMIC DEVELOPMENT FINANCIALS

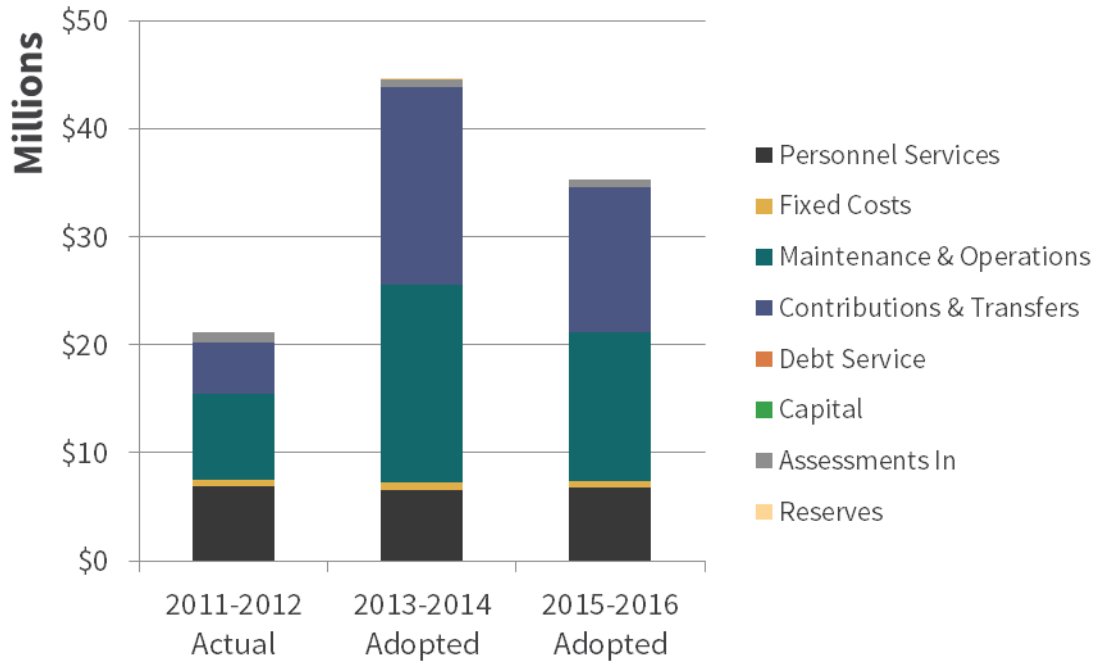
Departmental Revenues by Category



Community & Economic Development	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	6,708,441	7,265,875	8,172,952
Intergovernmental Revenues	14,610,444	23,961,736	15,461,558
Charges for Services	1,643,026	1,876,200	1,873,896
Fines & Forfeits	7,371	-	18,000
Miscellaneous Revenues	1,819,072	546,500	330,000
Personnel Services	32,876	-	-
Assessments In	835,589	974,385	1,078,599
Cash Balance	-	9,826,936	8,303,814
Grand Total	25,656,820	44,451,632	35,238,819

COMMUNITY & ECONOMIC DEVELOPMENT FINANCIALS

Departmental Expenditures by Category



Community & Economic Development	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	6,861,347	6,504,656	6,802,229
Fixed Costs	613,886	743,926	608,589
Maintenance & Operations	7,940,452	18,359,574	13,771,493
Contributions & Transfers	4,782,489	18,252,756	13,409,704
Debt Service	5,119	-	-
Capital	28,015	-	-
Assessments In	890,298	708,751	646,804
Assessments Out	(283,558)	(868)	-
Reserves	-	17,337	-
Grand Total	20,838,049	44,586,132	35,238,820
Full Time Equivalents	33.8	27.9	28.4

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Arts Programs

This program provides support to the Tacoma Arts Commission to develop and implement policies and programs per the Tacoma Municipal Code. It also manages several key programs including public funding for artists and arts organizations, Spaceworks, and Tacoma Murals Project.

Major Initiatives for 2015 - 2016

- Manage Municipal Arts Program that dedicates 1% of construction costs from public capital projects for the creation of public art
- Support a variety of grassroots projects and creative endeavors involving approximately 900 artists and including support for free admission to low income communities
- Partner with the community through the Tacoma Murals Project to transform blighted walls into place-making mural art throughout the City
- Activate approximately 25 underused commercial spaces in the downtown and neighborhood business districts through the Spaceworks Tacoma program

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Arts and Cultural Events Attendance	725,000	713,603	542,096	542,153	500,000	500,000
This measure tracks attendance at arts and cultural events partially funded by the Tacoma Arts Commission.						
Number of Arts Events	6,582	6,121	12,020	13,812	12,000	12,000
Total number of arts and cultural events taking place in Tacoma funded by the Tacoma Arts Commission, Arts Anchor Fund, Arts Projects, and Tacoma Artists' Initiative.						
Number of Grants Supporting Arts and Cultural Events	48	49	45	44	45	45
Number of contracts issued for cultural services supporting arts and cultural events for the year, including Arts Anchor Fund, Arts Project, and Tacoma Artists' Initiative.						
Value of Grants Supporting Arts and Cultural Events	\$195,700	\$195,700	\$197,500	\$197,500	\$197,500	\$197,500
Dollar amount awarded through the Tacoma Arts Commission's contracts for Cultural Services for the Arts Anchor Fund, Arts Projects, and Tacoma Artists' Initiative.						

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Economic Development Division

This division provides business expansion, retention, and attraction services for large and small employers through outreach and contracts with partner organizations. This division also conducts research and provides targeted customer lists for Tacoma’s small business community, supports expansion of international trade activities, and acts as an internal City ombudsman on behalf of external customers. It also provides business support services and coordination on planning and infrastructure projects. The Multifamily Property Tax Exemption program, which provides tax incentives for property owners that invest in multifamily housing in the downtown or Mixed Use Centers, is also administered by this division.

Major Initiatives for 2015 - 2016

- Pursue the acquisition and renovation of key historic properties downtown
- Promote infill mixed use development along Dr. Martin Luther King Jr. Way corridor
- Recruit national retailers to large vacant spaces in shopping centers
- Facilitate industrial and Port of Tacoma development
- Promote transit-oriented development
- Facilitate opportunities for new office development
- Facilitate neighborhood revitalization strategies in the Lincoln, South Tacoma Way, and other economically challenged neighborhoods in South and East Tacoma

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Small Businesses Assisted by Community and Economic Development	437	355	507	279	160	160
This measure reports the number of businesses assisted via one-on-one counseling, workshops, business networking events, etc. by Community and Economic Development (CED) staff.						
Number of Projects Assisted by CED	-	-	-	49	45	50
This measure tracks staff work attracting new construction projects (residential, commercial, and industrial), adaptive reuse projects, and public infrastructure projects.						
Retail Sales Tax (In Millions)	\$35.3	\$36.0	\$42.4	\$ 43.3	\$ 44.4	\$ 45.3
This measure is the Department of Revenue’s retail sales tax collected for Tacoma.						
Business and Occupation Tax (In Millions)	\$40.8	\$40.3	\$43.5	\$ 44.5	\$ 44.9	\$ 45.9
This measure is the total Business and Occupation taxes collected for Tacoma.						

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Geographic Information Systems and Data Analysis

Geographic Information Systems provides complex spatial analysis for decision-makers including reports and maps in support of policy discussions.

Major Initiatives for 2015 - 2016

- Provide support for the GIS portion of the new Accela permit system, the 2015-2016 Comprehensive Plan Amendments, and the Tacoma Mall Regional Center Study
- Collaborate with other City staff to develop an enterprise-wide GIS

Housing Division

This division provides down-payment assistance to income-eligible homebuyers in targeted areas of the city and provides housing repair and rehabilitation assistance to low-income seniors, families, and persons with disabilities. It also provides funding to nonprofit housing organizations for improving existing housing and increasing affordable housing units in Tacoma.

Major Initiatives for 2015 - 2016

- Continue to support the rehabilitation and resale of properties in Tacoma
- Upgrade to HUD standards for long-term asset management of the multi-family program
- Streamline the Tacoma Community Redevelopment Authority's loan administration process and procedures to provide improved customer service and loan portfolio management
- Manage new partnership with the Washington Attorney General program to complete agreements to buy, rehabilitate, and resale foreclosed housing to qualified families

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Homebuyers Assisted through Homebuyer Assistance Programs	84	90	41	37	25	25
This measure tracks the number of homebuyers assisted through homebuyer assistance programs operated by Tacoma Community Redevelopment Authority (down payment assistance program).						
Number of Homes Repaired or Rehabilitated	-	-	-	-	273	273
This measure tracks the number of homeowner occupied affordable housing units that are repaired or rehabilitated with the assistance of Federal and local funding administered by the City.						
Number of New Affordable Housing Units	-	-	-	-	69	67
This measure tracks the number of new or rehabilitated affordable rental and homeownership housing units in Tacoma's inventory.						

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Small Business Enterprise (SBE)

The Small Business Enterprise Program (formerly HUB) is a service provided by the City to increase employment opportunities for small business contractors and individuals seeking to increase their skills through training and apprenticeship on City projects.

Major Initiatives for 2015 - 2016

- Revise regulations and establish SBE goals for General Government and TPU goods and services contracts
- Enhance the SBE program through expanded training opportunities, establish an advisory committee, re-establish a mentor program, and improve compliance with federal government requirements
- Add a “Veteran” category to SBE programs’ list of eligible groups
- Increase the current SBE “Adjusted Bid Preference” percentage
- Update current City of Tacoma “Title VI Plan”

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of SBE contracts	42	41	47	44	45	45
This measure is the number of contracts the City entered into that had Tacoma certified SBE companies participating.						
Value of SBE Contracts (In Millions)	\$3.6	\$12.3	\$5.6	\$7.6	\$6.2	\$7.1
This measures the dollar value of contracts entered into with Tacoma certified companies.						
Percentage of SBE Participation in Contracts	11.1%	7.2%	9.6%	9.85%	10%	10%
This measure is the percent of Tacoma certified SBE companies’ participation in City contracts.						

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Local Employment and Apprenticeship Training Program and Contract Compliance

This program provides residents of Tacoma, particularly those from the Community Empowerment Zone, with the training and support services necessary to complete apprenticeship requirements, which lead to family-wage jobs in the building and construction trades.

Major Initiatives for 2015 - 2016

- Support the City of Tacoma’s Youth Building Tacoma Program in the development of the Trade Occupations Opportunity Learning (TOOL) Center
- Manage the Environmental Protection Agency (EPA) Environmental Workforce Development Job Training Program
- Support the 7th annual Construction Career Day
- Conduct community outreach about careers at the City of Tacoma and Tacoma Public Utilities

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of New LEAP Projects	41	47	46	42	55	55
This measures the number of new public works projects the City managed that had LEAP Utilization Goals.						
Number of LEAP Jobs	-	-	210	237	210	210
This measures the number of LEAP jobs created on City of Tacoma construction projects. City ordinance requires a minimum 15% LEAP Utilization Goal.						
Number of Grant-Trained Participants Who Obtained Jobs	80	61	61	25	15	15
This measure shows the number of participants that were provided environmental job training and obtained unsubsidized employment.						
LEAP Utilization Percentage	-	-	16%	16%	16%	16%
This measures the percentage of labor hours worked by LEAP-qualified employees on eligible public projects (or with LEAP goals).						

COMMUNITY & ECONOMIC DEVELOPMENT PROGRAMS AND METRICS

Special Events Program

The City's economic development program emphasizes tourism as a key component in Tacoma's economic revitalization. Community and Economic Development provides general assistance to event permit applicants and authorizes permission to have events in the City of Tacoma, which in turn enhances tourism and community involvement.

Major Initiatives for 2015 - 2016

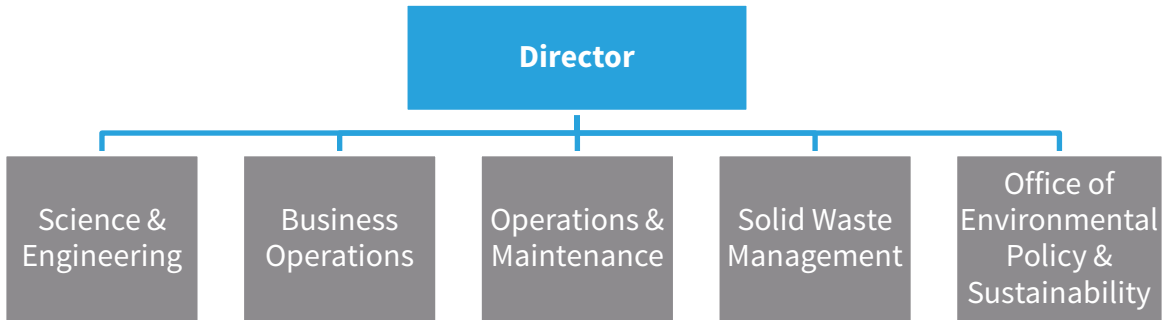
- Encourage and invite more cultural and sustainable events throughout the City
- Recover costs where possible by improving fee collection for large and commercial events
- Coordinate the use of public space to the benefit of Tacoma's business community and residents

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Event Days - City Sponsored, Supported, and Permitted	-	-	125	350	229	231
This measure tracks total number of days that events occur within the City. This includes City-hosted and City-sponsored events, as well City-permitted events. This does not include events funded by the Arts Program.						
Events Attendance - City Sponsored and Supported	-	-	434,705	230,850	374,897	378,546
This measure tracks attendance at events sponsored or supported through funding and/or in-kind services by the City. This does not including Arts Program funded events.						
Number of Filed Event Applications	128	151	149	149	172	174
This measure tracks total number of special event permit applications filed with the City. This does not include City-hosted or City-sponsored events, or events funded by the Arts Program.						
Events Attendance - City Permitted	-	-	164,885	258,186	206,675	208,742
This measure tracks total estimated attendance at events permitted by the City. The City of Tacoma permits events on City property and right-of-way. This does not include City-hosted or City-sponsored events, or events funded by the Arts Program.						



ENVIRONMENTAL SERVICES

Organizational Chart



Mission

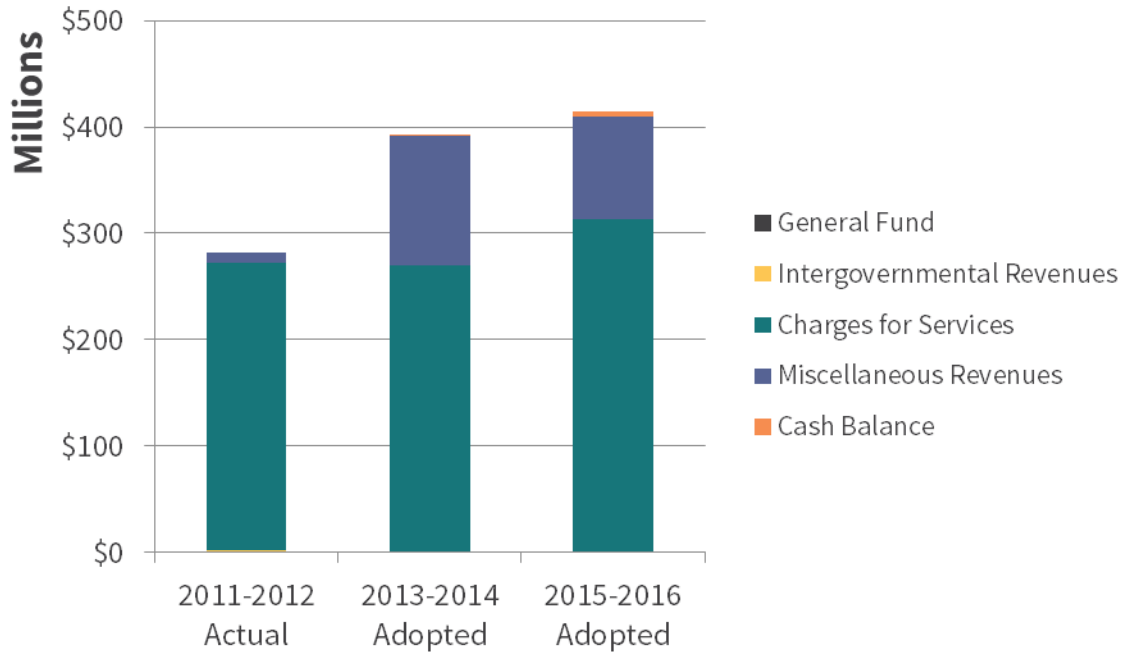
Provide sustainable and cost-effective management services to protect the environment, recover value from Tacoma's waste streams, and enhance the quality of life for the citizens and ratepayers.

2015-2016 Key Budget Highlights

- Steady progression of Solid Waste fleet toward compressed natural gas and hydraulic hybrid diesel vehicles
- Focus on underground systems in Wastewater and Surface Water collection

ENVIRONMENTAL SERVICES FINANCIALS

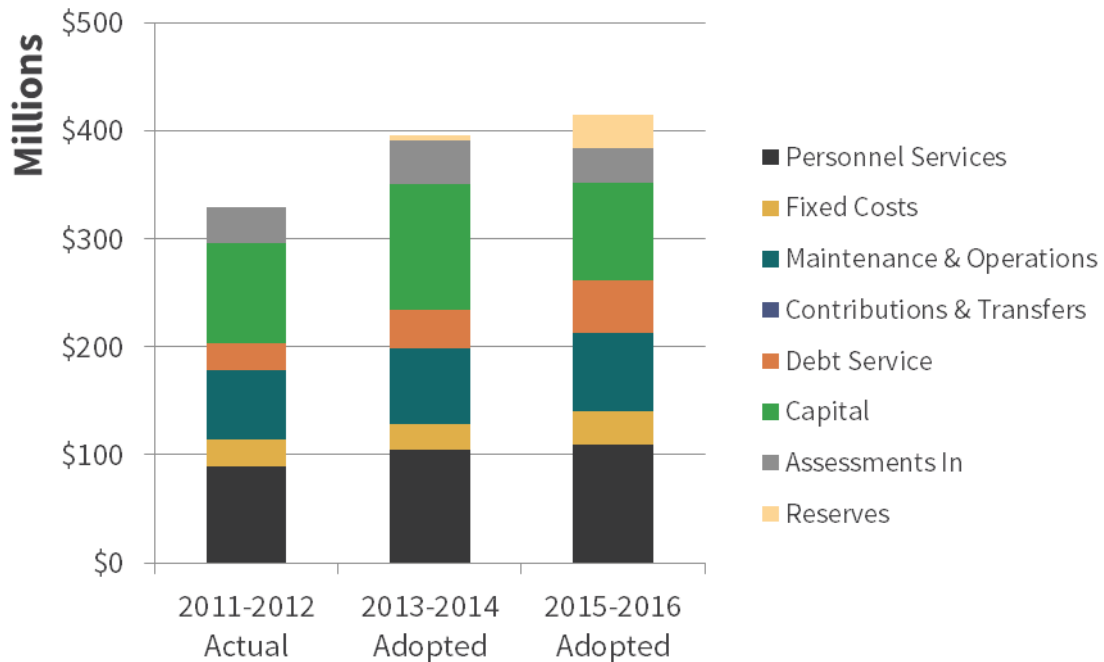
Departmental Revenues by Category



Environmental Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	-	-	483,132
Intergovernmental Revenues	1,372,970	-	300,000
Charges for Services	270,531,488	269,114,000	312,831,000
Miscellaneous Revenues	9,906,437	122,277,835	95,758,730
Cash Balance	-	567,188	4,814,646
Grand Total	281,810,895	391,959,023	414,187,508

ENVIRONMENTAL SERVICES FINANCIALS

Departmental Expenditures by Category



Environmental Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	89,698,294	104,327,543	108,985,518
Fixed Costs	24,803,180	23,822,961	31,625,814
Maintenance & Operations	63,351,656	70,321,228	71,595,668
Contributions & Transfers	(471,107)	342,000	-
Debt Service	25,079,885	35,408,668	48,917,742
Capital	92,981,208	115,794,035	90,058,100
Assessments In	32,876,398	40,866,999	32,740,167
Assessments Out	(2,343,259)	(3,107,595)	(375,844)
Reserves	-	4,183,184	30,640,343
Grand Total	325,976,253	391,959,023	414,187,509
Full Time Equivalents	513.6	543.9	535.6

ENVIRONMENTAL SERVICES PROGRAMS AND METRICS

Solid Waste

Solid Waste improves quality of life for residents in Tacoma by safely, reliably, sustainably, and effectively managing the collection, disposal, and recycling of a variety of materials for more than 53,000 residential customers and more than 4,000 commercial customers. Working with the City’s Tacoma CARES program, Community Based Services, and Call2Haul programs, Solid Waste also provides a variety of other related services to the community.

Major Initiatives for 2015 - 2016

- Continue marketing and emphasis on residential food waste collection
- Implement rate for commercial food waste collection
- Develop and implement multi-family recycling program
- Reduce solid waste fleet diesel fuel consumption 40% by 2020
- Decrease vehicle accidents per 100,000 miles driven by 5% annually

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Residential Solid Waste Collected (Tons)	43,800	40,800	38,400	36,600	38,000	37,500
This measure tracks the amount of solid waste collected from residential customers and allows for a comparison of those figures.						
Residential Recyclables Collected (Tons)	17,100	16,400	16,200	16,900	17,400	17,400
This measure tracks the amount of recycling collected from residential customers and allows for a comparison of those figures.						
Residential Yard Waste Collected (Tons)	25,900	28,100	27,300	27,500	28,700	29,200
This measure tracks the amount of yard waste collected from residential customers and allows for a comparison of those figures.						

ENVIRONMENTAL SERVICES PROGRAMS AND METRICS

Surface Water

Surface Water is responsible for protecting the environment and flood prevention by maintaining the City’s capacity to move rain or property drainage away from ratepayers’ properties using environmentally friendly best management practices. Additionally, Surface Water protects water quality by maintaining an intricate network of pipes, pump stations, and structures throughout the city, improving infrastructure through capital projects, and managing other programmatic elements in compliance with the National Pollutant Discharge Elimination System (MS4) permit issued by the State Department of Ecology.

Major Initiatives for 2015 - 2016

- Continue to be opportunistic in securing grants and implementing a green infrastructure program in support of Tacoma’s Green Roads policy
- Adapt pipe camera technology to get “eyes on” all storm water pipes with a remaining estimated useful life of less than 10 years
- Publish management plan for passive open space program in Schuster Slopes and Mason Gulch

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Stormwater Quality	50%	75%	84%	90%	>=75%	>=75%
This is a set of measures that demonstrate changes in storm water quality. The value indicates the percent of measures that are significantly improving.						

Wastewater

Wastewater protects the public from contaminants in water disposed of in household or business sinks, toilets, and floor drains, ensuring compliance with the National Pollutant Discharge Elimination System (NPDES) permit issued by the State Department of Ecology while preserving and enhancing the aquatic environment in the greater Tacoma area. Wastewater treats water for reuse, recycles biosolids, and collects and uses biogas. Wastewater operates two award winning water treatment plants, hundreds of miles of wastewater pipe, and dozens of pump stations.

Major Initiatives for 2015 - 2016

- Award contract and make substantial progress on implementation of the wastewater treatment plant automation effort
- Use existing pipe camera technology to get “eyes on” all wastewater pipes with a remaining estimated useful life of less than 10 years
- Establish an asset management program compliant with best practice standards (ISO 55000, 55001, and 55002)

ENVIRONMENTAL SERVICES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
NPDES Permit Violations	0	1	0	0	0	0
National Pollution Discharge Elimination System (NPDES) are permit requirements set by the State Department of Ecology and Environmental Protection Agency in accordance with the Clean Water Act. This measure tracks the number of the City's violations.						
Power Consumption at Central Treatment Plant (kWh/Gallon Treated)	2.67	2.47	2.48	2.20	2.23	2.23
The Central Treatment Plant is a large power customer and power consumption is an indicator of efficient plant operations.						

Office of Environmental Policy and Sustainability

The Office of Environmental Policy and Sustainability develops, promotes, and implements sustainable practices through education, community partnerships, and performance management.

Major Initiatives for 2015 - 2016

- Develop and implement an Environmental Master Plan
- Conduct a Climate Change Risk and Vulnerability Assessment
- Implement Healthy Homes, Healthy Neighborhoods, a community sustainability engagement initiative
- Reapply for STAR and Bicycle Friendly Community ratings
- Implement Hilltop In Motion, a residential active transportation engagement campaign
- Develop and implement Department Resource Conservation Plans

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Air Quality Non-Attainment Days	8	3	4	0	0	0
This measure tracks the number of days the fine particle pollution at the South End Monitoring Station did not meet the federal standards set by the Environmental Protection Agency. The City partners with the Puget Sound Clean Air Agency to achieve zero days of non-attainment.						

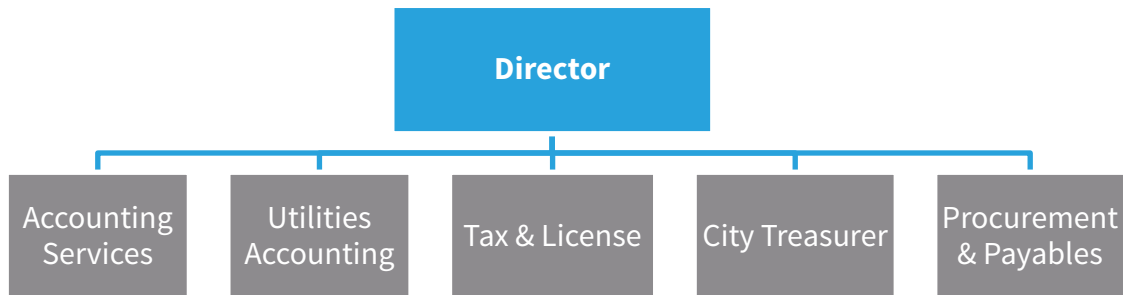
ENVIRONMENTAL SERVICES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Bicyclists and Pedestrians Counted During the Annual Count						
This number measures the bicyclists counted at the annual Fall Bicycle and Pedestrian Counts, which are taken at 24 locations around Tacoma.						
Bicyclists	204	234	354	621	420	450
Pedestrians	1,118	1,173	2,403	3,940	2,588	2,663
Number of Participants Attending City-Sponsored Sustainability Events	1,750	2,100	5,560	6,885	6,000	6,200
This measure tracks the number of participants attending City-sponsored sustainability events.						
Number of Enviro-Challenger Lessons	-	-	-	-	660	660
Number of lessons the two environmental educators conduct in Tacoma schools (grades 2-8) each year. Each lesson is taught to approximately 18-28 students.						
Number of Department Sustainability Plans	-	-	-	-	6	12
Number of Departments to develop Resource Conservation Plans focused on reductions in water, energy, paper, fuel, and waste.						
Number of Green Events	-	-	-	-	15	20
Number of eligible community events receiving Green Event recognition.						
Percentage of Green Events rated as Excellent	-	-	-	-	40%	50%
Percentage of Green events that received the highest "Excellence" rating.						



FINANCE

Organizational Chart



Mission

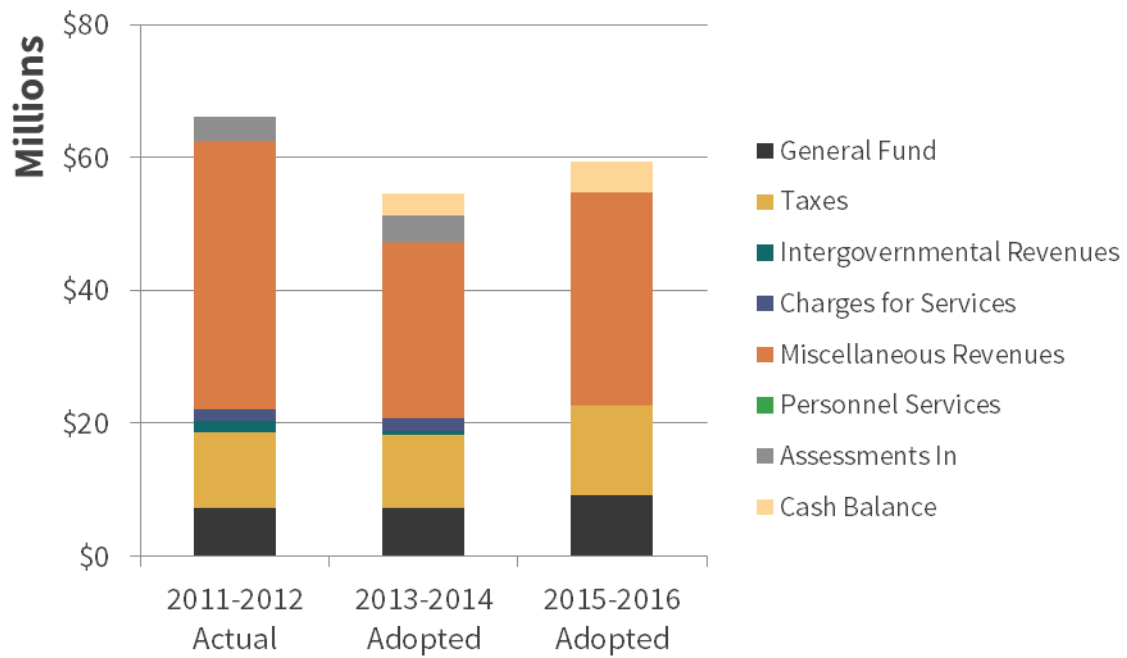
Provide financial expertise, promote financial accountability, integrity, accuracy, and transparency, and support the City in meeting its mission to provide high-quality, innovative, and cost-effective municipal services.

2015-2016 Key Budget Highlights

- Simplify the assessment process by incorporating the functions of an internal assessment fund into the Finance General Fund budget
- Launch the multi-city tax portal “FileLocal” in spring 2015
- Implement debt management software to enhance debt analysis and reporting
- Validate the City’s current system for discovering unregistered businesses and improving collections of unpaid license fees and business taxes
- Implement IT systems enhancements within the Procurement & Payables Division to allow for better data collection and more efficient purchasing of goods and services

FINANCE FINANCIALS

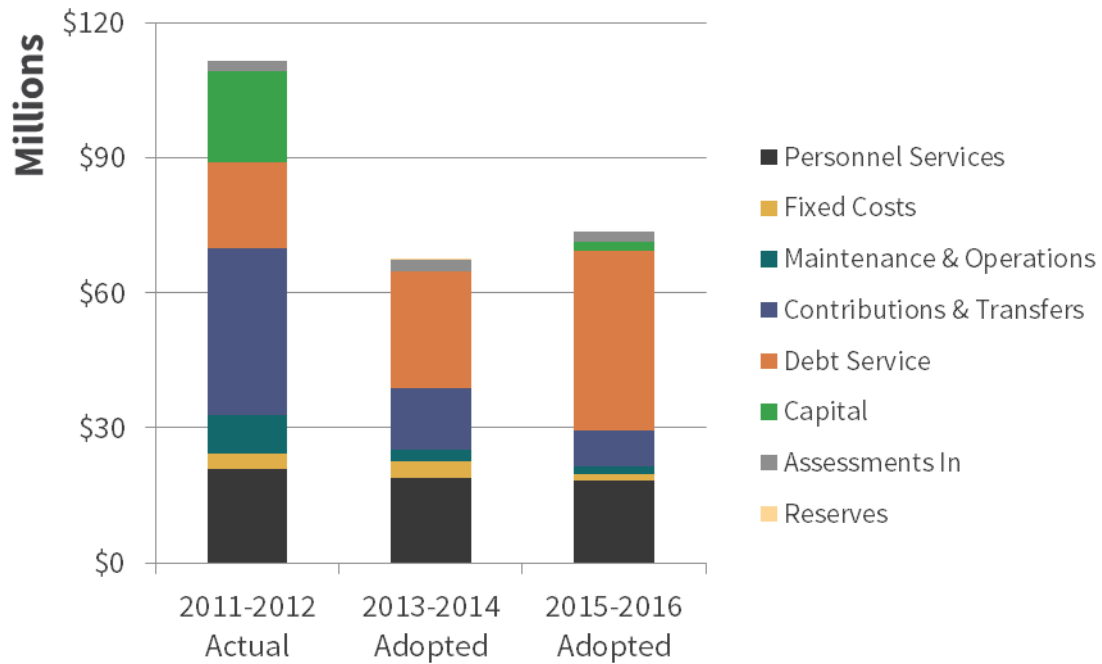
Departmental Revenues by Category



Finance	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	7,190,383	7,331,030	9,153,374
Taxes	11,419,673	11,006,550	13,628,050
Intergovernmental Revenues	1,668,537	400,000	-
Charges for Services	1,891,016	2,070,000	-
Miscellaneous Revenues	40,297,880	26,405,584	31,910,265
Personnel Services	2,050	-	-
Assessments In	3,645,025	4,111,660	-
Cash Balance	-	3,160,458	4,667,401
Grand Total	66,114,564	54,485,282	59,359,090

FINANCE FINANCIALS

Departmental Expenditures by Category



Finance	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	20,978,087	18,875,142	18,414,149
Fixed Costs	3,321,189	3,832,167	1,434,213
Maintenance & Operations	8,491,624	2,514,034	1,601,111
Contributions & Transfers	36,988,688	13,643,920	7,901,500
Debt Service	19,296,697	25,876,073	40,088,439
Capital	20,148,162	-	1,800,000
Assessments In	2,403,333	2,511,459	2,376,828
Assessments Out	(10,975,713)	(12,783,145)	(14,257,149)
Reserves	-	15,632	-
Grand Total	100,652,068	54,485,282	59,359,090
Full Time Equivalents	110.6	82.6	79.8

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

FINANCE PROGRAMS AND METRICS

Tax and License

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

Major Initiatives for 2015 - 2016

- Launch the multi-city tax portal “FileLocal” in spring 2015
- Develop a new process for sending delinquent tax and license items to collections
- Transition animal license renewal notices to email notification instead of regular mail and increase the amount of online payments
- Increase animal license compliance by increasing the number of veterinarians and other pet industry vendors selling animal licenses

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Business Licenses Issued	16,684	24,401	22,603	28,223	26,500	27,000
This measure shows the number of business licenses issued.						
Net New Businesses Opened	438	1,556	1,644	1,896	2,150	2,650
The measure shows the number of new business licenses issued subtracted by the number of businesses closed.						
Audit & Investigation Tax Revenues	-	-	-	-	\$1.5	\$1.5
The measure shows the amount of B&O tax revenue (in millions) received as a result of audits and investigations from businesses operating in the City.						

Procurement and Accounts Payables

This division is responsible for acquiring goods and services in a manner that complies with federal, state, and local laws, including the Tacoma City Charter and Tacoma Municipal Code, as well as applicable ordinances, rules, and policies.

Major Initiatives for 2015 - 2016

- Create a roadmap for changes to current purchasing processes and procedures to improve efficiencies, increase the use of master contracts, and use improved data collection efforts to improve volume purchasing practices
- Implement IT enhancements to improve electronic communications with vendors to allow for better exchange of purchase orders, invoices, and status of payments
- Review and update purchasing policies that support the Small Business Enterprise (SBE) program to increase opportunities and contracting dollars for Small Businesses Minority Business Enterprises (MBE) and Women Business Enterprises (WBE)
- Utilize SharePoint as an accessible and transparent document repository for insurance forms, contracts, and bids

FINANCE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Small Works Roster Contracts	6	13	38	29	28	29
This measure shows the number of contracts the City awarded using the Small Works Roster.						
Value of Small Works Roster Contracts	\$88,467	\$375,960	\$1,082,548	\$1,569,650	\$550,000	\$550,000
This measure is the value of the contracts between the City and businesses on the Small Works Roster.						

General Government Accounting

This division provides accounting services, financial analysis, planning, reporting, compliance and grant financial management for the City's non-utility departments and divisions, governing bodies, citizens, and creditors.

Major Initiatives for 2015 - 2016

- Provide training to departments on monthly financial statements, accrual accounting methodology, and other accounting related functions/reports
- Implement the new SQL version of CAFR Unlimited to provide better functionality and reporting
- Improve the processes of interfund activities by applying consistent procedures, reporting, note disclosures, accounting, and reconciliations
- Prepare and publish a Debt Manual to assist departments with debt reporting and accounting procedures
- Implement system enhancements as recommended by the Sage Group to improve functionality related to finance and accounting
- Consolidate the current three different chart of accounts into two
- Close unused and unneeded funds to clean up the City's general ledger

Treasury Services

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

Major Initiatives for 2015 - 2016

- Implement debt management software to enhance debt analysis and reporting
- Review and improve current processes and procedures related to collections and receivables
- Issue debt, in coordination with Environmental Services, for system-wide wastewater infrastructure improvements

FINANCE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Moody's Investors Service	Aa2	Aa2	Aa3	Aa3	Aa2	Aa2
This measure shows the creditworthiness of the City of Tacoma as assessed by Moody's Investors Service.						
Standard and Poor's Corporation	AA	AA	AA	AA	AA	AA
This measure shows the creditworthiness of the City of Tacoma as assessed by Standard and Poor's Corporation.						
Fitch Ratings	AA+	A+	A+	A+	A+	A+
This measure shows the creditworthiness of the City of Tacoma as assessed by Fitch Ratings.						
Earnings Rate on Investments	1.99%	1.30%	0.89%	0.83%	Market	Market
This measure tracks the earnings rate on the City's investable balances.						

Utilities Accounting

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

Major Initiatives for 2015 - 2016

- Internal control review of TPU Fleet Services

Payroll

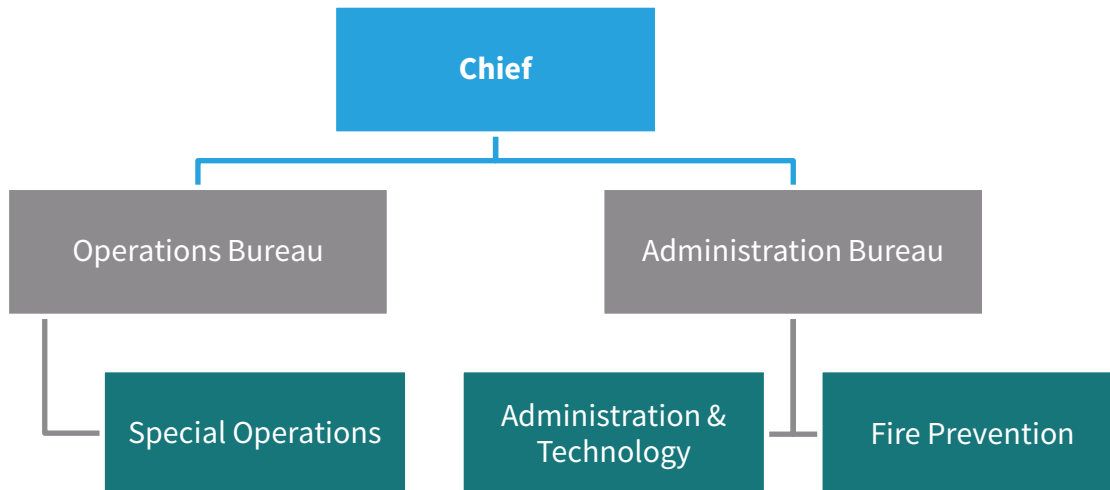
Payroll provides accurate and timely payroll services in a cost effective manner for all City employees and other related governmental agencies.

Major Initiatives for 2015 - 2016

- Implement payroll process improvements and efficiencies based on recommendations from the Sage Group

FIRE

Organizational Chart



Mission

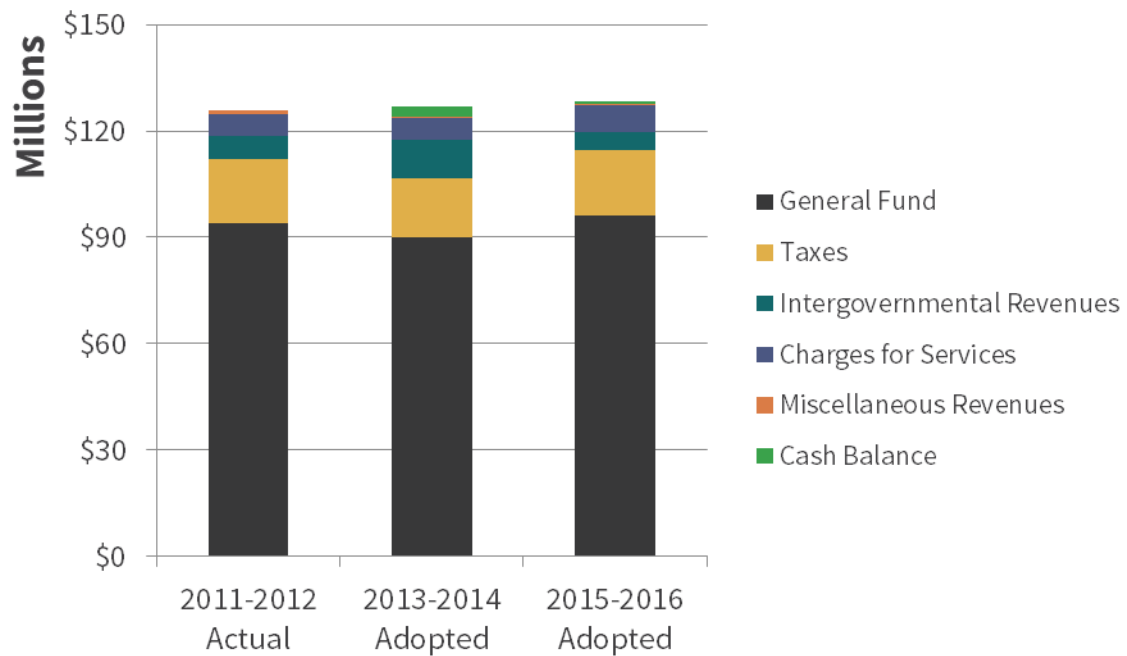
Protect people, property, and the environment.

2015-2016 Key Budget Highlights

- Avoid additional operational service reductions through Staffing for Adequate Fire & Emergency Response (SAFER) grant funding
- Increase Advanced Life Support transport fees and implement fire inspection fees

FIRE FINANCIALS

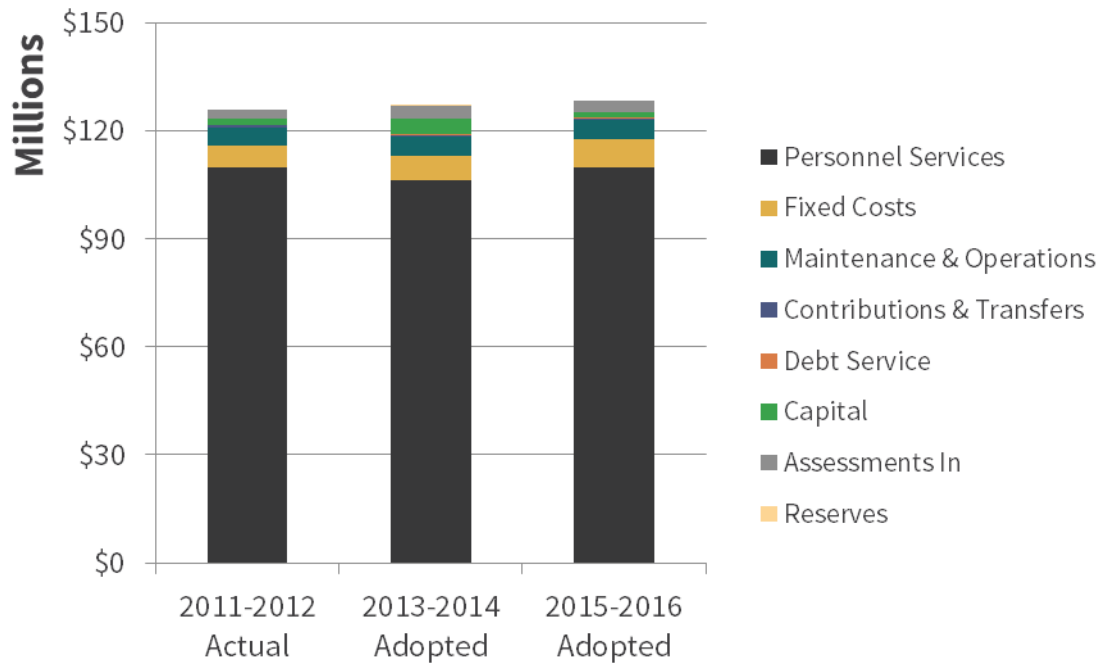
Departmental Revenues by Category



Fire	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	93,855,517	90,006,499	96,136,997
Taxes	18,320,846	16,526,000	18,315,581
Intergovernmental Revenues	6,347,722	10,778,609	5,095,707
Charges for Services	6,009,038	6,190,165	7,783,678
Miscellaneous Revenues	1,146,406	421,880	122,500
Cash Balance	-	2,979,377	984,381
Grand Total	125,679,529	126,902,530	128,438,844

FIRE FINANCIALS

Departmental Expenditures by Category



Fire	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	109,720,168	106,390,381	109,738,214
Fixed Costs	5,982,634	6,511,731	7,981,765
Maintenance & Operations	5,035,765	5,509,296	5,413,783
Contributions & Transfers	702,733	314,500	314,500
Debt Service	64,453	367,000	283,468
Capital	1,693,367	4,186,000	1,206,088
Assessments In	2,661,047	3,451,974	3,501,026
Assessments Out	(242)	-	-
Reserves	-	171,648	-
Grand Total	125,859,924	126,902,530	128,438,844
Full Time Equivalents	445.6	389.5	388.2

FIRE PROGRAMS AND METRICS

9-1-1 Dispatch & Emergency Communications

The Tacoma Fire Department operates a 9-1-1 call center, providing initial dispatch and emergency incident communications for the Tacoma Fire Department and Rural/Metro private ambulance. The center is staffed with uniformed firefighters, all certified as emergency medical technicians and emergency medical dispatchers.

Major Initiatives for 2015 - 2016

- Implement and evaluate a pilot study of an automatic fire station alerting system in one Tacoma Fire Department station and the dispatch center
- Implement a new Computer Aided Dispatch System (CADS) with South Sound 911

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Dispatches Completed at the 90th Percentile	-	1:43	1:51	1:30	1:30	1:30
This measure tracks the time elapsed from the receipt of a 9-1-1 call to the completion of the dispatch directing firefighters to respond. Performance goals are 60 seconds for fire incidents, and 90 seconds for EMS and specialty incidents.						

Fire Suppression and Emergency Medical Services

Firefighters assigned to engine, squad, and ladder companies serve as first-responders to all emergency incidents, including structure, vehicle, and brush fires. They respond to all emergency medical incidents and initiate medical treatment and patient extrication before paramedics arrive. They also conduct basic fire safety inspections for more than 5,000 residential, commercial, and industrial buildings annually.

Major Initiatives for 2015 - 2016

- Maintain service levels that coincide with the priorities set forth by the City Council to meet the needs and expectations of the community
- Decrease firefighter injuries through increased participation in the City of Tacoma Wellness Program and implementation of the TFD Wellness/Fitness Initiative

FIRE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Response Time for Fire Incidents						
<p>This measure tracks the time it takes for the first firefighters to arrive on the scene of a critical/urgent fire incident. Total response time (TRT) is the sum of 9-1-1 dispatch, turnout, and travel time. The TRT metro/urban goal for the first arriving company is 6 minutes and 20 seconds and the suburban/limited access goal is 7 minutes and 20 seconds.</p>						
Percentage of incidents when company is on-scene within goal	69%	70%	65%	66%	70%	70%
Average total response time	-	6:11	6:19	6:01	6:15	6:15
Response Time for EMS Incidents						
<p>This measure tracks the time it takes for firefighters to arrive on the scene of a critical/urgent emergency medical incident. Total response time (TRT) is the sum of 9-1-1 dispatch, turnout, and travel time. The TRT metro/urban goal for the first arriving company is 6 minutes and 30 seconds and the suburban/limited access goal is 7 minutes and 30 seconds.</p>						
Percentage of incidents when company is on-scene within goal	70%	68%	66%	67%	70%	70%
Average total response time	6:01	6:07	6:13	6:10	6:15	6:15
Confirmed Fires						
<p>This measure shows the number of confirmed fire incidents responded to by the Tacoma Fire Department.</p>						
Total Confirmed Fires	1,054	1,145	1,058	1,029	1,028	1,017
Total Confirmed Fires Per 1,000 Residents	4.86	5.28	4.86	4.71	4.70	4.85
Emergency Medical Incidents						
<p>This measure shows the number of dispatched emergency medical incidents responded to by the Tacoma Fire Department.</p>						
Total Emergency Medical Incidents	29,881	31,367	32,263	34,647	32,500	33,000
Total Emergency Medical Incidents Per 1,000 Residents	138	145	149	158	144	146

FIRE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Firefighter Injuries						
This measure indicates the number of firefighter on-the-job injuries.						
Firefighter Injuries	73	55	51	49	63	61
Firefighter Injuries Per 1,000 Incidents	2	1	1	1	2	2

Emergency Management

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

Major Initiatives for 2015 - 2016

- Update Continuity of Operations Plans (COOP) for all City departments
- Provide individualized emergency management planning assistance to local organizations, households, and community members with physical/sensory disabilities

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Percentage of Departmental COOPs Updated Annually	-	-	-	-	50%	50%
This measure tracks the total number of departmental COOPs updated each year against the total number of City departments.						
Number of Organizations, Households, and Individuals Assisted with Emergency Management Planning	-	-	-	-	25	25
This measure tracks the number of organizations, households, and individuals assisted with emergency management planning.						

FIRE PROGRAMS AND METRICS

Fire Administration

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

Major Initiatives for 2015 - 2016

- Establish and implement a five-year comprehensive training program
- Make greater use of mobile technology/applications to increase access to critical information and create efficiencies in work processes

Fire Prevention

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

Major Initiatives for 2015 - 2016

- Cross-train Fire Prevention personnel to perform multiple categories of technical inspections
- Create a web-based system for teaching and tracking citizen-conducted home fire safety inspections

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Percentage of High-Risk Occupancy Inspections Conducted Annually	-	-	-	-	100%	100%
This measure tracks the number of high-risk occupancies that are inspected annually against the total number of known high-risk occupancies within the city limits.						



HEARING EXAMINER

Organizational Chart

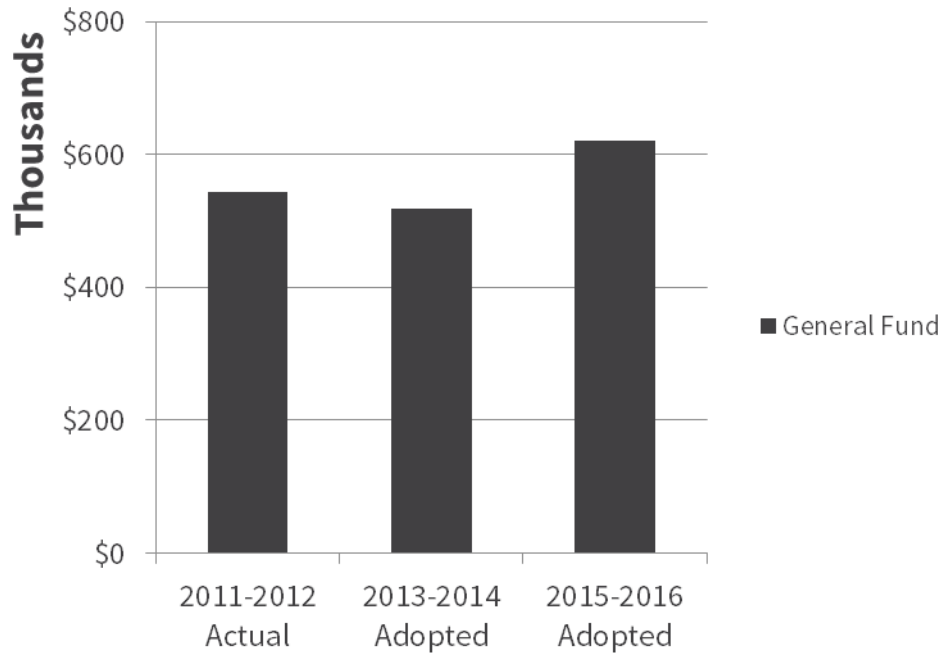


Mission

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

HEARING EXAMINER FINANCIALS

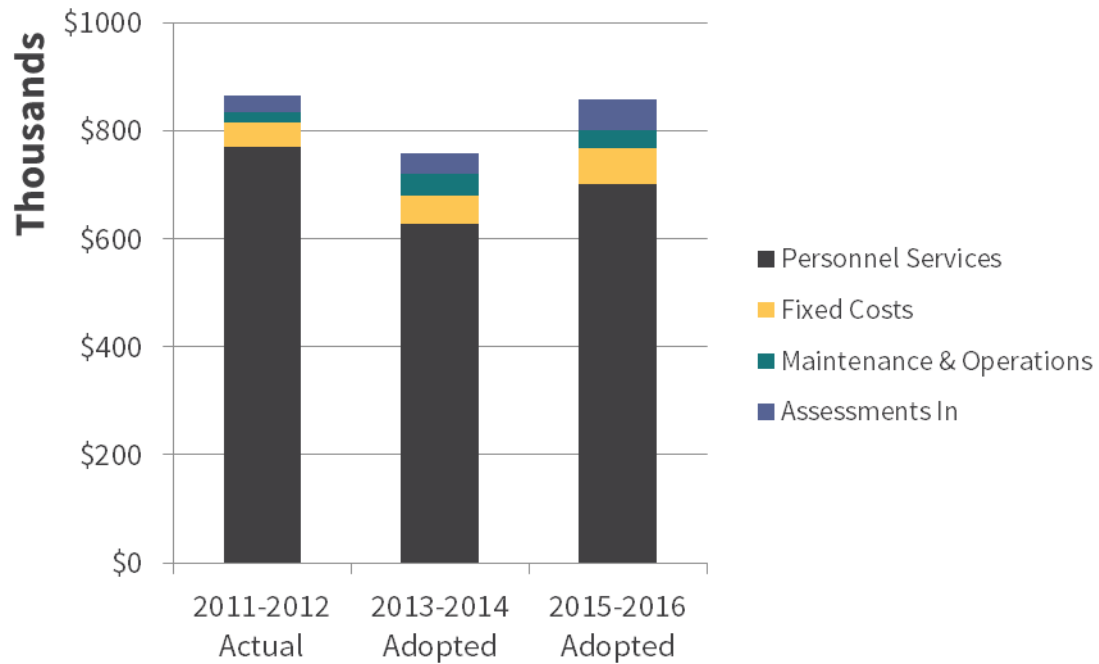
Departmental Revenues by Category



Hearing Examiner	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	543,970	518,073	621,290
Grand Total	543,970	518,073	621,290

HEARING EXAMINER FINANCIALS

Departmental Expenditures by Category



Hearing Examiner	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	769,355	626,712	699,897
Fixed Costs	46,698	53,295	68,688
Maintenance & Operations	19,143	40,343	32,200
Assessments In	28,656	36,791	56,168
Assessments Out	(319,883)	(239,068)	(235,662)
Grand Total	543,970	518,073	621,290
Full Time Equivalents	2.5	2.5	2.5

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

HEARING EXAMINER PROGRAMS AND METRICS

Hearing Examiner's Office

The Hearing Examiner's Office processes administrative appeals and conducts public hearings covering a wide variety of matters over which it has been given jurisdiction by provisions of the Tacoma Municipal Code. Its administrative hearing services provide a cost-effective and accessible forum for meeting the due process requirements of the federal and state constitutions arising in connection with City actions. The majority of cases handled by the Hearing Examiner are appeal hearings on disputed matters such as:

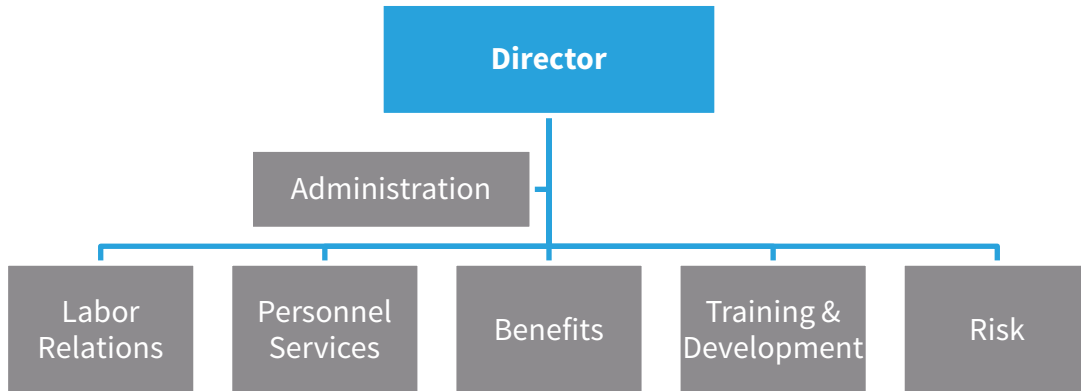
- Land use decisions
- Utility billing disputes
- Tax and licensing permit denials or suspensions
- Derelict, substandard building appeals
- Enforcement orders
- Ethics complaints

Cases coming before the Hearing Examiner also include public hearings on matters, some of which ultimately go before the City Council, such as local improvement district formations and assessment roll confirmations, sidewalk repair assessments, rezones, and preliminary plats. In addition, the Hearing Examiner's Office conducts civil forfeiture hearings on claims arising from the Tacoma Police Department's seizure of cash or other property used in connection with illegal controlled substances activity.

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Total Number of Cases Filed	145	108	95	71	95	100
This measure tracks the overall caseload processed.						
Total Number of Decisions/Orders Issued	194	193	156	137	150	155
This measure tracks the number of decisions or orders generated.						
Average Time Between Case Filing and Hearing	-	-	-	-	70 days	65 days
This measure tracks the time period between the date a case is filed and the first scheduled hearing date.						
Average Time Between Hearing Record Close and Decision Issuance	-	-	-	-	35 days	30 days
This measure tracks the length of time between the date the hearing record closes and the date the decision/recommendation is issued.						

HUMAN RESOURCES

Organizational Chart



Mission

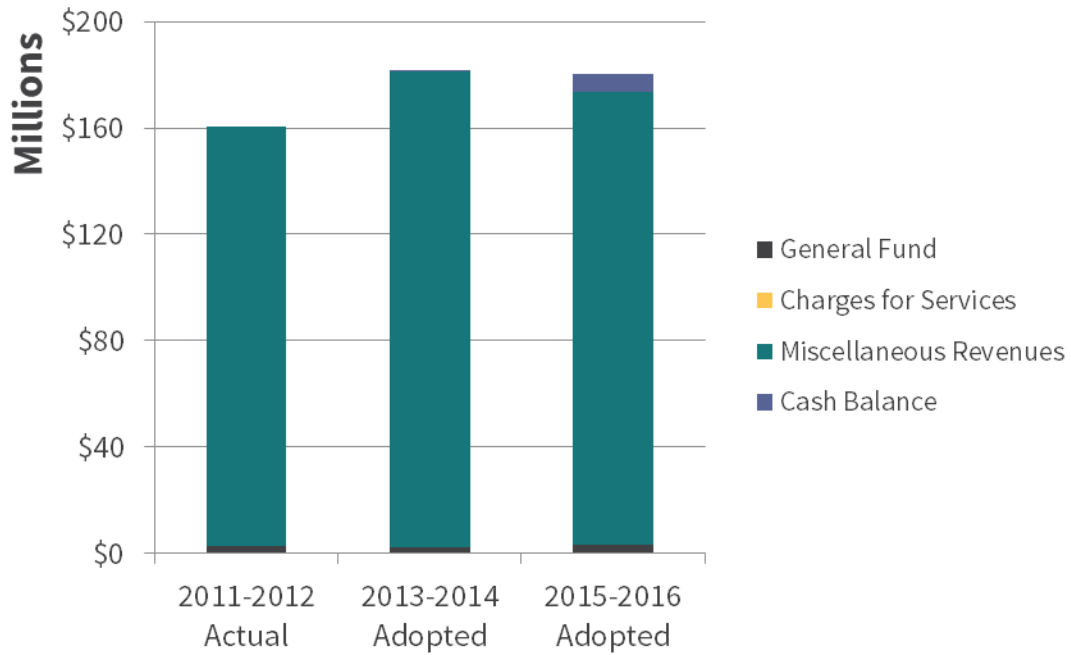
Provide human resource management services for the City of Tacoma so that City departments can successfully deliver to citizens efficient, cost-effective government services. Human Resources assists in planning and aligning the workforce, hiring, deploying, developing, and retaining the workforce, and reinforcing performance goals so that the City of Tacoma has workforce depth and breadth needed for present and future success.

2015-2016 Key Budget Highlights

- Provide priority training classes to City employees to enhance and build their competencies to create a high performing organization
- Support the development and maintenance of a successful Wellness Program to positively impact employees' health and reduce the cost of our health insurance plans
- Assist in the citywide implementation of technology enhancements including an organizational portal framework for leave request systems and online manager reports

HUMAN RESOURCES FINANCIALS

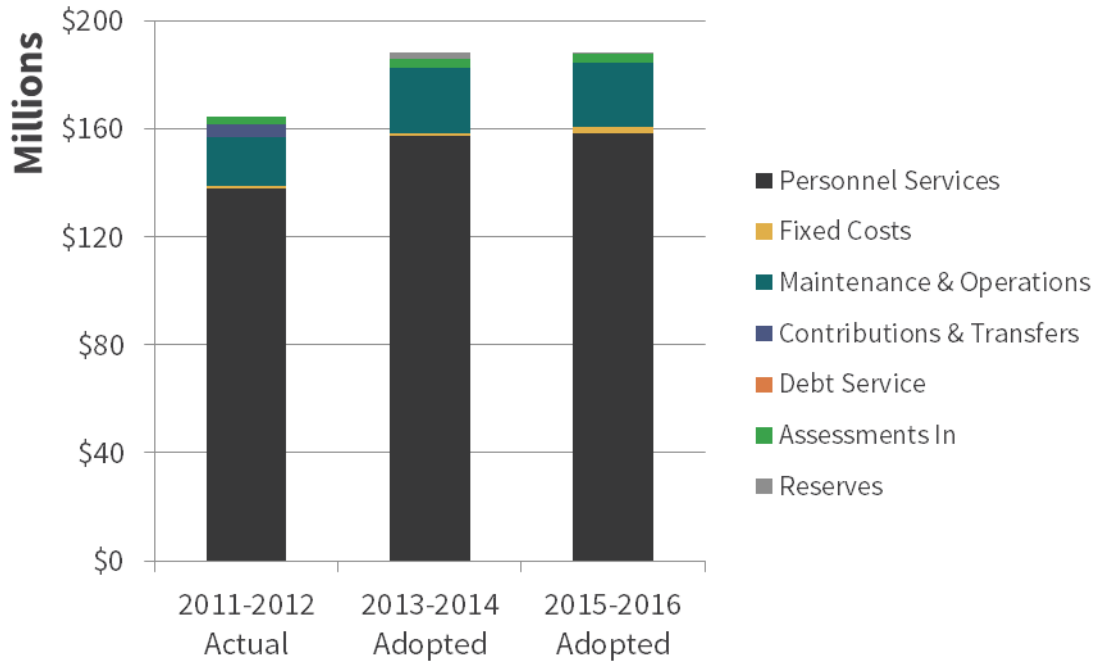
Departmental Revenues by Category



Human Resources	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	2,597,664	2,251,739	2,947,056
Charges for Services	5,840	-	-
Miscellaneous Revenues	158,012,332	178,772,840	170,809,384
Cash Balance	-	72,896	6,473,437
Grand Total	160,615,836	181,097,475	180,229,877

HUMAN RESOURCES FINANCIALS

Departmental Expenditures by Category



Human Resources	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	137,928,546	157,369,426	158,096,501
Fixed Costs	650,810	856,863	2,475,781
Maintenance & Operations	18,039,811	24,049,506	23,838,182
Contributions & Transfers	5,010,442	-	-
Debt Service	20	-	-
Assessments In	2,896,372	3,425,037	3,080,324
Assessments Out	(5,392,426)	(7,314,138)	(7,330,634)
Reserves	-	2,710,781	69,723
Grand Total	159,133,576	181,097,475	180,229,877
Full Time Equivalent	43.0	38.0	38.1

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

HUMAN RESOURCES PROGRAMS AND METRICS

Human Resources Administration

Human Resources Administration provides leadership and strategic direction for the department, along with coordinating work priorities, policy development, and consistency in interpretation.

Personnel Services

Personnel Services provides support to all City departments for the recruitment and hiring of employees and employee performance management processes. They also administer classification and compensation systems, manage disciplinary processes, oversee personnel actions, coordinate personnel system work with Payroll and Information Services, and maintain the SAP Human Resources organizational structure.

Major Initiatives for 2015 - 2016

- Complete review of the Personnel Rules and initiate priority changes
- Support deployment of enhancements to SAP to increase the user experience on important human resources processes

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Average Number of Days to Create Candidate Pool	55	57	43	46	<60	<60
This measure tracks the time it takes for Human Resources staff to develop and implement a recruitment and selection plan, which results in a pool of candidates who are available for hire pursuant to the City's personnel rules.						
Voluntary Turnover Rate	1.0%	3.0%	2.4%	2.0%	<3%	<3%
This measure tracks the percentage of employees who have voluntarily left City employment. It does not include terminations or retirements.						

HUMAN RESOURCES PROGRAMS AND METRICS

Training and Development

Training and Development identifies training and development needs, coordinates new employee orientations, and manages training programs across the organization.

Major Initiatives for 2015 - 2016

- Enhance employee training and development opportunities regarding racial equity and empowerment and customer service

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Required Training	-	-	-	91%	90%	90%
This measure tracks the percentage of employees who have completed the citywide required training classes.						

Risk

Risk administers and oversees the City's risk management, worker's compensation, safety, and liability programs. Risk ensures legal compliance with all relevant laws, administers the City's self-funded and fully insured insurances, and serves as the management liaison with the State Auditor regarding loss control.

Major Initiatives for 2015 - 2016

- Strengthen the loss control program

Benefits

Benefits administers and oversees the employee benefits programs, including the City's self-funded medical plans, wellness initiative, Employee Assistance Program, and the deferred compensation program.

Major Initiatives for 2015 - 2016

- Implement a new citywide wellness program

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Wellness Participation Rate	-	-	-	-	60%	70%
This measure tracks the percentage of employees who participate in the Wellness program.						

HUMAN RESOURCES PROGRAMS AND METRICS

Labor Relations

Labor Relations negotiates with 28 collective bargaining units and the Joint Labor Committee on behalf of management. Labor Relations oversees and facilitates grievance and arbitration processes. It provides technical assistance, contract interpretation, and training for management. Labor Relations staff members coordinate communications, problem-solve issues, and serve as the primary contact for union business representatives.

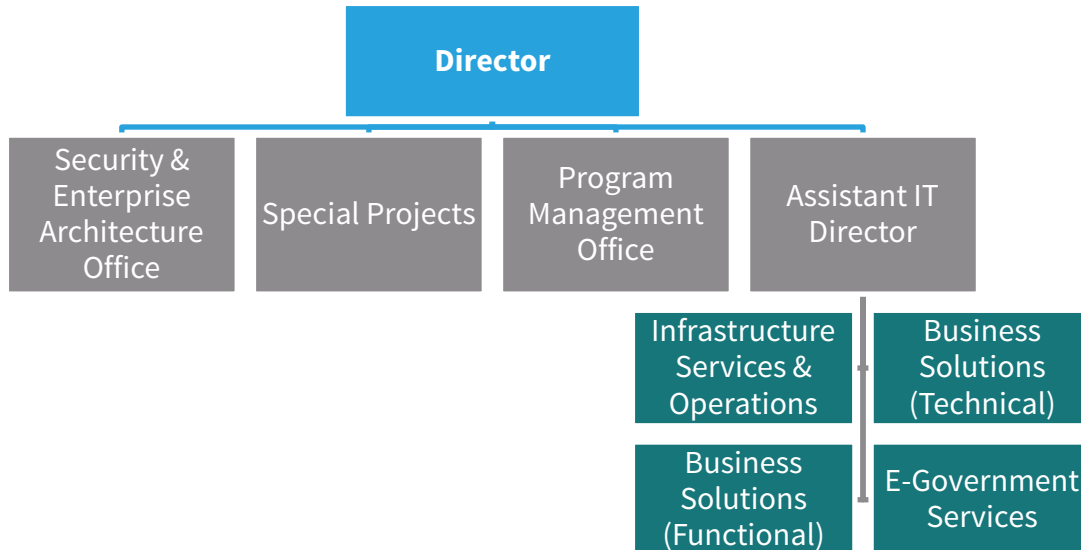
Major Initiatives for 2015 - 2016

- Strengthen effective communications and relationships with union business representatives and managers citywide
- Provide a comprehensive labor relations training program for managers and supervisors

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Grievances Filed	34	27	38	32	34	34
The measure tracks the number of grievances filed by represented employees each year.						
Number of Grievances that Went to Arbitration	0	0	1	0	0	0
This measure tracks the number of grievances that went to arbitration.						

INFORMATION TECHNOLOGY

Organizational Chart



Mission

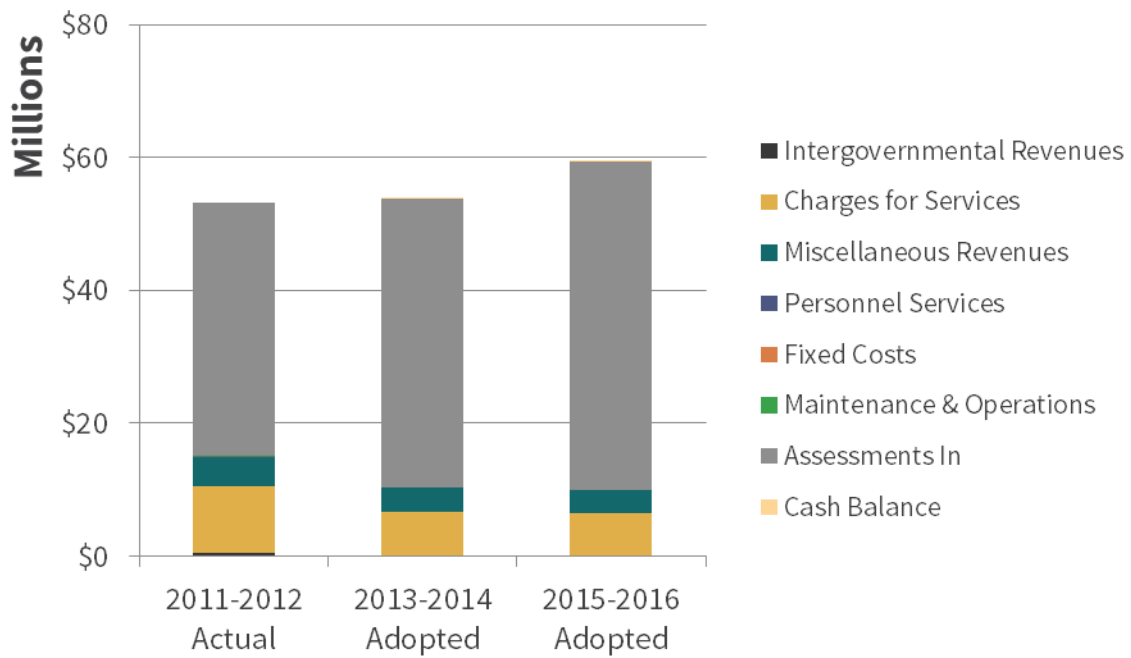
Provide technology leadership and solutions to business units and citizens in support of effective City and utility operations, robust community engagement, and a thriving local economy.

2015-2016 Key Budget Highlights

- Augment investment in information technology to further support the City's strategic and business objectives
- Centralized PC and device replacement strategy
- Leverage major forces at play in the technology sector to reduce cost and improve services, including commoditization of technology services (e.g. cloud or managed services) and mobile computing

INFORMATION TECHNOLOGY FINANCIALS

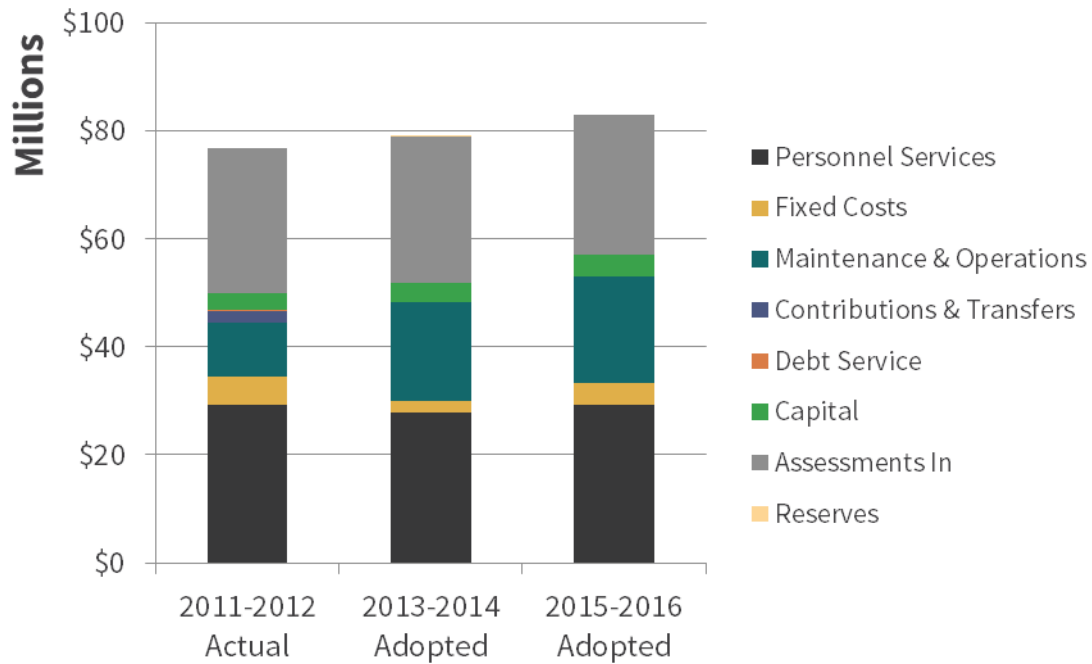
Departmental Revenues by Category



Information Technology	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Intergovernmental Revenues	483,381	-	-
Charges for Services	9,977,257	6,745,797	6,409,475
Miscellaneous Revenues	4,240,189	3,638,364	3,472,618
Personnel Services	341,644	-	-
Fixed Costs	1,738	-	-
Maintenance & Operations	89,453	-	-
Assessments In	38,007,489	43,462,462	49,417,453
Cash Balance	-	199,302	56,641
Grand Total	53,141,151	54,045,925	59,356,187

INFORMATION TECHNOLOGY FINANCIALS

Departmental Expenditures by Category



Information Technology	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	29,307,700	27,786,996	29,179,273
Fixed Costs	5,255,468	2,200,986	4,066,558
Maintenance & Operations	9,907,213	18,186,438	19,878,804
Contributions & Transfers	2,157,150	-	-
Debt Service	142,151	71,000	-
Capital	3,047,409	3,663,651	3,981,386
Assessments In	26,893,014	27,003,759	25,896,936
Assessments Out	(22,135,016)	(24,949,314)	(23,646,770)
Reserves	-	82,409	-
Grand Total	54,575,091	54,045,925	59,356,187
Full Time Equivalents	131.9	106.0	107.5

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as 'Assessments Out.'

INFORMATION TECHNOLOGY PROGRAMS AND METRICS

IT Administrative Services Program

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

The program administers licensing and commercial product support services for the City's business applications, IT infrastructure, and cybersecurity services, and it provides financial management for Information Technology, including rate and assessment modeling and management of interlocal agreements.

This program also manages IT organizational development, including planning, team recruitment, professional development, employee performance management, and labor relations.

Major Initiatives for 2015 - 2016

- Implement IT service management system phase 3
- Improve IT asset management business process
- Establish a master IT service contract to speed competitive bidding and project delivery
- Develop interlocal agreements with Pierce County, South Sound 911, and other parties in support of a sustainable emergency radio replacement and system upgrade strategy

Cybersecurity Program

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

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

Major Initiatives for 2015 - 2016

- Update the Cybersecurity Program plans to include:
 - Meeting the City's Payment Card Industry Data Security Standard (PCI-DSS) compliance objectives
 - Meeting TPU's North American Electric Reliability Corporation Critical Infrastructure Protection (NERC-CIP) compliance objectives
- Establish reference security architecture, necessary policy controls, and technical standards to support such objectives

INFORMATION TECHNOLOGY PROGRAMS AND METRICS

Network and Computing Support Program

The Network and Computing Support Program ensures appropriate infrastructure and secure communications environments for all City departments and provides telecommunications, emergency radios, Wi-Fi services, data networks, data storage, systems hosting, and internet access.

This program also provides for enterprise licensing of the City’s email and calendaring system and desktop productivity software, as well as help desk services for all City employees and 24/7 technical support.

Major Initiatives for 2015 - 2016

- Relocate the City’s primary data center to an appropriate commercially-provided location
- Consolidate the City’s primary server and data storage architecture to improve system performance, streamline support, and reduce operating costs
- Upgrade the City’s data networks to support resiliency and increased bandwidth
- Replace 40% of General Government’s aged PC devices with modern computing devices

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Network Uptime Percentage	99.9%	99.9%	100.0%	99.8%	99.9%	99.9%
This measure provides information on enterprise network system availability, which is maintained and monitored by Information Technology staff.						
Percentage of Telephone System and Network Problem Resolution / Repairs Corrected Within 24 Hours	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
This measure shows the responsiveness of Information Technology to customer telephone and network service requests including fixing outages, adding or removing lines, etc.						

Software and Systems Support Program

The Software and Systems Support Program provides enterprise applications support and general business automation for all City departments. This program provides software licensing for the City’s Enterprise Resource Planning, Customer Relationship Management, and related systems. IT services provided under this program include business and systems analysis, software development, testing, implementation, training, and support services for citywide software applications. This program also provides support for mobile business applications used by field-based service providers in many City departments.

INFORMATION TECHNOLOGY PROGRAMS AND METRICS

Major Initiatives for 2015 - 2016

- Complete the Tacoma Employees' Retirement System (TERS) technology assessment and planning for major business process and long-range systems enhancements
- Streamline and improve the employee portal
- Deploy the City's new tax and licensing portal
- Develop a vendor portal to streamline invoicing and payments
- Support the utility billing redesign development project
- Update the mobile solution used for field-based work teams

Measure	2011	2012	2013	2014	2015 Target	2016 Target
SAP Uptime Percentage	100.0%	99.9%	100.0%	100.0%	100.0%	100.0%
This measure provides information on SAP system availability maintained and monitored by IT staff.						
Percentage of SAP Problem Resolution / Repairs Corrected Within 24 Hours	-	90.0%	97.0%	90.0%	93.0%	93.0%
This measure shows IT Department responsiveness to customer service desk requests for SAP support.						

E-Government Services Program

The E-Government Services Program provides digital government services and support for all General Government departments. More specifically, this program provides technology solutions to support online payment processing, citizen service requests, mobile services, and access to information including maps, reports, and open datasets.

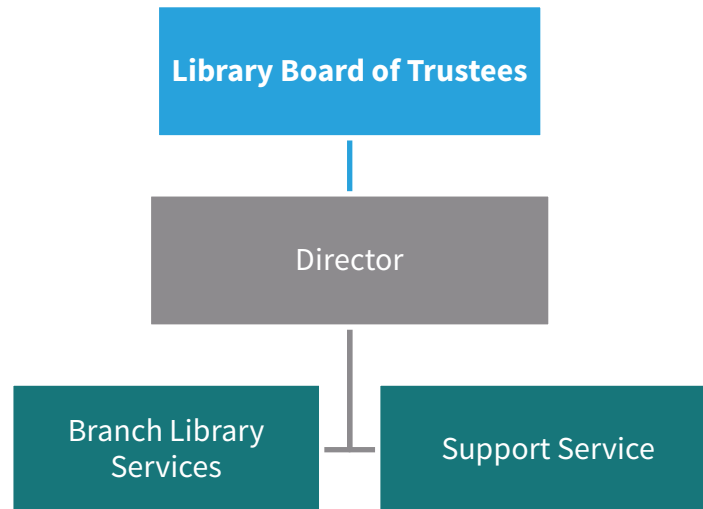
Major Initiatives for 2015 - 2016

- Upgrade and consolidate the City's Geographic Information Systems (GIS)
- Develop new online and mobile services for citizens
- Develop new mobile applications for citizens

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Datasets Published	-	-	-	53	75	100
This measure reflects the number of datasets proactively published by the City in open, non-proprietary format for use by citizens, businesses, and other governmental agencies.						

LIBRARY

Organizational Chart



Mission

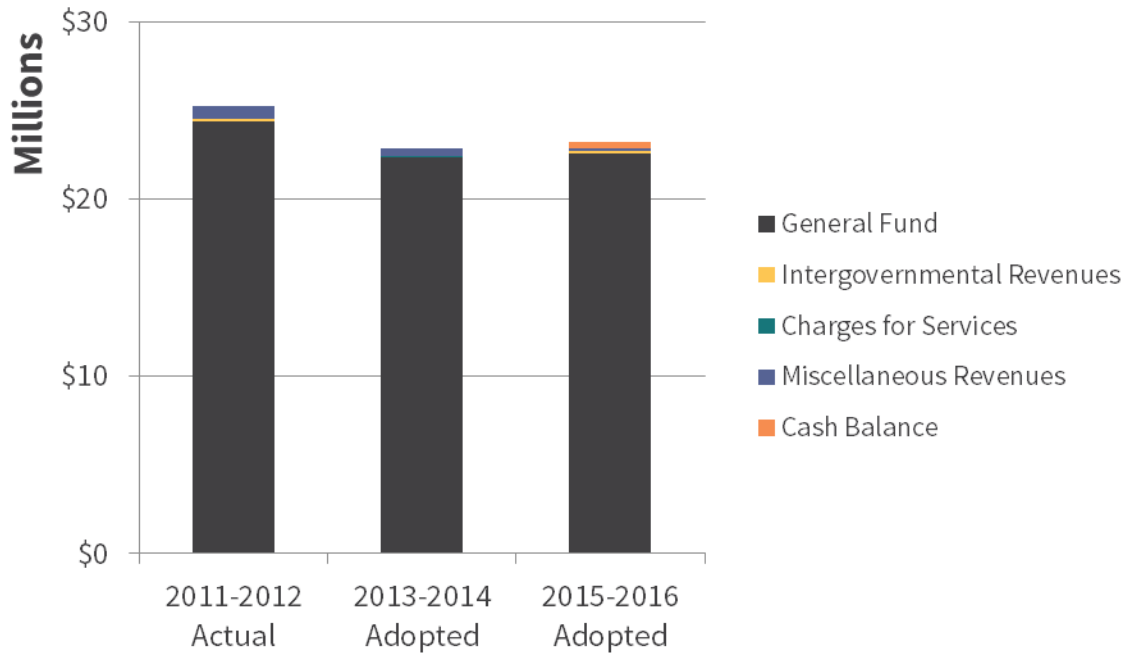
Enhance Tacoma's diverse citizenry by providing access to ideas and perspectives from around the world. Through innovative library services, stimulate the development of literacy, knowledge, wisdom, critical thought, and valuable interaction that yields positive experiences and a thriving community.

2015-2016 Key Budget Highlights

- Implement Radio Frequency Identification (RFID) to enable self-checkout kiosk and enhance material monitoring
- Expand digital resources

LIBRARY FINANCIALS

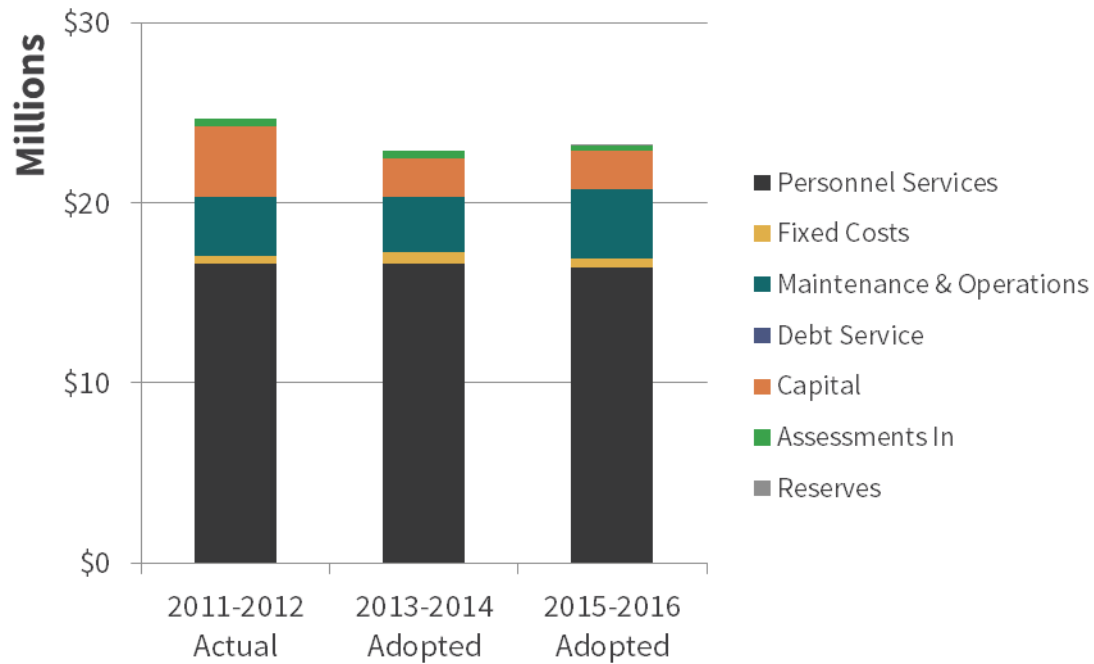
Departmental Revenues by Category



Library	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	24,359,776	22,358,272	22,540,520
Intergovernmental Revenues	130,167	-	133,000
Charges for Services	23,006	30,000	10,000
Miscellaneous Revenues	705,914	461,507	162,397
Cash Balance	-	-	369,443
Grand Total	25,218,862	22,849,779	23,215,360

LIBRARY FINANCIALS

Departmental Expenditures by Category



Library	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	16,614,276	16,639,426	16,374,383
Fixed Costs	428,006	607,605	523,113
Maintenance & Operations	3,311,655	3,050,917	3,820,670
Debt Service	1,373	-	-
Capital	3,875,464	2,181,820	2,170,704
Assessments In	439,020	370,011	285,049
Reserves	-	-	41,440
Grand Total	24,669,794	22,849,779	23,215,360
Full Time Equivalent	128.4	104.8	103.7

LIBRARY PROGRAMS AND METRICS

Branch Library Services

The Tacoma Public Library provides access to books, information, educational resources, and the internet to the citizens of Tacoma through the downtown Main Library, two regional libraries in the north and south of the city, and five neighborhood libraries. The Library provides special programs, workshops, and events to meet the needs of children, teens, families, and adults. Through reciprocal agreements with neighboring library districts, the Library provides Tacoma residents with additional access to a variety of materials and information resources.

Major Initiatives for 2015 - 2016

- Increase use of library resources by students through partnerships with Tacoma Public Schools, Bates Technical College, and Tacoma Community College

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Visits to Libraries	1,047,852	743,388	849,763	791,017	850,000	875,000
This measure tracks the number of visits to Tacoma Public Library's facilities.						
Items Checked Out	2,001,267	1,919,097	1,925,327	1,862,723	2,000,000	2,250,000
This measure tracks the use of Tacoma Public Library's materials such as books, CDs, tapes, and DVDs.						
Electronics Materials "Checked Out"	38,917	82,439	100,627	156,716	150,000	200,000
This measure tracks the number of digital downloads from the Tacoma Public Library's website.						

Access to Library Facilities

The Tacoma Public Library's Main Library is currently open 45 hours each week and offers a special collection of Northwest history resources, a digital media lab for teens, and a 12-station computer classroom for public training workshops. Tacoma Public Library also offers access to seven neighborhood libraries that are open 40 hours each week. All facilities include story times, programs for children, teens, and families, homework help, book clubs, lectures, and educational workshops.

Major Initiatives for 2015 - 2016

- Replace Moore Branch Library windows

LIBRARY PROGRAMS AND METRICS

Access to Library Collections

The Tacoma Public Library offers access to content in traditional formats including books, magazines, newspapers, maps, photographs, compact discs, and DVDs. It also offers access to digital databases and services including interactive homework help, career and employment materials, and a growing collection of downloadable eBooks, music, and other material.

Major Initiatives for 2015 - 2016

- Expand digital resources

Access to Computers and the Internet

Access to internet resources through computers is available in 8 Tacoma Public Library facilities, including 47 public workstations at the Main Library and 17 at the Mottet Library. The Tacoma Public Library also offers Wi-Fi connectivity and remote access through the Library's website to its online catalog, information databases, and other virtual services. The Tacoma Public Library interfaces with the public through a variety of social media tools including Facebook, Twitter, blogs, YouTube, and Pinterest.

Major Initiatives for 2015 - 2016

- Expand bandwidth for faster and increased access to the internet and library services
- Launch new website design
- Install new platform for the Northwest Room archive
- Complete first phase of the RFID project

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Public Computer Sessions	265,377	218,824	184,809	179,252	200,000	225,000
This measure tracks the use of Tacoma Public Library's computers. Patrons use these computers to access software and the Internet.						

Library Administration

Library Administration includes the Office of the Library Director, who is responsible for the overall management of the Tacoma Public Library and its relationships with the City and other community organizations. The Library director serves as the secretary of the Tacoma Public Library's Governing Board of Trustees.

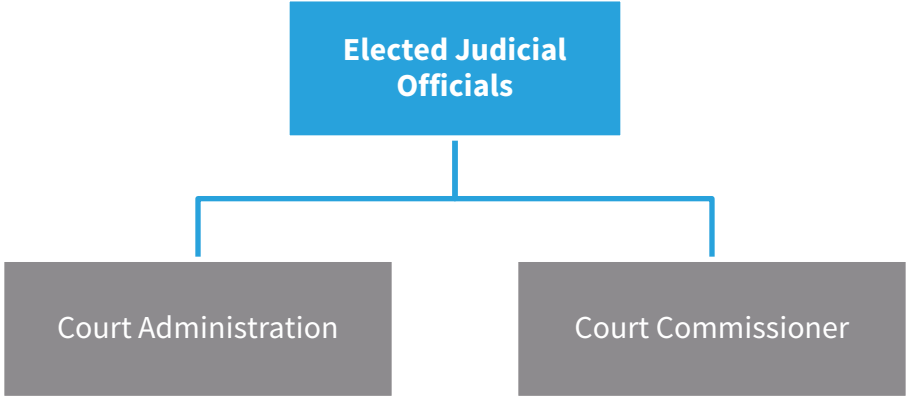
Major Initiatives for 2015 - 2016

- Assess overall Library needs to maximize use of budgeted funds



MUNICIPAL COURT

Organizational Chart



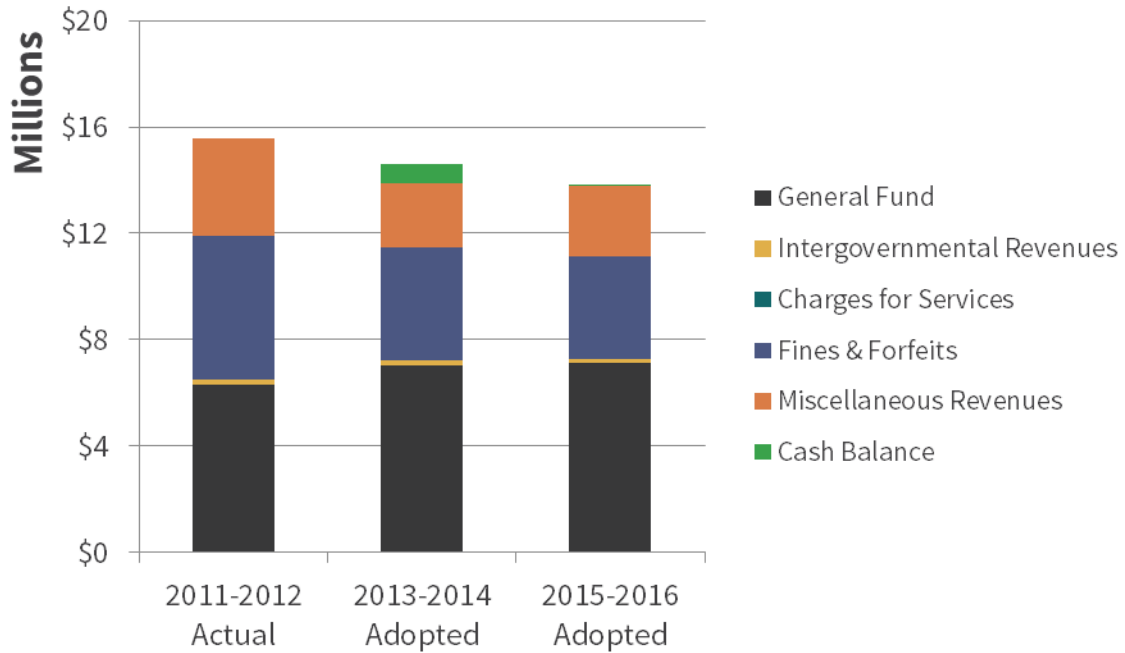
Mission

Promote public safety, administer justice, and protect individual rights in an efficient, safe, accessible environment while fostering respect for the law and society.

The Tacoma Municipal Court is a statutorily created court of limited jurisdiction.

MUNICIPAL COURT FINANCIALS

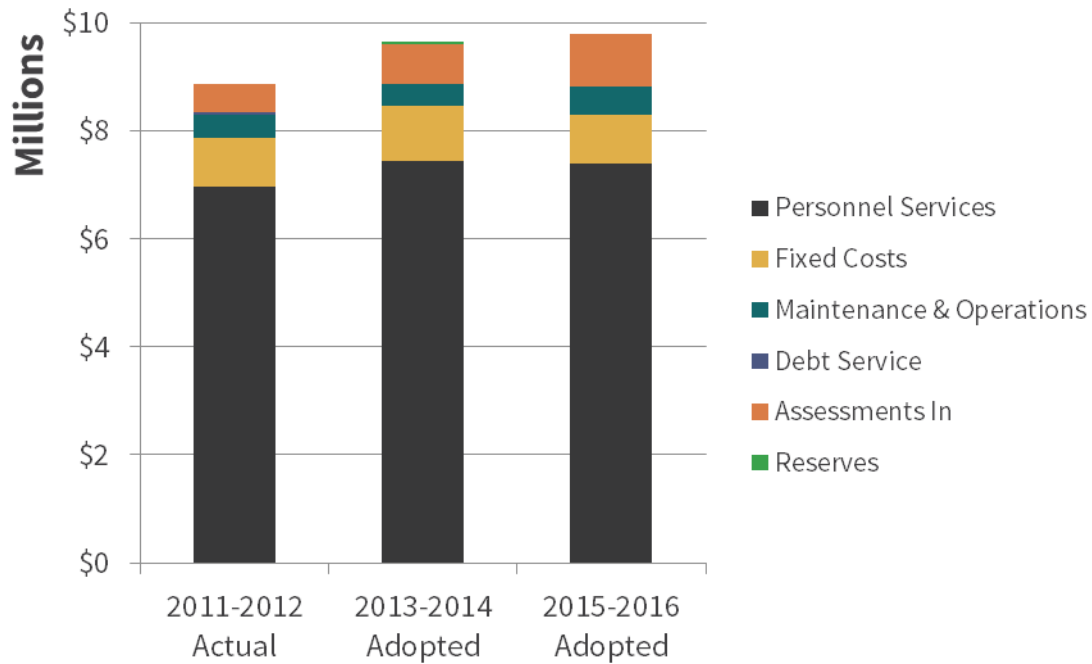
Departmental Revenues by Category



Municipal Court	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	6,319,445	7,022,726	7,129,589
Intergovernmental Revenues	192,800	208,072	136,768
Charges for Services	319	-	-
Fines & Forfeits	5,373,396	4,254,768	3,844,407
Miscellaneous Revenues	3,688,611	2,389,039	2,654,266
Cash Balance	-	723,300	4,994
Grand Total	15,574,572	14,597,905	13,770,024

MUNICIPAL COURT FINANCIALS

Departmental Expenditures by Category



Municipal Court	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	6,968,605	7,436,913	7,380,443
Fixed Costs	886,582	1,017,708	908,811
Maintenance & Operations	440,499	416,284	531,788
Debt Service	43,199	-	-
Assessments In	530,562	721,228	970,999
Reserves	-	63,247	-
Grand Total	8,869,446	9,655,381	9,792,041
Full Time Equivalentents	38.3	36.0	36.3

MUNICIPAL COURT PROGRAMS AND METRICS

Criminal Operations

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

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Criminal Caseload	9,275	7,951	6,939	4,110	6,000	6,000
This measure provides the number of criminal charges filed.						

Parking Infraction Operations

Parking Infractions Operations handles adjudication for parking infraction cases. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices regarding someone's failure to appear, respond, or pay to the Department of Licensing.

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Parking Infraction Caseload	49,628	41,469	66,763	79,325	82,000	82,000
This measure provides the number of parking infraction and camera enforcement infractions charges filed.						

MUNICIPAL COURT PROGRAMS AND METRICS

Traffic Infraction Operations

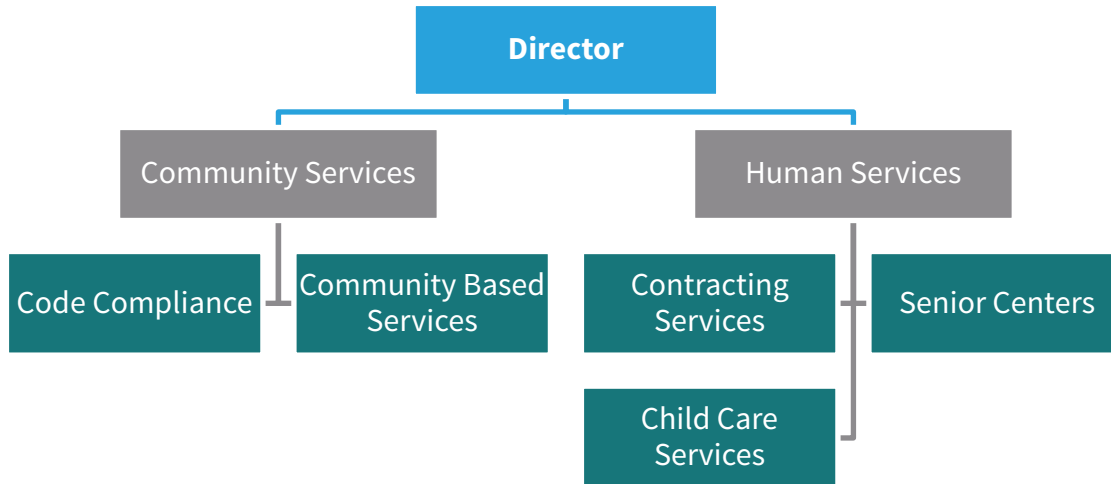
Traffic Infraction Operations handles adjudication for traffic infractions and camera-enforced citations. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information including notices regarding someone's failure to appear, respond, or pay to the Department of Licensing.

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Traffic Infraction Caseload	-	-	-	8,500	9,200	9,200
This measure provides the number of traffic infractions filed.						



NEIGHBORHOOD & COMMUNITY SERVICES

Organizational Chart



Mission

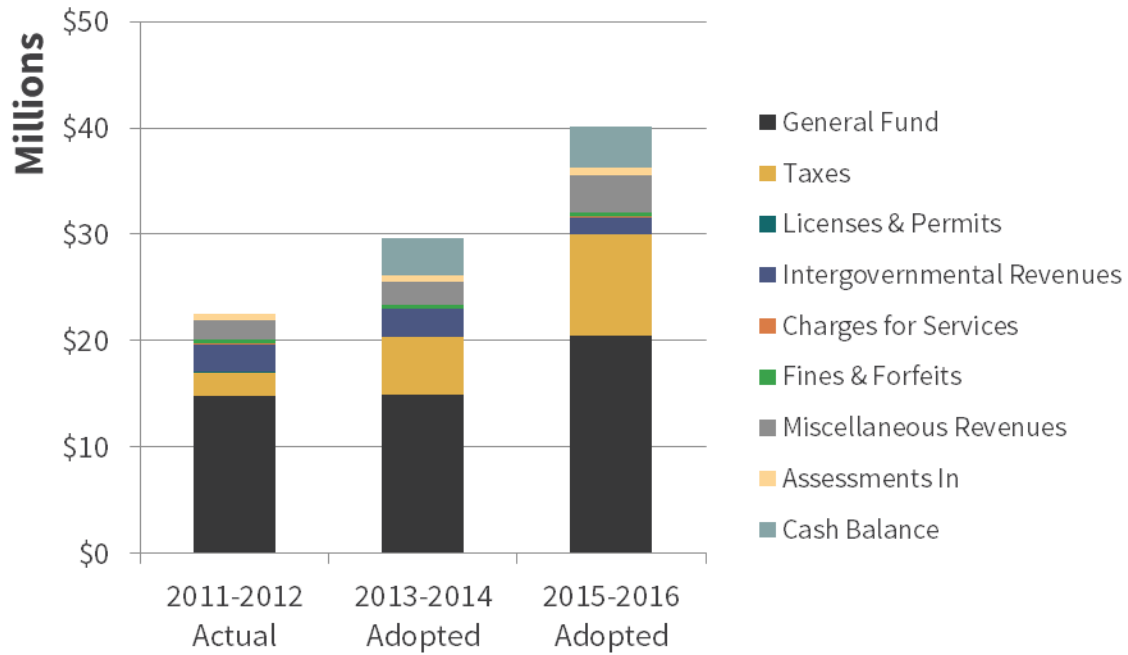
Work to build healthy and successful neighborhoods and households through code compliance, community problem-solving, and indirect and direct services, which includes human services and services for the elderly and youth.

2015-2016 Key Budget Highlights

- Implement a permanent Graffiti Rapid Removal program
- Implement derelict building registration
- Develop and implement a youth and young adult crisis center and shelter in partnership with Pierce County
- Implement strategic mental health substance abuse programs including the Tacoma Police Department Co-Responder Program and expansion of the Projects for Assistance from Homelessness (PATH) team

NEIGHBORHOOD & COMMUNITY SERVICES FINANCIALS

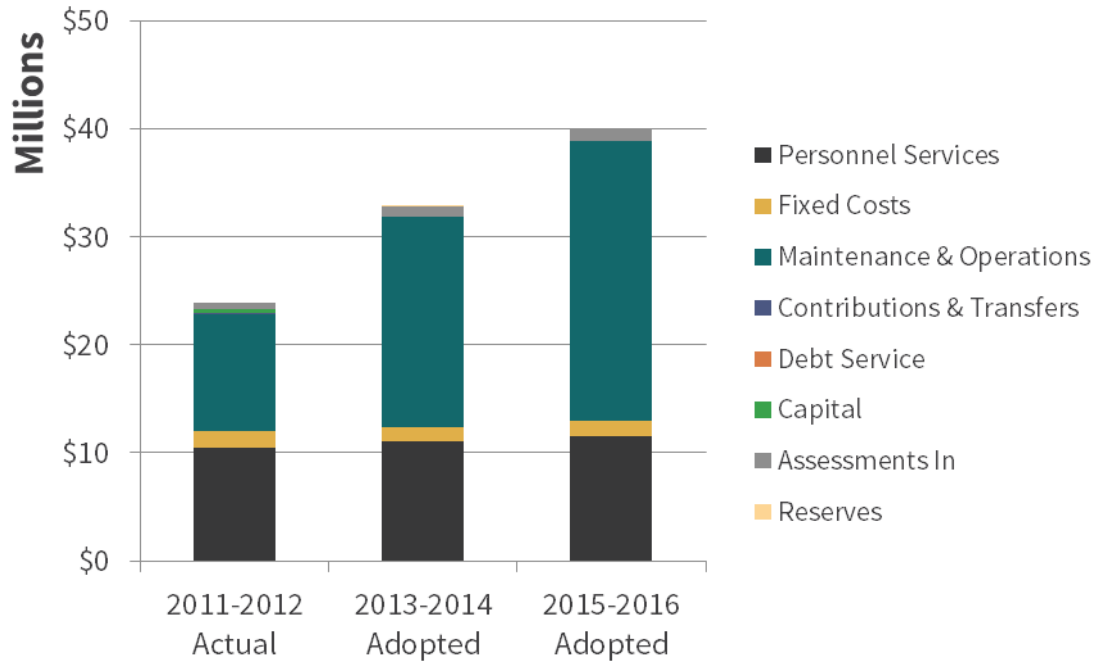
Departmental Revenues by Category



Neighborhood & Community Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	14,809,585	14,918,437	20,464,113
Taxes	2,177,078	5,362,000	9,542,985
Licenses & Permits	58,500	-	-
Intergovernmental Revenues	2,605,045	2,668,700	1,558,300
Charges for Services	80,019	72,000	86,000
Fines & Forfeits	353,315	285,000	437,362
Miscellaneous Revenues	1,839,576	2,220,039	3,480,588
Assessments In	604,771	570,492	651,003
Cash Balance	-	3,489,333	3,841,347
Grand Total	22,527,889	29,586,001	40,061,698

NEIGHBORHOOD & COMMUNITY SERVICES FINANCIALS

Departmental Expenditures by Category



Neighborhood & Community Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	10,509,894	11,058,395	11,578,044
Fixed Costs	1,475,284	1,301,886	1,342,243
Maintenance & Operations	10,790,499	19,498,450	25,928,541
Contributions & Transfers	202,427	-	-
Debt Service	168	-	-
Capital	308,565	-	-
Assessments In	583,023	987,047	1,212,870
Assessments Out	(3,202,325)	(3,304,381)	-
Reserves	-	44,603	-
Grand Total	20,667,535	29,586,001	40,061,698
Full Time Equivalents	58.9	49.6	55.6

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

NEIGHBORHOOD & COMMUNITY SERVICES PROGRAMS AND METRICS

Child Care Services: Child Care Aware of Tacoma-Pierce County

Child Care Aware of Tacoma-Pierce County supports parents looking for quality licensed child care and supports child care providers in providing high quality care for children through a variety of programs.

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Child Care Providers Participating in the President's Race to the Top	-	84	164	77	72	72
This measure shows the number of child care providers enrolled in the Washington State Early Achievers Quality Rating System as part of the President's Race To The Top Grant.						

Code Compliance

Code Compliance is responsible for ensuring that property owners maintain compliance with the Tacoma Municipal Code to protect the health, safety, and welfare of Tacoma's residents. Examples of day-to-day enforcement actions include litter and debris, junk and abandoned vehicles, dangerous and derelict buildings, graffiti, overgrown vegetation, and business license violations.

Major Initiatives for 2015 - 2016

- Implement the updated Minimum Building and Structures Code, including creation of a derelict building registry
- Automate Code Enforcement processes to increase efficiency and customer service
- Increase code compliance through education, outreach, and new partnerships
- Increase Tax and License enforcement to ensure fairness and accountability
- Implement a positive community monitoring plan for the WSDOT 705/ I-5 right-of-way area

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Voluntary Compliance Rate for Confirmed Code Violations	99%	97%	97%	93%	96%	96%
This measure shows the number of confirmed code violation cases brought into voluntary compliance as a percentage of confirmed violations closed during a reporting period. This does not include any no-hazard violations.						

NEIGHBORHOOD & COMMUNITY SERVICES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Average Days from Site Inspection to Compliance	75	89	50	52	50	50
This measure tracks the average number of days from site inspection to case closure for all code violation complaints.						
Average Days from Complaint to Initial Inspection of Code Violation	3.0	18.0	6.7	1.8	4.0	4.0
This measure tracks the number of days from the time a complaint is received to when an initial inspection occurs.						

Community Based Services

Community Based Services works to further the City of Tacoma's goal of creating and maintaining safe, clean, and attractive neighborhoods by engaging the community and ensuring that City services are aligned with community priorities.

Major Initiatives for 2015 - 2016

- Emphasize partnerships and problem solving with community groups and residents located in areas of high rental occupancy and lower income levels as defined by HUD guidelines
- Increase outreach to English as a Second Language residents and community groups
- Adopt Graffiti Rapid Removal pilot into permanent City service
- Coordinate neighborhood revitalization strategies for the South Tacoma and Lincoln Business Districts
- Initiate bicycle collection and donation at community cleanup events

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Community Cleanups	14	18	16	15	16	16
This measure tracks the number of community cleanups organized by Community Based Services.						
Cleanup Tonnage	453	472	452	427	400	400
The measure tracks the tonnage collected at community cleanups.						
Number of Community Cleanup Participants	2,067	2,997	3,150	3,371	3,000	3,000
This measure tracks the number of participants at community cleanups.						

NEIGHBORHOOD & COMMUNITY SERVICES PROGRAMS AND METRICS

Human Services and Special Projects

The Human Services Division develops and implements the City’s human services initiatives that align with its strategic priorities (such as mental health, homelessness, and youth services).

Major Initiatives for 2015 - 2016

- Develop and implement a youth and young adult crisis center and shelter in partnership with Pierce County
- Implement strategic mental health substance abuse programs including the Tacoma Police Department Co-Responder Program and expansion of the Projects for Assistance from Homelessness (PATH) team
- Continue implementation of efforts to address the sexual exploitation of children
- Increase private sector and community funding to and participation in Summer Jobs 253

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Tacoma Youth Served by Gang Intervention Programs	107	199	274	393	400	400
This measure tracks the number of Tacoma youth served by gang prevention and intervention programs funded by the City of Tacoma.						
Percentage of Chronically Homeless Individuals Permanently Housed	22%	25%	35%	20%	20%	25%
This measure shows the percentage of chronically homeless individuals unable to be housed in traditional programs who receive permanent housing as part of the City’s Housing First Project.						

Contract Services: Funding to External Agencies

The Neighborhood and Community Services Department manages the allocation of both General Fund and federal funding to community and human service agencies including application, contract development, and program evaluation.

NEIGHBORHOOD & COMMUNITY SERVICES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Tacoma Residents Receiving Social Services	-	201,602	160,250	172,256	169,444	166,394
This measure is the aggregate annual count of the number of residents receiving social services from programs funded by the City.						
Number of Tacoma Residents Receiving Mental Health and/or Chemical Dependency Services	-	-	4,261	2,994	8,000	8,000
This measure shows the number of individuals receiving chemical dependency and/or mental health services from programs funded by the City.						
Percentage of Contracted Programs Meeting 75% of Goals	-	-	-	-	90%	90%
This measure shows the percentage of contracted programs that meet 75% or more of their performance goals by the end of the contract period.						

Senior Citizen Services

Senior Citizen Services operates two senior activity centers which provide a comprehensive set of programs to improve and maintain health, stimulate learning, and provide socialization, recreation, and volunteer opportunities for people age 50 and older. The program provides meals and transportation to both senior activity centers for seniors living in the city limits of Tacoma.

Major Initiatives for 2015 - 2016

- Implement Bring a Friend to Lunch program
- Balance enhancement program with incentives for participation

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Meals Provided to Senior Citizens	23,825	19,551	17,011	19,670	24,000	25,000
This measure shows the number of meals provided at the two City of Tacoma Senior Centers.						
Number of Senior Citizens Served at Senior Centers	-	734	656	1,044	800	850
This measure tracks the number of seniors that are participating in Senior Center programs.						



NON-DEPARTMENTAL

Mission

Non-Departmental accounts for items that cannot be clearly associated with an existing program area (and where it does not make sense to create a new program area in an existing department). This includes debt service payments, some transfers, Police and Fire pension and health care costs, and similar expenditures.

Placement of funds into Non-Departmental may also be considered when clear separation of money requires budget to be held outside any one department.

2015-2016 Key Budget Highlights

- Move contracts for community programs and special events to the managing departments
- Prepay \$6M on Murray Morgan Bridge to save \$10M

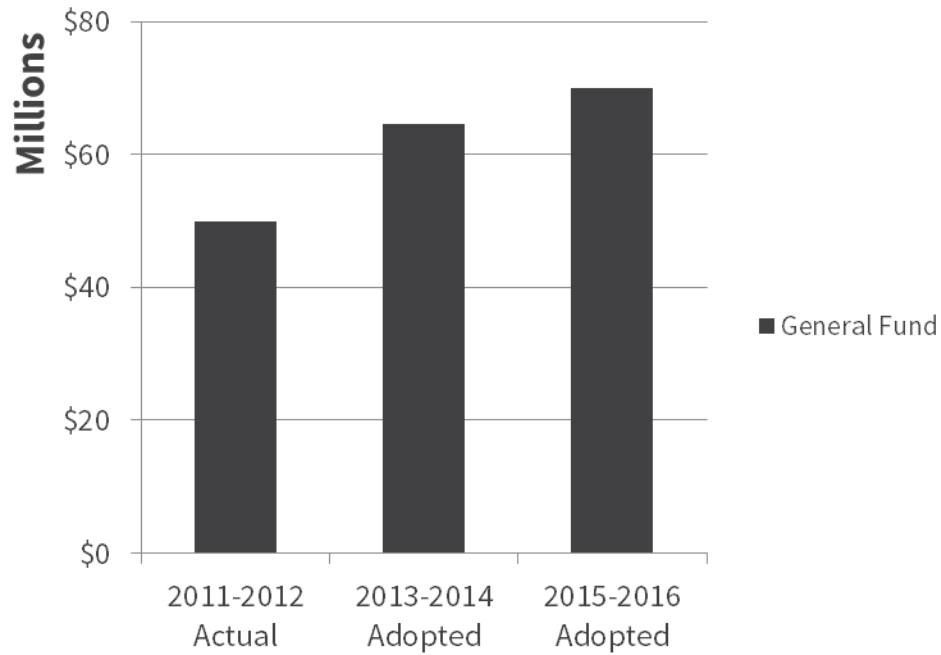
Non-Departmental Programs

Non-Departmental includes funding for the following programs:

- Police and Fire pension and health care (\$22.3M)
- Debt payments including \$6M for prepayment of the Murray Morgan Bridge loan (\$22M)
- Transfers to Performing Arts, Mountain Rail, Public Assembly Facilities (Dome, Convention Center, and Cheney Stadium), and Tacoma Water for water hydrants (\$10M)
- Metro Parks maintenance contract (\$5.3M)
- Department of Assigned Council contract (\$3.3M)
- Capital projects (\$2.4M)
- Severance payments and Voluntary Employees Beneficiary Association (VEBA) retirement benefits (\$2.2M)
- Miscellaneous expenses, including Municipal Building rent, election costs, Puget Sound Clean Air Agency, U.S. Open security, and funding for community programs (\$1.6M)

NON-DEPARTMENTAL FINANCIALS

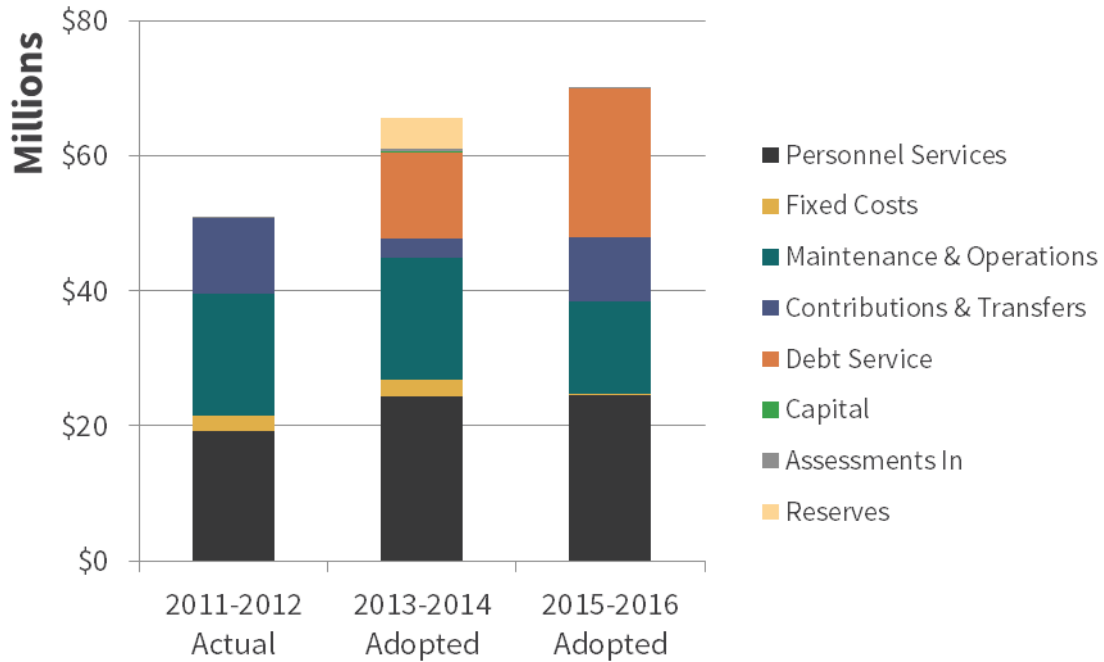
Departmental Revenues by Category



Non-Departmental	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	49,963,335	64,489,685	69,892,436
Grand Total	49,963,335	64,489,685	69,892,436

NON-DEPARTMENTAL FINANCIALS

Departmental Expenditures by Category



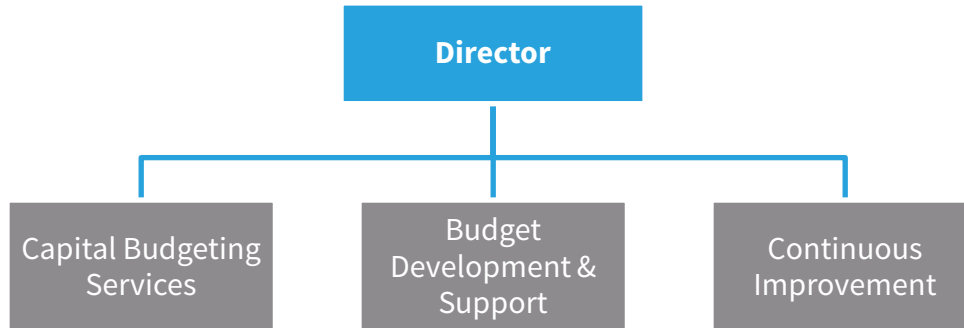
Non-Departmental	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	19,154,967	24,322,000	24,467,216
Fixed Costs	2,373,792	2,426,453	294,326
Maintenance & Operations	17,960,875	18,078,476	13,698,764
Contributions & Transfers	11,217,429	2,955,000	9,483,459
Debt Service	6,059	12,638,191	21,972,440
Capital	14,209	240,000	-
Assessments In	239,366	361,899	106,937
Assessments Out	(1,003,362)	(1,020,065)	(130,707)
Reserves	-	4,487,731	-
Grand Total	49,963,335	64,489,685	69,892,436
Full Time Equivalents	-	-	-

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’



OFFICE OF MANAGEMENT & BUDGET

Organizational Chart



Mission

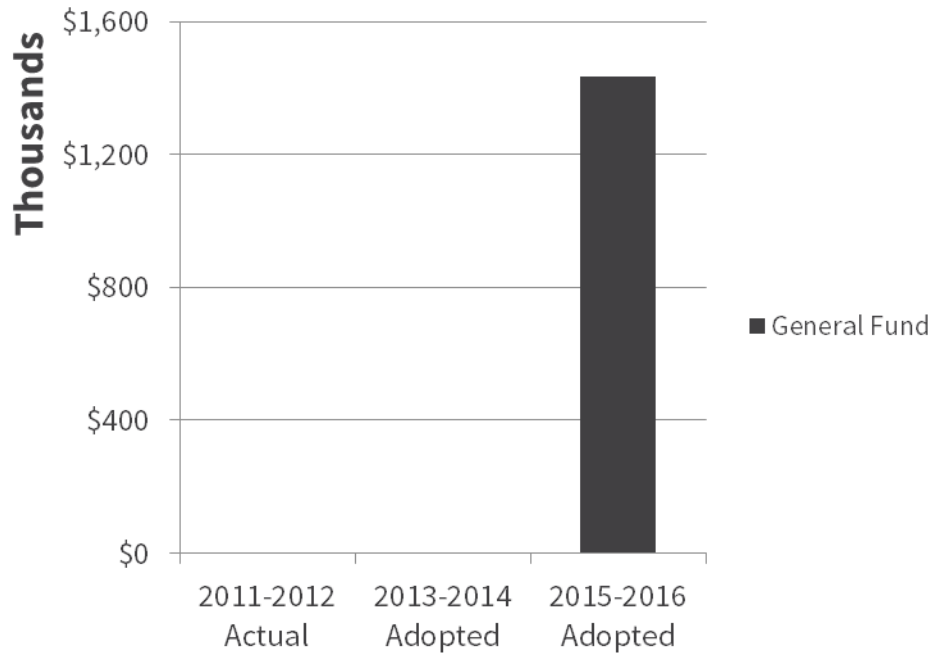
Provide fiscal planning, analysis, and management services to enable the City organization to deliver effective and efficient city services.

2015-2016 Key Budget Highlights

- Move from Finance to a new independent office
- Establish Continuous Improvement Initiative to analyze processes citywide and make recommendations for streamlined operations and enhanced performance

OFFICE OF MANAGEMENT & BUDGET FINANCIALS

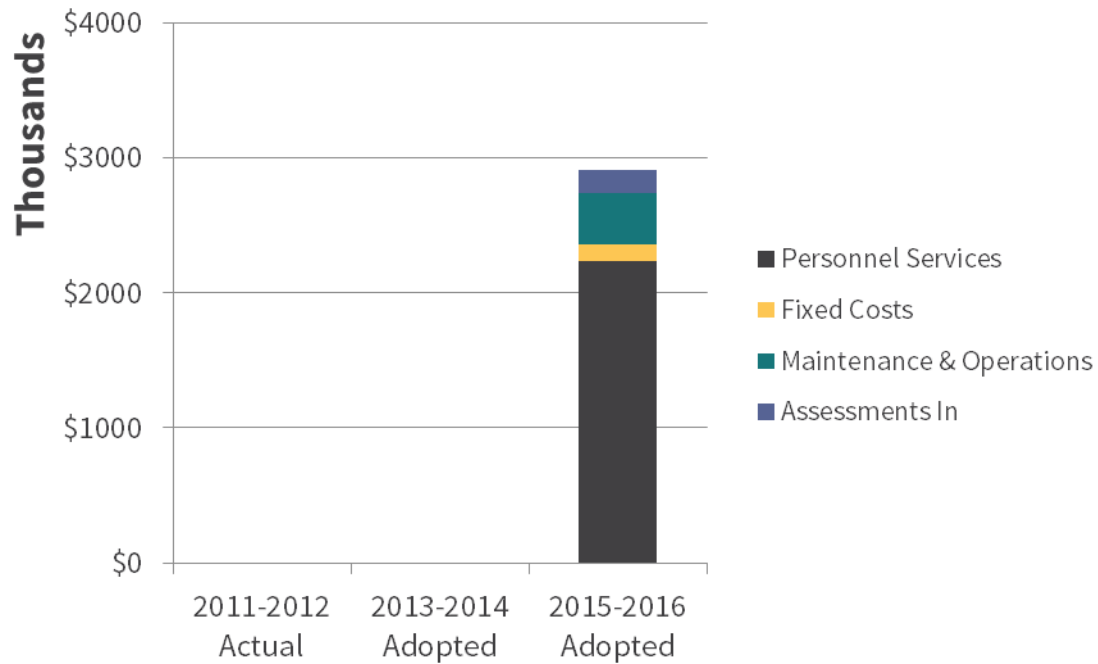
Departmental Revenues by Category



Office of Management & Budget	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	-	-	1,433,172
Grand Total	-	-	1,433,172

OFFICE OF MANAGEMENT & BUDGET FINANCIALS

Departmental Expenditures by Category



Office of Management & Budget	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	-	-	2,231,925
Fixed Costs	-	-	121,311
Maintenance & Operations	-	-	387,314
Assessments In	-	-	169,738
Assessments Out	-	-	(1,477,116)
Grand Total	-	-	1,433,172
Full Time Equivalents	-	-	9.0

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

OFFICE OF MANAGEMENT & BUDGET PROGRAMS AND METRICS

Budget Development and Monitoring

Budget Development and Monitoring coordinates the biennial budget for the City, which includes preparing monthly and quarterly financial reports, the six-year financial forecast report, and the proposed and adopted budget documents. It also provides analytical and budgeting support to all City departments.

Major Initiatives for 2015 - 2016

- Improve the biennial budget development process by implementing processes and schedules for more effective analysis of key services and policy issues impacting the City's budget
- Obtain and encourage training and professional development opportunities

Measure	2011	2012	2013	2014 Estimate	2015 Target	2016 Target
General Fund Expenditure as Percentage of Projection	-	-	-1.5%	-1.5%	-2.0%	-2.0%
This measure is the percentage difference between the General Fund expenditure projection and actuals.						
General Fund Revenues as Percentage of Projection	-	-	0.8%	2.4%	2.0%	2.0%
This measure is the percentage difference between the General Fund revenue projection and actuals.						

Capital Budgeting Services

Capital Budgeting Services coordinates the creation of the City's Capital Facilities Plan and manages the development of the proposed and adopted capital budget.

Major Initiatives for 2015 - 2016

- Enhance and streamline the development of the Capital Facilities Program and document
- Investigate and implement best practices in municipal capital budgeting and reporting

OFFICE OF MANAGEMENT & BUDGET PROGRAMS AND METRICS

Continuous Improvement

The Continuous Improvement Initiative will work with departments to facilitate improvements for more efficient and effective City services and business processes. Staff will also coordinate citywide performance measures and reporting.

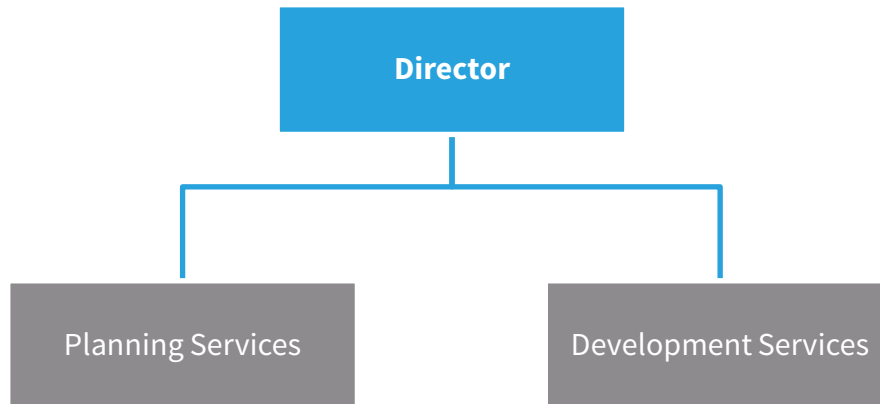
Major Initiatives for 2015 - 2016

- Enhance transparency and community awareness of citywide performance measures
- Conduct process improvement events
- Provide strategic analysis



PLANNING & DEVELOPMENT SERVICES

Organizational Chart



Mission

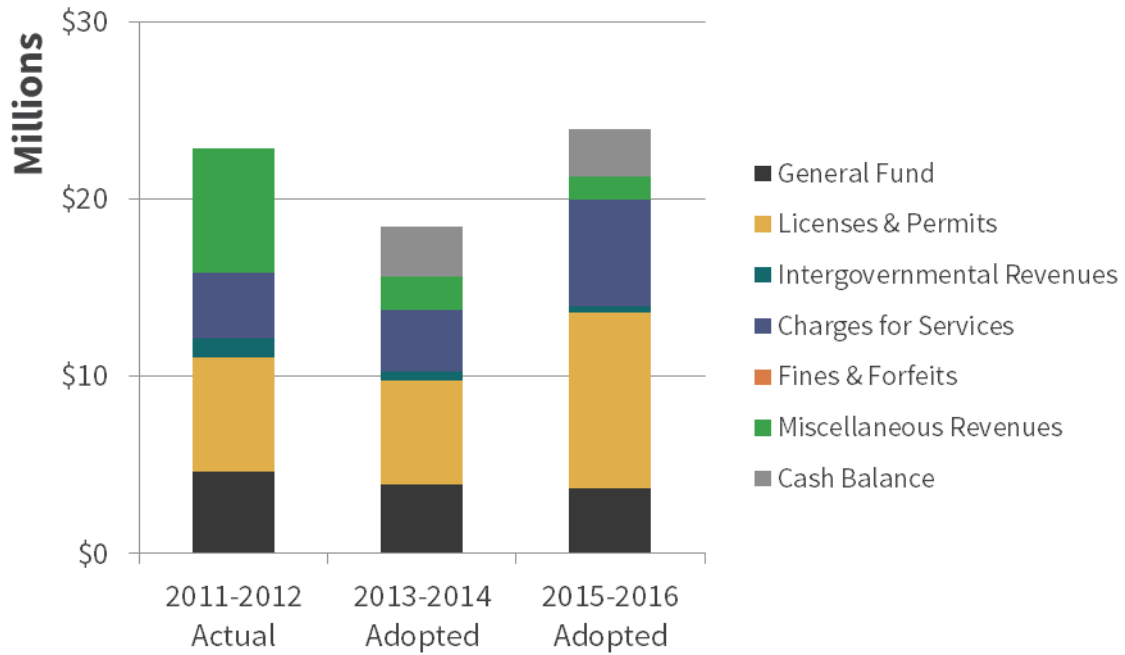
Partner with the community to build a livable, sustainable, and safe City by providing strategic, timely, predictable, cost-effective planning and development services with a culture focused on community engagement, customer service, creativity, accountability, and continuous improvement.

2015-2016 Key Budget Highlights

- Reduce the General Fund contribution to improve alignment with core service areas
- Flatten organizational structure with the goal of improving communication, decision making, coordination, and customer service
- Implement efficiencies and utilize General Fund resources for customer service and code enforcement
- Remodel current facilities to create a new customer-centric service center

PLANNING & DEVELOPMENT SERVICES FINANCIALS

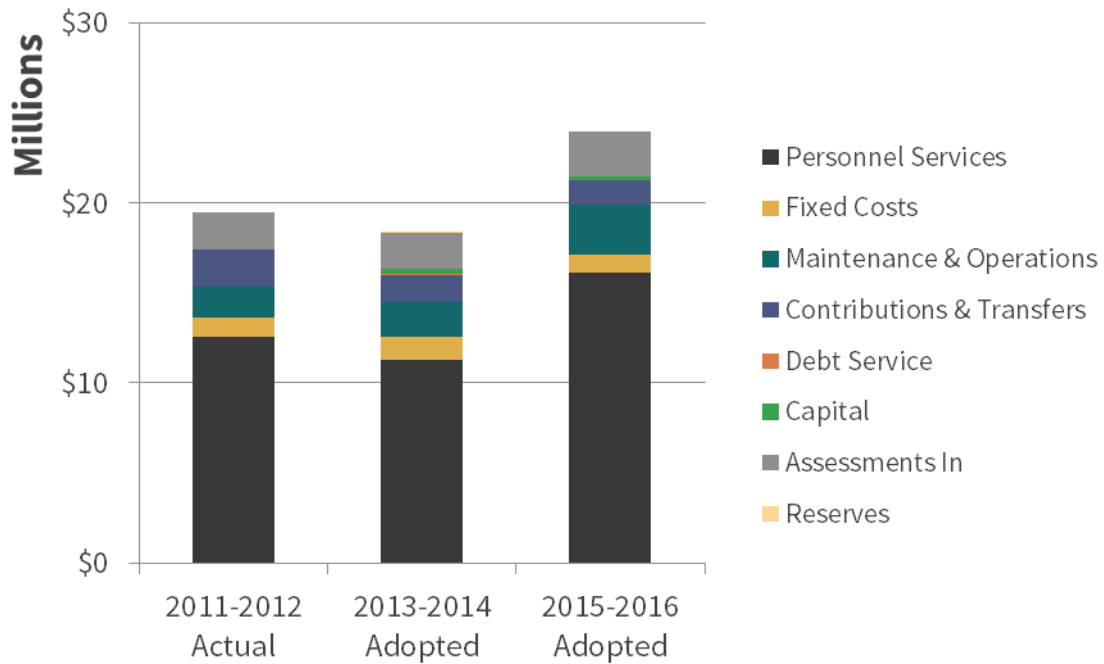
Departmental Revenues by Category



Planning & Development Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	4,567,021	3,847,487	3,661,147
Licenses & Permits	6,478,144	5,890,000	9,914,560
Intergovernmental Revenues	1,063,979	512,101	341,119
Charges for Services	3,698,815	3,495,000	6,018,700
Fines & Forfeits	441	-	-
Miscellaneous Revenues	7,037,024	1,882,000	1,304,814
Cash Balance	-	2,825,914	2,709,833
Grand Total	22,845,424	18,452,502	23,950,173

PLANNING & DEVELOPMENT SERVICES FINANCIALS

Departmental Expenditures by Category



Planning & Development Services	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	12,585,843	11,296,813	16,109,201
Fixed Costs	1,042,945	1,241,960	1,018,270
Maintenance & Operations	1,686,434	1,943,963	2,762,710
Contributions & Transfers	2,053,546	1,492,000	1,330,700
Debt Service	43,651	40,000	-
Capital	-	340,000	220,000
Assessments In	2,070,725	1,958,248	2,509,291
Reserves	-	5,018	-
Grand Total	19,483,144	18,318,002	23,950,172
Full Time Equivalents	61.1	46.7	61.8

PLANNING & DEVELOPMENT SERVICES PROGRAMS AND METRICS

Planning Services

This division manages and processes amendments to the City's Comprehensive Plan and Land Use Regulatory Code and conducts policy and planning analysis relating to the development of land use, transportation, housing, neighborhoods, open space, urban forestry, shorelines and environmental regulations, and policy. The division is also responsible for providing coordination with State and regional planning agencies to ensure consistency and compliance with the Washington State Growth Management Act (GMA), Puget Sound Regional Council Vision 2040, Shoreline Management Act (SMA), State Environmental Policy Act (SEPA), and Pierce County county-wide planning policies. Planning Services provides staffing support to the Planning Commission and the Landmarks Preservation Commission.

The Historic Preservation Office, within this division, oversees the designation of historic properties, historic and conservation districts, and administers land use regulations relating to the design, demolition, and construction of properties in historic and conservation districts. The office also administers historic tax credits for the renovation of historic properties in the City.

Major Initiatives for 2015 - 2016

- Update the 2015 Comprehensive Plan
- Review mixed-use centers
- Review Affordable Housing / Tax Exemption
- Streamline billboards code
- Consider creation of a West Slope Conservation District
- Conduct historic preservation outreach / education

Development Services

Development Services coordinates the development permitting process, from concept to certificate of occupancy, for all residential and commercial construction projects. The "one-stop-project-services shop" provides streamlined services by proactively coordinating development related functions. Functions include site plan review, building plan review, permitting, and inspections.

Major Initiatives for 2015 - 2016

- Develop a fiscal and operational management plan that includes key priorities and regulatory responsibilities that improve service delivery
- Ensure delivery of high-quality, effective and efficient service to diverse customer base by the implementation of Accela, new organizational structure, and customer management system
- Integrate a continuous improvement process system informed by our performance metrics and customer feedback
- Improve alignment with Code Enforcement
- Seek accreditation as a permitting agency
- Enhance combination inspection services
- Conduct a fees for service cost recovery analysis

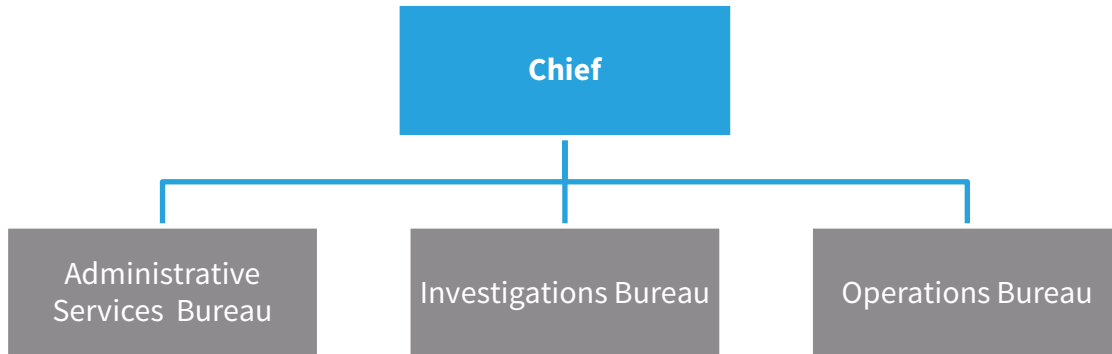
PLANNING & DEVELOPMENT SERVICES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Value of Building Permits Issued (In millions)						
This measure tracks the value of construction projects.						
Residential	\$62.44	\$49.18	\$77.86	\$90.65	\$93.60	\$103.48
Commercial	\$189.27	\$257.62	\$245.82	\$295.18	\$295.48	\$326.68
Number of Building Permits Issued						
This measure tracks the number of permits issued for projects.						
Residential	1,065	906	1,154	1,418	1,291	1,370
Commercial	628	673	731	1,231	818	868
Percent of Customers Rating Permitting Services “Good” or “Excellent”						
This measure tracks the results from a customer service survey.						
Residential	-	100%	98%	97%	98%	95%
Commercial	-	100%	98%	97%	98%	95%
Percent of Permits Issued Within Target						
This measure tracks the percent of permits issued within the target.						
Residential (30 days)				53%	85%	85%
Commercial (60 days)				74%	85%	85%



POLICE

Organizational Chart



Mission

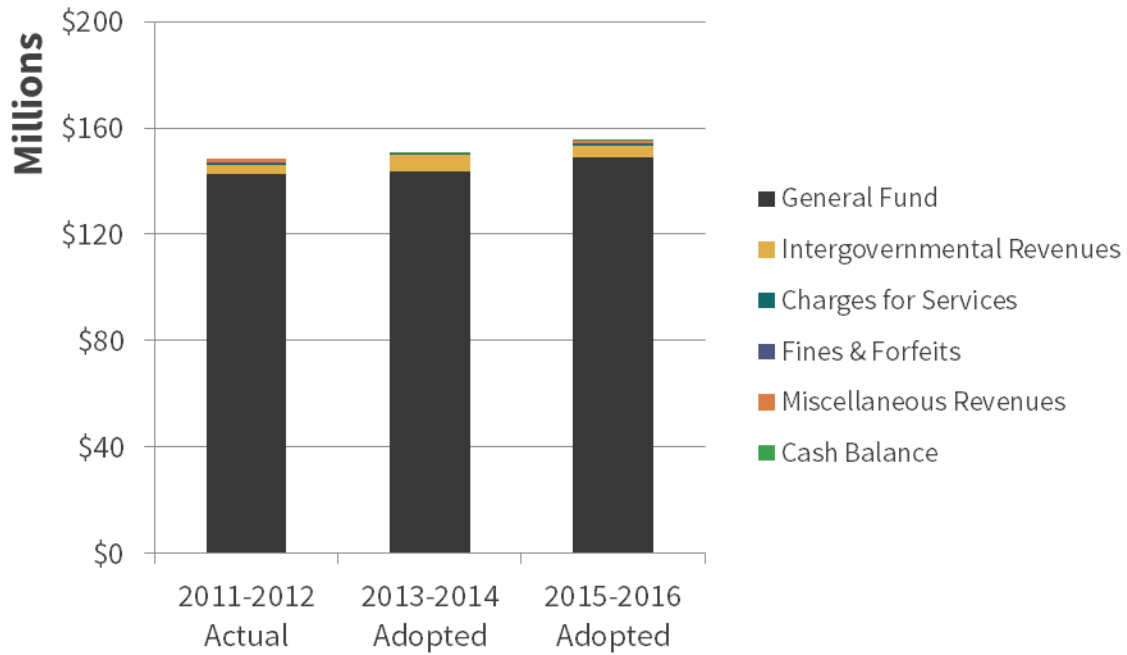
Create a safe and secure environment in which to live, work, and visit by working together with the community, enforcing the law in a fair and impartial manner, preserving the peace and order in our neighborhoods, and safeguarding our constitutional guarantees.

2015-2016 Key Budget Highlights

- Contract with South Sound 911 to provide regional dispatch and records management
- Dedicate staff to work towards National Commission on Accreditation for Law Enforcement Agencies (CALEA) Reaccreditation
- Increase funding for PREDPOL – “Predictive Policing” software program to reduce crime through in-depth data analysis

POLICE FINANCIALS

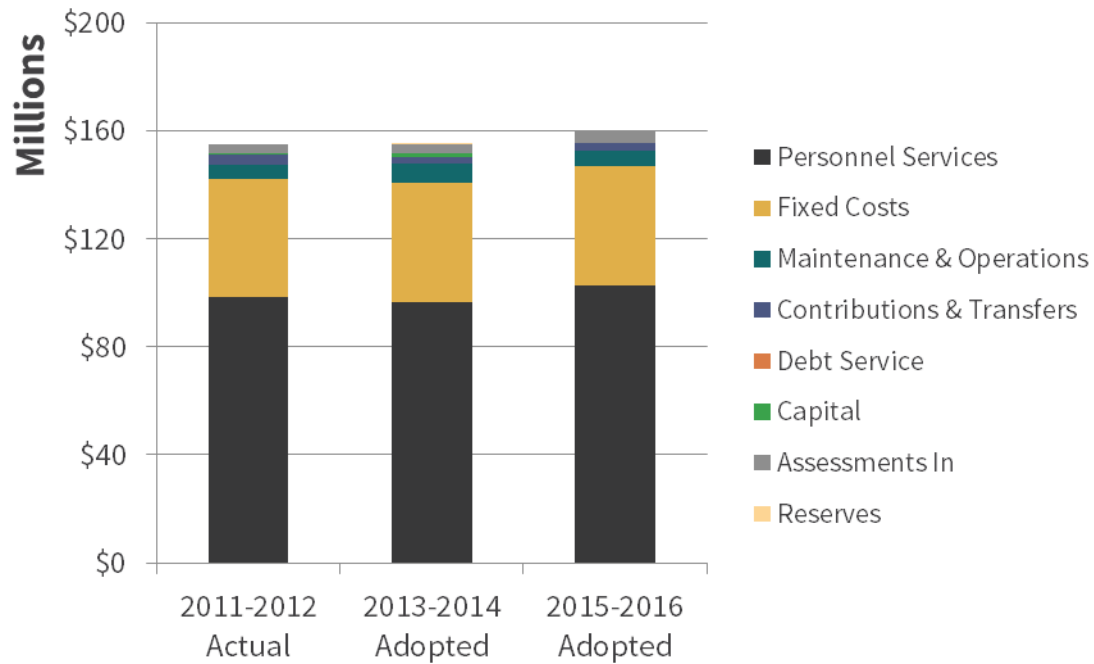
Departmental Revenues by Category



Police	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	142,768,953	143,428,570	148,864,972
Intergovernmental Revenues	3,438,025	6,262,139	4,456,426
Charges for Services	300,462	190,000	546,820
Fines & Forfeits	239,004	426,515	572,400
Miscellaneous Revenues	1,755,318	30,700	509,245
Cash Balance	-	68,134	389,828
Grand Total	148,501,762	150,406,058	155,339,691

POLICE FINANCIALS

Departmental Expenditures by Category



Police	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	98,341,256	96,463,545	102,731,672
Fixed Costs	43,902,207	44,245,033	44,317,477
Maintenance & Operations	5,058,084	7,216,094	5,533,834
Contributions & Transfers	3,712,804	2,389,039	2,670,352
Debt Service	6,487	-	-
Capital	615,052	1,170,000	-
Assessments In	3,379,506	3,526,607	4,536,881
Reserves	-	75,090	-
Grand Total	155,015,397	155,085,408	159,790,216
Full Time Equivalent	439.8	373.5	375.5

POLICE PROGRAMS AND METRICS

Administrative Services Bureau

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

Major Initiatives for 2015 - 2016

- Develop a police force that better reflects the diversity of our community
- Seek Commission on Accreditation for Law Enforcement Agencies (CALEA) Reaccreditation
- Develop new strategic plan

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Citizen Conduct Complaints	-	157	136	142	122	113
This measure tracks reported citizen generated complaints regarding employee conduct and policy.						

Operations Bureau

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

Major Initiatives for 2015 - 2016

- Continue use and refinement of the predictive policing software (PREDPOL)
- Explore alternative shift schedules to better deploy patrol resources
- Implement a Mental Health Co-responder Program
- Continue use and refinement of Tacoma Crime Control System (TCCS)

POLICE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Crimes Against Persons						
The measure tracks crimes against persons using the FBI's National Incident Based Reporting System (NIBRS). Crimes Against Persons consists of homicide, sex offenses, assault and kidnapping abduction.						
Number of Crimes Against Persons	4,756	4,623	4,379	4,319	3,997	3,930
Number of Crimes Against Persons per 1,000 Residents	23.7	22.9	21.5	21.2	19.6	19.3
Crimes Against Property						
The measure tracks crimes against property using the FBI's National Incident Based Reporting System (NIBRS). Crimes Against Property includes but not limited to arson, burglary, destruction/vandalism, fraud, larceny theft, motor vehicle theft, robbery, and stolen property.						
Number of Crimes Against Property	20,102	21,961	21,534	20,573	20,772	20,502
Number of Crimes Against Property per 1,000 Residents	100.2	108.7	105.8	101.1	102.1	100.8
Calls for Service (Excluding Self-Initiated)						
This measure tracks any call for service, excluding self-initiated, where the Tacoma Police Department is the primary unit.						
Number of Calls for Service	68,703	72,325	73,327	79,197	76,103	76,501
Number of Calls for Service per 1,000 Residents	342.4	358.0	360.4	389.3	374.1	376.0
Self-Initiated Calls for Service						
This measure captures all calls that are initiated by commissioned personnel that are entered into the Computer Aided Dispatch System to include, but not limited to, traffic stops, contact with a suspicious person, etc.						
Number of Self-Initiated Calls for Service	55,636	43,795	35,604	35,104	36,981	36,135
Number of Self-Initiated Calls for Service per 1,000 Residents	277.2	216.8	175.0	172.5	181.8	177.6

POLICE PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Average Police Response Time to Emergency Calls (in minutes)	4:00	3:54	4:05	3:54	4:00	4:00
This measure is a calculation of time from when the 9-1-1 communications center dispatches an officer to when an officer arrives on scene for emergency calls for service.						

Investigations Bureau

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

Major Initiatives for 2015 - 2016

- Pursue International Organization for Standardization (ISO) 17020 Forensic Inspection Agency Accreditation in two disciplines: Crime Scene Investigation and Latent Prints

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Case Clearance Rate for Group A Offenses	-	-	20%	20%	27%	28%
This measure is calculated by the number of incidents and the cases cleared by arrest or exception.						

Jail, Dispatch, and Contracted Services

Jail, Dispatch, and Contracted Services works with Pierce County Jail and the City of Fife for booking, confinement, and court escort fees. The Pierce County Juvenile Courts handles in-processing fees, booking, and photography equipment. The Humane Society and Animal Emergency Hospital are responsible to handle the City's repository for found, injured, and dangerous animals. South Sound 911 is responsible for dispatch and records maintenance.

Major Initiatives for 2015 - 2016

- Continue to explore options and alternatives for jail services in an effort to reduce costs and enhance coordination with the Municipal Court

POLICE PROGRAMS AND METRICS

Special Revenue and Grants

There are several grants in this fund, such as those grants relating to Port Security, Byrne Justice Assistant Grant Program, Sexual Offender Verification, Safer Boating, and the administration of High Intensity Drug Trafficking Areas (HIDTA) grants as well as other state and federal drug asset seizure funds. Harrison Range obtains revenue by providing facilities and staff support for outside law enforcement agencies.

Major Initiatives for 2015 - 2016

- Received the 2014 Community Oriented Policing Services (COPS) Hiring Grant (10 positions - \$3,409,753)

Traffic Enforcement

Traffic Enforcement is responsible for photo traffic enforcement, proactive and strategic enforcement of local and state traffic laws, and the investigation of traffic accidents to include serious or fatal collisions.

Major Initiatives for 2015 - 2016

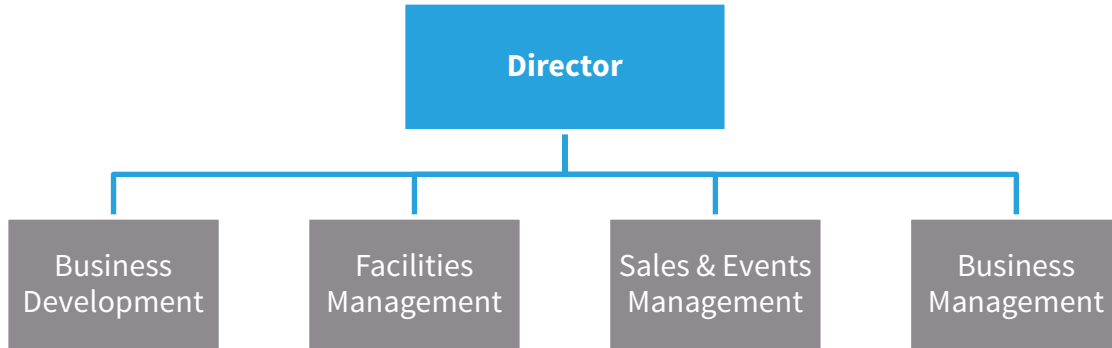
- Continue the following initiatives: Speed enforcement camera, red-light photo enforcement cameras, Target Zero DUI Emphasis, and School Zone enforcement

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Fatal Traffic Accidents	6	7	8	9	6	6
This is a measure of fatalities resulting from accidents in Tacoma.						



PUBLIC ASSEMBLY FACILITIES

Organizational Chart



Mission

Provide well-managed and well-maintained facilities, continuing a tradition of superlative service to event attendees and clients.

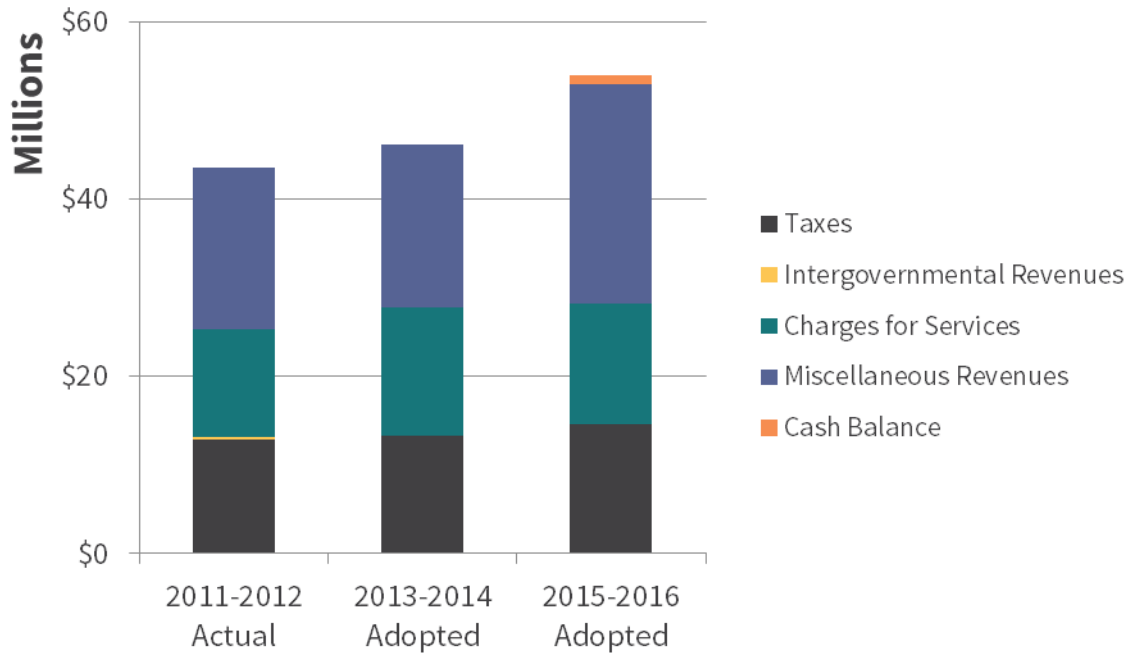
Tacoma is home to public venues that offer excellent entertainment value and ideal locations for events of all sizes. Public Assembly Facilities host concerts, performances, public gatherings, sporting events, meetings, conventions, conferences, trade and consumer shows, and community celebrations. Venues include the Tacoma Dome, Greater Tacoma Convention & Trade Center (GTCTC), Broadway Center for the Performing Arts (Pantages, Rialto, and Theater on the Square), and Cheney Stadium.

2015-2016 Key Budget Highlights

- Increase corporate sponsorship revenue for Tacoma Dome and GTCTC
- Enhance novelty and merchandise sales revenues through new provider
- Enhance DAS/wireless services
- Establish partnership with South Sound Sports
- GTCTC exhibition hall lamp replacement; 6-year utility savings payback
- Tacoma Dome event level restroom expansion and improved wayfinding signage

PUBLIC ASSEMBLY FACILITIES FINANCIALS

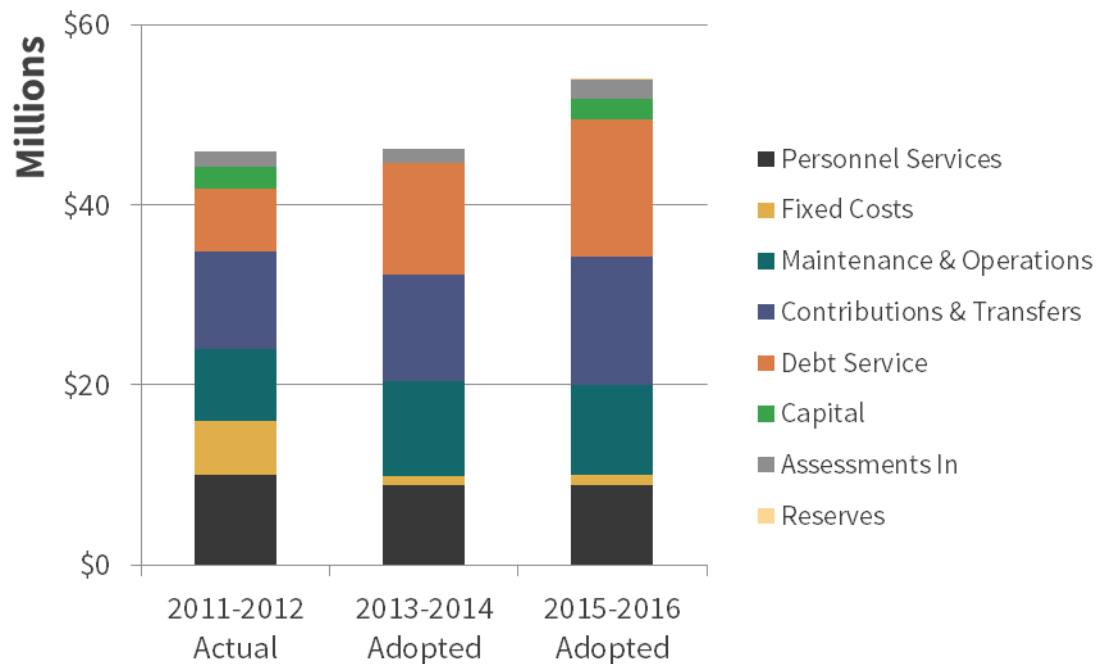
Departmental Revenues by Category



Public Assembly Facilities	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Taxes	12,839,331	13,250,818	14,503,923
Intergovernmental Revenues	200,000	-	-
Charges for Services	12,286,095	14,534,781	13,664,504
Miscellaneous Revenues	18,240,370	18,387,688	24,799,121
Cash Balance	-	-	1,021,356
Grand Total	43,565,796	46,173,287	53,988,904

PUBLIC ASSEMBLY FACILITIES FINANCIALS

Departmental Expenditures by Category



Public Assembly Facilities	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	10,041,375	8,930,311	8,808,645
Fixed Costs	5,917,445	861,353	1,180,672
Maintenance & Operations	7,944,245	10,646,961	10,024,564
Contributions & Transfers	10,933,164	11,822,963	14,228,392
Debt Service	6,972,144	12,435,566	15,172,665
Capital	2,357,382	-	2,350,000
Assessments In	1,677,601	1,476,133	2,073,966
Reserves	-	-	150,000
Grand Total	45,843,355	46,173,287	53,988,904
Full Time Equivalents	61.4	34.0	40.1

PUBLIC ASSEMBLY FACILITIES PROGRAMS AND METRICS

Cheney Stadium

Cheney Stadium has been home to Pacific Coast League baseball continuously since 1960, and is currently home to the Tacoma Rainiers (Mariners farm team, 1995 to present). The stadium is named for Ben Cheney, a local businessman who worked to bring minor league baseball to Tacoma. The Rainiers operate the stadium on behalf of the City. In 2014, the Rainiers invested \$1.25 million of private equity (in conjunction with City capital funding) toward new entry signage and a new group area in leftfield. This group area is capable of increasing attendance by 36,000 fans per season.

Major Initiatives for 2015 - 2016

- Increase attendance through new family-friendly, affordable ticket options
- Increase visibility along Highway 16 with a new marquee sign
- Expand in-game broadcast capabilities and explore new TV revenue opportunities

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Attendees at Cheney Stadium	378,518	352,032	320,080	309,204	341,408	341,408
This measure shows the demand for services at Cheney Stadium by tracking the number of attendees per year.						

Convention Center and Tourism Promotion

The Greater Tacoma Convention & Trade Center opened in November 2004 to generate economic benefit for the greater Tacoma area through a state-of-the-art convention and meeting facility. The goal is to make Tacoma a destination for national, regional, state, and local conventions and events, revitalizing the downtown business district and surrounding business development. The facility offers 75,300 square feet of sellable space, including a 49,500-square foot column-free exhibit hall, 13,400-square foot ballroom, and 12,400 square feet of breakout meeting space.

Major Initiatives for 2015 - 2016

- Establish GTCTC as a premier mid-range destination for national, regional, and local events by extending the sales agreement with Travel Tacoma (TRCVB)
- Enhance involvement of Greater Tacoma Convention Center Public Facilities District Board to more effectively advocate on behalf of GTCTC including participation in the state-wide effort to extend collection of sales tax rebate
- Work with Community & Economic Development to facilitate potential hotel project
- Replace existing metal halide lighting in the Exhibition Hall with energy-saving LED lighting (up to 62% less electrical use; estimated 6 year payback)

PUBLIC ASSEMBLY FACILITIES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Percentage of Available Space Occupied at Greater Tacoma Convention & Trade Center	25%	26%	31%	28%	30%	30%
This measure shows the occupancy of the facility and how much of the total square footage available is used at the Greater Tacoma Convention & Trade Center. Total usable space for the Convention Center is 79,180 square feet.						
Percentage of Available Days Occupied at Greater Tacoma Convention & Trade Center	65%	66%	66%	64%	67%	67%
This measure shows the occupancy of the facility and how many days the Greater Tacoma Convention & Trade Center is in use per year.						
Number of Attendees at Greater Tacoma Convention & Trade Center	145,002	143,542	160,672	142,284	150,000	150,000
This measure shows the number of attendees per year at the Greater Tacoma Convention & Trade Center.						

Tacoma Dome

The iconic Tacoma Dome is one of the largest wood-domed structures in the world. Using a rigging grid and theater curtains to customize configurations, it can host events ranging in size from 2,000 to 23,000 attendees.

Major Initiatives for 2015 - 2016

- Expand event level restroom capacity and refresh wayfinding signage
- Develop key corporate partnerships and sponsorship sales, including naming rights
- Work with Economic Development on master plan for area redevelopment
- Secure funding for replacement of lower bowl retractable seating

PUBLIC ASSEMBLY FACILITIES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Number of Attendees at Tacoma Dome	502,545	539,185	491,373	476,630	520,000	525,000
This measure shows the number of attendees per year at the Tacoma Dome. Capacity for the Tacoma Dome is 22,000.						
Booked Event Days at Tacoma Dome	157	184	188	192	215	225
This measures the number of days the Tacoma Dome is in use for events per year. This includes days for move-in and move-out for events.						
Percentage of Available Days Occupied at Tacoma Dome	43%	50%	52%	55%	59%	62%
This measure shows the occupancy of the facility and how many days the Tacoma Dome is in use per year.						
Revenue per Attendee at Tacoma Dome	9.62	\$8.47	\$ 9.08	\$11.56	\$9.25	\$9.25
This measure represents the amount of gross operating revenue per attendee at Tacoma Dome events.						

Theaters

A three-theater complex in excess of 210,000 square feet, the Pantages, Rialto, and Theater on the Square are owned by the City and privately managed by the Broadway Center for the Performing Arts (BCPA). The venues feature live performances, educational offerings, festivals, and other programs that reflect the creativity and diversity of our community and contribute significantly to Tacoma's economic prosperity.

The Broadway Center for the Performing Arts maintains the venues for asset protection, function and safety, and vitality. They also manage the City's investments in maintenance and capital improvements to ensure efficiency and timeliness of projects, while leveraging their independent non-profit status to seek private donations to match City investments.

Major Initiatives for 2015 - 2016

- Tacoma Theater District Centennial Campaign fundraising for capital investment
- Renewal of the management agreement with BCPA

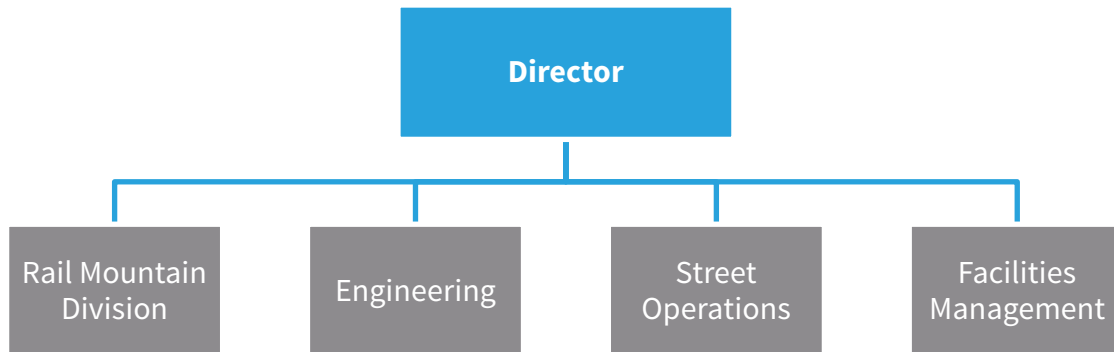
PUBLIC ASSEMBLY FACILITIES PROGRAMS AND METRICS

Measure	2011	2012	2013	2014 Estimate	2015 Target	2016 Target
Number of Use Days at the Broadway Center for the Performing Arts	-	1,074	1,035	962	1,024	1,024
This measure shows the demand for facility usage at the BCPA facilities for both educational and entertainment related events.						
Number of Visitors Served at the Broadway Center for the Performing Arts	-	250,000	267,000	250,000	255,567	255,567
This measure shows the demand for services at the BCPA facilities and reflects the value of services provided by the arts facilities.						



PUBLIC WORKS

Organizational Chart



Mission

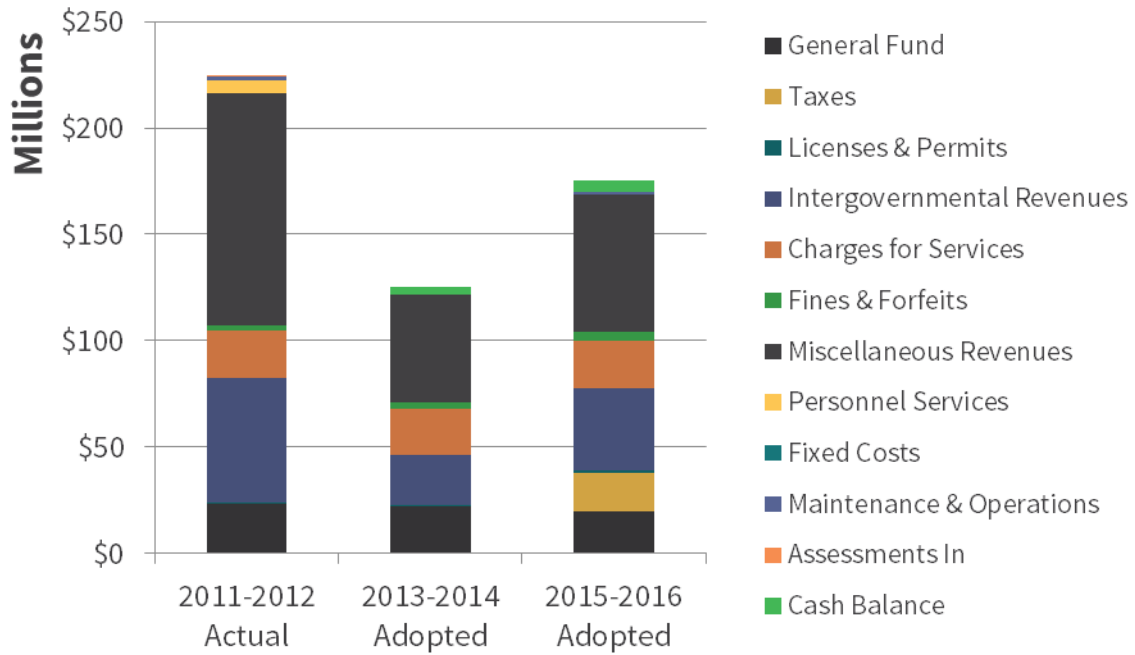
Provide essential public services that enhance the quality of life for the residents of Tacoma in a fair, responsive, and sustainable manner. The department is responsible for designing, building, and maintaining public infrastructure and preserving these assets through open and engaged partnerships with customers.

2015-2016 Key Budget Highlights

- Reinstated the Local Improvement District program
- Secured grant match to leverage \$19M in grants for capital infrastructure
- Upgraded several of Tacoma's gateway locations through signage and beautification
- Transferred the Traffic Signal/Streetlight Shop from Street Operations to Engineering
- Implemented enhanced parking enforcement management tools
- Established a permanent pothole crew
- Allocated \$2.8M for deferred General Fund fleet replacements

PUBLIC WORKS FINANCIALS

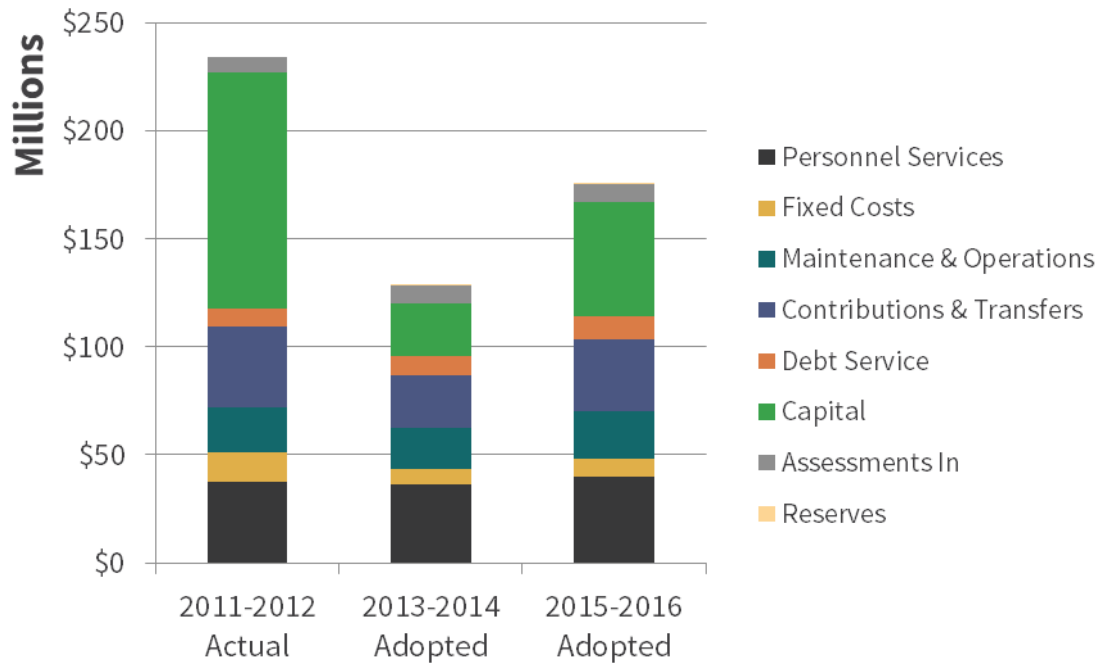
Departmental Revenues by Category



Public Works	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
General Fund	23,533,804	22,269,097	19,894,129
Taxes	-	-	18,078,532
Licenses & Permits	433,422	150,000	934,609
Intergovernmental Revenues	58,694,872	23,796,708	38,593,557
Charges for Services	21,803,256	21,666,831	22,181,547
Fines & Forfeits	2,834,264	3,100,000	4,390,478
Miscellaneous Revenues	109,024,149	50,587,445	64,838,837
Personnel Services	5,906,224	-	-
Fixed Costs	234,450	-	-
Maintenance & Operations	1,522,692	-	992,203
Assessments In	8,334	-	-
Cash Balance	-	3,689,756	5,330,202
Grand Total	223,995,467	125,259,837	175,234,093

PUBLIC WORKS FINANCIALS

Departmental Expenditures by Category



Public Works	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	37,509,722	36,393,461	39,920,774
Fixed Costs	13,744,027	7,075,113	8,530,281
Maintenance & Operations	20,956,751	18,833,579	21,766,595
Contributions & Transfers	37,386,455	24,553,694	33,170,489
Debt Service	7,927,031	8,878,255	10,573,345
Capital	109,475,626	24,212,088	53,144,193
Assessments In	7,326,167	8,335,542	8,438,075
Assessments Out	(2,418,237)	(3,055,914)	(1,283,782)
Reserves	-	297,194	501,583
Grand Total	231,907,542	125,523,012	174,761,553
Full Time Equivalents	264.1	177.7	194.8

Note: The expenditure graph shows total gross costs for the department. The department assesses some of its costs to other funds, which are shown in the table above as ‘Assessments Out.’

PUBLIC WORKS PROGRAMS AND METRICS

Facilities Management

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

Major Initiatives for 2015 - 2016

- Construct People's Pool and Aquatics Facility
- Create a permanent Customer Support Center space
- Upgrade Municipal Complex elevators
- Facilitate Sound Transit/Amtrak expansion projects
- Citywide surplus property disposition
- Support tribal projects and University of Washington-Tacoma Master Plan
- Support Environmental Services for compressed natural gas (CNG) conversion
- Develop fleet replacement strategy/policy

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Electricity Consumption						
This measure tracks the amount of electricity consumed in the City's General Government non-enterprise facilities. Amount is shown as kWh and also as a percentage compared to the previous year.						
Consumption in kWh (in millions)	10.48	9.3	9.97	9.67	9.48	9.39
Percent Compared to Prior Year	102%	90%	107%	98%	97%	98%
Water Consumption						
This measure shows the amount of water consumed in the City's General Government non-enterprise facilities. Amount is shown as CCF (1 CCF is 100 cubic feet of water, equal to approximately 750 gallons) and also as a percentage compared to the previous year.						
Consumption in CCF	10,430	10,236	10,053	9,586	9,459	9,270
Percent Compared to Prior Year	98%	98%	101%	97%	97%	98%

PUBLIC WORKS PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Percentage of Vehicles using Alternative/Clean Vehicles	14%	14%	14%	14%	15%	16%
This measure shows the percentage of vehicles used by the City that are hybrid, electric, or utilize biodiesel.						
Percent Reduction in Fuel Consumption	8%	7%	8%	7.5%	12%	12%
This measure tracks percentage of fuel use compared to the City's 2009 baseline.						

Engineering

The Engineering Division provides engineering and program management for the City's transportation and major capital facilities projects. Program areas include street and non-motorized design, capital facilities design, transportation engineering, project and construction management, parking services, grant administration, and Local Improvement Districts. Other services include design review for private development, traffic data collection and analysis, development of engineering standards, school safety programs, and traffic control approval and permitting.

Major Initiatives for 2015 - 2016

- Leverage local funds with grant funds for transportation improvements
- Complete school and neighborhood safety projects
- Implement Residential Parking Permit Program
- Implement License Plate Recognition System
- Retrofit selected parking garages with energy efficient lighting

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Miles of Bike Infrastructure (Lanes, Sharrows, Boulevards, and Trails)	1.20	10.80	2.85	30.4	3.0	4.0
The measure shows the number of new miles of non-motorized facilities installed.						
Number of Curb Ramps Installed	291	273	540	406	500	500
This measure tracks the number of curb ramps installed in order to increase accessibility. The 2013/14 projected number of curb ramps is based on an estimated number of blocks of street paving.						

PUBLIC WORKS PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Dollars Leveraged for Transportation Improvements (in millions)						
Local transportation funds consisting of Gas Tax, REET, and bonds are leveraged with grant funding opportunities to improve roads, bridges, and other infrastructure improvement projects.						
City Funds:	\$10.3	\$6.2	\$9.1	\$21.1	\$7.3	\$6.0
Grants:	\$31.9	\$37.2	\$18.5	\$61.9	\$15.8	\$12.8
Utility Funds:	\$1.3	\$0.3	-\$0.4	\$0.4	\$0.9	-
Other Funds:	\$5.3	\$13.2	\$3.3	\$7.0	\$1.4	\$1.0

Street Operations

Street Operations is responsible for the operation and maintenance of 857 lane miles of arterial streets, 8,610 blocks of residential streets, 75,000 street signs, 20 City-owned parks, 4.68 miles of walking, hiking, biking trails, and 109 right-of-way locations throughout Tacoma. This division is responsible for maintaining gravel alleys, 57 blocks of gravel streets, and the maintenance of open storm drainage ditches. The division is also responsible for removing snow and ice, downed or fallen trees, and other debris from City streets and rights-of-way. During natural disasters, the division is responsible for closing severely damaged roads and bridges.

Major Initiatives for 2015 - 2016

- Permanently repair 16,200 potholes
- Complete 15.7 lane miles of arterial surface treatment
- Complete 86 blocks of residential surface treatment
- Complete 78 blocks of residential asphalt overlay
- Construct 150 ADA ramp upgrades
- Crack seal 29 lane miles

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Average Response Time for Pothole Repair (Days)	4	5	6.3	4.1	5	5
This measure tracks the average response time in days from notification to temporary repair of potholes.						

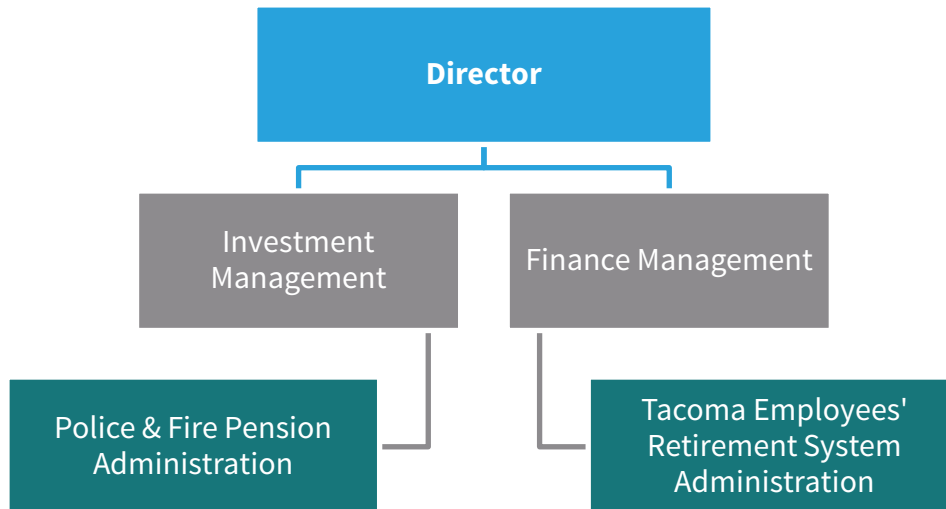
PUBLIC WORKS PROGRAMS AND METRICS

Measure	2011	2012	2013	2014	2015 Target	2016 Target
Lane Miles of Streets Maintained	36.0	13.1	14.7	22.3	21.0	19.0
This measure tracks the total lane miles of arterial and residential streets preserved through the application of asphalt overlays and surface treatments.						
Average Response Time to Reinstall Downed Stop/Yield Signs	-	-	-	-	24 Hours/ 7 Days	24 Hours/ 7 Days
This measure tracks the average response time in days from notification to installation of a temporary sign and then the permanent replacement.						



RETIREMENT

Organizational Chart



Mission

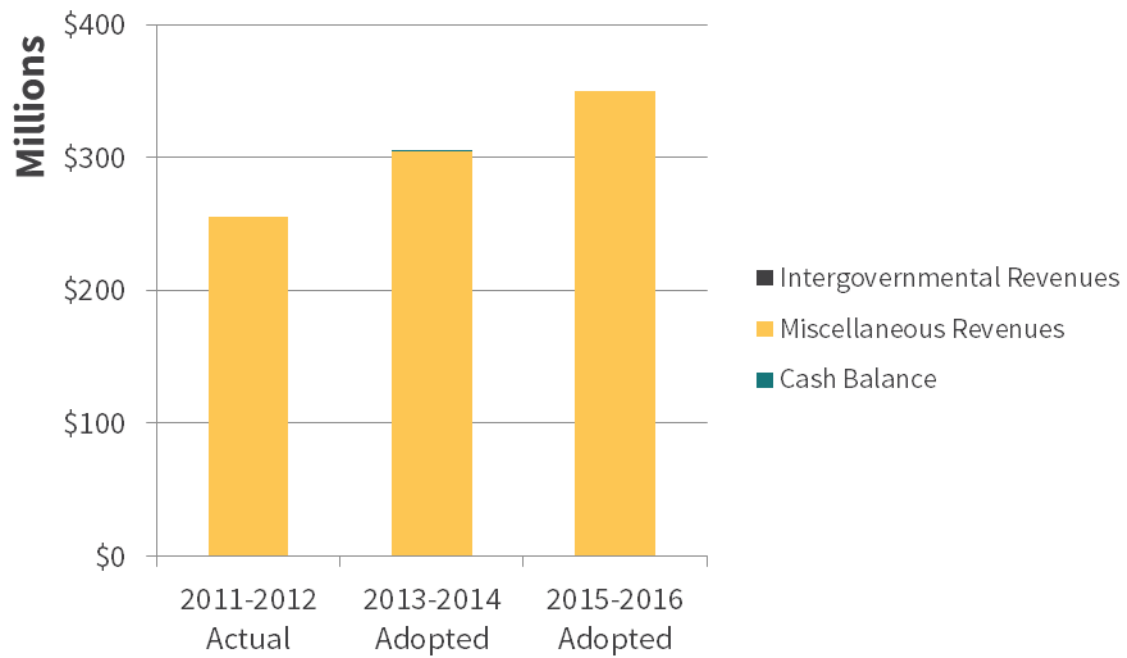
Provide quality benefits through professional plan administration and prudent management of financial assets.

2015-2016 Key Budget Highlights

- Pension and lump-sum distributions continue to rise, reflecting mature membership
- Adjust Police and Fire projected medical costs to reflect recent experience

RETIREMENT FINANCIALS

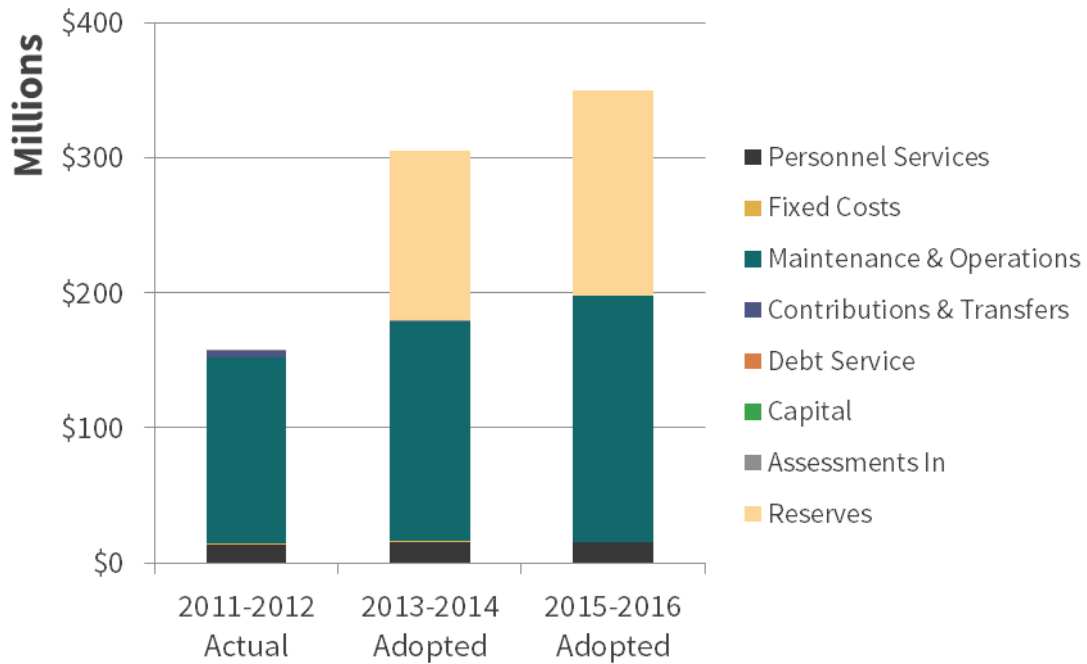
Departmental Revenues by Category



Retirement	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Intergovernmental Revenues	665,738	-	-
Miscellaneous Revenues	254,195,736	304,345,276	349,581,343
Cash Balance	-	424,518	-
Grand Total	254,861,474	304,769,794	349,581,343

RETIREMENT FINANCIALS

Departmental Expenditures by Category



Retirement	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	13,801,596	15,718,497	15,054,949
Fixed Costs	300,762	330,432	314,235
Maintenance & Operations	137,992,300	163,085,762	182,055,141
Contributions & Transfers	5,200,000	-	-
Debt Service	32,736	-	-
Capital	1,916	25,000	-
Assessments In	536,405	517,285	748,864
Reserves	-	125,092,818	151,408,154
Grand Total	157,865,715	304,769,794	349,581,343
Full Time Equivalent	13.0	10.0	11.0

RETIREMENT PROGRAMS

Tacoma Employees' Retirement System

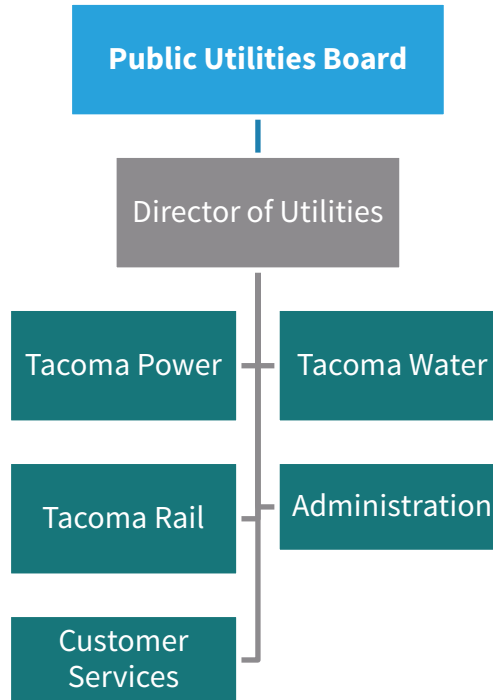
The Tacoma Employees' Retirement System (TERS) is a multiple-employer defined benefit pension plan, covering a majority of the employees of the City of Tacoma and three Member Public Agencies. It is administered in accordance with the Tacoma Municipal Code and Washington State statutes. The system has approximately 3,300 active and deferred employee members and 2,200 retirees and survivors and is funded by employer contributions, employee contributions, and investment earnings.

Police and Fire Pension and Health Benefits

The Police and Fire LEOFF1 pension system and prior pension acts are administered by the Police and Fire Pension Boards in accordance with the provisions of Washington State statutes. This is a closed retirement system with 569 members (one active and 319 retired Fire employees, one active and 248 retired Police employees). Mandated pension and full medical benefits are provided to eligible members.

TACOMA PUBLIC UTILITIES

Organizational Chart



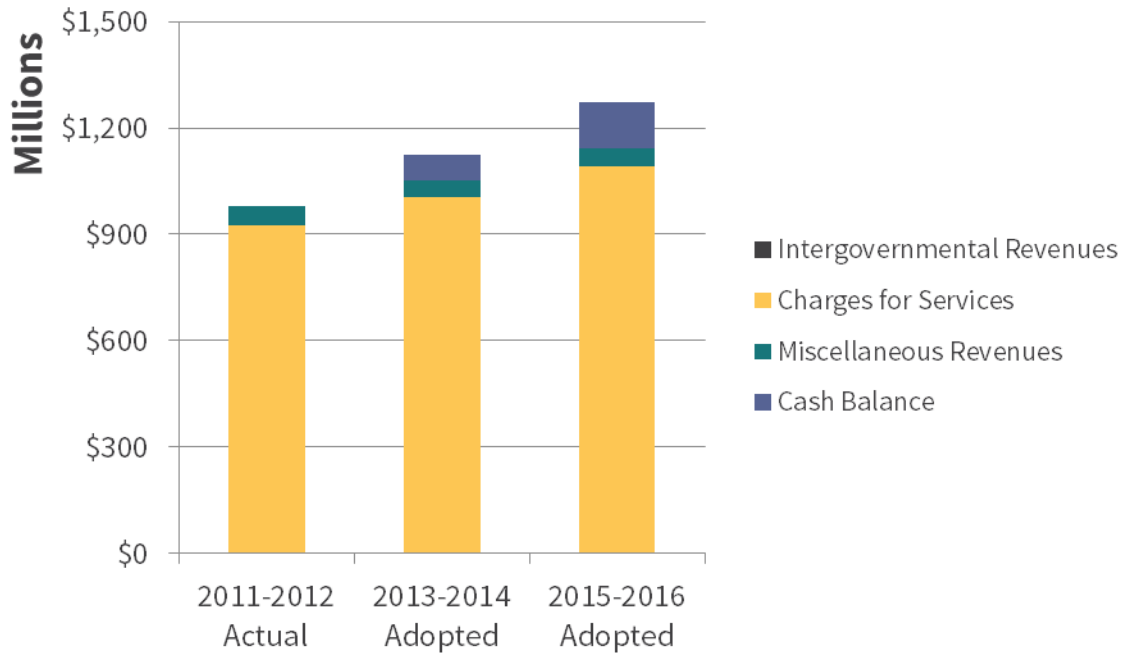
Mission

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

TPU is comprised of all services of Tacoma Power (including Click! Network), Tacoma Water, and Tacoma Rail.

TACOMA PUBLIC UTILITIES FINANCIALS

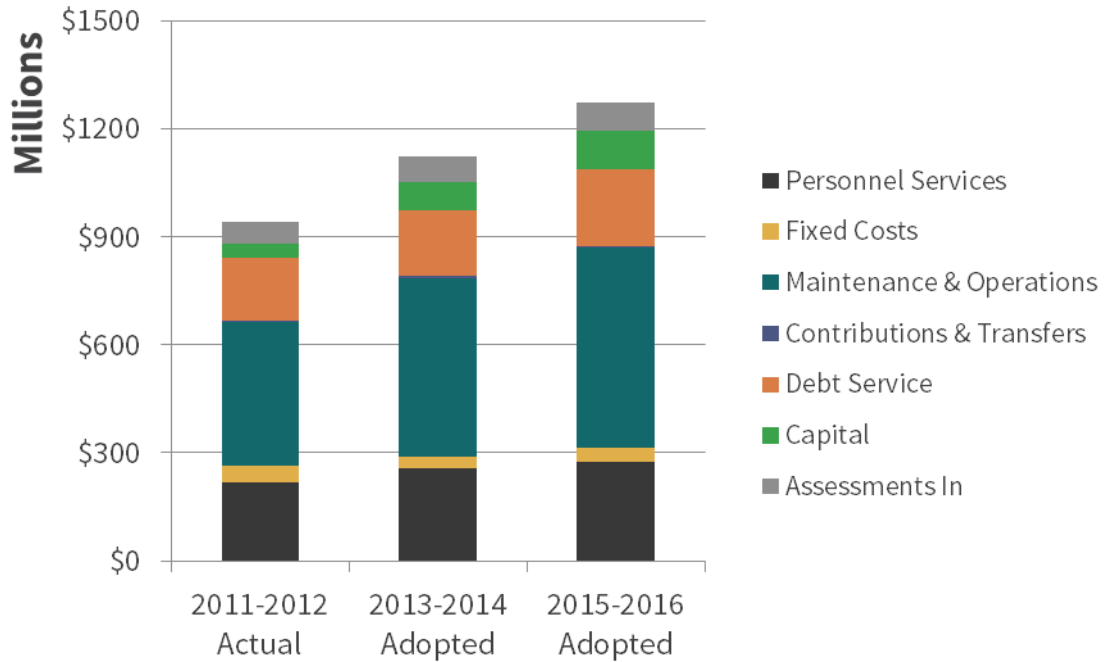
Departmental Revenues by Category



Tacoma Public Utilities	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Intergovernmental Revenues	3,000,559	-	-
Charges for Services	922,906,421	1,004,874,301	1,093,146,470
Miscellaneous Revenues	52,613,487	48,023,956	49,534,563
Cash Balance	-	70,696,962	128,230,160
Grand Total	978,520,466	1,123,595,219	1,270,911,193

TACOMA PUBLIC UTILITIES FINANCIALS

Departmental Expenditures by Category



Tacoma Public Utilities	2011-2012 Actual	2013-2014 Adopted	2015-2016 Adopted
Personnel Services	218,211,088	257,034,473	276,751,925
Fixed Costs	46,236,487	30,696,437	36,796,903
Maintenance & Operations	400,108,712	498,364,585	556,468,089
Contributions & Transfers	2,799,431	4,551,000	3,222,500
Debt Service	172,420,998	183,943,563	215,484,531
Capital	40,084,212	76,052,528	103,861,028
Assessments In	61,812,087	72,952,633	78,326,216
Grand Total	941,673,014	1,123,595,219	1,270,911,193
Full Time Equivalent	1,425.7	1,413.9	1,463.5

TACOMA PUBLIC UTILITIES PROGRAMS

Tacoma Rail

Tacoma Rail provides safe, reliable, and efficient rail transportation solutions to support the continued economic development of Tacoma and the Puget Sound region. Tacoma Rail provides services that are vital to the economic health of its customers. It links approximately 77 customers with North America and the world. Tacoma Rail provides rail freight service in three Washington counties, including the Tacoma and Olympia areas, and their respective ports. It is one of the busiest short-line railroads in the country in terms of revenue generating freight movements, utilizing 16 locomotives along 204 miles of track.

Major Initiatives for 2015 - 2016

- Efficiently manage resources to meet the over 30% growth in non-intermodal traffic spurred by increases in crude oil unit trains
- Train and manage newly hired employees to take advantage of a recently signed locomotive servicing contract with the BNSF Railway
- Continue wise infrastructure analysis and investment in decades-old track, deteriorating crossings, and locomotives
- Effectively address compliance and stay abreast of all industry mandates and emerging issues

Tacoma Water

Tacoma Water provides clean, reliable water now and in the future. In 2013, Tacoma Water celebrated its 100th year of drinking water from its primary supply, the highly valued Green River. Tacoma Water serves more than 97,000 customers both inside and outside the city of Tacoma and projects that its water resources should meet the growth and development needs of the service area for another 50-plus years.

Major Initiatives for 2015 - 2016

- Complete construction of the modern-era Green River Filtration Facility and effectively bring it into operation to provide high quality filtered water to customers
- Emphasize data driven decision making. Invest in tools and staff capabilities that will help inform the most important capital and operating decisions
- Continuously improve performance in key strategic areas: Customer Expectations, Financial Strength, Customer Focus, Effective Decision-Making, and Employee Engagement
- Benefit retail rates through expanded wholesale service offerings and sales

Tacoma Power

Tacoma Power is an innovative, citizen-owned electric utility that generates, transmits, and distributes electricity and provides energy and telecommunication services in an increasingly competitive marketplace. We are committed to provide high-value, competitively priced products and services to our customers through the quality of our employees and the responsiveness that results from local ownership.

TACOMA PUBLIC UTILITIES PROGRAMS

Tacoma Power serves more than 170,000 customers over a 180 square mile service area both inside and outside of the city of Tacoma. A first-class environmental steward, almost 100% of power supplied to Tacoma Power customers is from carbon free and renewal hydroelectric resources. Tacoma Power is also a leader in conservation and maintains some of the lowest power rates in the region.

Major Initiatives for 2015 - 2016

- Continue environmental stewardship including investments in conservation and implementing two new fish hatcheries and two fish collectors at our hydro power projects
- Significantly restructure outstanding debt and change how capital projects are financed to ensure low and stable rates over the long term while maintaining strong AA category credit ratings
- Anticipate and effectively adapt to changing wholesale markets
- Increase capital program budget for technology projects to optimize utility operations, maintain system reliability, and continuously enhance the customer experience
- Maintain focus on reliability, compliance, and safety

Fleet Services

Fleet Services performs high quality vehicle management services for the Department of Public Utilities, which includes asset maintenance, repair, and replacement of Department vehicles and related equipment.

In keeping with Tacoma Public Utilities' environmental stewardship, Fleet Services enhanced motor pool capabilities in 2013-2014 by adding two hybrid electrical vehicles, increasing to 70% the motor pool vehicles which are either full or hybrid electric.

Self-Insurance

The Self-Insurance Claim Fund insures Tacoma Public Utilities' operating divisions, Tacoma Power, Tacoma Water, and Tacoma Rail, for certain losses arising from personal and property damage claims by third parties. Contributions by the divisions also cover the administrative expenses of the Fund.

Low Income Assistance

The Low Income Assistance Fund, established to help Tacoma Power's most financially vulnerable customers with vital energy needs, provides funding to customers qualifying for the Utility's 30% Residential Rate Discount program as well as its two grant programs, Family Need and Power Aid.

Tacoma's low income assistance programs help thousands of customers each year. They work in tandem with other local and federal programs such as the Low Income Home Energy Assistance Program (LIHEAP), Tacoma Public Utilities' conservation programs offering customers meaningful cost savings opportunities through assisted energy or water efficiency measures, and a budget billing option which mitigates the effects of high billings through more predictable, stable, and affordable monthly charges.



FINANCIAL POLICIES

The Financial and Budget Policy Statement assembles the City's key financial policies in one document. These policies are intended to guide the City in meeting its immediate and long-term objectives. The City of Tacoma is accountable to its citizens for the use of public dollars. All activities supported by the City must function within the limits of its financial resources. We recognize that our financial policies are applied over periods of time extending well beyond the current budget period. This cannot be accomplished if we allow long-term deficits or choose to support on-going needs through one-time revenues.

Budget and Contingency Policies

To ensure that financial stability is maintained, a budget showing that revenues and other financing resources meet or exceed expenditures/expenses will be prepared and adopted by the City Council. A fiscally sound budget will include the following:

- An adopted budget that will fund recurring operating expenditures/expenses with recurring operating revenues.
- The Contingency Fund may be funded at the beginning of each biennium in an amount not to exceed \$3 million. The 2015-2016 Adopted Biennial Budget includes a contingency fund balance of \$750,000.
- General Fund revenue and expenditure forecasts will include two biennia beyond the proposed budget period to create a six year forecast. The projection will provide insight into whether the current mix and level of resources are likely to continue to be sufficient to cover current service levels and to provide for long-term strategic planning.
- The City-operated utilities should show positive net operating results.

Reserve Policies

General Policy Statement

The principle reasons for building and maintaining reserves are:

- Financial best practices and fiscal prudence dictates that the City should have a reasonable amount of resources in reserve to address unanticipated declines in revenue.
- Large unexpected one-time expenditures/expenses are more easily funded from reserves.
- Reserves help mitigate the effects of an economic downturn or other unanticipated events on revenue growth. A weak economy will slow revenue growth relative to expenditures/expenses.
- Reasonable cash reserves are needed to maintain favorable credit ratings.

General Fund

- Reserves should be maintained between 10% and 20% of projected annual expenditures. Ideally the City should have total reserves equal to at least 15% of projected annual expenditures. Any proposed use of the reserves will require super-majority (majority plus one of voting members) approval by the City Council.
- The first 5% to 10% of reserves shall only be available to fund one-time emergencies, unanticipated expenditure requirements, or offset unanticipated revenue fluctuations occurring within a fiscal year.
- The next 10% to 15% of reserves is a counter cyclical reserve. This portion of the reserve is to either maintain General Fund current service level programs or transition expenditure growth to match slower revenue growth during the first 12-18 months of a recession.

Utility Working Cash Balances

City-owned utilities will maintain working cash balances in the following amounts:

Utility	Minimum Working Cash Balances Equal to:
Tacoma Power	90-days of budgeted expenses
Tacoma Water	60-days of budgeted expenses
Tacoma Rail	60-days of budgeted expenses
Tacoma Wastewater	60-days of budgeted expenses
Tacoma Surface Water	60-days of budgeted expenses
Tacoma Solid Waste	60-days of budgeted expenses

Revenue Policies

Service demands require that an adequate revenue stream be maintained. A diversified and stable revenue structure will be maintained to shelter the City from fluctuations in any single revenue source. City funds will be prudently invested to provide for sufficient liquidity to meet cash flow needs and then to provide interest earnings. All idle cash will be continuously invested. The following will serve as guidelines for maintaining the City's revenue stream:

- The City will seek to avoid dependence on temporary or unstable revenues to fund basic municipal services.
- The City will work to ensure that it receives its fair share of available state and federal revenues.
- The City will actively protect current revenues received from State and Federal sources.
- The City will actively oppose state and federal legislation that will mandate costs to the City of Tacoma without providing a revenue source to offset those mandated costs.
- The City will diligently collect due revenues and ensure compliance with revenue regulations.
- User fees to the extent appropriate for the character of the service and its user should recover full costs, including all direct costs, capital costs, department overhead, and citywide overhead.
- The City will seek opportunities to generate revenues by providing services to other local jurisdictions and will ensure the City is fully compensated for the actual cost of service provision.

Accounting and Financial Reporting Policies

- The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with Washington state budget laws and regulations. The City will annually report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP).
- As an additional, independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association (GFOA) Certificate of Achievement in Excellence for Financial Reporting for the City's Comprehensive Annual Financial Report (CAFR). The CAFR will be presented in a manner designed to clearly communicate to citizens the financial affairs of the City. In addition to the citywide CAFR, each utility with outstanding bonded indebtedness shall prepare a separate, audited Component Unit Financial Report (CUFR).
- Reports outlining the status of revenues and expenditures/expenses shall be done monthly and will be distributed to the City Council, City Manager, Director of Public Utilities, department directors, and any interested parties.

Audit Policies

- The City's Comprehensive Annual Financial Report (CAFR) will be audited annually by the Washington State Auditor's Office as required by State law.
- In addition to the annual audit of the CAFR, each utility fund with outstanding revenue bonds will receive a separate audit of their Component Unit Financial Report (CUFR) from an audit firm with industry expertise in their industry.
- The City will also contract for other external audits when deemed necessary for the City's operations.
- Audit advisory, oversight, and liaison functions are the responsibility of the Government Performance and Finance Committee. The Committee will be supported in these functions by an Audit Advisory Board consisting of the four members of the Government Performance and Finance Committee, two members appointed from the Public Utilities Board, and one citizen member.

Debt Policies

The City of Tacoma has adopted the following Debt Policies which are intended to apply to all forms of long-term debt including voted bonds, non-voted bonds, revenue bonds, interfund loans, and conduit debt. The intent of the Council is that the City shall manage its long-term debt in a manner designed to utilize its credit to optimize City services while balancing overall debt levels and annual debt service obligations. The City recognizes that prudent use of its credit can both facilitate construction of essential capital improvements and serve as a method for sharing the costs of those improvements between current and future beneficiaries.

General Policies

Debt Not to be Used for Operating Expenses: When considered necessary, long-term debt may be used to provide for capital acquisitions and construction. Long-term debt will not be used to fund operating expenses except in extraordinary circumstances as authorized by the City Council. This policy recognizes that some City staff costs such as project engineers are integral to the capital projects and are reasonably chargeable to bond fund proceeds.

Term of Debt: Long-term debt will be structured in a manner so that the life of the debt does not exceed the expected useful life of the asset being funded by the debt. To the maximum extent possible, the City will fund its capital needs on a pay-as-you-go basis.

Method of Sale of Bonds and Notes: It is the City's policy to sell debt through a competitive sale unless there are clearly expressed reasons for selling debt through a negotiated process. This policy does recognize that a negotiated sale may be in the City's best interests when refunding an existing bond issue or when unusual conditions exist that may make it difficult for the marketplace to reasonably evaluate the risks of the bonds being sold. Whenever a negotiated method of sale is being recommended to the City Council, the justification and rationale for not using a competitive sale must be clearly explained.

Refunding Bonds: As a general rule, existing bonds will not be refunded through the issuance of refunding bonds unless the refunding plan will achieve a net present value savings of at least 5%. As an exception to this general rule, bonds may be refunded to obtain more favorable covenants when it is clearly in the City's interests to do so.

General Obligation and Non-Utility Debt

Legal Limitation of Indebtedness: The City will utilize general obligation (GO or "Voted") and Limited Tax General Obligation (LTGO or "non-voted") debt authority prudently. The Finance Department will annually calculate the City's Constitutional Limit of Indebtedness and monitor the City's outstanding debt to avoid exceeding the constitutional limits. Additionally, the Finance Department will also annually monitor the direct and overlapping tax supported debt bourn by City property owners.

Reserve of Debt Authority: At a minimum, the City will maintain at least 10% of its legal limit of Non-Voted General Purpose Indebtedness (LTGO) as a reserve for emergencies.

Preservation of Credit Rating: The City will carefully consider the future fiscal impacts of incurring additional long-term debt and will recognize the implicit, additional future costs of any debt issuance that adversely impacts the City's credit rating.

Use of Revenue Debt Whenever Possible: The City recognizes that its ability to pledge its taxing authority as security for debt is a limited resource which should be preserved whenever possible. Therefore, whenever the improvement being financed with debt is expected to produce off-setting revenues that can be used to secure all or part of the debt in lieu of a pledge of the City's taxing authority, that revenue should be used to secure the debt to the maximum practical extent to minimize usage of the City's limited voted and non-voted debt capacity. For example, in financing a parking structure expected to produce net revenues for the parking system, revenue bonds secured

by parking system revenues should be used to the maximum practical extent to finance the improvement.

Internally Financed Debt: In accordance with the City’s Investment Policy, the City can invest in its own bonds and notes to a maximum of 5% of the City’s investment portfolio. State law also permits the City to make inter-fund loans when it is prudent to do so.

Utility Debt

Each rate-based utility will adopt a capital financing policy which allocates capital financing needs between debt and pay-as-you-go use of current revenues. When it is determined that issuance of debt is needed for capital construction, debt will be secured solely by a pledge of rate revenues and will not utilize any general pledge of the City’s taxing authority except in extraordinary circumstances approved by the City Council.

Conduit Debt

The City can permit itself to be used as a conduit for debt secured by others where such an arrangement is required by law or regulation and where the City is not, in any way, contingently liable for the repayment of debt. The chief example of conduit debt is Local Improvement District (LID) debt where the City sells bonds on behalf of property owners benefited by the LID. LID bonds are repaid solely by special property tax assessments on benefited properties. For another example, the City serves as a conduit for Economic Development Bonds issued by the Economic Development Board in support of private development as authorized by State laws and repaid solely by those businesses.

Insurance Policies

- The City shall maintain a Self-insurance Program Claim Fund, Unemployment Compensation Self-insurance Fund, Self-insured Workers’ Compensation Fund, Tacoma Dome property Self-insurance Fund, and Public Utilities Self-Insurance Fund.
- There will be sufficient premiums paid annually by the insured City departments to cover all of the actuarially estimated current claims, plus eliminate any prior claims, fund deficiencies as scheduled by the actuary, and build up individual departments’ reserve accounts to the actuarially recommended levels.
- Any transfer, appropriation, or expenditure of funds deposited in the Self-insurance Program Claim Fund for any purpose other than those set forth in Ordinance No. 20909 shall require unanimous approval of the City Council.
- The City will periodically review the insurance market to determine whether to self-insure or purchase commercial insurance.

Utility Fund Rate Projection Policies

- Utility rate studies shall be conducted at least every five years to update assumptions and ensure the long-term solvency and viability of the City's utilities.
- Utility rates shall be reviewed at least biennially and necessary adjustments shall be made to reflect inflation, construction needs, and to avoid major rate increases.
- Rates should be adequate to ensure reliable, competitive-priced services for customers. Net revenues in excess of both legal requirements and minimum working cash balances should be used to minimize future rate increases, fund approved capital projects, retire high cost debt, and augment fund reserves established to reduce ratepayer risk.

Capital Planning Policies

The major sources of funding for the operating divisions' capital improvement and extraordinary maintenance programs are revenues, grants, and debt. Financing planned capital replacement costs are an ongoing challenge. It involves evaluating capital assets, estimating their expected useful lives, projecting replacement costs, examining financing options, determining bonding levels, estimating user fees/tax levies, and evaluating the impact on property owners/stakeholders.

Estimating future needs well in advance helps the City develop practical strategies for meeting future demands. Preparing for the challenges of infrastructure replacement or enhancements demands a long-term view of replacement needs in an effort to:

- Ensure that the City's infrastructure is improved to meet the community's expectations and that there is no further growth in aggregate dollar amount of deferred maintenance.
- Moderate changes in tax levies and user fees.
- Manage debt levels.
- Predict and carefully plan for future debt issuance.
- Provide stable revenues.
- Limit the use of special assessments to finance replacement costs.
- In General, sharp changes in tax levies and user fees are unacceptable to citizens, business owners, and elected officials. In order to provide stability the City will:
 - Develop a six-year capital planning and financing system for use in preparing a multi-year capital plan for adoption by the City Council as required by the Growth Management Act of Washington State.
 - Require all operating divisions to prepare multi-year capital plans.
 - Assign the responsibility for coordinating and preparing the City's Capital Facilities Plan to the Office of Management & Budget.
 - Consider long-term borrowing as an appropriate method of financing large capital projects that benefit more than one generation of users.
 - Adopt the first two years of the six-year capital plan as part of the City's biennial budget.

Overhead Policy

The City will develop a benchmark for administrative overhead to ensure both adequate support for activities directly serving the public and to ensure that dollars are focused to the maximum extent practicable on providing those direct services.

Summary of Investment Policy

The City Charter creates a Finance Committee composed of the Mayor, Finance Director, and the City Treasurer. The Finance Committee is charged with overseeing the City's investments and has adopted Investment Policies to guide the City Treasurer in investing City funds. The following is a brief summary of those policies.

- The City will strive to maximize the return on its investments with the primary objective of preserving capital in accordance with the City's ordinances and prudent investment practices including diversification requirements.
- Disbursement, collection, and deposit of funds will be managed to ensure needed cash availability.
- The City will deposit all funds on the same day the funds are received as required by the State Constitution.

Intergovernmental Revenue Policies

- Other governments influence many service costs of the City, either because of service overlaps or mandates imposed by the federal, state, or county governments. The City should take advantage of opportunities to enhance services through intergovernmental cooperation, shared revenues, or grants.
- For planning purposes, all grants will be treated in the same manner as other temporary and uncertain resources and will not be used to fund ongoing, basic service needs.
- Appropriate City staff, including Finance, City Attorney's Office, and sponsoring department will review agreements to ensure compliance with state, federal, and City regulations.
- The City will budget expenditures for grant-funded programs only after receipts of grant award or letter of commitment and only for the amount of the grant award. City overhead or indirect costs for grant-funded programs will be included in all grant proposals, where permitted.
- The City will aggressively oppose state or federal actions that mandate expenditures that result in the reallocation of local resources, without local control (i.e., unfunded mandates). The City will pursue intergovernmental funding to support the incremental cost of those mandates.

Note: The Debt and Financial Policies of the Public Utility are contained in public utility board policy numbers 3.4, 3.5, and 3.6 and will be incorporated into the rate policies during the next revisions. The Environmental Services Division financial policies are contained in resolution 35288 and were adopted in September of 2001.



FUND TYPES

The City has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund.

Governmental Funds

General Fund

Although the General Fund is not the largest in dollar volume, it is the primary fund of the City and associated with traditional City services. The accounting for all financial resources except those required to be accounted for in another fund is accomplished within this fund. It derives a majority of its revenue from property, sales, business and utility taxes, and receives all other City revenues not designated for specific use by statute or the City Charter. The General Fund is a major fund.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes. For example, federal or state grants received for a dedicated purpose or restricted funding such as the Transportation Benefit District Fund, which collects revenue from a vehicle licensing surcharge and directs those revenues to street improvements.

There is one major fund in this group:

- 1060 – Transportation Capital & Engineering
 - This fund accounts for capital and grant funds as well as engineering costs related to major transportation improvement projects.

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, interest and principal on general long-term debt. It is further used to account for the payment of debt on special assessment projects.

Capital Funds

Capital Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary or trust funds). It is also used to account for construction of special assessment capital projects.

Proprietary Funds

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

There are five major funds in this group, each responsible for the operations of a separate utility of the City:

- 4200 - Solid Waste
- 4300 - Wastewater
- 4301 - Surface Water
- 4600 - Water Utility
- 4700 - Power

Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments of the City, or to other governmental units, on a cost-reimbursement basis.

Fiduciary Funds

Trust & Agency Funds

Trust and Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other governmental units and/or funds. These include, but are not limited to, pooling funds for employee and retiree benefits and funds held for special districts.

DEFINITION OF MAJOR & NON-MAJOR FUNDS

For the purposes of this document, Major Funds are defined as the General Fund and the Transportation Capital & Engineering Fund (to align with 2013 CAFR reporting of governmental funds) and Proprietary (Enterprise & Internal Service) Funds that comprise at least 5% of that fund type. All other funds are considered Non-Major and are combined.

Major Funds List

Major Governmental Funds

- 0010 - General Fund
- 1060 - Transportation Capital & Engineering

Major Proprietary Funds

- 4200 - Solid Waste
- 4300 - Wastewater
- 4301 - Surface Water
- 4600 - Water Utility
- 4700 - Power

Non-Major Funds List

Non-Major Governmental Funds

- 1020 - Courts Special Revenue
- 1030 - Contingency Fund
- 1065 - PW Street Fund (Street Operations, Engineering, Transportation)
- 1070 - Transportation Benefit District
- 1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)
- 1090 - TFD Special Revenue
- 1100 - PWF Property Management
- 1110 - Local Improvement Guaranty
- 1140 - PWE Paths & Trails Reserve
- 1145 - PWB Building & Land Use Services
- 1155 - TFD EMS Special Revenue
- 1180 - PAF Tourism & Conventions
- 1185 - NCS Special Revenue
- 1195 - Economic Development Grants
- 1200 - Library Special Revenue
- 1236 - CED Small Business Enterprise
- 1267 - TPD Special Revenue
- 1431 - CMO Municipal Cable TV
- 1500 - CED Local Employment Apprenticeship Program
- 1650 - Traffic Enforcement, Engineering & Education
- 2010 - Voted Bonds
- 2035 - LTD GO Bonds 1997 A & B
- 2038 - CTED PWTf Loan
- 2040 - LTGO 2009 Series A-F Bond Redemption
- 2041 - 2010 LTGO Bonds Series 2010B - 2010E
- 2042 - 2013 LTGO Refunding Bonds
- 3211 - Capital Projects Fund
- 3216 - Police Facility 2002

Non-Major Proprietary Funds

- 4110 - Permit Services Fund
- 4120 - PW Tacoma Rail Mountain Division
- 4140 - PWE Parking Operating
- 4165 - PAF Convention Center
- 4170 - PAF Cheney Stadium
- 4180 - PAF Tacoma Dome
- 4190 - PAF Performing Arts
- 4450 - Union Station
- 4500 - Tacoma Rail
- 4800 - TPU Self Insurance Claim
- 4805 - Low Income Assistance
- 5042 - IT Graphics Services
- 5050 - TPU Fleet Service
- 5086 - Youth Build Tacoma
- 5400 - PW Fleet Equipment Rental
- 5453 - PWS Asphalt Plant
- 5540 - Communications Equipment Replacement Reserve
- 5550 - Third Party Liability Claims
- 5560 - Unemployment Compensation
- 5570 - Worker's Compensation
- 5700 - Municipal Building Acquisition & Operations
- 5800 - Information Systems

Non-Major Fiduciary Funds

- 6050 - Deferred Compensation Trust
- 6100 - Employees Retirement
- 6120 - Relief & Pension Police
- 6150 - Relief & Pension Firefighters
- 6430 - Health Care Trust Labor Management
- 6440 - Group Life Trust
- 6460 - Dental Care Labor Management
- 6470 - Health Care Trust Firefighters
- 6480 - Health Care Trust Police
- 6795 - Public Facilities Districts



FUND BALANCE SCHEDULES

	0010 - General Fund			1060 - Transportation Capital & Engineering		
	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget
Beginning Balance	\$ 65,512	\$ 70,718	\$ 66,185	\$ 1,728	\$ 21,551	\$ 21,551
Revenues						
Property Tax	53,716	53,873	55,101	-	-	-
Sales Tax	43,278	44,366	45,342	-	-	-
Business Tax	44,489	44,943	45,924	-	-	-
Utility Tax	45,098	41,571	42,588	-	-	-
Other Taxes	1,892	1,964	2,008	-	-	-
Licenses & Permits	3,797	3,906	3,967	163	645	150
Intergovernmental Revenues	8,078	8,569	8,998	9,231	9,446	21,766
Charges for Services	1,826	2,561	2,691	78	-	-
Fines & Forfeits	693	1,061	1,056	1	-	-
Miscellaneous Revenues	3,358	1,427	1,434	25,143	3,838	3,223
Personnel Services	-	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Assessments In	-	-	-	-	-	-
Total Revenues	206,225	204,241	209,109	34,616	13,928	25,139
Expenditures						
Personnel Services	132,291	142,735	149,497	808	(0)	0
Fixed Costs	28,632	29,015	29,809	24	0	0
Maintenance & Operations	21,231	22,704	21,016	2,582	320	320
Contributions & Transfers	19,229	12,624	15,853	10,606	-	-
Debt Service	9,107	11,541	10,432	317	117	116
Capital Outlay	1,512	1,115	1,170	-	13,049	24,258
Assessments In	5,975	7,596	6,778	550	442	444
Assessments Out	(16,957)	(18,556)	(18,784)	(94)	-	-
Total Expenditures	201,020	208,774	215,771	14,794	13,928	25,139
Ending Balance	\$ 70,718	\$ 66,185	\$ 59,523	\$ 21,551	\$ 21,551	\$ 21,551
Contribution to/(Use of) Reserves	5,206	(4,533)	(6,662)	19,823	0	(0)
Increase/(Decrease) in Fund Balance	7.9%	(6.4%)	(10.1%)	1,147.0%	0.0%	(0.0%)

	All Non-Major Governmental Funds			4200 - Solid Waste		
	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget
Beginning Balance	\$ 62,649	\$ 69,862	\$ 57,793	\$ 20,070	\$ 26,968	\$ 28,295
Revenues						
Property Tax	11,115	11,599	12,129	-	-	-
Sales Tax	4,491	4,724	4,819	-	-	-
Business Tax	3,539	3,348	3,436	-	-	-
Utility Tax	6,094	6,566	6,768	-	-	-
Other Taxes	11,213	9,804	9,870	-	-	-
Licenses & Permits	94	70	70	-	-	-
Intergovernmental Revenues	19,095	19,941	14,624	514	150	150
Charges for Services	4,081	5,162	5,238	56,932	59,396	62,626
Fines & Forfeits	3,850	2,658	2,214	-	-	-
Miscellaneous Revenues	30,515	37,523	36,474	7,451	10,107	9,249
Personnel Services	5	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Assessments In	484	534	545	-	-	-
Total Revenues	94,577	101,929	96,187	64,897	69,653	72,025
Expenditures						
Personnel Services	32,589	32,811	31,937	19,072	19,755	20,255
Fixed Costs	3,704	3,980	3,849	7,952	8,193	8,223
Maintenance & Operations	12,950	22,366	20,828	9,478	17,375	18,114
Contributions & Transfers	21,880	23,172	23,097	11,560	-	-
Debt Service	14,082	20,113	20,258	3,548	8,090	10,571
Capital Outlay	(27)	8,263	2,546	(88)	9,870	9,009
Assessments In	2,926	3,541	3,460	8,082	5,043	4,889
Assessments Out	(740)	(248)	(253)	(1,604)	-	-
Total Expenditures	87,364	113,998	105,721	58,000	68,326	71,060
Ending Balance	\$ 69,862	\$ 57,793	\$ 48,258	\$ 26,968	\$ 28,295	\$ 29,260
Contribution to/(Use of) Reserves	7,213	(12,069)	(9,534)	6,898	1,327	965
Increase/(Decrease) in Fund Balance	11.5%	(17.3%)	(16.5%)	34.4%	4.9%	3.4%

	4300 - Wastewater			4301 - Surface Water		
	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget
Beginning Balance	\$ 287,094	\$ 295,533	\$ 301,756	\$ 99,265	\$ 107,545	\$ 113,942
Revenues						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Business Tax	-	-	-	-	-	-
Utility Tax	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Charges for Services	60,693	62,624	66,124	29,169	30,201	31,860
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous Revenues	628	23,404	21,786	5,090	18,065	13,147
Personnel Services	-	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Assessments In	-	-	-	-	-	-
Total Revenues	61,321	86,028	87,910	34,259	48,266	45,007
Expenditures						
Personnel Services	22,288	24,678	25,328	8,913	9,067	9,353
Fixed Costs	5,298	5,635	5,872	1,561	1,835	1,854
Maintenance & Operations	7,432	12,901	13,222	2,913	4,897	4,852
Contributions & Transfers	5,042	-	-	4,511	-	-
Debt Service	6,914	7,718	11,375	3,644	4,306	6,858
Capital Outlay	23	21,775	19,962	23	17,405	12,037
Assessments In	7,621	9,217	9,098	4,414	4,359	4,349
Assessments Out	(1,736)	(2,119)	(2,156)	-	-	-
Total Expenditures	52,882	79,805	82,702	25,979	41,869	39,302
Ending Balance	\$ 295,533	\$ 301,756	\$ 306,964	\$ 107,545	\$ 113,942	\$ 119,647
Contribution to/(Use of) Reserves	8,439	6,223	5,208	8,280	6,397	5,705
Increase/(Decrease) in Fund Balance	2.9%	2.1%	1.7%	8.3%	5.9%	5.0%

	4600 - Water Utility			4700 - Power		
	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget
Beginning Balance	\$ 480,289	\$ 505,169	\$ 498,931	\$ 799,079	\$ 948,985	\$ 854,283
Revenues						
Property Tax	-	-	-	-	-	-
Sales Tax	-	-	-	-	-	-
Business Tax	-	-	-	-	-	-
Utility Tax	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Intergovernmental Revenues	(117)	-	-	80	-	-
Charges for Services	78,774	73,227	76,761	443,033	432,726	442,183
Fines & Forfeits	-	-	-	-	-	-
Miscellaneous Revenues	7,723	9,607	3,400	71,316	40,746	(29,061)
Personnel Services	-	-	-	-	-	-
Fixed Costs	-	-	-	-	-	-
Maintenance & Operations	-	-	-	-	-	-
Assessments In	-	-	-	-	-	-
Total Revenues	86,381	82,834	80,160	514,429	473,472	413,122
Expenditures						
Personnel Services	20,219	24,458	25,769	85,415	93,561	96,186
Fixed Costs	3,687	4,278	4,225	10,553	10,808	10,756
Maintenance & Operations	3,449	17,243	17,669	187,432	239,641	253,456
Contributions & Transfers	6,391	138	138	27,864	484	484
Debt Service	18,574	26,942	27,133	29,573	129,531	37,217
Capital Outlay	23	6,250	27	(589)	66,998	(332)
Assessments In	9,166	9,765	9,750	24,276	27,152	26,909
Assessments Out	(8)	-	-	-	-	-
Total Expenditures	61,500	89,073	84,710	364,523	568,174	424,676
Ending Balance	\$ 505,169	\$ 498,931	\$ 494,381	\$ 948,985	\$ 854,283	\$ 842,729
Contribution to/(Use of) Reserves	24,880	(6,238)	(4,550)	149,906	(94,701)	(11,555)
Increase/(Decrease) in Fund Balance	5.2%	(1.2%)	(0.9%)	18.8%	(10.0%)	(1.4%)

	All Non-Major Proprietary Funds			All Non-Major Fiduciary Funds		
	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget	2014 Estimated Actual	2015 Adopted Budget	2016 Adopted Budget
Beginning Balance	\$ 224,061	\$ 239,325	\$ 228,156	\$ 13,838	\$ 343,991	\$ 419,977
Revenues						
Property Tax	-	-	-	-	-	-
Sales Tax	34	34	35	3,048	2,987	3,077
Business Tax	875	828	838	-	-	-
Utility Tax	-	-	-	-	-	-
Other Taxes	17	20	20	-	-	-
Licenses & Permits	4,688	4,811	5,103	-	-	-
Intergovernmental Revenues	82	-	-	356	-	-
Charges for Services	52,660	54,645	55,813	234	-	-
Fines & Forfeits	1,873	2,217	2,173	-	-	-
Miscellaneous Revenues	45,308	61,789	41,996	477,451	243,929	250,579
Personnel Services	4,706	-	-	-	-	-
Fixed Costs	200	-	-	-	-	-
Maintenance & Operations	1,261	496	496	-	-	-
Assessments In	20,975	26,324	23,745	-	-	-
Total Revenues	132,681	151,165	130,220	481,089	246,916	253,656
Expenditures						
Personnel Services	49,094	53,252	55,043	70,776	80,408	83,926
Fixed Costs	9,111	8,467	8,687	167	165	167
Maintenance & Operations	33,969	43,910	43,137	76,845	86,824	96,525
Contributions & Transfers	4,383	1,090	2,590	2,627	2,987	3,077
Debt Service	13,310	12,803	14,141	166	-	-
Capital Outlay	27	34,526	12,254	-	-	-
Assessments In	18,748	20,839	19,263	355	546	516
Assessments Out	(11,225)	(12,554)	(11,093)	-	-	-
Total Expenditures	117,416	162,334	144,023	150,936	170,930	184,210
Ending Balance	\$ 239,325	\$ 228,156	\$ 214,353	\$ 343,991	\$ 419,977	\$ 489,423
Contribution to/(Use of) Reserves	15,264	(11,169)	(13,803)	330,153	75,986	69,445
Increase/(Decrease) in Fund Balance	6.8%	(4.7%)	(6.0%)	2,385.9%	22.1%	16.5%

Explanations for Change in Fund Balance

0010 - General Fund

Reserves of the General Fund exceed the amount required by the Financial Policies so some one-time projects/contributions are planned. These include:

- Prepayment of Murray Morgan Bridge loan to the Washington State Department of Transportation (\$6 M)
- Polychlorinated Biphenyls (PCBs) Cleanup on the Eastside of Tacoma (\$1.3 M)
- Enhanced support to the Public Assembly Facilities (\$1.35 M)
 - Restroom additions and way finding signage (to highlight points of sale and corporate partnerships) at the Tacoma Dome
 - Lighting replacements at the Greater Tacoma Convention & Trade Center
- Capital projects & purchases (\$1.89 M)
 - City Entranceway Beautification & Signage
 - Vehicles for the pothole repair crew
 - Fire vehicle (idle reduction technology) and equipment (toxic plume modeling software, thermal imaging cameras) enhancements
 - Revitalization and streetscape improvements in Lincoln & South Tacoma business districts

All Non-Major Governmental Funds

The largest contributors to the decrease in fund balance are:

1155 – TFD EMS Special Revenue

Slowly recovering property tax revenues have caused this fund to utilize cash balance to maintain current levels of service.

1185 – NCS Special Revenue

In 2013-2014, the fund received Mental Health and Chemical Dependency sales tax revenues higher than anticipated. In 2015-2016 some of the excess sales tax revenue is dedicated to one-time capital purchases and special projects.

1195 – Economic Development Grants

The department has budgeted a portion of the balance of Urban Development Action Grant (UDAG) funds, which are currently in fund balance, as a contingency for potential projects. Funds are typically used for economic development loans for projects that provide significant public benefit such as creation of jobs, removal of blight, preservation of historic structures and projects that leverage significant private investment.

1431 – CMO Municipal Cable TV

This fund is using designated revenues currently held in fund balance for one-time capital purchases in 2015.

3211 – Capital Projects Fund

Related to 2013-2014 project delays as well as prior year reserves that are planned to be expended in 2015 and 2016.

4700 - Power

Cash balance is planned for defeasance of Power bonds in 2015-2016.

All Non-Major Fiduciary Funds

The largest contributor to the increase in fund balance is:

6100 – Employees Retirement

Pension contributions exceed the estimated cost of services which results in an accumulation of fund balance that is invested into the system.



DEBT

Types of Debt

General Obligation

General Obligation (GO), a.k.a. General Purpose, debt is backed by the full faith and credit of the City, including its power to tax against retiring the debt. GO bond proceeds and loans are used to finance capital improvements (especially for streets and municipal buildings) and may be incurred in two ways: with or without a vote of the people. The City may incur more debt when it is voted by the people than it may incur without voter approval.

Debt that is approved by a vote of the people is called Unlimited-Tax General Obligation (UTGO) and debt that does not require vote approval is called Limited-Tax General Obligation (LTGO). The City currently has both UTGO and LTGO debt.

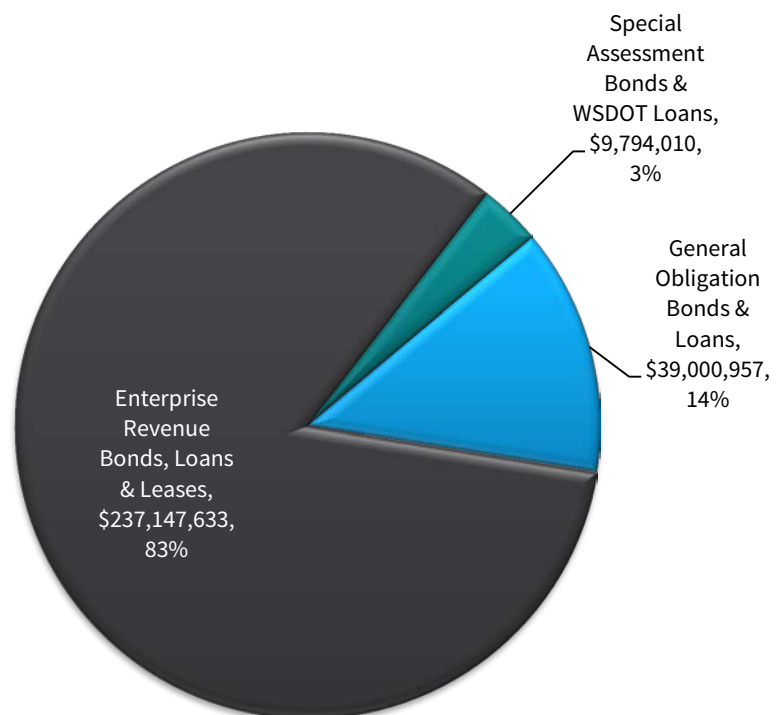
Revenue

Revenue debt is not backed by the full faith and credit of the City, but by revenues collected by the issuing entity. These bonds and loans are generally used to finance public facilities for proprietary functions for the City. The revenue from these functions is then used to repay the debt. The City has numerous revenue bonds and loans used to pay for Public Assembly Facilities, Wastewater, Surface Water, Solid Waste, Power, Water and Rail projects.

Special Assessments

Special Assessment Bonds are municipal bonds whose proceeds sponsor a certain, defined project. Special Assessments paying for the bond are levied only on those directly benefiting from the project. For example, if a special assessment bond is issued to pay for road repairs on a certain street, only the houses and other buildings on that street will pay the special assessment based on the increased value to each property. These are called Local Improvement District (LID) projects.

2015-2016 Citywide Debt by Type



Computation of Constitutional Limit of Indebtedness

General Obligation Indebtedness as of December 31, 2014

The total General Obligation Indebtedness cannot exceed 2.5% of the Total Taxable Property Value (PV). Non-voted General Obligation Indebtedness (LTGO) may be up to 1.5% PV only if voted General Obligation Indebtedness does not exceed 1% of PV.

In addition to limitations in RCW, the City's Financial Policies require the maintenance of a reserve in the amount of 10% of LTGO debt capacity.

Total Taxable Property Value (Assessed at 100%, for taxes payable in 2013) (PV) \$ 17,887,171,078

GENERAL PURPOSE INDEBTEDNESS

Non-Voted General Purpose Indebtedness and Capital Leases

Legal Limit 1.5% of Total Taxable Property Value	\$ 268,307,566	
Indebtedness (Liabilities)		
Non-Voted General Obligation Bonds	\$ 237,355,828	
Capital Leases Payable	\$ -	
Less Assets Available	\$ -	
Indebtedness Incurred - Non-Voted General Purposes	\$ 237,355,828	
Remaining Legally Available Non-Voted Debt Capacity - General Purposes		\$ 30,951,738
Less Required Reserve (10% of Non-Voted Debt Capacity)		\$ (26,830,757)
Available Non-Voted Debt Capacity - net of Required Reserve		\$ 4,120,982

Total General Purpose Indebtedness With A 3/5 Vote of the People (includes non-voted)

Legal Limit 2.5% of Total Taxable Property Value	\$ 447,179,277
Less: Indebtedness Incurred - Non-Voted General Purposes	\$ (237,355,828)
	\$ 209,823,449

Indebtedness (Liabilities)

Voted General Obligation Bonds	\$ 18,105,000
Less Assets Available	\$ (1,021,971)
Indebtedness Incurred - Voted General Purposes	\$ 17,083,029

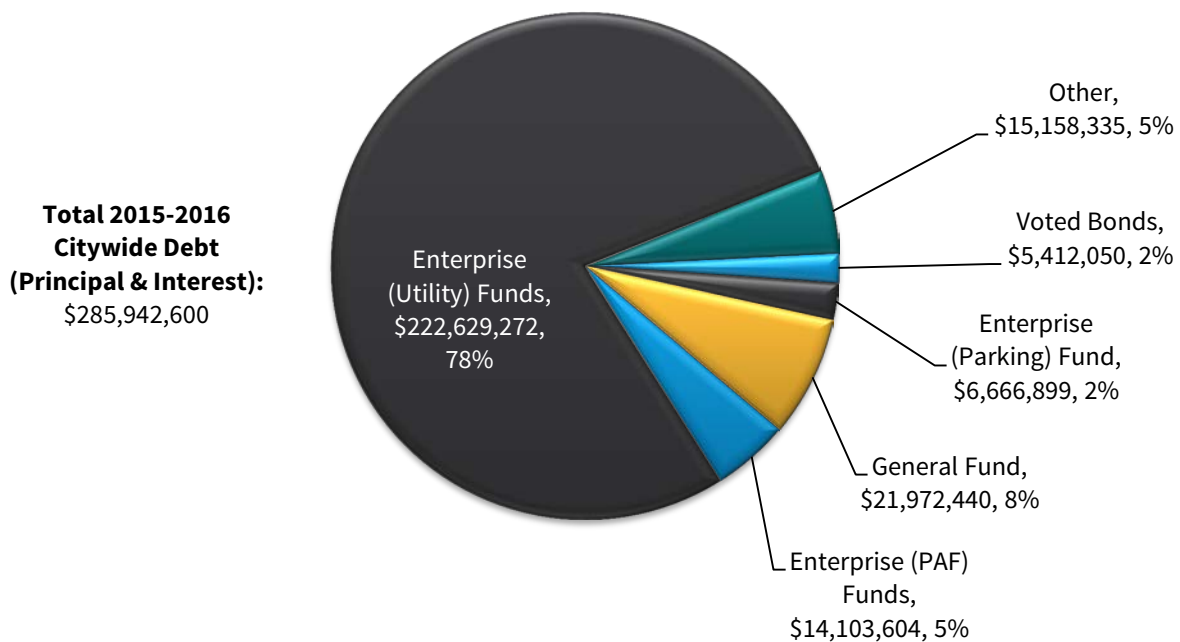
Total Remaining Debt Capacity - General Purposes \$ 192,740,420

Debt by Funding Source

Fund/Funding Source	2015 Principal	2015 Interest	2015 Total	2016 Principal	2016 Interest	2016 Total
Enterprise (Utility) Funds						
4200 - Solid Waste	4,706,288	3,234,102	7,940,390	4,956,002	2,985,675	7,941,677
4300 - Wastewater	3,958,374	6,110,765	10,069,140	6,657,133	6,031,650	12,688,783
4301 - Surface Water	365,383	817,543	1,182,926	379,392	803,143	1,182,536
4500 - Rail	553,006	24,847	577,853	730,429	11,891	742,320
4600 - Water Utility	10,442,544	20,156,784	30,599,328	10,435,544	19,971,206	30,406,749
4700 - Power	32,115,000	25,852,611	57,967,611	37,180,000	24,149,961	61,329,961
Enterprise (Utility) Funds Total	52,140,595	56,196,652	108,337,246	60,338,499	53,953,526	114,292,025
Enterprise (PAF) Funds						
4165 - PAF Convention Center	2,041,156	3,103,112	5,144,268	3,354,080	3,030,885	6,384,965
4170 - PAF Cheney Stadium	185,000	1,088,977	1,273,977	220,000	1,080,393	1,300,393
Enterprise (PAF) Funds Total	2,226,156	4,192,089	6,418,245	3,574,080	4,111,279	7,685,359
Enterprise (Parking) Fund						
4140 - PWE Parking Operating	2,044,600	1,289,602	3,334,202	2,131,260	1,201,437	3,332,697
Enterprise (Parking) Fund Total	2,044,600	1,289,602	3,334,202	2,131,260	1,201,437	3,332,697
General Fund						
0010 - General Fund	7,661,671	3,879,042	11,540,713	6,580,825	3,850,902	10,431,727
General Fund Total	7,661,671	3,879,042	11,540,713	6,580,825	3,850,902	10,431,727
Voted Bonds						
2010 - Voted Bonds	1,965,000	743,000	2,708,000	2,020,000	684,050	2,704,050
Voted Bonds Total	1,965,000	743,000	2,708,000	2,020,000	684,050	2,704,050
Other						
1060 - Transportation Capital & Engineering	111,236	5,562	116,798	111,236	5,006	116,242
3211 - Capital Projects Fund	705,560	816,992	1,522,552	716,940	800,432	1,517,372
7999 - LID Consolidated Fund	156,618	1,817,196	1,973,814	-	1,820,196	1,820,196
U.S. General Services Administration	2,105,000	1,942,490	4,047,490	2,300,000	1,743,871	4,043,871
Other Total	3,078,414	4,582,240	7,660,654	3,128,176	4,369,505	7,497,681
Grand Total	69,116,436	70,882,625	139,999,060	77,772,840	68,170,699	145,943,539

Bolded funds indicate a Major fund; *Italicized* funds indicate an unappropriated fund.

2015-2016 Citywide Debt by Funding Source



Debt Schedule

The following pages contain information for all outstanding City debt, including:

- Name
- Purpose
- Type
- Date of Issue – Date of original issue
- Maturity Date(s) – Single or range of dates of expected maturity
- Original Amount – Amount as of Date of Issue
- Effective Interest Rate
- Amount Outstanding – as of December 31, 2014
- Funding Source – the fund that is responsible for the principal and interest payments for 2015-2016
- Principal & Interest – broken out by year (2015-2016)

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2014	Funding Source (Fund No. - Name)	2015	2015	2016	2016	2016 Total	
									Principal	Interest	Principal	Interest		
General Obligation Bonds & Loans														
Unlimited-Tax General Obligation														
General Obligation Bonds 2010	Refunding 2002 Bonds	UTGO	11/10/2010	2011-2022	21,870	2.6323	18,105	2010 - Voted Bonds	1,965	743	2,708	2,020	684	2,704
					Subtotal Unlimited-Tax General Obligation	21,870	18,105		1,965	743	2,708	2,020	684	2,704
Limited-Tax General Obligation														
LTGO Bonds 1997B ¹	Capital Improvements	LTGO	8/5/1997	2008-2018	16,100	5.4554	9,003	0010 - General Fund, transfer to 2035 - LTD GO Bonds 1997 A & B	958	1,632	2,590	904	1,686	2,590
LTGO Bonds 2006A	Convention Center Improvements	LTGO	9/10/2006	2008-2036	16,475	4.4537	14,100	4165 - PAF Convention Center	405	607	1,012	420	592	1,012
LTGO Bonds 2006B	Refunding 1997A LTGO Bonds	LTGO	10/9/2006	2007-2022	12,885	4.3942	12,885	0010 - General Fund, transfer to 2035 - LTD GO Bonds 1997 A & B	-	594	594	-	594	594
LTGO Bonds 2007	Retrofit Parking Structure	LTGO	12/21/2007	2008-2027	9,610	5.6328	7,320	4140 - PWE Parking Operating	395	405	800	415	385	800
LTGO Bonds 2009A	Cheney Stadium Capital Improvements	LTGO	12/17/2009	2011-2035	15,380	5.8600	14,890	4170 - PAF Cheney Stadium	185	859	1,044	220	850	1,070
LTGO Bonds 2009B	Dock & Salishan Capital Improvements	LTGO	12/17/2009	2035	3,320	3.5400	3,320	0010 - General Fund, transfer to 2040 - LTGO 2009 Series A-F Bond Redemption	-	212	212	-	212	212
LTGO Bonds 2009C	Cheney Stadium Capital Improvements	LTGO	12/17/2009	2034	4,975	4.8800	4,975	4170 - PAF Cheney Stadium	-	230	230	-	230	230
LTGO Bonds 2009E ¹	Capital Improvements	LTGO	12/17/2009	2026-2035	13,526	5.7500	17,866	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2009F ¹	Cheney Stadium & Environmental Remediation Capital Improvements	LTGO	12/17/2009	2023-2026	6,681	7.2020	9,467	0010 - General Fund	-	-	-	-	-	-
LTGO Bonds 2010B	Refunding 1997B, 2001, 2004, 2006A LTGO Bonds	LTGO	11/10/2010	2015-2022	7,355	2.7966	7,355	0010 - General Fund (35.76%), transfer to 20141 - 2010 LTGO Bonds Series 2010B - 2010E	381	92	473	384	83	467
								4165 - PAF Convention Center (64.24%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	684	166	850	691	149	839
LTGO Bonds 2010C	Refunding 2001, 2007, 2009 LTGO Bonds	LTGO	11/10/2010	2015-2022	7,355	3.8076	7,355	0010 - General Fund (59.2%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	488	157	645	500	145	645
								4140 - PWE Parking Operating (40.8%), transfer to 2041 - 2010 LTGO Bonds Series 2010B - 2010E	337	108	445	345	100	445
LTGO Bonds 2010D (BABs)	Capital Improvements	LTGO	11/10/2010	2015-2033	30,225	5.0399	30,225	0010 - General Fund (43.1%)	534	619	1,153	543	606	1,149
								3211 - Capital Projects Fund (56.9%)	706	817	1,523	717	800	1,517
LTGO Bonds 2010E (RZED)	Capital Improvements	LTGO	11/10/2010	2015-2040	9,130	5.7155	9,130	0010 - General Fund	245	497	742	250	487	737
								In 2015: 0010 - General Fund (33.5%)	1,055	32	1,087	-	-	-
LTGO Bonds 2013	Refunding 2001 & 2004 LTGO Bonds	LTGO	3/5/2013	2015-2034	44,170	3.1768	44,170	In 2015: 4165 - PAF Convention Center (66.5%)	245	1,912	2,157	1,505	1,904	3,409
								In 2016: 4165 - PAF Convention Center (100%)						
					Subtotal Limited-Tax General Obligation	197,187	192,061		6,618	8,938	15,557	6,894	8,825	15,719

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2014	Funding Source (Fund No. - Name)	2015 Principal	2015 Interest	2015 Total	2016 Principal	2016 Interest	2016 Total
Washington State PWTF Loans														
PWTF No. 98-791-065	Capital Improvements	PWTF	8/17/1998	1999-2018	9,000	1.0000	2,161	0010 - General Fund, transfer to 2038 - Public Works Trust Fund Loan	540	22	562	540	16	557
PWTF No. 04-691-068	Capital Improvements	PWTF	6/2/2004	2004-2024	4,500	0.5000	5,704	0010 - General Fund (80.5%), transfer to 2038 - Public Works Trust Fund Loan 1060 - Transportation Capital & Engineering (19.5%), transfer to 2038 - Public Works Trust Fund Loan	459	23	482	459	21	480
									111	6	117	111	5	116
									1,111	50	1,161	1,111	42	1,153
									9,694	9,731	19,425	10,024	9,551	19,575
Total General Obligation Bonds & Loans					232,557		218,031							
Enterprise Revenue Bonds, Loans & Leases														
GTCTC & Parking														
GTCTC & Parking Revenue Bonds - Series 2004	GTCTC & Parking Construction	Rev	8/19/2004	2005-2024	32,975	4.4307	19,990	4165 - PAF Convention Center (35%) 4140 - PWE Parking Operating (65%)	569	356	925	593	327	921
GTCTC & Parking Revenue Bonds - Series 2010	Refunding 2004 Revenue Bonds	Rev	11/10/2010	2015-2024	5,015	3.7656	5,015	4165 - PAF Convention Center (35%) 4140 - PWE Parking Operating (65%)	138	62	201	145	58	203
									257	116	373	270	108	378
									2,020	1,195	3,215	2,110	1,102	3,212
Subtotal GTCTC & Parking					37,990		25,005							
Wastewater (Sewer) Utility														
SRF Loan #40006A	Treatment Plant Upgrade	Loan	9/19/2003	2008-2028	53,491	1.5000	38,908	4300 - Wastewater	2,620	576	3,195	2,659	536	3,195
SRF Loan #40006B	Treatment Plant Upgrade	Loan	9/20/2003	2009-2028	21,687	2.6000	16,317	4300 - Wastewater	1,022	420	1,442	1,049	393	1,442
Sewer Revenue & Refunding Bonds 2006	Improvements/Refunding	Rev	6/29/2006	2006-2036	55,000	4.8852	54,950	4300 - Wastewater	-	2,723	2,723	2,620	2,723	5,343
Sewer - Tacoma Environment Services/Urban Waters Capital Lease 2010	Property Agreement	Lease	1/20/2009	2010-2038	16,558	5.2172	13,859	4300 - Wastewater	316	738	1,054	328	726	1,054
Sewer Revenue & Refunding Bonds 2011	Refunding	Rev	10/12/2011	2022-2031	34,315	3.8768	34,315	4300 - Wastewater	-	1,654	1,654	-	1,654	1,654
									3,958	6,111	10,069	6,657	6,032	12,689
Subtotal Wastewater (Sewer) Utility					181,051		158,349							
Surface Water Utility														
Department of Ecology State Revolving Fund Loan L1000007	Sewer Plant Upgrade	Loan	2/7/2006	2011-2030	474	2.9000	407	4301 - Surface Water	20	12	32	21	11	32
Surface Water - Tacoma Environmental Services/Urban Waters Capital Lease	Property Agreement	Lease	1/20/2009	2010-2038	14,248	5.2172	15,129	4301 - Surface Water	345	806	1,151	358	792	1,151
									365	818	1,183	379	803	1,183
Subtotal Surface Water Utility					14,722		15,536							
Solid Waste Utility														
Solid Waste Revenue Bonds 2006A	Capital Improvements	Rev	7/12/2006	2013-2026	29,385		28,455	4200 - Solid Waste	495	1,413	1,908	515	1,392	1,907
Solid Waste Revenue & Refunding Bonds 2006B	Refunding	Rev	9/27/2006	2014-2021	22,315		21,975	4200 - Solid Waste	1,685	1,099	2,784	1,770	1,015	2,785
Solid Waste Revenue & Refunding Bonds 2008	Refunding	Rev	9/5/2008	2013-2017	12,055	3.8577	7,635	4200 - Solid Waste	2,405	439	2,844	2,545	301	2,846
Solid Waste - Tacoma Environmental Services/Urban Waters Capital Lease	Property Agreement	Lease	1/20/2009	2010-2038	7,702	5.2172	5,317	4200 - Solid Waste	121	283	405	126	278	404
									4,706	3,234	7,940	4,956	2,986	7,942
Subtotal Solid Waste Utility					71,457		63,382							

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2014	Funding Source (Fund No. - Name)	2015	2015	2016	2016	2016 Total	
									Principal	Interest	Principal	Interest		
Power (Electric System) Utility														
Power Revenue Bonds 2005A	Capital Improvements	Rev	10/4/2005	2010-2021	93,480	4.2200	130	4700 - Power	-	5	5	130	3	133
Power Revenue Bonds 2005B	Capital Improvements	Rev	10/4/2005	2006-2021	156,425	4.2900	122,135	4700 - Power	-	5,318	5,318	22,445	4,756	27,201
Power Revenue & Refunding Bonds 2007	Refunding	Rev	3/13/2007	2008-2015	81,130	3.7949	21,300	4700 - Power	21,300	533	21,833	-	-	-
Power Revenue Bonds 2010A	Capital Improvements	Rev	7/27/2010	2014-2015	16,000	1.8644	8,000	4700 - Power	8,000	185	8,185	-	-	-
Power Revenue Bonds 2010B (BABs)	Capital Improvements	Rev	7/27/2010	2031-2035	147,070	3.9071	147,070	4700 - Power	-	8,692	8,692	-	8,692	8,692
Power Revenue Bonds 2010C (CREBs)	Capital Improvements	Rev	7/27/2010	2027	24,185	1.9235	24,185	4700 - Power	-	1,364	1,364	-	1,364	1,364
Power Revenue & Refunding Bonds 2013A	Refunding & Capital Improvements	Rev	6/13/2013	2014-2042	181,610	3.3869	181,610	4700 - Power	2,815	8,140	10,955	14,605	7,719	22,324
Power Revenue & Refunding Bonds 2013B	Refunding	Rev	6/13/2013	2014-2030	35,620	3.3427	35,620	4700 - Power	-	1,616	1,616	-	1,616	1,616
Subtotal Power (Electric System) Utility					735,520		540,050		32,115	25,853	57,968	37,180	24,150	61,330
Water Utility (including RWSS)														
DWSFR 00-65120-031	Construction	Loan	10/7/2002	2003-2021	3,060	2.5000	1,127	4600 - Water Utility	161	28	189	161	24	185
PWTF PW-00-691-PRE-115 2001	Construction	Loan	4/11/2001	2003-2021	1,000	0.5000	368	4600 - Water Utility	53	2	54	53	2	54
PWTF PW-01-691-061 2001	Construction	Loan	8/27/2001	2003-2021	10,000	0.5000	3,733	4600 - Water Utility	533	19	552	533	16	549
PWTF PW-01-691-PRE-127 2001	Construction	Loan	2/15/2002	2003-2021	1,000	0.5000	379	4600 - Water Utility	54	2	56	54	2	56
PWTF PW-02-691-056 2002	Construction	Loan	4/15/2002	2004-2022	10,000	0.5000	4,250	4600 - Water Utility	531	21	553	531	19	550
PWTF PW-04-691-PRE-101 2004	Construction	Loan	3/19/2004	2006-2024	1,000	0.5000	534	4600 - Water Utility	53	3	56	53	2	56
Water Refunding & Revenue Bonds 2005	Construction & Refunding	Rev	10/11/2005	2006-2025	46,550	4.6390	29,365	4600 - Water Utility	4,295	1,405	5,700	4,525	1,190	5,715
PWTF PW-06-962-043 2006	Construction	Loan	7/18/2006	2008-2026	7,000	0.5000	4,447	4600 - Water Utility	371	22	393	371	20	391
Water System Revenue Bonds 2009 (Taxable BABs)	Capital Improvements	Rev	11/4/2009	2033-2039	76,775	3.7780	76,775	4600 - Water Utility	-	4,415	4,415	-	4,415	4,415
PWTF PC08-951-047 2009	Construction	Loan	11/25/2009	2010-2028	10,000	0.5000	7,642	4600 - Water Utility	546	38	584	546	35	581
DWSRF DM07-952-015 2010	Construction	Loan	3/31/2010	2010-2028	4,040	1.5000	3,012	4600 - Water Utility	215	45	260	215	42	257
DWSRF DR09-952-074 2010	Construction	Loan	4/9/2010	2013-2032	6,579	1.0000	6,608	4600 - Water Utility	367	66	433	367	62	429
Water Revenue & Refunding Bonds 2010A	Refunding	Rev	8/24/2010	2012-2023	29,100	3.2789	27,505	4600 - Water Utility	555	1,217	1,772	555	1,200	1,755
Water Revenue Bonds 2010B (BABs)	Construction	Rev	8/24/2010	2024-2040	74,985	5.5636	74,985	4600 - Water Utility	-	4,077	4,077	-	4,077	4,077
Water RWSS Revenue Bonds 2010A	Construction	Rev	8/24/2010	2013-2024	3,595	3.2460	3,070	4600 - Water Utility	270	103	373	275	97	372
Water RWSS Revenue Bonds 2010B (BABs)	Construction	Rev	8/24/2010	2025-2040	44,245	5.5636	44,245	4600 - Water Utility	-	2,481	2,481	-	2,481	2,481
DWSRF DM10-952-026 2011	Construction	Loan	6/17/2011	2015-2034	6,060	1.5000	5,454	4600 - Water Utility	303	82	385	303	77	380
DWSRF DM11-952-035 2012	Construction	Loan	6/30/2011	2016-2035	6,060	1.5000	2,309	4600 - Water Utility	122	35	156	122	33	154
DWSRF DM11-952-036 2012	Construction	Loan	6/30/2011	2016-2035	6,060	1.5000	5,460	4600 - Water Utility	-	-	-	273	187	460
PWTF PC12-951-017 2012	Construction	Loan	7/1/2011	2011-2031	10,000	0.5000	9,444	4600 - Water Utility	556	47	603	556	44	600
DWSRF DM12-952-088 2012	Construction	Loan	1/22/2013	2017-2036	12,120	1.5000	10,920	4600 - Water Utility	-	-	-	-	-	-
Water Revenue & Refunding Bonds 2013 (RWSS)	Refunding	Rev	4/16/2013	2013-2032	64,795	3.1477	62,765	4600 - Water Utility	1,185	2,951	4,136	670	2,891	3,561
Water Revenue & Refunding Bonds 2013	Refunding	Rev	5/7/2013	2013-2043	78,305	3.8523	74,355	4600 - Water Utility	-	2,974	2,974	-	2,974	2,974
DWSRF DM13-952-133 2013	Construction	Loan	10/7/2013	2018-2037	12,120	1.5000	10,920	4600 - Water Utility	-	-	-	-	-	-
DWSRF DM10-952-031 2014	Construction	Loan	3/26/2014	2015-2034	5,460	1.5000	5,460	4600 - Water Utility	273	124	397	273	78	351
DWSRF DM13-952-167 2014	Construction	Loan	11/6/2014	2015-2037	4,620	1.5000	4,620	4600 - Water Utility	-	-	-	-	-	-
Subtotal Water Utility (including RWSS)					534,529		479,752		10,443	20,157	30,599	10,436	19,971	30,407

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2014	Funding Source (Fund No. - Name)	2015	2015	2016	2016		
									Principal	Interest	2015 Total	Principal	Interest	2016 Total
Rail System														
Rail Revenue Bond 2006	Capital Improvements	Rev	12/21/2006	2007-2017	2,000	5.3900	548	4500 - Rail	236	25	260	249	12	260
WA State Loan RR00407 2009	Capital Improvements	Loan	8/4/2009	2010-2024	26	-	17	4500 - Rail	2	-	2	2	-	2
WA State Loan RR00408 2009	Capital Improvements	Loan	8/4/2009	2011-2025	249	-	183	4500 - Rail	17	-	17	17	-	17
WSDOT Loan RRB-1007 2011	Capital Improvements	Loan	12/6/2011	2013-2022	450	-	360	4500 - Rail	45	-	45	45	-	45
WSDOT Loan RRB-1010 2012	Capital Improvements	Loan	3/28/2012	2013-2022	612	-	490	4500 - Rail	61	-	61	61	-	61
WSDOT Loan RRB-1011 2012	Capital Improvements	Loan	3/28/2012	2013-2022	349	-	279	4500 - Rail	35	-	35	35	-	35
WSDOT Loan RRB-1026 2013	Capital Improvements	Loan	9/6/2012	2014-2023	347	-	313	4500 - Rail	35	-	35	35	-	35
WSDOT Loan RRB-1030 2013	Capital Improvements	Loan	9/6/2012	2014-2023	364	-	328	4500 - Rail	36	-	36	36	-	36
WSDOT Loan RRB-1045 2013	Capital Improvements	Loan	8/1/2013	2015-2024	823	-	619	4500 - Rail	62	-	62	62	-	62
WSDOT Loan RRB-1046 2013	Capital Improvements	Loan	8/1/2013	2015-2024	250	-	250	4500 - Rail	25	-	25	25	-	25
WSDOT Loan RRB-1052 2014	Capital Improvements	Loan	10/24/2013	2016-2025	366	-	366	4500 - Rail	-	-	-	37	-	37
WSDOT Loan RRB-1053 2014	Capital Improvements	Loan	10/24/2013	2016-2025	773	-	773	4500 - Rail	-	-	-	77	-	77
WSDOT Loan RRB-1054 2014	Capital Improvements	Loan	10/24/2013	2016-2025	1,015	-	505	4500 - Rail	-	-	-	51	-	51
Subtotal Rail System					7,624		5,031		553	25	578	730	12	742
Lease Revenue														
Lease Revenue Bonds 1990	Union Station Federal Courthouse Construction	Rev	3/15/1990	1992-2022	36,250	9.3476	19,210	U.S. General Services Administration	1,870	1,753	3,623	2,045	1,575	3,620
Lease Revenue Bonds 1992	Union Station Federal Courthouse Construction	Rev	12/15/1992	1993-2022	4,695	7.4769	2,350	U.S. General Services Administration	235	189	424	255	169	424
Subtotal Lease Revenue					40,945		21,560		2,105	1,942	4,047	2,300	1,744	4,044
Total Enterprise Revenue Bonds, Loans & Leases					1,623,838		1,308,665		56,266	59,334	115,600	64,748	56,799	121,548
Special Assessment Bonds														
Local Improvement District														
District #60 Bonds	Construction	LID	4/1/2004	2026	1,036	3.9290	-	7999 - LID Consolidated Fund ²	-	-	-	-	-	-
District #63 Bonds	Construction	LID	9/29/2011	2023	1,557	4.1800	774	7999 - LID Consolidated Fund ²	157	35	191	-	38	38
District #65 Bonds	Construction	LID	4/29/2013	2043	30,999	5.7500	30,999	7999 - LID Consolidated Fund ²	-	1,782	1,782	-	1,782	1,782
Subtotal Local Improvement District					33,592		31,773		157	1,817	1,974	-	1,820	1,820
Bond Anticipation Notes														
Revolving Line of Credit	LID Construction	LID	6/30/2000	At CLID Issue	\$13M max	Floating	10,975	LID	-	-	-	-	-	-
Subtotal Bond Anticipation Notes							10,975		-	-	-	-	-	-
Total Special Assessment Bonds					33,592		42,748		157	1,817	1,974	-	1,820	1,820

Debt Schedule

Name	Purpose	Type	Date of Issue	Maturity Date(s)	Original Amount	Effective Interest Rate	Amount Outstanding as of 12/31/2014	Funding Source (Fund No. - Name)	2015	2015	2016	2016		
									Principal	Interest	2015 Total	Principal	Interest	2016 Total
WSDOT Loans														
WSDOT Loans														
WA State STP STPUL-3268(003) ³	Murray Morgan Bridge Capital Improvements	Loan	11/3/2010	2015-2020	20,000	-	16,000	0010 - General Fund	3,000	-	3,000	3,000	-	3,000
Total Debt					1,909,987		1,585,444		69,116	70,883	139,999	77,773	68,171	145,944

All dollar values in thousands.

Acronyms:

- BABs - Build America Bonds
- CLID - Consolidated Local Improvement District
- CREBs - Clean Renewable Energy Bonds
- DWSRF - Drinking Water State Revolving Fund (Washington State)
- GTCTC - Greater Tacoma Convention & Trade Center
- LID - Local Improvement District
- LTGO - Limited-Tax General Obligation
- PWTF - Public Works Trust Fund
- RWSS - Regional Water Supply System
- SRF - State Revolving Fund (Washington State)
- STP - Surface Transportation Program
- UTGO - Unlimited-Tax General Obligation
- WSDOT - Washington State Department of Transportation

¹Amount Outstanding as of 12/31/2014 includes accreted interest.

²Fund 7999 is unappropriated; these bonds are paid by fees collected from property owners and this fund is a pass-through to make the debt payments.

³By paying \$6M in 2015-2016 (after paying \$4M in 2014) WSDOT will forgive the remaining \$10M.



FUND & DEPARTMENT SCHEDULES

Revenue & Expenditure Summary (All Appropriated Funds)

Summarizes the citywide appropriated funds, with revenue & expenditures by category for the last three biennia (2011-2012 Actual, 2013-2014 Adopted Budget and 2015-2016 Adopted Budget). The 2015-2016 Adopted Budget ties to the total of Ordinance No. 28270 (see appendix).

General Fund Revenues & Expenditures

Summarizes revenues by category and expenditures by department, ending with a graphical representation of each.

Revenue & Expenditure by Fund with Category

Summarizes all appropriated funds' revenues & expenditures by category for the last three biennia (2011-2012 Actual, 2013-2014 Adopted Budget and 2015-2016 Adopted Budget).

Department & Fund Matrix

A graphical representation of the relationship between all appropriated funds and all City departments.

Expenditures by Department & Fund with Category

Summarizes all departments and the fund(s) that are part of their organization; the total of each department ties to the respective pages of the Department Summaries..

Budget Notes

Explanations for significant changes in funds from the 2013-2014 Adopted Budget to the 2015-2016 Adopted Budget and other relevant information.



Revenue & Expenditure Summary
All Appropriated Funds

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Revenue				
Taxes	402,356,934	413,536,579	458,581,476	45,044,897
Licenses & Permits	12,984,602	12,217,000	18,722,052	6,505,052
Intergovernmental Revenues	113,954,382	90,167,111	83,643,100	(6,524,011)
Charges for Services	1,253,528,484	1,333,306,175	1,469,804,597	136,498,422
Fines & Forfeits	10,969,168	9,784,283	11,379,567	1,595,284
Miscellaneous Revenues	677,636,346	764,925,172	802,663,914	37,738,742
Personnel Services	6,282,795	-	-	-
Fixed Costs	236,187	-	-	-
Maintenance & Operations	1,612,145	-	992,203	992,203
Assessments In	43,101,209	49,118,999	51,147,056	2,028,056
Cash Balance	-	99,977,889	179,968,595	79,990,706
Revenue Total	2,522,662,252	2,773,033,208	3,076,902,559	303,869,351
Expenditure				
Personnel Services	859,388,151	927,657,093	978,017,648	50,360,555
Fixed Costs	158,983,153	129,716,715	145,819,497	16,102,783
Maintenance & Operations	722,468,190	884,409,907	963,033,476	78,623,569
Contributions & Transfers	122,722,822	80,316,872	85,731,596	5,414,724
Debt Service	232,042,171	279,658,316	352,492,630	72,834,314
Capital	274,703,386	229,620,122	260,791,499	31,171,377
Assessments In	149,037,888	171,068,421	169,680,957	(1,387,464)
Assessments Out	(58,616,591)	(66,696,602)	(61,488,323)	5,208,280
Reserves	-	137,282,365	182,823,580	45,541,215
Expenditure Total	2,460,729,169	2,773,033,208	3,076,902,560	303,869,352



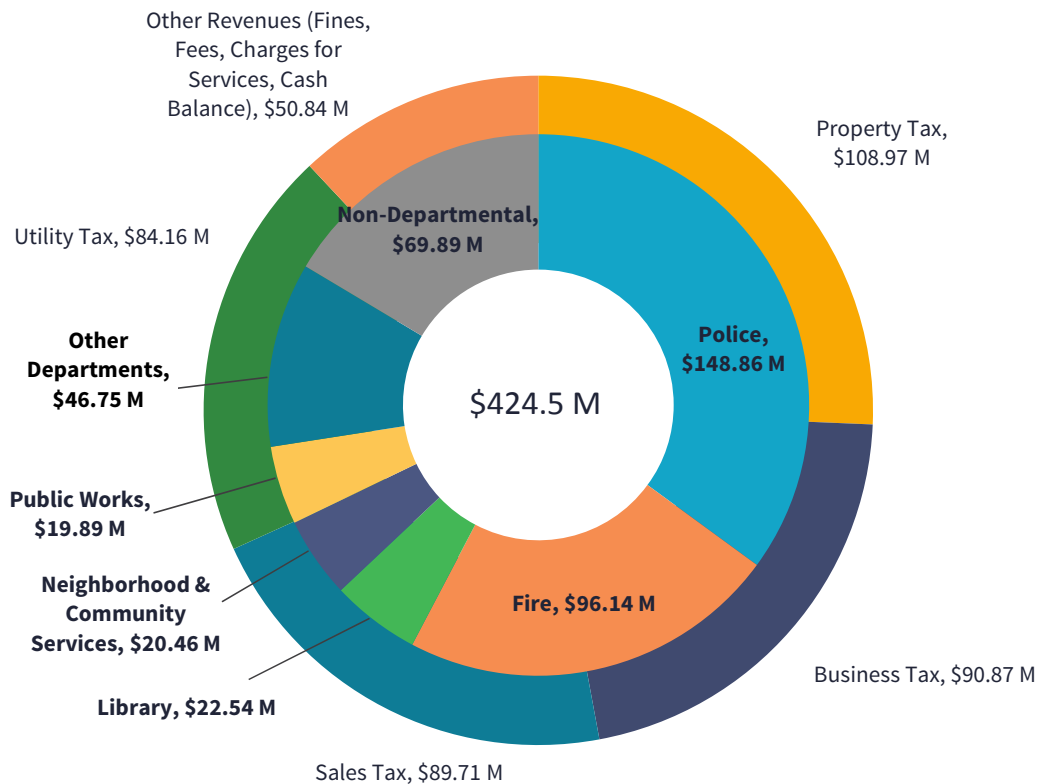
**General Fund
Revenues & Expenditures**

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Revenues by Category				
Taxes				
Property Tax	101,312,593	103,678,542	108,974,264	5,295,722
Sales Tax	81,192,555	80,277,441	89,708,335	9,430,894
Business Tax	81,212,521	83,028,674	90,866,519	7,837,845
Utility Tax	84,621,950	90,074,366	84,158,501	(5,915,865)
Other Taxes	3,516,997	4,070,688	3,972,268	(98,420)
Taxes - Non Budgetary	(136,474)	-	-	-
Taxes Total	351,720,142	361,129,711	377,679,887	16,550,176
Licenses & Permits				
Business Licenses & Permits	4,900,827	5,185,000	6,886,503	1,701,503
Non-Business Licenses & Permits	1,113,710	992,000	986,380	(5,620)
Licenses & Permits Total	6,014,536	6,177,000	7,872,883	1,695,883
Intergovernmental Revenues				
Federal Grants	205,034	16,000	-	(16,000)
State Grants	120,678	110,000	100,000	(10,000)
State Shared Revenue	7,302,210	11,140,489	7,172,855	(3,967,634)
Payments in Lieu of Taxes	43,154	-	28,770	28,770
Grants from Local Units	1,380,824	733,000	-	(733,000)
Intragovernmental Revenue	9,369,890	9,579,557	10,265,040	685,483
Intergovernmental Revenues Total	18,421,790	21,579,046	17,566,665	(4,012,381)
Charges for Services				
Processing Fees	314,339	424,000	477,382	53,382
Public Safety Fees	1,905,845	1,892,100	2,012,018	119,918
Public Facility Usage Fees	96,300	129,000	63,107	(65,893)
Interfund Charges for Services	46,671	-	2,700,000	2,700,000
Other Charges for Services	9,272	2,000	-	(2,000)
Charges for Services Total	2,372,427	2,447,100	5,252,507	2,805,407
Fines & Forfeits				
Criminal Penalties	700,968	764,000	658,101	(105,899)
Civil Penalties	1,460,409	954,000	1,458,819	504,819
Fines & Forfeits Total	2,161,377	1,718,000	2,116,920	398,920
Miscellaneous Revenues				
Interest	1,516,032	1,537,000	1,036,234	(500,766)
Contributions	1,782,267	1,652,000	1,400,000	(252,000)
Transfers From Other Funds	6,068,821	314,500	314,500	-
Other Miscellaneous Revenues	2,876,688	104,000	110,513	6,513
Miscellaneous Revenues Total	12,243,808	3,607,500	2,861,247	(746,253)
Cash Balance	-	-	11,195,238	11,195,238
Grand Total	392,934,081	396,658,357	424,545,347	27,886,990

General Fund Revenues & Expenditures

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Expenditures by Department				
City Attorney's Office	7,742,376	7,526,280	7,950,629	424,348
City Council	1,155,265	1,155,688	1,252,102	96,414
City Manager	2,337,180	2,268,899	3,947,739	1,678,840
Community & Economic Development	6,708,441	7,265,875	8,172,952	907,077
Environmental Services	-	-	483,132	483,132
Finance	7,190,383	7,331,030	9,153,374	1,822,344
Fire	93,855,517	90,006,499	96,136,997	6,130,497
Hearing Examiner	543,970	518,073	621,290	103,217
Human Resources	2,597,664	2,251,739	2,947,056	695,317
Library	24,359,776	22,358,272	22,540,520	182,248
Municipal Court	6,319,445	7,022,726	7,129,589	106,863
Neighborhood & Community Services	14,809,585	14,918,437	20,464,113	5,545,676
Non-Departmental	49,963,335	64,489,685	69,892,436	5,402,751
Office of Management & Budget	-	-	1,433,172	1,433,172
Planning & Development Services	4,567,021	3,847,487	3,661,147	(186,341)
Police	142,768,953	143,428,570	148,864,972	5,436,402
Public Works	23,533,804	22,269,097	19,894,129	(2,374,968)
Grand Total	388,452,715	396,658,357	424,545,347	27,886,990

2015-2016 Adopted Biennial Budget



Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
0010 - General Fund				
Revenue				
Taxes	351,720,142	361,129,711	377,679,887	16,550,176
Licenses & Permits	6,014,536	6,177,000	7,872,883	1,695,883
Intergovernmental Revenues	18,421,790	21,579,046	17,566,665	(4,012,381)
Charges for Services	2,372,427	2,447,100	5,252,507	2,805,407
Fines & Forfeits	2,161,377	1,718,000	2,116,920	398,920
Miscellaneous Revenues	12,243,808	3,607,500	2,861,247	(746,253)
Cash Balance	-	-	11,195,238	11,195,238
Revenue Total	392,934,081	396,658,357	424,545,347	27,886,990
Expenditure				
Personnel Services	273,075,173	270,773,084	292,232,054	21,458,970
Fixed Costs	58,399,124	60,114,839	58,824,064	(1,290,775)
Maintenance & Operations	37,805,880	42,562,665	43,720,538	1,157,873
Contributions & Transfers	37,229,513	25,912,828	28,476,468	2,563,640
Debt Service	31,261	12,638,191	21,972,440	9,334,249
Capital	3,886,554	3,890,820	2,285,704	(1,605,116)
Assessments In	10,095,435	12,338,927	14,373,953	2,035,026
Assessments Out	(32,070,226)	(36,060,728)	(37,339,874)	(1,279,146)
Reserves	-	4,487,731	-	(4,487,731)
Expenditure Total	388,452,715	396,658,357	424,545,347	27,886,990
1020 - Courts Special Revenue				
Revenue				
Intergovernmental Revenues	192,800	208,072	136,768	(71,304)
Fines & Forfeits	9,670	10,000	8,000	(2,000)
Cash Balance	-	-	4,994	4,994
Revenue Total	202,470	218,072	149,762	(68,310)
Expenditure				
Personnel Services	178,318	203,400	114,714	(88,685)
Fixed Costs	3	-	1,548	1,548
Maintenance & Operations	29,911	10,000	33,500	23,500
Assessments In	-	492	-	(492)
Reserves	-	4,180	-	(4,180)
Expenditure Total	208,232	218,072	149,762	(68,310)
1030 - Contingency Fund				
Revenue				
Miscellaneous Revenues	41,875	-	-	-
Cash Balance	-	752,490	751,878	(612)
Revenue Total	41,875	752,490	751,878	(612)
Expenditure				
Maintenance & Operations	73,521	750,038	750,000	(38)
Assessments In	47	2,452	1,878	(574)
Expenditure Total	73,568	752,490	751,878	(612)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1060 - Transportation Capital & Engineering				
Revenue				
Licenses & Permits	262,490	-	794,609	794,609
Intergovernmental Revenues	57,926,779	23,620,708	31,211,417	7,590,709
Charges for Services	1,549,980	-	-	-
Fines & Forfeits	17,781	-	-	-
Miscellaneous Revenues	79,241,505	24,021,609	7,060,900	(16,960,709)
Cash Balance	-	147,539	-	(147,539)
Revenue Total	138,998,535	47,789,856	39,066,926	(8,722,930)
Expenditure				
Personnel Services	20,728,279	17,564,964	0	(17,564,963)
Fixed Costs	5,649,854	4,484,956	354	(4,484,602)
Maintenance & Operations	10,588,641	5,112,147	640,000	(4,472,147)
Contributions & Transfers	7,464,664	-	-	-
Debt Service	749	-	233,040	233,040
Capital	98,853,718	18,862,088	37,306,989	18,444,901
Assessments In	4,321,081	4,064,628	886,543	(3,178,085)
Assessments Out	(1,923,366)	(2,300,525)	-	2,300,525
Reserves	-	1,598	-	(1,598)
Expenditure Total	145,683,620	47,789,856	39,066,926	(8,722,930)
1065 - PW Street Fund (Street Operations, Engineering, Transportation)				
Revenue				
Intergovernmental Revenues	-	-	3,978,305	3,978,305
Miscellaneous Revenues	-	-	31,995,489	31,995,489
Revenue Total	-	-	35,973,794	35,973,794
Expenditure				
Personnel Services	-	-	19,518,150	19,518,150
Fixed Costs	-	-	5,299,334	5,299,334
Maintenance & Operations	-	-	8,029,755	8,029,755
Capital	-	-	65,000	65,000
Assessments In	-	-	3,563,233	3,563,233
Assessments Out	-	-	(501,678)	(501,678)
Expenditure Total	-	-	35,973,794	35,973,794
1070 - Transportation Benefit District				
Revenue				
Taxes	-	-	4,792,894	4,792,894
Revenue Total	-	-	4,792,894	4,792,894
Expenditure				
Contributions & Transfers	-	-	4,792,894	4,792,894
Expenditure Total	-	-	4,792,894	4,792,894

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)				
Revenue				
Taxes	-	-	13,085,638	13,085,638
Revenue Total	-	-	13,085,638	13,085,638
Expenditure				
Contributions & Transfers	-	-	13,085,638	13,085,638
Expenditure Total	-	-	13,085,638	13,085,638
1090 - TFD Special Revenue				
Revenue				
Intergovernmental Revenues	6,314,839	10,728,609	5,095,707	(5,632,902)
Charges for Services	5,200	5,000	5,000	-
Miscellaneous Revenues	665,778	26,500	22,500	(4,000)
Revenue Total	6,985,818	10,760,109	5,123,207	(5,636,902)
Expenditure				
Personnel Services	3,595,900	6,159,352	3,250,119	(2,909,233)
Fixed Costs	29,234	147,300	148,000	700
Maintenance & Operations	1,290,012	663,809	350,532	(313,277)
Contributions & Transfers	236,991	-	-	-
Debt Service	52,347	367,000	283,468	(83,532)
Capital	1,090,931	3,251,000	1,091,088	(2,159,912)
Assessments Out	(242)	-	-	-
Reserves	-	171,648	-	(171,648)
Expenditure Total	6,295,172	10,760,109	5,123,207	(5,636,902)
1100 - PWF Property Management				
Revenue				
Taxes	-	-	200,000	200,000
Licenses & Permits	170,932	150,000	140,000	(10,000)
Charges for Services	12,548	-	-	-
Miscellaneous Revenues	678,598	300,000	232,000	(68,000)
Cash Balance	-	14,576	402,927	388,351
Revenue Total	862,078	464,576	974,927	510,351
Expenditure				
Personnel Services	24,557	323,495	278,552	(44,943)
Fixed Costs	15,976	5,543	4	(5,539)
Maintenance & Operations	93,217	103,154	220,660	117,506
Capital	-	-	304,400	304,400
Assessments In	56,349	29,002	171,311	142,309
Reserves	-	3,382	-	(3,382)
Expenditure Total	190,098	464,576	974,927	510,351

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1110 - Local Improvement Guaranty				
Revenue				
Miscellaneous Revenues	1,567,060	140,016	75,000	(65,016)
Cash Balance	-	-	104,262	104,262
Revenue Total	1,567,060	140,016	179,262	39,246
Expenditure				
Personnel Services	203,460	140,666	145,335	4,669
Fixed Costs	1,103	-	596	596
Maintenance & Operations	(6,063)	-	-	-
Contributions & Transfers	340	-	-	-
Assessments In	41,166	27,651	33,331	5,680
Assessments Out	-	(28,301)	-	28,301
Expenditure Total	240,006	140,016	179,262	39,246
1140 - PWE Paths & Trails Reserve				
Revenue				
Intergovernmental Revenues	322,510	176,000	3,403,835	3,227,835
Miscellaneous Revenues	144,283	100,000	2,066,314	1,966,314
Cash Balance	-	-	91,314	91,314
Revenue Total	466,792	276,000	5,561,463	5,285,463
Expenditure				
Personnel Services	4,700	65,624	(0)	(65,624)
Fixed Costs	1	-	2	2
Maintenance & Operations	4,453	-	-	-
Contributions & Transfers	34,193	-	-	-
Capital	415,193	200,000	5,527,904	5,327,904
Assessments In	6,853	5,454	25,707	20,254
Reserves	-	4,922	7,850	2,928
Expenditure Total	465,391	276,000	5,561,463	5,285,463

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1145 - PWB Building & Land Use Services				
Revenue				
Licenses & Permits	58,500	-	-	-
Intergovernmental Revenues	(674)	-	-	-
Charges for Services	33,693	-	-	-
Fines & Forfeits	353,315	285,000	437,362	152,362
Miscellaneous Revenues	455,023	220,107	443,700	223,593
Cash Balance	-	1,500,000	567,263	(932,737)
Revenue Total	899,856	2,005,107	1,448,325	(556,782)
Expenditure				
Personnel Services	126,077	500,000	100,000	(400,000)
Fixed Costs	240,175	2,316	1,152	(1,164)
Maintenance & Operations	195,582	1,335,258	1,196,000	(139,258)
Contributions & Transfers	4,284,434	-	-	-
Capital	304,821	-	-	-
Assessments In	18,921	147,904	151,173	3,269
Reserves	-	19,629	-	(19,629)
Expenditure Total	5,170,010	2,005,107	1,448,325	(556,782)
1155 - TFD EMS Special Revenue				
Revenue				
Taxes	18,320,846	16,526,000	18,315,581	1,789,581
Intergovernmental Revenues	32,883	50,000	-	(50,000)
Charges for Services	6,003,838	6,185,165	7,778,678	1,593,513
Miscellaneous Revenues	480,628	395,380	100,000	(295,380)
Cash Balance	-	2,979,377	984,381	(1,994,996)
Revenue Total	24,838,195	26,135,922	27,178,640	1,042,718
Expenditure				
Personnel Services	21,553,932	21,622,188	22,373,130	750,942
Fixed Costs	1,299,169	1,351,737	1,668,736	316,999
Maintenance & Operations	1,117,085	1,321,337	1,608,850	287,513
Contributions & Transfers	465,742	314,500	314,500	-
Capital	589,597	500,000	-	(500,000)
Assessments In	683,711	1,026,160	1,213,424	187,264
Expenditure Total	25,709,235	26,135,922	27,178,640	1,042,718
1180 - PAF Tourism & Conventions				
Revenue				
Taxes	5,874,670	6,420,963	6,664,782	243,819
Miscellaneous Revenues	27,967	-	-	-
Revenue Total	5,902,637	6,420,963	6,664,782	243,819
Expenditure				
Contributions & Transfers	6,036,579	6,420,963	6,664,782	243,819
Debt Service	0	-	-	-
Assessments In	18,289	-	-	-
Expenditure Total	6,054,868	6,420,963	6,664,782	243,819

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1185 - NCS Special Revenue				
Revenue				
Taxes	2,177,078	5,362,000	9,542,985	4,180,985
Intergovernmental Revenues	2,605,720	2,668,700	1,558,300	(1,110,400)
Charges for Services	46,326	72,000	86,000	14,000
Miscellaneous Revenues	1,377,551	1,999,932	3,036,888	1,036,956
Cash Balance	-	1,856,512	3,274,084	1,417,572
Revenue Total	6,206,676	11,959,144	17,498,257	5,539,113
Expenditure				
Personnel Services	1,679,598	1,655,578	3,221,094	1,565,516
Fixed Costs	663	42,062	68,241	26,179
Maintenance & Operations	2,553,763	10,027,791	13,991,657	3,963,866
Assessments In	52,819	208,739	217,265	8,526
Assessments Out	(2)	-	-	-
Reserves	-	24,974	-	(24,974)
Expenditure Total	4,286,841	11,959,144	17,498,257	5,539,113
1195 - Economic Development Grants				
Revenue				
Intergovernmental Revenues	14,894,228	24,225,137	15,583,477	(8,641,660)
Charges for Services	1,643,026	1,876,200	1,973,896	97,696
Fines & Forfeits	711	-	-	-
Miscellaneous Revenues	2,254,478	746,500	330,000	(416,500)
Cash Balance	-	11,075,785	9,308,984	(1,766,801)
Revenue Total	18,792,443	37,923,622	27,196,357	(10,727,265)
Expenditure				
Personnel Services	2,119,222	1,846,645	1,428,817	(417,828)
Fixed Costs	(188)	44,166	47,386	3,220
Maintenance & Operations	7,110,789	17,436,317	12,147,219	(5,289,098)
Contributions & Transfers	5,158,563	18,252,756	13,509,704	(4,743,052)
Debt Service	57	-	-	-
Capital	-	300,000	20,000	(280,000)
Assessments In	308,331	21,383	43,231	21,848
Assessments Out	(144,459)	-	-	-
Reserves	-	22,355	-	(22,355)
Expenditure Total	14,552,315	37,923,622	27,196,357	(10,727,265)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1200 - Library Special Revenue				
Revenue				
Intergovernmental Revenues	130,167	-	133,000	133,000
Charges for Services	23,006	30,000	10,000	(20,000)
Miscellaneous Revenues	705,914	461,507	162,397	(299,110)
Cash Balance	-	-	369,443	369,443
Revenue Total	859,086	491,507	674,840	183,333
Expenditure				
Fixed Costs	9,037	13,007	-	(13,007)
Maintenance & Operations	255,144	342,500	633,400	290,900
Capital	42,364	136,000	-	(136,000)
Assessments In	3,473	-	-	-
Reserves	-	-	41,440	41,440
Expenditure Total	310,019	491,507	674,840	183,333
1236 - CED Small Business Enterprise				
Revenue				
Personnel Services	775	-	-	-
Miscellaneous Revenues	4,025	-	-	-
Assessments In	385,532	484,081	546,582	62,501
Revenue Total	390,332	484,081	546,582	62,501
Expenditure				
Personnel Services	298,615	366,287	413,126	46,839
Fixed Costs	24,344	28,190	32,660	4,470
Maintenance & Operations	37,745	58,500	64,679	6,179
Contributions & Transfers	749	-	-	-
Assessments In	25,603	31,104	36,117	5,013
Expenditure Total	387,056	484,081	546,582	62,501
1267 - TPD Special Revenue				
Revenue				
Intergovernmental Revenues	3,438,025	6,262,139	4,456,426	(1,805,713)
Charges for Services	300,462	190,000	546,820	356,820
Fines & Forfeits	239,004	426,515	572,400	145,885
Miscellaneous Revenues	1,755,318	30,700	509,245	478,545
Cash Balance	-	68,134	389,828	321,694
Revenue Total	5,732,809	6,977,488	6,474,719	(502,769)
Expenditure				
Personnel Services	2,591,547	4,206,016	5,322,687	1,116,671
Fixed Costs	140,067	11,207	9,811	(1,396)
Maintenance & Operations	1,512,353	2,450,111	819,427	(1,630,684)
Debt Service	37	-	-	-
Capital	615,052	-	-	-
Assessments In	173,995	235,064	322,794	87,730
Reserves	-	75,090	-	(75,090)
Expenditure Total	5,033,052	6,977,488	6,474,719	(502,769)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1431 - CMO Municipal Cable TV				
Revenue				
Taxes	5,879,864	6,261,500	6,832,518	571,018
Miscellaneous Revenues	807,355	927,019	533,996	(393,023)
Cash Balance	-	501,325	823,996	322,671
Revenue Total	6,687,219	7,689,844	8,190,510	500,666
Expenditure				
Personnel Services	2,831,187	3,773,855	3,890,004	116,150
Fixed Costs	426,469	183,080	390,476	207,396
Maintenance & Operations	546,162	1,209,273	1,246,203	36,930
Contributions & Transfers	46,672	-	-	-
Capital	83,112	1,755,000	2,000,000	245,000
Assessments In	870,810	732,964	651,490	(81,474)
Reserves	-	35,673	12,337	(23,336)
Expenditure Total	4,804,411	7,689,844	8,190,510	500,666
1500 - CED Local Employment Apprenticeship Program				
Revenue				
Personnel Services	32,101	-	-	-
Intergovernmental Revenues	390,947	248,700	219,200	(29,500)
Fines & Forfeits	6,660	-	18,000	18,000
Miscellaneous Revenues	14,447	-	-	-
Cash Balance	-	23,890	20,402	(3,488)
Assessments In	450,057	490,304	532,018	41,714
Revenue Total	894,213	762,894	789,620	26,726
Expenditure				
Personnel Services	401,835	395,466	408,868	13,402
Fixed Costs	20,976	6,009	12,408	6,399
Maintenance & Operations	339,556	321,841	335,855	14,014
Assessments In	103,993	40,446	32,488	(7,957)
Assessments Out	-	(868)	-	868
Expenditure Total	866,359	762,894	789,620	26,726
1600 - CMO Special Revenue Grant Fund				
Revenue				
Intergovernmental Revenues	1,058,353	-	-	-
Miscellaneous Revenues	20,809	-	-	-
Revenue Total	1,079,161	-	-	-
Expenditure				
Personnel Services	73,623	-	-	-
Fixed Costs	8,052	-	-	-
Maintenance & Operations	997,486	-	-	-
Expenditure Total	1,079,161	-	-	-

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1650 - Traffic Enforcement, Engineering & Education				
Revenue				
Charges for Services	319	-	-	-
Fines & Forfeits	5,363,726	4,244,768	3,836,407	(408,361)
Miscellaneous Revenues	3,688,611	2,389,039	2,654,266	265,227
Revenue Total	9,052,656	6,633,807	6,490,673	(143,134)
Expenditure				
Personnel Services	6,861,096	4,272,724	4,283,865	11,141
Fixed Costs	121,383	140,558	148,385	7,827
Maintenance & Operations	1,712,573	2,099,596	1,757,660	(341,936)
Debt Service	43,199	-	-	-
Assessments In	314,311	61,862	300,763	238,901
Reserves	-	59,067	-	(59,067)
Expenditure Total	9,052,562	6,633,807	6,490,673	(143,134)
2010 - Voted Bonds				
Revenue				
Taxes	4,766,390	5,406,550	5,412,050	5,500
Miscellaneous Revenues	59,084	-	-	-
Revenue Total	4,825,474	5,406,550	5,412,050	5,500
Expenditure				
Contributions & Transfers	59,681	-	-	-
Debt Service	5,410,162	5,406,550	5,412,050	5,500
Expenditure Total	5,469,842	5,406,550	5,412,050	5,500
2035 - LTD GO Bonds 1997 A & B				
Revenue				
Miscellaneous Revenues	1,188,575	5,188,575	6,368,575	1,180,000
Revenue Total	1,188,575	5,188,575	6,368,575	1,180,000
Expenditure				
Debt Service	1,188,575	5,188,575	6,368,575	1,180,000
Expenditure Total	1,188,575	5,188,575	6,368,575	1,180,000
2038 - Public Works Trust Fund Loan				
Revenue				
Miscellaneous Revenues	2,337,363	2,265,281	2,313,603	48,322
Revenue Total	2,337,363	2,265,281	2,313,603	48,322
Expenditure				
Debt Service	2,337,363	2,265,281	2,313,603	48,322
Expenditure Total	2,337,363	2,265,281	2,313,603	48,322

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
2039 - LTGO Refunding Bonds 2001				
Revenue				
Miscellaneous Revenues	103,625	1,183,650	-	(1,183,650)
Revenue Total	103,625	1,183,650	-	(1,183,650)
Expenditure				
Debt Service	103,625	1,183,650	-	(1,183,650)
Expenditure Total	103,625	1,183,650	-	(1,183,650)
2040 - LTGO 2009 Series A-F Bond Redemption				
Revenue				
Miscellaneous Revenues	4,930,990	5,005,695	2,998,003	(2,007,692)
Revenue Total	4,930,990	5,005,695	2,998,003	(2,007,692)
Expenditure				
Debt Service	5,040,995	5,005,695	2,998,003	(2,007,692)
Expenditure Total	5,040,995	5,005,695	2,998,003	(2,007,692)
2041 - 2010 LTGO Bonds Series 2010B - 2010E				
Revenue				
Miscellaneous Revenues	5,047,677	6,723,947	13,231,484	6,507,537
Revenue Total	5,047,677	6,723,947	13,231,484	6,507,537
Expenditure				
Contributions & Transfers	15,279	-	-	-
Debt Service	5,054,986	6,723,947	13,231,484	6,507,537
Expenditure Total	5,070,264	6,723,947	13,231,484	6,507,537
2042 - 2013 LTGO Refunding Bonds				
Revenue				
Miscellaneous Revenues	-	-	6,652,800	6,652,800
Revenue Total	-	-	6,652,800	6,652,800
Expenditure				
Debt Service	-	-	6,652,800	6,652,800
Expenditure Total	-	-	6,652,800	6,652,800
3209 - 1997 Bond Issue Const/Dvl PM				
Revenue				
Miscellaneous Revenues	4,538	-	-	-
Revenue Total	4,538	-	-	-
Expenditure				
Personnel Services	31,517	-	-	-
Fixed Costs	704	-	-	-
Maintenance & Operations	46,887	-	-	-
Capital	(443,701)	-	-	-
Expenditure Total	(364,593)	-	-	-

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
3211 - Capital Projects Fund				
Revenue				
Taxes	6,653,283	5,600,000	8,216,000	2,616,000
Intergovernmental Revenues	1,019,078	400,000	-	(400,000)
Miscellaneous Revenues	2,663,949	5,823,920	198,800	(5,625,120)
Cash Balance	-	2,931,079	4,563,139	1,632,060
Revenue Total	10,336,310	14,754,999	12,977,939	(1,777,060)
Expenditure				
Personnel Services	375,824	-	(0)	(0)
Fixed Costs	44	56	238	182
Maintenance & Operations	593,440	580,000	-	(580,000)
Contributions & Transfers	6,895,319	13,643,920	7,901,500	(5,742,420)
Debt Service	-	-	3,039,924	3,039,924
Capital	2,184,632	-	1,800,000	1,800,000
Assessments In	453,255	515,431	236,277	(279,154)
Reserves	-	15,592	-	(15,592)
Expenditure Total	10,502,513	14,754,999	12,977,939	(1,777,060)
3216 - Police Facility 2002				
Revenue				
Miscellaneous Revenues	96,473	74,500	72,000	(2,500)
Cash Balance	-	27,875	-	(27,875)
Revenue Total	96,473	102,375	72,000	(30,375)
Expenditure				
Debt Service	156,104	102,375	72,000	(30,375)
Expenditure Total	156,104	102,375	72,000	(30,375)
3217 - Parking Garage Capital Projects				
Revenue				
Miscellaneous Revenues	1,301,501	-	-	-
Revenue Total	1,301,501	-	-	-
Expenditure				
Contributions & Transfers	222,193	-	-	-
Debt Service	885,412	-	-	-
Capital	80,935	-	-	-
Assessments In	918	927	-	(927)
Assessments Out	-	(927)	-	927
Expenditure Total	1,189,459	-	-	-

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
3218 - 2009 LTGO Bond Capital Projects				
Revenue				
Intergovernmental Revenues	649,459	-	-	-
Charges for Services	6,087	-	-	-
Miscellaneous Revenues	20,080,766	-	-	-
Revenue Total	20,736,312	-	-	-
Expenditure				
Personnel Services	177,221	-	-	-
Maintenance & Operations	2,266,361	-	-	-
Contributions & Transfers	17,656,615	-	-	-
Debt Service	2,699	-	-	-
Capital	16,343,533	-	-	-
Expenditure Total	36,446,428	-	-	-
3220 - 2010 LTGO Bonds				
Revenue				
Miscellaneous Revenues	1,388,101	-	-	-
Revenue Total	1,388,101	-	-	-
Expenditure				
Personnel Services	2,373,413	-	-	-
Maintenance & Operations	4,950,930	-	-	-
Contributions & Transfers	8,553,394	-	-	-
Debt Service	2,071	-	-	-
Capital	1,609,070	-	-	-
Expenditure Total	17,488,878	-	-	-
4110 - Permit Services Fund				
Revenue				
Licenses & Permits	6,478,144	5,890,000	9,914,560	4,024,560
Intergovernmental Revenues	389,248	-	-	-
Charges for Services	3,698,815	3,495,000	5,918,700	2,423,700
Fines & Forfeits	441	-	-	-
Miscellaneous Revenues	6,583,146	1,682,000	1,304,814	(377,186)
Cash Balance	-	1,553,175	1,684,261	131,086
Revenue Total	17,149,794	12,620,175	18,822,335	6,202,160
Expenditure				
Personnel Services	9,806,956	9,200,445	14,043,674	4,843,230
Fixed Costs	870,524	1,101,295	897,221	(204,074)
Maintenance & Operations	445,696	300,944	1,109,066	808,122
Contributions & Transfers	4,086	-	200,000	200,000
Debt Service	43,594	40,000	-	(40,000)
Capital	-	40,000	200,000	160,000
Assessments In	2,069,144	1,937,491	2,372,373	434,882
Expenditure Total	13,240,000	12,620,175	18,822,335	6,202,160

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4120 - PW Tacoma Rail Mountain Division				
Revenue				
Intergovernmental Revenues	427,670	-	-	-
Charges for Services	2,279,626	2,160,779	2,488,621	327,842
Miscellaneous Revenues	5,916,515	1,035,755	1,565,705	529,950
Cash Balance	-	261,256	25,333	(235,923)
Revenue Total	8,623,811	3,457,790	4,079,659	621,869
Expenditure				
Personnel Services	930,247	807,037	1,147,398	340,361
Fixed Costs	223,083	222,287	691,529	469,242
Maintenance & Operations	1,830,097	2,071,477	1,877,428	(194,049)
Contributions & Transfers	261,992	-	-	-
Debt Service	257,079	-	105,600	105,600
Capital	2,847,235	-	-	-
Assessments In	427,458	452,982	257,704	(195,278)
Assessments Out	-	(95,993)	-	95,993
Expenditure Total	6,777,190	3,457,790	4,079,659	621,869
4140 - PWE Parking Operating				
Revenue				
Charges for Services	6,759,802	6,430,282	9,888,876	3,458,594
Fines & Forfeits	2,816,482	3,100,000	4,390,478	1,290,478
Miscellaneous Revenues	1,870,653	4,602,865	40,000	(4,562,865)
Cash Balance	-	2,689,685	965,716	(1,723,969)
Revenue Total	11,446,937	16,822,832	15,285,070	(1,537,762)
Expenditure				
Personnel Services	2,453,475	3,011,020	3,266,202	255,182
Fixed Costs	568,411	528,321	514,816	(13,505)
Maintenance & Operations	3,535,118	3,905,745	4,002,482	96,737
Contributions & Transfers	2,835,640	5,474,905	-	(5,474,905)
Debt Service	1,719,437	3,662,685	6,666,900	3,004,215
Capital	-	-	103,500	103,500
Assessments In	335,799	187,531	731,170	543,639
Reserves	-	52,625	-	(52,625)
Expenditure Total	11,447,881	16,822,832	15,285,070	(1,537,762)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4165 - PAF Convention Center				
Revenue				
Taxes	15,661	-	11,000	11,000
Intergovernmental Revenues	200,000	-	-	-
Charges for Services	4,179,297	4,615,918	3,908,990	(706,928)
Miscellaneous Revenues	11,072,958	12,589,748	17,013,797	4,424,049
Revenue Total	15,467,916	17,205,666	20,933,787	3,728,121
Expenditure				
Personnel Services	4,531,619	3,353,774	3,271,225	(82,549)
Fixed Costs	400,082	385,248	438,331	53,083
Maintenance & Operations	2,958,879	3,922,262	4,129,850	207,588
Contributions & Transfers	352,806	-	-	-
Debt Service	6,689,833	8,646,952	11,529,233	2,882,281
Capital	-	-	450,000	450,000
Assessments In	834,337	897,430	1,115,148	217,719
Expenditure Total	15,767,557	17,205,666	20,933,787	3,728,121
4170 - PAF Cheney Stadium				
Revenue				
Taxes	360,645	397,000	407,781	10,781
Charges for Services	145,026	303,902	230,016	(73,886)
Miscellaneous Revenues	1,946,392	2,216,169	2,387,230	171,061
Revenue Total	2,452,063	2,917,071	3,025,027	107,956
Expenditure				
Personnel Services	14,456	-	-	-
Fixed Costs	76,061	71,009	114,458	43,449
Maintenance & Operations	159,351	134,000	142,750	8,750
Contributions & Transfers	4,534,043	150,000	-	(150,000)
Debt Service	3,744	2,562,062	2,574,371	12,309
Assessments In	6,912	-	43,448	43,448
Reserves	-	-	150,000	150,000
Expenditure Total	4,794,566	2,917,071	3,025,027	107,956

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4180 - PAF Tacoma Dome				
Revenue				
Taxes	1,078,127	1,180,855	1,356,750	175,895
Charges for Services	7,961,772	9,614,961	9,525,498	(89,463)
Miscellaneous Revenues	1,450,978	714,498	1,983,450	1,268,952
Revenue Total	10,490,877	11,510,314	12,865,698	1,355,384
Expenditure				
Personnel Services	5,493,260	5,576,536	5,537,420	(39,116)
Fixed Costs	394,257	262,122	436,639	174,517
Maintenance & Operations	3,793,144	4,151,485	4,284,580	133,095
Contributions & Transfers	8,648	-	-	-
Debt Service	106,976	1,060,552	903,061	(157,491)
Capital	572,214	-	900,000	900,000
Assessments In	623,096	459,619	803,998	344,379
Expenditure Total	10,991,594	11,510,314	12,865,698	1,355,384
4190 - PAF Performing Arts				
Revenue				
Miscellaneous Revenues	3,722,006	2,867,273	3,414,644	547,371
Cash Balance	-	-	1,021,356	1,021,356
Revenue Total	3,722,006	2,867,273	4,436,000	1,568,727
Expenditure				
Personnel Services	2,040	-	-	-
Fixed Costs	79,209	142,974	191,244	48,270
Maintenance & Operations	1,028,695	2,439,214	1,467,384	(971,830)
Contributions & Transfers	1,089	-	1,500,000	1,500,000
Debt Service	171,591	166,000	166,000	-
Capital	1,785,168	-	1,000,000	1,000,000
Assessments In	177,456	119,085	111,372	(7,713)
Expenditure Total	3,245,248	2,867,273	4,436,000	1,568,727

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4200 - Solid Waste				
Revenue				
Intergovernmental Revenues	498,820	-	300,000	300,000
Charges for Services	113,769,138	116,318,000	122,022,000	5,704,000
Miscellaneous Revenues	3,085,061	22,791,776	19,356,450	(3,435,326)
Cash Balance	-	567,188	4,066,683	3,499,495
Revenue Total	117,353,018	139,676,964	145,745,133	6,068,169
Expenditure				
Personnel Services	35,497,571	41,446,513	40,009,642	(1,436,870)
Fixed Costs	15,681,108	15,859,690	16,415,767	556,077
Maintenance & Operations	26,645,880	32,552,926	35,489,192	2,936,266
Contributions & Transfers	323,243	156,000	-	(156,000)
Debt Service	8,732,610	13,140,136	18,661,064	5,520,928
Capital	36,984,881	21,124,176	18,879,450	(2,244,726)
Assessments In	15,487,136	18,505,117	9,931,464	(8,573,653)
Assessments Out	(2,343,259)	(3,107,595)	-	3,107,595
Reserves	-	-	6,358,553	6,358,553
Expenditure Total	137,009,171	139,676,964	145,745,133	6,068,169
4300 - Wastewater				
Revenue				
Intergovernmental Revenues	100,000	-	-	-
Charges for Services	109,044,603	105,616,000	128,748,000	23,132,000
Miscellaneous Revenues	3,666,373	60,440,714	45,190,145	(15,250,569)
Revenue Total	112,810,975	166,056,714	173,938,145	7,881,431
Expenditure				
Personnel Services	38,563,902	44,738,985	50,006,791	5,267,805
Fixed Costs	5,998,373	5,172,033	11,507,313	6,335,280
Maintenance & Operations	27,931,661	29,107,953	26,122,988	(2,984,965)
Contributions & Transfers	(235,888)	124,000	-	(124,000)
Debt Service	8,169,153	14,468,697	19,092,495	4,623,798
Capital	44,619,953	57,589,514	41,736,515	(15,852,999)
Assessments In	9,875,416	12,951,144	14,040,834	1,089,690
Reserves	-	1,904,388	11,431,209	9,526,821
Expenditure Total	134,922,570	166,056,714	173,938,145	7,881,431

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4301 - Surface Water				
Revenue				
Intergovernmental Revenues	774,150	-	-	-
Charges for Services	47,717,748	47,180,000	62,061,000	14,881,000
Miscellaneous Revenues	3,155,003	39,045,345	31,212,135	(7,833,210)
Cash Balance	-	-	747,963	747,963
Revenue Total	51,646,901	86,225,345	94,021,098	7,795,753
Expenditure				
Personnel Services	15,636,821	18,142,045	18,419,150	277,104
Fixed Costs	3,123,698	2,791,237	3,689,336	898,099
Maintenance & Operations	8,774,114	8,660,349	9,748,388	1,088,039
Contributions & Transfers	(558,463)	62,000	-	(62,000)
Debt Service	8,178,122	7,799,835	11,164,183	3,364,348
Capital	11,376,374	37,080,345	29,442,135	(7,638,210)
Assessments In	7,513,846	9,410,738	8,707,326	(703,412)
Reserves	-	2,278,796	12,850,581	10,571,785
Expenditure Total	54,044,512	86,225,345	94,021,098	7,795,753
4450 - Union Station				
Revenue				
Miscellaneous Revenues	4,939,425	4,324,860	3,568,305	(756,555)
Cash Balance	-	-	9,100	9,100
Revenue Total	4,939,425	4,324,860	3,577,405	(747,455)
Expenditure				
Maintenance & Operations	10,111	9,600	9,600	-
Debt Service	4,938,825	4,315,260	3,567,805	(747,455)
Expenditure Total	4,948,936	4,324,860	3,577,405	(747,455)
4500 - Rail				
Revenue				
Intergovernmental Revenues	207,252	-	-	-
Charges for Services	42,724,819	51,006,784	62,283,903	11,277,119
Miscellaneous Revenues	2,422,573	157,364	2,910,429	2,753,065
Cash Balance	-	-	448,925	448,925
Revenue Total	45,354,645	51,164,148	65,643,257	14,479,109
Expenditure				
Personnel Services	21,783,711	23,957,221	30,931,089	6,973,869
Fixed Costs	4,818,296	4,773,894	5,487,329	713,435
Maintenance & Operations	11,156,997	15,053,822	18,615,800	3,561,978
Contributions & Transfers	300,000	600,000	-	(600,000)
Debt Service	1,201,063	1,183,140	1,431,736	248,596
Capital	3,353,627	3,170,000	5,967,000	2,797,000
Assessments In	1,950,921	2,426,072	3,210,303	784,231
Expenditure Total	44,564,615	51,164,148	65,643,257	14,479,109

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4600 - Water Utility				
Revenue				
Intergovernmental Revenues	165,438	-	-	-
Charges for Services	126,285,683	139,709,859	155,953,928	16,244,069
Miscellaneous Revenues	13,484,668	14,014,937	13,007,296	(1,007,641)
Cash Balance	-	-	4,821,591	4,821,591
Revenue Total	139,935,789	153,724,796	173,782,815	20,058,019
Expenditure				
Personnel Services	35,857,001	41,583,244	50,226,810	8,643,566
Fixed Costs	8,194,673	7,741,034	8,502,761	761,727
Maintenance & Operations	24,989,584	36,753,577	41,735,683	4,982,106
Contributions & Transfers	197,482	226,000	275,000	49,000
Debt Service	43,213,923	47,903,418	47,305,317	(598,101)
Capital	(31,578)	-	6,222,588	6,222,588
Assessments In	16,139,755	19,517,523	19,514,656	(2,867)
Expenditure Total	128,560,839	153,724,796	173,782,815	20,058,019
4700 - Power				
Revenue				
Intergovernmental Revenues	2,627,869	-	-	-
Charges for Services	753,895,919	814,157,658	874,908,639	60,750,981
Miscellaneous Revenues	19,889,346	15,894,156	11,685,317	(4,208,839)
Cash Balance	-	58,465,427	106,255,970	47,790,543
Revenue Total	776,413,134	888,517,241	992,849,926	104,332,685
Expenditure				
Personnel Services	154,999,076	185,679,009	189,746,992	4,067,983
Fixed Costs	32,325,316	16,927,465	21,564,257	4,636,792
Maintenance & Operations	361,219,309	442,017,498	492,433,978	50,416,480
Contributions & Transfers	962,800	1,805,000	967,500	(837,500)
Debt Service	128,006,013	134,857,005	166,747,478	31,890,473
Capital	30,248,918	58,281,000	67,329,440	9,048,440
Assessments In	42,755,602	48,950,264	54,060,281	5,110,017
Expenditure Total	750,517,034	888,517,241	992,849,926	104,332,685
4800 - TPU Self Insurance Claim				
Revenue				
Miscellaneous Revenues	3,373,296	2,155,000	2,580,000	425,000
Cash Balance	-	1,995,579	658,211	(1,337,368)
Revenue Total	3,373,296	4,150,579	3,238,211	(912,368)
Expenditure				
Personnel Services	292	-	-	-
Maintenance & Operations	2,326,266	3,833,619	3,000,700	(832,919)
Assessments In	250,666	316,960	237,511	(79,449)
Expenditure Total	2,577,225	4,150,579	3,238,211	(912,368)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4805 - Low Income Assistance				
Revenue				
Miscellaneous Revenues	979,436	1,800,000	960,000	(840,000)
Cash Balance	-	120,000	1,020,000	900,000
Revenue Total	979,436	1,920,000	1,980,000	60,000
Expenditure				
Contributions & Transfers	1,339,148	1,920,000	1,980,000	60,000
Expenditure Total	1,339,148	1,920,000	1,980,000	60,000
5007 - Finance Payroll/Organizational Mgmt				
Revenue				
Personnel Services	2,050	-	-	-
Charges for Services	1,884,929	2,070,000	-	(2,070,000)
Miscellaneous Revenues	784,017	-	-	-
Cash Balance	-	34,972	-	(34,972)
Assessments In	2,474,985	2,542,398	-	(2,542,398)
Revenue Total	5,145,981	4,647,370	-	(4,647,370)
Expenditure				
Personnel Services	1,508,741	1,620,834	-	(1,620,834)
Fixed Costs	1,883,530	2,209,012	-	(2,209,012)
Maintenance & Operations	338,982	633,066	-	(633,066)
Contributions & Transfers	3,246,568	-	-	-
Assessments In	651,208	184,418	-	(184,418)
Reserves	-	40	-	(40)
Expenditure Total	7,629,029	4,647,370	-	(4,647,370)
5016 - Finance Management & Budget				
Revenue				
Miscellaneous Revenues	42,743	-	-	-
Cash Balance	-	166,532	-	(166,532)
Assessments In	1,170,040	1,569,262	-	(1,569,262)
Revenue Total	1,212,783	1,735,794	-	(1,735,794)
Expenditure				
Personnel Services	980,705	1,102,019	-	(1,102,019)
Fixed Costs	21,029	11,143	-	(11,143)
Maintenance & Operations	122,060	386,781	-	(386,781)
Contributions & Transfers	561,493	-	-	-
Capital	12,538	-	-	-
Assessments In	90,238	235,851	-	(235,851)
Expenditure Total	1,788,062	1,735,794	-	(1,735,794)
5027 - Business System Improvement Project				
Revenue				
Miscellaneous Revenues	7,456	-	-	-
Revenue Total	7,456	-	-	-

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5042 - IT Graphics Services				
Revenue				
Personnel Services	21,930	-	-	-
Maintenance & Operations	84,876	-	-	-
Charges for Services	4,822,245	2,299,878	1,682,008	(617,870)
Miscellaneous Revenues	64,259	-	-	-
Assessments In	200	-	-	-
Revenue Total	4,993,511	2,299,878	1,682,008	(617,870)
Expenditure				
Personnel Services	1,113,670	-	-	-
Fixed Costs	1,537,830	8,996	-	(8,996)
Maintenance & Operations	1,878,790	2,290,882	1,682,008	(608,874)
Contributions & Transfers	2,247	-	-	-
Debt Service	86,928	-	-	-
Assessments In	386,474	-	-	-
Expenditure Total	5,005,938	2,299,878	1,682,008	(617,870)
5050 - TPU Fleet Service				
Revenue				
Miscellaneous Revenues	12,464,167	14,002,499	18,391,521	4,389,022
Cash Balance	-	10,115,956	15,025,463	4,909,507
Revenue Total	12,464,167	24,118,455	33,416,984	9,298,529
Expenditure				
Personnel Services	5,571,007	5,815,000	5,847,034	32,034
Fixed Costs	898,202	1,254,044	1,242,556	(11,488)
Maintenance & Operations	416,556	706,069	681,928	(24,141)
Capital	6,513,245	14,601,528	24,342,000	9,740,472
Assessments In	715,142	1,741,814	1,303,466	(438,348)
Expenditure Total	14,114,153	24,118,455	33,416,984	9,298,529
5086 - Youth Build Tacoma				
Revenue				
Miscellaneous Revenues	7,001	-	-	-
Cash Balance	-	132,821	-	(132,821)
Assessments In	604,771	570,492	651,003	80,511
Revenue Total	611,772	703,313	651,003	(52,310)
Expenditure				
Maintenance & Operations	685,228	702,871	640,604	(62,267)
Debt Service	133	-	-	-
Assessments In	171	442	10,399	9,957
Expenditure Total	685,532	703,313	651,003	(52,310)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5400 - PW Fleet Equipment Rental				
Revenue				
Personnel Services	5,606,638	-	-	-
Fixed Costs	234,450	-	-	-
Maintenance & Operations	820,319	-	-	-
Intergovernmental Revenues	12,000	-	-	-
Charges for Services	1,976	-	-	-
Miscellaneous Revenues	14,288,524	15,152,356	16,136,944	984,588
Cash Balance	-	-	1,587,812	1,587,812
Assessments In	3,768	-	-	-
Revenue Total	20,967,674	15,152,356	17,724,756	2,572,400
Expenditure				
Personnel Services	7,297,142	8,549,318	8,644,201	94,883
Fixed Costs	4,648,182	650,898	675,766	24,868
Maintenance & Operations	(18,830)	804,644	573,100	(231,544)
Contributions & Transfers	814,962	-	-	-
Capital	7,635,252	2,800,000	6,384,000	3,584,000
Assessments In	1,283,419	2,191,749	1,447,689	(744,060)
Reserves	-	155,747	-	(155,747)
Expenditure Total	21,660,127	15,152,356	17,724,756	2,572,400
5453 - PWS Asphalt Plant				
Revenue				
Personnel Services	115,790	-	-	-
Maintenance & Operations	702,374	-	992,203	992,203
Charges for Services	2,356,508	3,318,616	7,500	(3,311,116)
Miscellaneous Revenues	16,570	-	1,673,180	1,673,180
Assessments In	315	-	-	-
Revenue Total	3,191,556	3,318,616	2,672,883	(645,733)
Expenditure				
Personnel Services	626,290	448,497	435,966	(12,531)
Fixed Costs	117,042	107,337	192,334	84,997
Maintenance & Operations	2,360,434	2,471,490	1,688,115	(783,375)
Contributions & Transfers	1,226	2,000	-	(2,000)
Debt Service	81	310	-	(310)
Assessments In	108,043	278,506	151,037	(127,469)
Reserves	-	10,476	205,431	194,955
Expenditure Total	3,213,116	3,318,616	2,672,883	(645,733)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5540 - Communications Equipment Replacement Reserve				
Revenue				
Intergovernmental Revenues	30,834	-	-	-
Charges for Services	5,152,656	4,445,919	4,727,467	281,548
Miscellaneous Revenues	517,648	-	-	-
Assessments In	3,103	-	-	-
Revenue Total	5,704,240	4,445,919	4,727,467	281,548
Expenditure				
Personnel Services	1,252,447	1,311,774	1,377,802	66,028
Fixed Costs	1,455,035	51,317	55,913	4,596
Maintenance & Operations	878,245	2,312,079	2,584,189	272,110
Contributions & Transfers	2,152,792	-	-	-
Capital	154,336	375,000	240,000	(135,000)
Assessments In	265,165	317,854	469,563	151,709
Reserves	-	77,895	-	(77,895)
Expenditure Total	6,158,020	4,445,919	4,727,467	281,548
5550 - Third Party Liability Claims				
Revenue				
Miscellaneous Revenues	7,463,138	7,387,000	7,395,462	8,462
Cash Balance	-	-	14,087	14,087
Revenue Total	7,463,138	7,387,000	7,409,549	22,549
Expenditure				
Personnel Services	81,833	81,218	85,345	4,126
Fixed Costs	-	-	1,225,736	1,225,736
Maintenance & Operations	3,914,044	5,108,701	4,533,297	(575,404)
Contributions & Transfers	4,011,000	-	-	-
Assessments In	1,631,874	2,151,761	1,565,171	(586,589)
Assessments Out	-	(152,351)	-	152,351
Reserves	-	197,671	-	(197,671)
Expenditure Total	9,638,752	7,387,000	7,409,549	22,549
5560 - Unemployment Compensation				
Revenue				
Miscellaneous Revenues	1,674,041	1,043,301	706,470	(336,831)
Cash Balance	-	-	361,316	361,316
Revenue Total	1,674,041	1,043,301	1,067,786	24,485
Expenditure				
Maintenance & Operations	1,243,025	1,012,162	1,040,000	27,838
Assessments In	40,382	29,656	27,786	(1,870)
Reserves	-	1,483	-	(1,483)
Expenditure Total	1,283,407	1,043,301	1,067,786	24,485

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5570 - Worker's Compensation				
Revenue				
Charges for Services	5,520	-	-	-
Miscellaneous Revenues	15,938,910	19,332,224	17,780,558	(1,551,666)
Cash Balance	-	-	51,505	51,505
Revenue Total	15,944,430	19,332,224	17,832,063	(1,500,161)
Expenditure				
Personnel Services	1,941,605	2,047,130	2,165,016	117,886
Fixed Costs	16,289	163,045	637,587	474,542
Maintenance & Operations	12,012,612	15,841,748	14,684,752	(1,156,996)
Contributions & Transfers	999,442	-	-	-
Assessments In	246,323	294,947	344,708	49,761
Assessments Out	(21)	-	-	-
Reserves	-	985,354	-	(985,354)
Expenditure Total	15,216,250	19,332,224	17,832,063	(1,500,161)
5700 - Municipal Building Acquisition & Operations				
Revenue				
Personnel Services	231,717	-	-	-
Fixed Costs	1,738	-	-	-
Maintenance & Operations	4,577	-	-	-
Intergovernmental Revenues	5,913	-	-	-
Charges for Services	8,842,816	9,757,154	9,796,550	39,396
Miscellaneous Revenues	3,465,361	4,688,364	3,972,618	(715,746)
Cash Balance	-	1,499,302	2,304,641	805,339
Assessments In	5,269	-	-	-
Revenue Total	12,557,391	15,944,820	16,073,809	128,989
Expenditure				
Personnel Services	4,813,682	5,264,714	4,774,151	(490,563)
Fixed Costs	2,837,924	1,300,062	1,494,846	194,784
Maintenance & Operations	2,603,439	4,163,011	4,598,360	435,349
Contributions & Transfers	1,045,546	-	-	-
Debt Service	125,447	900,000	-	(900,000)
Capital	780,545	3,034,000	3,902,400	868,400
Assessments In	685,510	1,210,075	1,015,751	(194,325)
Reserves	-	72,958	288,302	215,344
Expenditure Total	12,892,094	15,944,820	16,073,809	128,989

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5800 - Information Systems				
Revenue				
Personnel Services	271,794	-	-	-
Intergovernmental Revenues	452,548	-	-	-
Charges for Services	2,356	-	-	-
Miscellaneous Revenues	814,958	-	-	-
Assessments In	38,003,168	43,462,462	49,417,453	5,954,991
Revenue Total	39,544,824	43,462,462	49,417,453	5,954,991
Expenditure				
Personnel Services	25,883,178	25,446,785	26,767,783	1,320,997
Fixed Costs	1,143,914	1,076,793	2,858,102	1,781,309
Maintenance & Operations	6,830,487	13,146,683	15,262,698	2,116,015
Debt Service	55,224	71,000	-	(71,000)
Capital	2,192,954	2,604,651	3,291,386	686,735
Assessments In	25,928,976	26,065,864	24,884,255	(1,181,609)
Assessments Out	(22,135,016)	(24,949,314)	(23,646,770)	1,302,544
Expenditure Total	39,899,717	43,462,462	49,417,453	5,954,991
6050 - Deferred Compensation Trust				
Revenue				
Miscellaneous Revenues	508,926	488,584	477,680	(10,904)
Revenue Total	508,926	488,584	477,680	(10,904)
Expenditure				
Personnel Services	193,519	207,331	225,542	18,211
Fixed Costs	16,297	-	18,026	18,026
Maintenance & Operations	158,725	168,150	140,600	(27,550)
Assessments In	20,140	6,072	23,790	17,718
Reserves	-	107,031	69,723	(37,308)
Expenditure Total	388,681	488,584	477,680	(10,904)
6100 - Employees Retirement				
Revenue				
Miscellaneous Revenues	225,500,534	267,395,276	315,158,781	47,763,505
Revenue Total	225,500,534	267,395,276	315,158,781	47,763,505
Expenditure				
Personnel Services	1,816,812	1,964,595	1,933,889	(30,705)
Fixed Costs	265,360	295,805	285,349	(10,456)
Maintenance & Operations	118,000,322	140,220,200	161,023,200	20,803,000
Contributions & Transfers	5,200,000	-	-	-
Debt Service	32,462	-	-	-
Capital	1,916	25,000	-	(25,000)
Assessments In	318,941	394,218	508,189	113,971
Reserves	-	124,495,458	151,408,154	26,912,696
Expenditure Total	125,635,813	267,395,276	315,158,781	47,763,505

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
6120 - Relief & Pension Police				
Revenue				
Miscellaneous Revenues	8,137,491	10,541,000	9,422,250	(1,118,750)
Cash Balance	-	424,518	-	(424,518)
Revenue Total	8,137,491	10,965,518	9,422,250	(1,543,268)
Expenditure				
Personnel Services	146,520	146,913	309,530	162,617
Fixed Costs	17,773	14,738	14,310	(428)
Maintenance & Operations	9,228,120	10,755,869	9,008,149	(1,747,720)
Debt Service	52	-	-	-
Assessments In	90,206	47,998	90,261	42,263
Expenditure Total	9,482,671	10,965,518	9,422,250	(1,543,268)
6150 - Relief & Pension Firefighters				
Revenue				
Intergovernmental Revenues	665,738	-	-	-
Miscellaneous Revenues	10,095,444	12,929,000	12,446,343	(482,657)
Revenue Total	10,761,182	12,929,000	12,446,343	(482,657)
Expenditure				
Personnel Services	149,109	146,913	311,530	164,617
Fixed Costs	17,556	19,889	14,576	(5,313)
Maintenance & Operations	10,762,698	12,109,693	12,023,792	(85,901)
Debt Service	222	-	-	-
Assessments In	96,887	55,145	96,445	41,301
Reserves	-	597,360	-	(597,360)
Expenditure Total	11,026,472	12,929,000	12,446,343	(482,657)
6430 - Health Care Trust Labor Management				
Revenue				
Charges for Services	320	-	-	-
Miscellaneous Revenues	118,333,211	134,907,145	132,213,604	(2,693,541)
Cash Balance	-	-	3,833,584	3,833,584
Revenue Total	118,333,531	134,907,145	136,047,188	1,140,043
Expenditure				
Personnel Services	116,343,118	133,547,247	134,655,919	1,108,672
Maintenance & Operations	116,621	262,200	1,141,686	879,486
Assessments In	397,933	197,584	249,583	51,999
Reserves	-	900,114	-	(900,114)
Expenditure Total	116,857,671	134,907,145	136,047,188	1,140,043

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
6440 - Group Life Trust				
Revenue				
Miscellaneous Revenues	1,659,358	1,634,509	949,826	(684,683)
Cash Balance	-	72,896	959,290	886,394
Revenue Total	1,659,358	1,707,405	1,909,116	201,711
Expenditure				
Personnel Services	1,603,971	1,704,708	1,899,652	194,944
Assessments In	4,856	2,655	9,464	6,809
Reserves	-	42	-	(42)
Expenditure Total	1,608,828	1,707,405	1,909,116	201,711
6460 - Dental Care Labor Management				
Revenue				
Miscellaneous Revenues	12,434,747	13,980,077	11,285,784	(2,694,293)
Cash Balance	-	-	1,253,655	1,253,655
Revenue Total	12,434,747	13,980,077	12,539,439	(1,440,638)
Expenditure				
Personnel Services	11,500,122	13,426,849	12,497,379	(929,470)
Maintenance & Operations	10,966	14,800	11,194	(3,606)
Debt Service	20	-	-	-
Assessments In	31,214	19,342	30,866	11,524
Reserves	-	519,086	-	(519,086)
Expenditure Total	11,542,322	13,980,077	12,539,439	(1,440,638)
6470 - Health Care Trust Firefighters				
Revenue				
Miscellaneous Revenues	4,951,335	6,580,000	7,026,676	446,676
Revenue Total	4,951,335	6,580,000	7,026,676	446,676
Expenditure				
Personnel Services	5,422,149	6,570,519	7,000,000	429,481
Fixed Costs	73	-	-	-
Maintenance & Operations	1,160	-	-	-
Assessments In	15,199	9,481	26,676	17,194
Expenditure Total	5,438,581	6,580,000	7,026,676	446,676
6480 - Health Care Trust Police				
Revenue				
Miscellaneous Revenues	5,510,931	6,900,000	5,527,293	(1,372,707)
Revenue Total	5,510,931	6,900,000	5,527,293	(1,372,707)
Expenditure				
Personnel Services	6,267,006	6,889,558	5,500,000	(1,389,558)
Assessments In	15,172	10,442	27,293	16,851
Expenditure Total	6,282,179	6,900,000	5,527,293	(1,372,707)

Revenue & Expenditure by Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
6795 - Public Facilities Districts				
Revenue				
Taxes	5,510,229	5,252,000	6,063,610	811,610
Miscellaneous Revenues	20,069	-	-	-
Revenue Total	5,530,297	5,252,000	6,063,610	811,610
Expenditure				
Fixed Costs	4,967,836	-	-	-
Maintenance & Operations	4,176	-	-	-
Contributions & Transfers	-	5,252,000	6,063,610	811,610
Assessments In	17,510	-	-	-
Expenditure Total	4,989,523	5,252,000	6,063,610	811,610



Department & Fund Matrix

	City Attorney's Office	City Council	City Manager	Community & Economic Deve	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community S	Non-Departmental	Office of Management & Budg	Planning & Development Serv	Police	Public Assembly Facilities	Public Works	Retirement	Tacoma Public Utilities
0010 - General Fund	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X		X		
Special Revenue Funds																					
1020 - Courts Special Revenue											X										
1030 - Contingency Fund		X																			
1060 - Transportation Capital & Engineering																				X	
1065 - PW Street Fund (Street Operations, Engineering, Transportation)																				X	
1070 - Transportation Benefit District																				X	
1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)																				X	
1090 - TFD Special Revenue							X														
1100 - PWF Property Management																				X	
1110 - Local Improvement Guaranty					X																
1140 - PWE Paths & Trails Reserve																				X	
1145 - PWB Building & Land Use Services												X								X	
1155 - TFD EMS Special Revenue							X														
1180 - PAF Tourism & Conventions																	X				
1185 - NCS Special Revenue												X									
1195 - Economic Development Grants				X											X						
1200 - Library Special Revenue										X											
1236 - CED Small Business Enterprise				X																	
1267 - TPD Special Revenue															X						
1431 - CMO Municipal Cable TV			X																		
1500 - CED Local Employment Apprenticeship Program				X																	
1600 - CMO Special Revenue Grant Fund			X																		
1650 - Traffic Enforcement, Engineering & Education											X					X			X		
Debt Service Funds																					
2010 - Voted Bonds						X															
2035 - LTD GO Bonds 1997 A & B						X															
2038 - Public Works Trust Fund Loan						X															
2039 - LTGO Refunding Bonds 2001						X															
2040 - LTGO 2009 Series A-F Bond Redemption						X															
2041 - 2010 LTGO Bonds Series 2010B - 2010E						X															
2042 - 2013 LTGO Refunding Bonds						X															
Capital Project Funds																					
3209 - 1997 Bond Issue Const/Dvl PM																				X	
3211 - Capital Projects Fund				X																	
3216 - Police Facility 2002				X																	
3217 - Parking Garage Capital Projects																				X	
3218 - 2009 LTGO Bond Capital Projects				X																	
3220 - 2010 LTGO Bonds				X																	

Department & Fund Matrix

	City Attorney's Office	City Council	City Manager	Community & Economic Deve	Environmental Services	Finance	Fire	Hearing Examiner	Human Resources	Information Technology	Library	Municipal Court	Neighborhood & Community S	Non-Departmental	Office of Management & Budg	Planning & Development Serv	Police	Public Assembly Facilities	Public Works	Retirement	Tacoma Public Utilities
Enterprise Funds																					
4110 - Permit Services Fund																X					
4120 - PW Tacoma Rail Mountain Division																			X		
4140 - PWE Parking Operating											X								X		
4165 - PAF Convention Center																	X				
4170 - PAF Cheney Stadium																	X				
4180 - PAF Tacoma Dome																	X				
4190 - PAF Performing Arts																	X				
4200 - Solid Waste				X																	
4300 - Wastewater				X																	
4301 - Surface Water				X																	
4450 - Union Station																			X		
4500 - Rail																					X
4600 - Water Utility																					X
4700 - Power																					X
4800 - TPU Self Insurance Claim																					X
4805 - Low Income Assistance																					X
Internal Service Funds																					
5007 - Finance Payroll/Organizational Mgmt				X																	
5016 - Finance Management & Budget				X																	
5027 - Business System Improvement Project				X																	
5042 - IT Graphics Services									X												
5050 - TPU Fleet Service																					X
5086 - Youth Build Tacoma												X									
5400 - PW Fleet Equipment Rental																			X		
5453 - PWS Asphalt Plant																			X		
5540 - Communications Equipment Replacement Reserve									X												
5550 - Third Party Liability Claims								X													
5560 - Unemployment Compensation								X													
5570 - Worker's Compensation								X													
5700 - Municipal Building Acquisition & Operations									X										X		
5800 - Information Systems									X												
Trust & Agency Funds																					
6050 - Deferred Compensation Trust								X													
6100 - Employees Retirement																					X
6120 - Relief & Pension Police																					X
6150 - Relief & Pension Firefighters																					X
6430 - Health Care Trust Labor Management								X													
6440 - Group Life Trust								X													
6460 - Dental Care Labor Management								X													
6470 - Health Care Trust Firefighters																					X
6480 - Health Care Trust Police																					X
6795 - Public Facilities Districts																	X				

Bolded funds include more than one department.

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
City Attorney's Office				
0010 - General Fund				
Personnel Services	12,204,743	12,263,809	13,088,121	824,312
Fixed Costs	1,022,238	1,158,084	1,129,226	(28,858)
Maintenance & Operations	643,072	1,089,050	592,600	(496,450)
Assessments In	581,930	713,217	825,251	112,034
Assessments Out	(6,709,607)	(7,697,879)	(7,684,569)	13,310
0010 - General Fund Total	7,742,376	7,526,280	7,950,629	424,348
City Attorney's Office Total	7,742,376	7,526,280	7,950,629	424,348
City Council				
0010 - General Fund				
Personnel Services	1,580,093	1,751,391	2,221,955	470,564
Fixed Costs	340,407	394,906	401,088	6,182
Maintenance & Operations	155,500	132,000	133,900	1,900
Assessments In	91,462	125,797	172,636	46,839
Assessments Out	(1,012,197)	(1,248,406)	(1,677,477)	(429,071)
0010 - General Fund Total	1,155,265	1,155,688	1,252,102	96,414
1030 - Contingency Fund				
Maintenance & Operations	73,521	750,038	750,000	(38)
Assessments In	47	2,452	1,878	(574)
1030 - Contingency Fund Total	73,568	752,490	751,878	(612)
City Council Total	1,228,833	1,908,178	2,003,980	95,802
City Manager				
0010 - General Fund				
Personnel Services	3,696,383	2,693,346	5,492,608	2,799,262
Fixed Costs	204,586	154,736	289,657	134,921
Maintenance & Operations	1,006,418	1,114,056	1,201,522	87,466
Contributions & Transfers	500	-	-	-
Assessments In	250,059	282,590	352,565	69,975
Assessments Out	(2,820,766)	(1,975,829)	(3,388,613)	(1,412,784)
0010 - General Fund Total	2,337,180	2,268,899	3,947,739	1,678,840
1431 - CMO Municipal Cable TV				
Personnel Services	2,831,187	3,773,855	3,890,004	116,150
Fixed Costs	426,469	183,080	390,476	207,396
Maintenance & Operations	546,162	1,209,273	1,246,203	36,930
Contributions & Transfers	46,672	-	-	-
Capital	83,112	1,755,000	2,000,000	245,000
Assessments In	870,810	732,964	651,490	(81,474)
Reserves	-	35,673	12,337	(23,336)
1431 - CMO Municipal Cable TV Total	4,804,411	7,689,844	8,190,510	500,666

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1600 - CMO Special Revenue Grant Fund				
Personnel Services	73,623	-	-	-
Fixed Costs	8,052	-	-	-
Maintenance & Operations	997,486	-	-	-
1600 - CMO Special Revenue Grant Fund Total	1,079,161	-	-	-
City Manager Total	8,220,752	9,958,743	12,138,249	2,179,506
Community & Economic Development				
0010 - General Fund				
Personnel Services	4,538,280	4,052,604	4,551,419	498,814
Fixed Costs	571,551	669,289	516,361	(152,928)
Maintenance & Operations	1,250,623	1,927,940	2,568,262	640,322
Debt Service	5,119	-	-	-
Capital	28,015	-	-	-
Assessments In	453,953	616,042	536,910	(79,131)
Assessments Out	(139,099)	-	-	-
0010 - General Fund Total	6,708,441	7,265,875	8,172,952	907,077
1195 - Economic Development Grants				
Personnel Services	1,622,617	1,690,298	1,428,817	(261,482)
Fixed Costs	(2,984)	40,438	47,160	6,722
Maintenance & Operations	6,312,528	16,051,293	10,802,697	(5,248,596)
Contributions & Transfers	4,781,740	18,252,756	13,409,704	(4,843,052)
Assessments In	306,749	21,160	41,289	20,129
Assessments Out	(144,459)	-	-	-
Reserves	-	17,337	-	(17,337)
1195 - Economic Development Grants Total	12,876,191	36,073,282	25,729,666	(10,343,616)
1236 - CED Small Business Enterprise				
Personnel Services	298,615	366,287	413,126	46,839
Fixed Costs	24,344	28,190	32,660	4,470
Maintenance & Operations	37,745	58,500	64,679	6,179
Contributions & Transfers	749	-	-	-
Assessments In	25,603	31,104	36,117	5,013
1236 - CED Small Business Enterprise Total	387,056	484,081	546,582	62,501
1500 - CED Local Employment Apprenticeship Program				
Personnel Services	401,835	395,466	408,868	13,402
Fixed Costs	20,976	6,009	12,408	6,399
Maintenance & Operations	339,556	321,841	335,855	14,014
Assessments In	103,993	40,446	32,488	(7,957)
Assessments Out	-	(868)	-	868
1500 - CED Local Employment Apprenticeship Program Total	866,359	762,894	789,620	26,726
Community & Economic Development Total	20,838,049	44,586,132	35,238,820	(9,347,312)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Environmental Services				
0010 - General Fund				
Personnel Services	-	-	549,936	549,936
Fixed Costs	-	-	13,398	13,398
Maintenance & Operations	-	-	235,100	235,100
Assessments In	-	-	60,543	60,543
Assessments Out	-	-	(375,844)	(375,844)
0010 - General Fund Total	-	-	483,132	483,132
4200 - Solid Waste				
Personnel Services	35,497,571	41,446,513	40,009,642	(1,436,870)
Fixed Costs	15,681,108	15,859,690	16,415,767	556,077
Maintenance & Operations	26,645,880	32,552,926	35,489,192	2,936,266
Contributions & Transfers	323,243	156,000	-	(156,000)
Debt Service	8,732,610	13,140,136	18,661,064	5,520,928
Capital	36,984,881	21,124,176	18,879,450	(2,244,726)
Assessments In	15,487,136	18,505,117	9,931,464	(8,573,653)
Assessments Out	(2,343,259)	(3,107,595)	-	3,107,595
Reserves	-	-	6,358,553	6,358,553
4200 - Solid Waste Total	137,009,171	139,676,964	145,745,133	6,068,169
4300 - Wastewater				
Personnel Services	38,563,902	44,738,985	50,006,791	5,267,805
Fixed Costs	5,998,373	5,172,033	11,507,313	6,335,280
Maintenance & Operations	27,931,661	29,107,953	26,122,988	(2,984,965)
Contributions & Transfers	(235,888)	124,000	-	(124,000)
Debt Service	8,169,153	14,468,697	19,092,495	4,623,798
Capital	44,619,953	57,589,514	41,736,515	(15,852,999)
Assessments In	9,875,416	12,951,144	14,040,834	1,089,690
Reserves	-	1,904,388	11,431,209	9,526,821
4300 - Wastewater Total	134,922,570	166,056,714	173,938,145	7,881,431
4301 - Surface Water				
Personnel Services	15,636,821	18,142,045	18,419,150	277,104
Fixed Costs	3,123,698	2,791,237	3,689,336	898,099
Maintenance & Operations	8,774,114	8,660,349	9,748,388	1,088,039
Contributions & Transfers	(558,463)	62,000	-	(62,000)
Debt Service	8,178,122	7,799,835	11,164,183	3,364,348
Capital	11,376,374	37,080,345	29,442,135	(7,638,210)
Assessments In	7,513,846	9,410,738	8,707,326	(703,412)
Reserves	-	2,278,796	12,850,581	10,571,785
4301 - Surface Water Total	54,044,512	86,225,345	94,021,098	7,795,753
Environmental Services Total	325,976,253	391,959,023	414,187,509	22,228,486

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Finance				
0010 - General Fund				
Personnel Services	15,358,723	16,011,624	18,268,814	2,257,190
Fixed Costs	1,415,483	1,611,956	1,433,379	(178,577)
Maintenance & Operations	225,914	914,187	1,601,111	686,924
Debt Service	119	-	-	-
Capital	(1,610)	-	-	-
Assessments In	1,167,466	1,548,108	2,107,220	559,112
Assessments Out	(10,975,713)	(12,754,844)	(14,257,149)	(1,502,305)
0010 - General Fund Total	7,190,383	7,331,030	9,153,374	1,822,344
1110 - Local Improvement Guaranty				
Personnel Services	203,460	140,666	145,335	4,669
Fixed Costs	1,103	-	596	596
Maintenance & Operations	(6,063)	-	-	-
Contributions & Transfers	340	-	-	-
Assessments In	41,166	27,651	33,331	5,680
Assessments Out	-	(28,301)	-	28,301
1110 - Local Improvement Guaranty Total	240,006	140,016	179,262	39,246
2010 - Voted Bonds				
Contributions & Transfers	59,681	-	-	-
Debt Service	5,410,162	5,406,550	5,412,050	5,500
2010 - Voted Bonds Total	5,469,842	5,406,550	5,412,050	5,500
2035 - LTD GO Bonds 1997 A & B				
Debt Service	1,188,575	5,188,575	6,368,575	1,180,000
2035 - LTD GO Bonds 1997 A & B Total	1,188,575	5,188,575	6,368,575	1,180,000
2038 - Public Works Trust Fund Loan				
Debt Service	2,337,363	2,265,281	2,313,603	48,322
2038 - Public Works Trust Fund Loan Total	2,337,363	2,265,281	2,313,603	48,322
2039 - LTGO Refunding Bonds 2001				
Debt Service	103,625	1,183,650	-	(1,183,650)
2039 - LTGO Refunding Bonds 2001 Total	103,625	1,183,650	-	(1,183,650)
2040 - LTGO 2009 Series A-F Bond Redemption				
Debt Service	5,040,995	5,005,695	2,998,003	(2,007,692)
2040 - LTGO 2009 Series A-F Bond Redemption Total	5,040,995	5,005,695	2,998,003	(2,007,692)
2041 - 2010 LTGO Bonds Series 2010B - 2010E				
Contributions & Transfers	15,279	-	-	-
Debt Service	5,054,986	6,723,947	13,231,484	6,507,537
2041 - 2010 LTGO Bonds Series 2010B - 2010E Total	5,070,264	6,723,947	13,231,484	6,507,537
2042 - 2013 LTGO Refunding Bonds				
Debt Service	-	-	6,652,800	6,652,800
2042 - 2013 LTGO Refunding Bonds Total	-	-	6,652,800	6,652,800

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
3211 - Capital Projects Fund				
Personnel Services	375,824	-	(0)	(0)
Fixed Costs	44	56	238	182
Maintenance & Operations	593,440	580,000	-	(580,000)
Contributions & Transfers	6,895,319	13,643,920	7,901,500	(5,742,420)
Debt Service	-	-	3,039,924	3,039,924
Capital	2,184,632	-	1,800,000	1,800,000
Assessments In	453,255	515,431	236,277	(279,154)
Reserves	-	15,592	-	(15,592)
3211 - Capital Projects Fund Total	10,502,513	14,754,999	12,977,939	(1,777,060)
3216 - Police Facility 2002				
Debt Service	156,104	102,375	72,000	(30,375)
3216 - Police Facility 2002 Total	156,104	102,375	72,000	(30,375)
3218 - 2009 LTGO Bond Capital Projects				
Personnel Services	177,221	-	-	-
Maintenance & Operations	2,266,361	-	-	-
Contributions & Transfers	17,656,615	-	-	-
Debt Service	2,699	-	-	-
Capital	16,343,533	-	-	-
3218 - 2009 LTGO Bond Capital Projects Total	36,446,428	-	-	-
3220 - 2010 LTGO Bonds				
Personnel Services	2,373,413	-	-	-
Maintenance & Operations	4,950,930	-	-	-
Contributions & Transfers	8,553,394	-	-	-
Debt Service	2,071	-	-	-
Capital	1,609,070	-	-	-
3220 - 2010 LTGO Bonds Total	17,488,878	-	-	-
5007 - Finance Payroll/Organizational Mgmt				
Personnel Services	1,508,741	1,620,834	-	(1,620,834)
Fixed Costs	1,883,530	2,209,012	-	(2,209,012)
Maintenance & Operations	338,982	633,066	-	(633,066)
Contributions & Transfers	3,246,568	-	-	-
Assessments In	651,208	184,418	-	(184,418)
Reserves	-	40	-	(40)
5007 - Finance Payroll/Organizational Mgmt Total	7,629,029	4,647,370	-	(4,647,370)
5016 - Finance Management & Budget				
Personnel Services	980,705	1,102,019	-	(1,102,019)
Fixed Costs	21,029	11,143	-	(11,143)
Maintenance & Operations	122,060	386,781	-	(386,781)
Contributions & Transfers	561,493	-	-	-
Capital	12,538	-	-	-
Assessments In	90,238	235,851	-	(235,851)
5016 - Finance Management & Budget Total	1,788,062	1,735,794	-	(1,735,794)
Finance Total	100,652,068	54,485,282	59,359,090	4,873,809

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Fire				
0010 - General Fund				
Personnel Services	84,570,336	78,608,841	84,114,965	5,506,124
Fixed Costs	4,654,232	5,012,694	6,165,029	1,152,335
Maintenance & Operations	2,628,668	3,524,150	3,454,401	(69,749)
Debt Service	12,106	-	-	-
Capital	12,839	435,000	115,000	(320,000)
Assessments In	1,977,336	2,425,814	2,287,601	(138,213)
0010 - General Fund Total	93,855,517	90,006,499	96,136,997	6,130,497
1090 - TFD Special Revenue				
Personnel Services	3,595,900	6,159,352	3,250,119	(2,909,233)
Fixed Costs	29,234	147,300	148,000	700
Maintenance & Operations	1,290,012	663,809	350,532	(313,277)
Contributions & Transfers	236,991	-	-	-
Debt Service	52,347	367,000	283,468	(83,532)
Capital	1,090,931	3,251,000	1,091,088	(2,159,912)
Assessments Out	(242)	-	-	-
Reserves	-	171,648	-	(171,648)
1090 - TFD Special Revenue Total	6,295,172	10,760,109	5,123,207	(5,636,902)
1155 - TFD EMS Special Revenue				
Personnel Services	21,553,932	21,622,188	22,373,130	750,942
Fixed Costs	1,299,169	1,351,737	1,668,736	316,999
Maintenance & Operations	1,117,085	1,321,337	1,608,850	287,513
Contributions & Transfers	465,742	314,500	314,500	-
Capital	589,597	500,000	-	(500,000)
Assessments In	683,711	1,026,160	1,213,424	187,264
1155 - TFD EMS Special Revenue Total	25,709,235	26,135,922	27,178,640	1,042,718
Fire Total	125,859,924	126,902,530	128,438,844	1,536,313
Hearing Examiner				
0010 - General Fund				
Personnel Services	769,355	626,712	699,897	73,184
Fixed Costs	46,698	53,295	68,688	15,393
Maintenance & Operations	19,143	40,343	32,200	(8,143)
Assessments In	28,656	36,791	56,168	19,377
Assessments Out	(319,883)	(239,068)	(235,662)	3,406
0010 - General Fund Total	543,970	518,073	621,290	103,217
Hearing Examiner Total	543,970	518,073	621,290	103,217

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
Human Resources				
0010 - General Fund				
Personnel Services	6,264,377	6,354,943	6,567,648	212,705
Fixed Costs	618,224	693,818	594,432	(99,386)
Maintenance & Operations	583,817	1,641,745	2,286,653	644,908
Assessments In	523,651	723,021	828,956	105,936
Assessments Out	(5,392,405)	(7,161,787)	(7,330,634)	(168,846)
0010 - General Fund Total	2,597,664	2,251,739	2,947,056	695,317
5550 - Third Party Liability Claims				
Personnel Services	81,833	81,218	85,345	4,126
Fixed Costs	-	-	1,225,736	1,225,736
Maintenance & Operations	3,914,044	5,108,701	4,533,297	(575,404)
Contributions & Transfers	4,011,000	-	-	-
Assessments In	1,631,874	2,151,761	1,565,171	(586,589)
Assessments Out	-	(152,351)	-	152,351
Reserves	-	197,671	-	(197,671)
5550 - Third Party Liability Claims Total	9,638,752	7,387,000	7,409,549	22,549
5560 - Unemployment Compensation				
Maintenance & Operations	1,243,025	1,012,162	1,040,000	27,838
Assessments In	40,382	29,656	27,786	(1,870)
Reserves	-	1,483	-	(1,483)
5560 - Unemployment Compensation Total	1,283,407	1,043,301	1,067,786	24,485
5570 - Worker's Compensation				
Personnel Services	1,941,605	2,047,130	2,165,016	117,886
Fixed Costs	16,289	163,045	637,587	474,542
Maintenance & Operations	12,012,612	15,841,748	14,684,752	(1,156,996)
Contributions & Transfers	999,442	-	-	-
Assessments In	246,323	294,947	344,708	49,761
Assessments Out	(21)	-	-	-
Reserves	-	985,354	-	(985,354)
5570 - Worker's Compensation Total	15,216,250	19,332,224	17,832,063	(1,500,161)
6050 - Deferred Compensation Trust				
Personnel Services	193,519	207,331	225,542	18,211
Fixed Costs	16,297	-	18,026	18,026
Maintenance & Operations	158,725	168,150	140,600	(27,550)
Assessments In	20,140	6,072	23,790	17,718
Reserves	-	107,031	69,723	(37,308)
6050 - Deferred Compensation Trust Total	388,681	488,584	477,680	(10,904)
6430 - Health Care Trust Labor Management				
Personnel Services	116,343,118	133,547,247	134,655,919	1,108,672
Maintenance & Operations	116,621	262,200	1,141,686	879,486
Assessments In	397,933	197,584	249,583	51,999
Reserves	-	900,114	-	(900,114)
6430 - Health Care Trust Labor Management Total	116,857,671	134,907,145	136,047,188	1,140,043

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
6440 - Group Life Trust				
Personnel Services	1,603,971	1,704,708	1,899,652	194,944
Assessments In	4,856	2,655	9,464	6,809
Reserves	-	42	-	(42)
6440 - Group Life Trust Total	1,608,828	1,707,405	1,909,116	201,711
6460 - Dental Care Labor Management				
Personnel Services	11,500,122	13,426,849	12,497,379	(929,470)
Maintenance & Operations	10,966	14,800	11,194	(3,606)
Debt Service	20	-	-	-
Assessments In	31,214	19,342	30,866	11,524
Reserves	-	519,086	-	(519,086)
6460 - Dental Care Labor Management Total	11,542,322	13,980,077	12,539,439	(1,440,638)
Human Resources Total	159,133,576	181,097,475	180,229,877	(867,598)
Information Technology				
5042 - IT Graphics Services				
Personnel Services	1,113,670	-	-	-
Fixed Costs	1,537,830	8,996	-	(8,996)
Maintenance & Operations	1,878,790	2,290,882	1,682,008	(608,874)
Contributions & Transfers	2,247	-	-	-
Debt Service	86,928	-	-	-
Assessments In	386,474	-	-	-
5042 - IT Graphics Services Total	5,005,938	2,299,878	1,682,008	(617,870)
5540 - Communications Equipment Replacement Reserve				
Personnel Services	1,252,447	1,311,774	1,377,802	66,028
Fixed Costs	1,455,035	51,317	55,913	4,596
Maintenance & Operations	878,245	2,312,079	2,584,189	272,110
Contributions & Transfers	2,152,792	-	-	-
Capital	154,336	375,000	240,000	(135,000)
Assessments In	265,165	317,854	469,563	151,709
Reserves	-	77,895	-	(77,895)
5540 - Communications Equipment Replacement Reserve Total	6,158,020	4,445,919	4,727,467	281,548
5700 - Municipal Building Acquisition & Operations				
Personnel Services	1,058,406	1,028,436	1,033,688	5,252
Fixed Costs	1,118,690	1,063,880	1,152,543	88,663
Maintenance & Operations	319,692	436,794	349,909	(86,885)
Contributions & Transfers	2,111	-	-	-
Capital	700,119	684,000	450,000	(234,000)
Assessments In	312,399	620,041	543,119	(76,922)
Reserves	-	4,514	-	(4,514)
5700 - Municipal Building Acquisition & Operations Total	3,511,416	3,837,666	3,529,259	(308,406)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5800 - Information Systems				
Personnel Services	25,883,178	25,446,785	26,767,783	1,320,997
Fixed Costs	1,143,914	1,076,793	2,858,102	1,781,309
Maintenance & Operations	6,830,487	13,146,683	15,262,698	2,116,015
Debt Service	55,224	71,000	-	(71,000)
Capital	2,192,954	2,604,651	3,291,386	686,735
Assessments In	25,928,976	26,065,864	24,884,255	(1,181,609)
Assessments Out	(22,135,016)	(24,949,314)	(23,646,770)	1,302,544
5800 - Information Systems Total	39,899,717	43,462,462	49,417,453	5,954,991
Information Technology Total	54,575,091	54,045,925	59,356,187	5,310,262
Library				
0010 - General Fund				
Personnel Services	16,614,276	16,639,426	16,374,383	(265,043)
Fixed Costs	418,968	594,598	523,113	(71,485)
Maintenance & Operations	3,056,511	2,708,417	3,187,270	478,853
Debt Service	1,373	-	-	-
Capital	3,833,101	2,045,820	2,170,704	124,884
Assessments In	435,546	370,011	285,049	(84,961)
0010 - General Fund Total	24,359,776	22,358,272	22,540,520	182,248
1200 - Library Special Revenue				
Fixed Costs	9,037	13,007	-	(13,007)
Maintenance & Operations	255,144	342,500	633,400	290,900
Capital	42,364	136,000	-	(136,000)
Assessments In	3,473	-	-	-
Reserves	-	-	41,440	41,440
1200 - Library Special Revenue Total	310,019	491,507	674,840	183,333
Library Total	24,669,794	22,849,779	23,215,360	365,581
Municipal Court				
0010 - General Fund				
Personnel Services	4,822,338	5,199,070	5,302,729	103,659
Fixed Costs	722,099	825,723	686,424	(139,299)
Maintenance & Operations	327,171	313,788	401,888	88,100
Assessments In	447,837	684,146	738,549	54,403
0010 - General Fund Total	6,319,445	7,022,726	7,129,589	106,863
1020 - Courts Special Revenue				
Personnel Services	178,318	203,400	114,714	(88,685)
Fixed Costs	3	-	1,548	1,548
Maintenance & Operations	29,911	10,000	33,500	23,500
Assessments In	-	492	-	(492)
Reserves	-	4,180	-	(4,180)
1020 - Courts Special Revenue Total	208,232	218,072	149,762	(68,310)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1650 - Traffic Enforcement, Engineering & Education				
Personnel Services	1,438,253	1,405,886	1,327,079	(78,807)
Fixed Costs	120,299	140,558	148,385	7,827
Maintenance & Operations	58,082	63,496	71,000	7,504
Debt Service	43,199	-	-	-
Assessments In	82,725	24,922	180,053	155,132
Reserves	-	59,067	-	(59,067)
1650 - Traffic Enforcement, Engineering & Education Total	1,742,557	1,693,929	1,726,518	32,589
4140 - PWE Parking Operating				
Personnel Services	529,696	628,558	635,921	7,363
Fixed Costs	44,180	51,427	72,454	21,027
Maintenance & Operations	25,335	29,000	25,400	(3,600)
Assessments In	-	11,668	52,396	40,728
4140 - PWE Parking Operating Total	599,211	720,653	786,171	65,518
Municipal Court Total	8,869,446	9,655,381	9,792,041	136,660
Neighborhood & Community Services				
0010 - General Fund				
Personnel Services	8,704,219	8,902,817	8,256,950	(645,867)
Fixed Costs	1,234,446	1,257,508	1,272,850	15,342
Maintenance & Operations	7,359,669	7,432,530	10,100,280	2,667,750
Contributions & Transfers	202,427	-	-	-
Debt Service	35	-	-	-
Capital	(0)	-	-	-
Assessments In	511,112	629,962	834,032	204,070
Assessments Out	(3,202,323)	(3,304,381)	-	3,304,381
0010 - General Fund Total	14,809,585	14,918,437	20,464,113	5,545,676
1145 - PWB Building & Land Use Services				
Personnel Services	126,077	500,000	100,000	(400,000)
Fixed Costs	240,175	2,316	1,152	(1,164)
Maintenance & Operations	191,838	1,335,258	1,196,000	(139,258)
Capital	308,565	-	-	-
Assessments In	18,921	147,904	151,173	3,269
Reserves	-	19,629	-	(19,629)
1145 - PWB Building & Land Use Services Total	885,576	2,005,107	1,448,325	(556,782)
1185 - NCS Special Revenue				
Personnel Services	1,679,598	1,655,578	3,221,094	1,565,516
Fixed Costs	663	42,062	68,241	26,179
Maintenance & Operations	2,553,763	10,027,791	13,991,657	3,963,866
Assessments In	52,819	208,739	217,265	8,526
Assessments Out	(2)	-	-	-
Reserves	-	24,974	-	(24,974)
1185 - NCS Special Revenue Total	4,286,841	11,959,144	17,498,257	5,539,113

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5086 - Youth Build Tacoma				
Maintenance & Operations	685,228	702,871	640,604	(62,267)
Debt Service	133	-	-	-
Assessments In	171	442	10,399	9,957
5086 - Youth Build Tacoma Total	685,532	703,313	651,003	(52,310)
Neighborhood & Community Services Total	20,667,535	29,586,001	40,061,698	10,475,697
Non-Departmental				
0010 - General Fund				
Personnel Services	19,154,967	24,322,000	24,467,216	145,216
Fixed Costs	2,373,792	2,426,453	294,326	(2,132,127)
Maintenance & Operations	17,960,875	18,078,476	13,698,764	(4,379,712)
Contributions & Transfers	11,217,429	2,955,000	9,483,459	6,528,459
Debt Service	6,059	12,638,191	21,972,440	9,334,249
Capital	14,209	240,000	-	(240,000)
Assessments In	239,366	361,899	106,937	(254,962)
Assessments Out	(1,003,362)	(1,020,065)	(130,707)	889,358
Reserves	-	4,487,731	-	(4,487,731)
0010 - General Fund Total	49,963,335	64,489,685	69,892,436	5,402,751
Non-Departmental Total	49,963,335	64,489,685	69,892,436	5,402,751
Office of Management & Budget				
0010 - General Fund				
Personnel Services	-	-	2,231,925	2,231,925
Fixed Costs	-	-	121,311	121,311
Maintenance & Operations	-	-	387,314	387,314
Assessments In	-	-	169,738	169,738
Assessments Out	-	-	(1,477,116)	(1,477,116)
0010 - General Fund Total	-	-	1,433,172	1,433,172
Office of Management & Budget Total	-	-	1,433,172	1,433,172
Planning & Development Services				
0010 - General Fund				
Personnel Services	2,282,282	1,940,022	2,065,527	125,504
Fixed Costs	169,625	136,937	120,823	(16,114)
Maintenance & Operations	442,477	257,995	309,122	51,127
Contributions & Transfers	1,672,637	1,492,000	1,030,700	(461,300)
Assessments In	-	20,533	134,975	114,442
0010 - General Fund Total	4,567,021	3,847,487	3,661,147	(186,341)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1195 - Economic Development Grants				
Personnel Services	496,605	156,347	-	(156,347)
Fixed Costs	2,796	3,728	226	(3,502)
Maintenance & Operations	798,261	1,385,024	1,344,522	(40,502)
Contributions & Transfers	376,823	-	100,000	100,000
Debt Service	57	-	-	-
Capital	-	300,000	20,000	(280,000)
Assessments In	1,581	224	1,943	1,719
Reserves	-	5,018	-	(5,018)
1195 - Economic Development Grants Total	1,676,123	1,850,340	1,466,691	(383,650)
4110 - Permit Services Fund				
Personnel Services	9,806,956	9,200,445	14,043,674	4,843,230
Fixed Costs	870,524	1,101,295	897,221	(204,074)
Maintenance & Operations	445,696	300,944	1,109,066	808,122
Contributions & Transfers	4,086	-	200,000	200,000
Debt Service	43,594	40,000	-	(40,000)
Capital	-	40,000	200,000	160,000
Assessments In	2,069,144	1,937,491	2,372,373	434,882
4110 - Permit Services Fund Total	13,240,000	12,620,175	18,822,335	6,202,160
Planning & Development Services Total	19,483,144	18,318,002	23,950,172	5,632,169
Police				
0010 - General Fund				
Personnel Services	90,371,538	89,390,692	94,505,293	5,114,602
Fixed Costs	43,762,140	44,233,826	44,307,666	73,840
Maintenance & Operations	1,936,599	2,989,983	3,287,547	297,564
Contributions & Transfers	3,712,804	2,389,039	2,670,352	281,313
Debt Service	6,450	-	-	-
Capital	-	1,170,000	-	(1,170,000)
Assessments In	2,979,422	3,255,030	4,094,113	839,083
0010 - General Fund Total	142,768,953	143,428,570	148,864,972	5,436,402
1267 - TPD Special Revenue				
Personnel Services	2,591,547	4,206,016	5,322,687	1,116,671
Fixed Costs	140,067	11,207	9,811	(1,396)
Maintenance & Operations	1,512,353	2,450,111	819,427	(1,630,684)
Debt Service	37	-	-	-
Capital	615,052	-	-	-
Assessments In	173,995	235,064	322,794	87,730
Reserves	-	75,090	-	(75,090)
1267 - TPD Special Revenue Total	5,033,052	6,977,488	6,474,719	(502,769)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1650 - Traffic Enforcement, Engineering & Education				
Personnel Services	5,378,171	2,866,838	2,903,692	36,854
Maintenance & Operations	1,609,132	1,776,000	1,426,860	(349,140)
Assessments In	226,089	36,512	119,973	83,461
1650 - Traffic Enforcement, Engineering & Education Total	7,213,392	4,679,350	4,450,525	(228,825)
Police Total	155,015,397	155,085,408	159,790,216	4,704,808
Public Assembly Facilities				
1180 - PAF Tourism & Conventions				
Contributions & Transfers	6,036,579	6,420,963	6,664,782	243,819
Debt Service	0	-	-	-
Assessments In	18,289	-	-	-
1180 - PAF Tourism & Conventions Total	6,054,868	6,420,963	6,664,782	243,819
4165 - PAF Convention Center				
Personnel Services	4,531,619	3,353,774	3,271,225	(82,549)
Fixed Costs	400,082	385,248	438,331	53,083
Maintenance & Operations	2,958,879	3,922,262	4,129,850	207,588
Contributions & Transfers	352,806	-	-	-
Debt Service	6,689,833	8,646,952	11,529,233	2,882,281
Capital	-	-	450,000	450,000
Assessments In	834,337	897,430	1,115,148	217,719
4165 - PAF Convention Center Total	15,767,557	17,205,666	20,933,787	3,728,121
4170 - PAF Cheney Stadium				
Personnel Services	14,456	-	-	-
Fixed Costs	76,061	71,009	114,458	43,449
Maintenance & Operations	159,351	134,000	142,750	8,750
Contributions & Transfers	4,534,043	150,000	-	(150,000)
Debt Service	3,744	2,562,062	2,574,371	12,309
Assessments In	6,912	-	43,448	43,448
Reserves	-	-	150,000	150,000
4170 - PAF Cheney Stadium Total	4,794,566	2,917,071	3,025,027	107,956
4180 - PAF Tacoma Dome				
Personnel Services	5,493,260	5,576,536	5,537,420	(39,116)
Fixed Costs	394,257	262,122	436,639	174,517
Maintenance & Operations	3,793,144	4,151,485	4,284,580	133,095
Contributions & Transfers	8,648	-	-	-
Debt Service	106,976	1,060,552	903,061	(157,491)
Capital	572,214	-	900,000	900,000
Assessments In	623,096	459,619	803,998	344,379
4180 - PAF Tacoma Dome Total	10,991,594	11,510,314	12,865,698	1,355,384

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4190 - PAF Performing Arts				
Personnel Services	2,040	-	-	-
Fixed Costs	79,209	142,974	191,244	48,270
Maintenance & Operations	1,028,695	2,439,214	1,467,384	(971,830)
Contributions & Transfers	1,089	-	1,500,000	1,500,000
Debt Service	171,591	166,000	166,000	-
Capital	1,785,168	-	1,000,000	1,000,000
Assessments In	177,456	119,085	111,372	(7,713)
4190 - PAF Performing Arts Total	3,245,248	2,867,273	4,436,000	1,568,727
6795 - Public Facilities Districts				
Fixed Costs	4,967,836	-	-	-
Maintenance & Operations	4,176	-	-	-
Contributions & Transfers	-	5,252,000	6,063,610	811,610
Assessments In	17,510	-	-	-
6795 - Public Facilities Districts Total	4,989,523	5,252,000	6,063,610	811,610
Public Assembly Facilities Total	45,843,355	46,173,287	53,988,904	7,815,617
Public Works				
0010 - General Fund				
Personnel Services	2,143,262	2,015,787	3,472,668	1,456,882
Fixed Costs	844,636	891,016	886,293	(4,723)
Maintenance & Operations	209,423	398,005	242,604	(155,401)
Contributions & Transfers	20,423,716	19,076,789	15,291,957	(3,784,832)
Capital	-	-	-	-
Assessments In	407,639	545,968	782,710	236,742
Assessments Out	(494,871)	(658,469)	(782,104)	(123,635)
0010 - General Fund Total	23,533,804	22,269,097	19,894,129	(2,374,968)
1060 - Transportation Capital & Engineering				
Personnel Services	20,728,279	17,564,964	0	(17,564,963)
Fixed Costs	5,649,854	4,484,956	354	(4,484,602)
Maintenance & Operations	10,582,072	5,112,147	640,000	(4,472,147)
Contributions & Transfers	7,464,664	-	-	-
Debt Service	749	-	233,040	233,040
Capital	98,860,286	18,862,088	37,306,989	18,444,901
Assessments In	4,321,081	4,064,628	886,543	(3,178,085)
Assessments Out	(1,923,366)	(2,300,525)	-	2,300,525
Reserves	-	1,598	-	(1,598)
1060 - Transportation Capital & Engineering Total	145,683,620	47,789,856	39,066,926	(8,722,930)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
1065 - PW Street Fund (Street Operations, Engineering, Transportation)				
Personnel Services	-	-	19,518,150	19,518,150
Fixed Costs	-	-	5,299,334	5,299,334
Maintenance & Operations	-	-	8,029,755	8,029,755
Capital	-	-	65,000	65,000
Assessments In	-	-	3,563,233	3,563,233
Assessments Out	-	-	(501,678)	(501,678)
1065 - PW Street Fund (Street Operations, Engineering, Transportation) Total	-	-	35,973,794	35,973,794
1070 - Transportation Benefit District				
Contributions & Transfers	-	-	4,792,894	4,792,894
1070 - Transportation Benefit District Total	-	-	4,792,894	4,792,894
1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance)				
Contributions & Transfers	-	-	13,085,638	13,085,638
1080 - 2% GET Gross Earnings Tax (Street Operations Maintenance) Total	-	-	13,085,638	13,085,638
1100 - PWF Property Management				
Personnel Services	24,557	323,495	278,552	(44,943)
Fixed Costs	15,976	5,543	4	(5,539)
Maintenance & Operations	93,217	103,154	220,660	117,506
Capital	-	-	304,400	304,400
Assessments In	56,349	29,002	171,311	142,309
Reserves	-	3,382	-	(3,382)
1100 - PWF Property Management Total	190,098	464,576	974,927	510,351
1140 - PWE Paths & Trails Reserve				
Personnel Services	4,700	65,624	(0)	(65,624)
Fixed Costs	1	-	2	2
Maintenance & Operations	4,453	-	-	-
Contributions & Transfers	34,193	-	-	-
Capital	415,193	200,000	5,527,904	5,327,904
Assessments In	6,853	5,454	25,707	20,254
Reserves	-	4,922	7,850	2,928
1140 - PWE Paths & Trails Reserve Total	465,391	276,000	5,561,463	5,285,463
1145 - PWB Building & Land Use Services				
Personnel Services	(0)	-	-	-
Fixed Costs	-	-	-	-
Contributions & Transfers	4,284,434	-	-	-
1145 - PWB Building & Land Use Services Total	4,284,434	-	-	-
1650 - Traffic Enforcement, Engineering & Education				
Personnel Services	44,673	-	53,094	53,094
Fixed Costs	1,084	-	-	-
Maintenance & Operations	45,358	260,100	259,800	(300)
Assessments In	5,497	428	736	308
1650 - Traffic Enforcement, Engineering & Education Total	96,612	260,528	313,630	53,102

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
3209 - 1997 Bond Issue Const/Dvl PM				
Personnel Services	31,517	-	-	-
Fixed Costs	704	-	-	-
Maintenance & Operations	46,887	-	-	-
Capital	(443,701)	-	-	-
3209 - 1997 Bond Issue Const/Dvl PM Total	(364,593)	-	-	-
3217 - Parking Garage Capital Projects				
Contributions & Transfers	222,193	-	-	-
Debt Service	885,412	-	-	-
Capital	80,935	-	-	-
Assessments In	918	927	-	(927)
Assessments Out	-	(927)	-	927
3217 - Parking Garage Capital Projects Total	1,189,459	-	-	-
4120 - PW Tacoma Rail Mountain Division				
Personnel Services	930,247	807,037	1,147,398	340,361
Fixed Costs	223,083	222,287	691,529	469,242
Maintenance & Operations	1,830,097	2,071,477	1,877,428	(194,049)
Contributions & Transfers	261,992	-	-	-
Debt Service	257,079	-	105,600	105,600
Capital	2,847,235	-	-	-
Assessments In	427,458	452,982	257,704	(195,278)
Assessments Out	-	(95,993)	-	95,993
4120 - PW Tacoma Rail Mountain Division Total	6,777,190	3,457,790	4,079,659	621,869
4140 - PWE Parking Operating				
Personnel Services	1,923,779	2,382,462	2,630,281	247,819
Fixed Costs	524,230	476,894	442,362	(34,532)
Maintenance & Operations	3,509,783	3,876,745	3,977,082	100,337
Contributions & Transfers	2,835,640	5,474,905	-	(5,474,905)
Debt Service	1,719,437	3,662,685	6,666,900	3,004,215
Capital	-	-	103,500	103,500
Assessments In	335,799	175,863	678,774	502,911
Reserves	-	52,625	-	(52,625)
4140 - PWE Parking Operating Total	10,848,669	16,102,179	14,498,899	(1,603,280)
4450 - Union Station				
Maintenance & Operations	10,111	9,600	9,600	-
Debt Service	4,938,825	4,315,260	3,567,805	(747,455)
4450 - Union Station Total	4,948,936	4,324,860	3,577,405	(747,455)

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
5400 - PW Fleet Equipment Rental				
Personnel Services	7,297,142	8,549,318	8,644,201	94,883
Fixed Costs	4,648,182	650,898	675,766	24,868
Maintenance & Operations	(18,830)	804,644	573,100	(231,544)
Contributions & Transfers	814,962	-	-	-
Capital	7,635,252	2,800,000	6,384,000	3,584,000
Assessments In	1,283,419	2,191,749	1,447,689	(744,060)
Reserves	-	155,747	-	(155,747)
5400 - PW Fleet Equipment Rental Total	21,660,127	15,152,356	17,724,756	2,572,400
5453 - PWS Asphalt Plant				
Personnel Services	626,290	448,497	435,966	(12,531)
Fixed Costs	117,042	107,337	192,334	84,997
Maintenance & Operations	2,360,434	2,471,490	1,688,115	(783,375)
Contributions & Transfers	1,226	2,000	-	(2,000)
Debt Service	81	310	-	(310)
Assessments In	108,043	278,506	151,037	(127,469)
Reserves	-	10,476	205,431	194,955
5453 - PWS Asphalt Plant Total	3,213,116	3,318,616	2,672,883	(645,733)
5700 - Municipal Building Acquisition & Operations				
Personnel Services	3,755,277	4,236,277	3,740,463	(495,815)
Fixed Costs	1,719,234	236,182	342,303	106,121
Maintenance & Operations	2,283,748	3,726,217	4,248,451	522,234
Contributions & Transfers	1,043,436	-	-	-
Debt Service	125,447	900,000	-	(900,000)
Capital	80,426	2,350,000	3,452,400	1,102,400
Assessments In	373,111	590,034	472,632	(117,403)
Reserves	-	68,444	288,302	219,858
5700 - Municipal Building Acquisition & Operations Total	9,380,678	12,107,154	12,544,550	437,396
Public Works Total	231,907,542	125,523,012	174,761,553	49,238,541
Retirement				
6100 - Employees Retirement				
Personnel Services	1,816,812	1,964,595	1,933,889	(30,705)
Fixed Costs	265,360	295,805	285,349	(10,456)
Maintenance & Operations	118,000,322	140,220,200	161,023,200	20,803,000
Contributions & Transfers	5,200,000	-	-	-
Debt Service	32,462	-	-	-
Capital	1,916	25,000	-	(25,000)
Assessments In	318,941	394,218	508,189	113,971
Reserves	-	124,495,458	151,408,154	26,912,696
6100 - Employees Retirement Total	125,635,813	267,395,276	315,158,781	47,763,505

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
6120 - Relief & Pension Police				
Personnel Services	146,520	146,913	309,530	162,617
Fixed Costs	17,773	14,738	14,310	(428)
Maintenance & Operations	9,228,120	10,755,869	9,008,149	(1,747,720)
Debt Service	52	-	-	-
Assessments In	90,206	47,998	90,261	42,263
6120 - Relief & Pension Police Total	9,482,671	10,965,518	9,422,250	(1,543,268)
6150 - Relief & Pension Firefighters				
Personnel Services	149,109	146,913	311,530	164,617
Fixed Costs	17,556	19,889	14,576	(5,313)
Maintenance & Operations	10,762,698	12,109,693	12,023,792	(85,901)
Debt Service	222	-	-	-
Assessments In	96,887	55,145	96,445	41,301
Reserves	-	597,360	-	(597,360)
6150 - Relief & Pension Firefighters Total	11,026,472	12,929,000	12,446,343	(482,657)
6470 - Health Care Trust Firefighters				
Personnel Services	5,422,149	6,570,519	7,000,000	429,481
Fixed Costs	73	-	-	-
Maintenance & Operations	1,160	-	-	-
Assessments In	15,199	9,481	26,676	17,194
6470 - Health Care Trust Firefighters Total	5,438,581	6,580,000	7,026,676	446,676
6480 - Health Care Trust Police				
Personnel Services	6,267,006	6,889,558	5,500,000	(1,389,558)
Assessments In	15,172	10,442	27,293	16,851
6480 - Health Care Trust Police Total	6,282,179	6,900,000	5,527,293	(1,372,707)
Retirement Total	157,865,715	304,769,794	349,581,343	44,811,549
Tacoma Public Utilities				
4500 - Rail				
Personnel Services	21,783,711	23,957,221	30,931,089	6,973,869
Fixed Costs	4,818,296	4,773,894	5,487,329	713,435
Maintenance & Operations	11,156,997	15,053,822	18,615,800	3,561,978
Contributions & Transfers	300,000	600,000	-	(600,000)
Debt Service	1,201,063	1,183,140	1,431,736	248,596
Capital	3,353,627	3,170,000	5,967,000	2,797,000
Assessments In	1,950,921	2,426,072	3,210,303	784,231
4500 - Rail Total	44,564,615	51,164,148	65,643,257	14,479,109

Expenditures by Department & Fund with Category

	2011-2012 Actual	2013-2014 Adopted Budget	2015-2016 Adopted Budget	2015-2016 O / (U) 2013-2014
4600 - Water Utility				
Personnel Services	35,857,001	41,583,244	50,226,810	8,643,566
Fixed Costs	8,194,673	7,741,034	8,502,761	761,727
Maintenance & Operations	24,989,584	36,753,577	41,735,683	4,982,106
Contributions & Transfers	197,482	226,000	275,000	49,000
Debt Service	43,213,923	47,903,418	47,305,317	(598,101)
Capital	(31,578)	-	6,222,588	6,222,588
Assessments In	16,139,755	19,517,523	19,514,656	(2,867)
4600 - Water Utility Total	128,560,839	153,724,796	173,782,815	20,058,019
4700 - Power				
Personnel Services	154,999,076	185,679,009	189,746,992	4,067,983
Fixed Costs	32,325,316	16,927,465	21,564,257	4,636,792
Maintenance & Operations	361,219,309	442,017,498	492,433,978	50,416,480
Contributions & Transfers	962,800	1,805,000	967,500	(837,500)
Debt Service	128,006,013	134,857,005	166,747,478	31,890,473
Capital	30,248,918	58,281,000	67,329,440	9,048,440
Assessments In	42,755,602	48,950,264	54,060,281	5,110,017
4700 - Power Total	750,517,034	888,517,241	992,849,926	104,332,685
4800 - TPU Self Insurance Claim				
Personnel Services	292	-	-	-
Maintenance & Operations	2,326,266	3,833,619	3,000,700	(832,919)
Assessments In	250,666	316,960	237,511	(79,449)
4800 - TPU Self Insurance Claim Total	2,577,225	4,150,579	3,238,211	(912,368)
4805 - Low Income Assistance				
Contributions & Transfers	1,339,148	1,920,000	1,980,000	60,000
4805 - Low Income Assistance Total	1,339,148	1,920,000	1,980,000	60,000
5050 - TPU Fleet Service				
Personnel Services	5,571,007	5,815,000	5,847,034	32,034
Fixed Costs	898,202	1,254,044	1,242,556	(11,488)
Maintenance & Operations	416,556	706,069	681,928	(24,141)
Capital	6,513,245	14,601,528	24,342,000	9,740,472
Assessments In	715,142	1,741,814	1,303,466	(438,348)
5050 - TPU Fleet Service Total	14,114,153	24,118,455	33,416,984	9,298,529
Tacoma Public Utilities Total	941,673,014	1,123,595,219	1,270,911,193	147,315,974
Grand Total	2,460,729,169	2,773,033,208	3,076,902,560	303,869,352



BUDGET NOTES

Below you will find notes on significant changes in funds from the 2013-2014 Adopted Budget to the 2015-2016 Adopted Budget and other relevant information.

General Fund

Significant changes within the General Fund are noted by department.

City Attorney's Office

Fund 0010: Maintenance & Operations decreased due to a reduction in budgeted contractual services in the 2015-2016 Adopted Budget.

City Manager's Office

Fund 0010: The increase in the 2015-2016 Adopted Budget is due to the continuation of an enhanced Customer Support Center and the move of personnel into the new Office of Equity and Human Rights. These changes result in a move of expenses and FTEs from other departments to the City Manager's Office.

Community & Economic Development

Fund 0010: The increase in Maintenance & Operations is due to a transfer of programs previously budgeted in Non-Departmental as well as the addition of several new programs for the 2015-2016 biennium.

Environmental Services

Fund 0010: The oversight and associated budget for the Office of Environmental Policy and Sustainability was moved from the City Manager's Office to Environmental Services in the 2015-2016 Adopted Budget.

Hearing Examiner

Fund 0010: The increase in Personnel Services is due to salary increases.

Neighborhood & Community Services

Fund 0010: The increase in the 2015-2016 Adopted Budget is due to the transition from an assessment for Solid Waste eligible expenses to a revenue and expense model of charging Solid Waste for expenses associated with the Nuisance Abatement Program.

Office of Management & Budget

Fund 0010: This new office was established in 2015-2016. It was formerly a division in the Finance Department, partially funded from Fund 5016, which was closed in 2015. The move has no financial impact.

Public Works

Fund 0010: The transfers from this fund were restructured in the 2015-2016 Adopted Budget to allow for dedicated revenue sources to Fund 1065. \$13.4M of the Public Works General Fund budget represents a transfer to support Fund 1065.

Special Revenue Funds

Fund 1060: This fund previously represented the total of operations and capital, but the 2015-2016 Adopted Budget only includes Capital. New capital projects vary from biennium to biennium. All operating costs and FTEs were moved to Fund 1065 in January 2014.

Fund 1065: Operations only moved to this new fund in January 2014. These costs were previously included with Capital in Fund 1060.

Fund 1070: Created in January 2014, this fund has dedicated Transportation Benefit District funding for streets separated from the General Fund.

Fund 1080: Created in January 2014, this fund has dedicated gross earnings tax funding for streets separated from the General Fund.

Fund 1090: The 2013-2014 Adopted Budget contained a number of large grants that are smaller in 2015-2016 or are not being carried forward.

Fund 1140: The 2015-2016 Adopted Budget includes several newly appropriated capital projects (Schuster Parkway Promenade, Historic Water Ditch Trail, Prairie Line Trail, etc.).

Fund 1145: BLUS/Permit Services separated from Public Works in 2011. 2011-2012 Actuals represent the transfer of residual cash to the Permit Services Fund.

Fund 1155 & Fund 0010: \$314,500 is budgeted as a transfer in the 2015-2016 Adopted Budget in Fund 1155. That amount is recorded as revenue and expensed in the General Fund.

Fund 1180 & Fund 4165: \$6.7M is budgeted as a transfer in 2015-2016 in Fund 1180 to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4165.

Fund 1185: The increase in the 2015-2016 Adopted Budget reflects the increase in budgeted revenues for the Mental Health and Chemical Dependency Sales Tax. A mid-biennium budget adjustment for revenues was made in 2013-2014 and the adjustment is not reflected in the 2013-2014 Adopted Budget.

Fund 1195: The decrease in this fund's 2015-2016 Adopted Budget from the 2013-2014 Adopted Budget is a result of a smaller budgeted contribution to the Tacoma Community Redevelopment Authority and a lower level of projected spending of Urban Development Action Grant (UDAG) funds. Both reductions are to more closely align the budget with actual spending levels.

Fund 1200: The 2015-2016 Adopted Budget includes funding for new radio frequency identification (RFID) for library materials.

Fund 1600: This fund was created to track expenses related to federal grants for the Office of Environmental Policy and Sustainability. The City Manager's Office last received funding in 2011-2012.

Fund 1650 & Fund 0010: \$2.6M is budgeted as a transfer in the 2015-2016 Adopted Budget in the General Fund. This amount is also recorded as revenue and expensed in Fund 1650.

Capital Funds

Fund 3209: All bond funds have been expended.

Fund 3217: There are no planned capital parking garage projects in the 2015-2016 Adopted Budget.

Enterprise Funds

Fund 4110: Seven FTEs were added to this fund as 2013-2014 mid-biennium adjustments. In addition, several positions had changes in cost-distribution and three FTEs are enhancements in the 2015-2016 Adopted Budget.

Fund 4110 & Fund 0010: \$1M is budgeted as a transfer in the 2015-2016 Adopted Budget in the General Fund. This amount is also recorded as revenue and expensed in Fund 4110.

Fund 4120: There are no permanent FTEs budgeted in this fund. However, when employees perform work on this line from Tacoma Rail, they charge their associated expenses, including Personnel Services, to this fund.

Fund 4140: This fund does not include Municipal Court budgeted expenses or Municipal Court FTEs assigned to support Parking Operations.

Fund 4165: Capital funds are provided in the 2015-2016 Adopted Budget for energy saving LED lighting.

Fund 4165 & Fund 0010: \$4.2M is budgeted as a transfer in 2015-2016 in the General Fund to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4165.

Fund 4170 & Fund 0010: \$1.3M is budgeted as a transfer in 2015-2016 in the General Fund to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4170.

Fund 4180: Capital funds are provided in the 2015-2016 Adopted Budget for additional restrooms and wayfinding signage.

Fund 4180 & Fund 0010: \$1M is budgeted as a transfer in 2015-2016 in the General Fund to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4180.

Fund 4190 & Fund 0010: \$1.8M is budgeted as a transfer in 2015-2016 in the General Fund to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4190.

Fund 4200: The reduction in FTEs in the 2015-2016 Adopted Budget is due to the elimination of capital project positions and other organizational staffing changes.

Fund 4300: The increase in FTEs in the 2015-2016 Adopted Budget is due to added project positions associated with a new asset management program and other organizational staffing changes.

Internal Service Funds

Fund 5007: This fund was closed in the 2015-2016 Adopted Budget and the revenues and expenses were moved into the Finance Department in the General Fund.

Fund 5016: This fund was closed in the 2015-2016 Adopted Budget. The budget was moved to the Office of Management & Budget in the General Fund.

Fund 5042: The revenue in this fund is collected from each City department for copier equipment and services and is shown as expenditures in the departments for Convenience Copier Charges.

Fund 5540: The revenue in this fund is primarily collected from the City departments that utilize the radio network and is shown as expenditures in the departments as Rent/Lease Radio Communications.

Risk Funds (5550, 5560, & 5570): These funds receive revenues from City departments to cover employee expenses for liability, worker's compensation, and unemployment. These expenses are shown in Personnel Services in other funds.

Fund 5400: This budget includes planned vehicle replacements at a level greater than previous biennia.

Fund 5700(Information Technology portion only): The revenue in this fund is collected from each City department for telecommunications equipment and services and is shown as expenditures in the departments as Telecom Shared Cost, Telecom Equipment, and Cellular Phone Usage.

Fund 5800: The 2015-2016 Adopted Budget provides for information technology investments that further strategic and business objectives (\$2.5M), technology infrastructure modernization (\$2.2M), and provides for a centralized PC and device replacement strategy (\$1.5M). The revenue in this fund is collected from each City department for Information Technology equipment and services and is shown in the Assessments In for each department's budget.

Trust & Agency Funds

Benefit Funds (6050, 6430, 6440, & 6460): These funds receive revenues from City departments to cover employee benefit expenses for health, dental, vision, life, and other benefits. These expenses are shown in Personnel Services in other funds.

Fund 6100: The growth in Maintenance & Operations expenses in the 2015-2016 Adopted Budget in Fund 6100 is largely due to a higher than expected level of investment assets. The increase in budgeted reserves is due to an increase in anticipated revenue over the next biennium.

Fund 6795 & Fund 4165: \$6.1M is budgeted as a transfer in 2015-2016 in Fund 6795 to provide support for operational expenses. This amount is also recorded as revenue and expensed in Fund 4165.

CAPITAL PROJECTS

The following section provides a brief overview of the General Government capital projects that are funded in the 2015-2016 biennium.

There are two categories of confirmed funding:

Carryforward (Previously Appropriated) – Funding that has been appropriated by the City Council for spending in a previous biennium. This does not represent new money received by the City.

New Appropriation – Funding that has not been previously appropriated by City Council. This could be new grants, additional revenues, or use of cash reserves that are anticipated in 2015-2016.

Note: Carryforward funding is based on biennium-end projections for 2013-2014. Variations from these projections may result in revised carryforward amounts. Moreover, the total carryforward for a project may exceed the amount anticipated to be spent in 2015-2016 and will be shown in the out years of the Capital Facilities Program.

Summary

- Arranged by chapter of the Capital Facilities Program (CFP), this summary includes project titles and total funding for 2015-2016 by category (carryforward or new appropriation)

Appropriation Plan

- Arranged by chapter of the Capital Facilities Program (CFP), this plan provides a description of the project and more details about specific funding sources with a breakdown of anticipated spending by year
- The Work Breakdown Structure (WBS) is a unique project identifier that is used for internal tracking and accounting purposes
- The appropriation plan does not include potential funding that might be received in 2015-2016 (additional grants, for example)

Capital Facilities Program

Please refer to the City of Tacoma 2015-2020 Capital Facilities Program (CFP) for more information about potential funding, particular projects, or program areas (including contact information for project managers).



2015-2016 General Government Capital Projects Summary

Project Title and Funding Source	2015-2016 Total Funding
Community Development	\$ 11,504,601
535 Dock Street Wharf	\$ 250,000
New Funding	250,000
Dock Street UST Groundwater Monitoring	\$ 50,000
Carryover Funding	50,000
LID 6981 - Streetlighting	\$ 800,000
Carryover Funding	800,000
LID 8654 - Alleys	\$ 20,000
Carryover Funding	20,000
LID 8655 - Streets	\$ 820,795
Carryover Funding	820,795
LID 8659 - Permanent Alley and Street Pavement	\$ 22,000
Carryover Funding	22,000
LID 8660 - Alley Paving	\$ 161,008
Carryover Funding	161,008
Thea Foss - Site 10 Esplanade	\$ 300,000
Carryover Funding	300,000
Thea Foss - Site 11 Esplanade Phase II	\$ 1,620,890
Carryover Funding	1,620,890
Upper Tacoma / MLK LID	\$ 229,435
Carryover Funding	229,435
LID 8651 - Permanent Street Paving with Storm Drainage	\$ 100,000
Carryover Funding	100,000
LID 8652 - Permanent Alley Paving with Storm Drainage	\$ 310,811
Carryover Funding	310,811
LID 8653 - Permanent Alley Paving with Storm Drainage	\$ 317,483
Carryover Funding	317,483
2013-2014 Business District Allocation	\$ 437,000
Carryover Funding	437,000
Neighborhood Projects 2013-2014	\$ 415,179
Carryover Funding	415,179
Lincoln Business District Streetscape	\$ 4,250,000
New Funding	4,250,000
South Tacoma Business District Streetscape	\$ 1,000,000
New Funding	1,000,000
Redevelopment Area Catalytic Project	\$ 400,000
New Funding	400,000
Municipal Facilities and Services	\$ 11,909,434
Facilities: Municipal Complex - Elevator Upgrades	\$ 1,311,487
Carryover Funding	1,061,487
New Funding	250,000
Facilities: Municipal Complex - Fire Pump Replacement	\$ 200,000
Carryover Funding	200,000

2015-2016 General Government Capital Projects Summary

Project Title and Funding Source	2015-2016 Total Funding
Facilities: Municipal Complex - Interior & Access Improvements	\$ 814,483
Carryover Funding	266,483
New Funding	548,000
Facilities: Municipal Complex - Mechanical & Electrical Replacements	\$ 300,000
Carryover Funding	300,000
Facilities: Municipal Complex - Shower and Locker Facility	\$ 500,000
New Funding	500,000
Facilities: People's Center - Pool	\$ 6,603,464
Carryover Funding	6,303,464
New Funding	300,000
Facilities: Police Headquarters, LEED EBOM	\$ 150,000
New Funding	150,000
Facilities: Senior Center, Lighthouse, Parking Lot Repairs	\$ 180,000
New Funding	180,000
Renovation & Remodeling of Existing Fire Stations	\$ 350,000
Carryover Funding	350,000
Facilities: Fire Facilities, 2015-16 Deferred Maint, Ext. Repairs & Roofing	\$ 1,500,000
Carryover Funding	1,500,000
Parks, Recreation, and Cultural Facilities	\$ 4,339,683
Chinese Reconciliation Park Phase III	\$ 432,000
Carryover Funding	382,000
New Funding	50,000
Fireman's Park and Totem Pole Stabilization	\$ 57,683
Carryover Funding	57,683
GTCTC Exhibition Hall Lamp Replacement	\$ 450,000
New Funding	450,000
Performing Arts Theaters Maintenance Management	\$ 2,500,000
New Funding	2,500,000
Tacoma Dome Event Level Restrooms	\$ 850,000
New Funding	850,000
Tacoma Dome Wayfinding Signage Replacement	\$ 50,000
New Funding	50,000
Transportation Facilities	\$ 86,025,527
2014 Sidewalk Reconstruction Project	\$ 708,240
New Funding	708,240
34th St. Bridge - Pacific Ave. to B St.	\$ 4,040,000
New Funding	4,040,000
48th St S & Tacoma Mall Blvd	\$ 885,000
New Funding	885,000
56th Street S. and Cirque Drive Corridor Improvements	\$ 2,540,697
New Funding	2,540,697
Bridge Evaluation	\$ 350,000
New Funding	350,000

2015-2016 General Government Capital Projects Summary

Project Title and Funding Source	2015-2016 Total Funding
Bridge Repair	\$ 290,000
New Funding	290,000
Connecting Stevens/Tyler Across Tacoma	\$ 282,000
New Funding	282,000
Dock & A Street Railroad Closure	\$ 69,158
Carryover Funding	69,158
East 31st Street Rehabilitation Project	\$ 500,000
New Funding	500,000
East 32nd Street Rehabilitation Project	\$ 500,000
New Funding	500,000
East Tacoma PCB Cleanup, Phase 1	\$ 700,000
New Funding	700,000
F16-D Puyallup River Bridge Replacement	\$ 2,020,000
New Funding	2,020,000
Historic Water Ditch Trail - Phase III & IV	\$ 2,727,970
Carryover Funding	562,866
New Funding	2,165,104
Lincoln Avenue Bridge & Overlay	\$ 300,000
Carryover Funding	300,000
Mildred Street Improvements	\$ 25,000
Carryover Funding	25,000
Mobility Master Plan Short Term Bicycle Enhancements	\$ 250,000
New Funding	250,000
Pedestrian Crossing Improvement Project	\$ 2,490,000
Carryover Funding	2,490,000
Pedestrian Improvements in Hilltop & South Downtown	\$ 150,000
Carryover Funding	150,000
Point Defiance Gateway	\$ 2,750,000
Carryover Funding	1,750,000
New Funding	1,000,000
Port of Tacoma Road Rehabilitation	\$ 2,094,978
New Funding	2,094,978
Prairie Line Trail - Art Park	\$ 550,000
New Funding	550,000
Prairie Line Trail Phase I	\$ 3,429,372
Carryover Funding	2,219,372
New Funding	1,210,000
Prairie Line Trail Phase II	\$ 220,000
New Funding	220,000
Public Works Trust Fund Loan Payment	\$ 233,040
New Funding	233,040

2015-2016 General Government Capital Projects Summary

Project Title and Funding Source	2015-2016 Total Funding
Puyallup Bridge F16A & F16B Replacement	\$ 34,977,751
Carryover Funding	20,751,251
New Funding	14,226,500
Schuster Parkway Bridge	\$ 1,524,000
Carryover Funding	1,524,000
Schuster Parkway Promenade	\$ 1,352,800
New Funding	1,352,800
Scott Pierson Trail	\$ 6,000
Carryover Funding	6,000
Sheridan Safe Routes to Schools	\$ 357,797
Carryover Funding	357,797
Sidewalk Abatement Program	\$ 220,684
Carryover Funding	220,684
Sidewalk Maintenance Program	\$ 500,000
New Funding	500,000
Sidewalk Ramp Program	\$ 642,000
Carryover Funding	642,000
Sound Transit Link Expansion	\$ 100,000
New Funding	100,000
South Tacoma Way Multimodal Improvement	\$ 3,506,249
Carryover Funding	3,506,249
Tacoma Avenue South Bridge Rehabilitation	\$ 7,911,569
Carryover Funding	6,161,569
New Funding	1,750,000
Tacoma Top 4 Bikeways	\$ 100,000
Carryover Funding	100,000
Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project	\$ 495,000
New Funding	495,000
Transportation Capital Mgmt Reserve / Grant Match Fund	\$ 575,565
New Funding	575,565
Union Ave Viaduct	\$ 2,804,000
Carryover Funding	2,804,000
Historic Water Ditch Trail - Phase II	\$ 22,300
Carryover Funding	22,300
North 37th Street Connector Trail	\$ 60,000
Carryover Funding	60,000
72nd St South/Hosmer at I-5 ramp	\$ 273,857
Carryover Funding	273,857
Heavy Haul Corridor	\$ 300,000
New Funding	300,000
East Tacoma PCB Cleanup, Phase 2	\$ 625,000
New Funding	625,000

2015-2016 General Government Capital Projects Summary

Project Title and Funding Source	2015-2016 Total Funding
Pedestrian Crossing Improvement Phase II	\$ 1,500,000
New Funding	1,500,000
56th St Gateway Sign	\$ 65,500
Carryover Funding	65,500
Utilities and Services	\$ 57,382,000
Asset Management Program	\$ 8,000,000
New Funding	8,000,000
Central Treatment Plant Projects	\$ 14,300,000
New Funding	14,300,000
Collection System Projects	\$ 9,100,000
New Funding	9,100,000
Facilities Projects	\$ 6,000,000
New Funding	6,000,000
North End Treatment Plant Projects	\$ 1,250,000
New Funding	1,250,000
Ongoing LID/Extension Projects	\$ 5,050,000
New Funding	5,050,000
Pump Station Projects	\$ 2,175,000
New Funding	2,175,000
SWM Facilities Upgrades and Maintenance	\$ 6,937,000
Carryover Funding	6,937,000
Treatment and Low Impact Projects	\$ 4,570,000
New Funding	4,570,000
Grand Total	\$ 171,161,245



2015 - 2016 General Government Capital Projects Appropriation Plan

Community Development

Economic and Community Improvement

Project Name: 535 Dock Street Wharf

WBS PWK-NEW-969
 Description Piling Replacement

	2015	2016	Total
New Appropriation in 2015-2016	\$250,000	\$0	\$250,000
<i>Fund 0010 - General Fund</i>	\$250,000	\$0	\$250,000
Total	\$250,000	\$0	\$250,000

Project Name: Dock Street UST Groundwater Monitoring

WBS PWK-00423-01-01
 Description The project will consist of post-construction groundwater monitoring of the Thea Foss Waterway Esplanade parcels 9, 3, and Dock Street North Esplanade Sites. Monitoring will include twice yearly groundwater sampling and analysis for two years (four events total) to evaluate post-construction groundwater quality conditions.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$50,000	\$0	\$50,000
<i>Fund 0010 - General Fund</i>	\$50,000	\$0	\$50,000
Total	\$50,000	\$0	\$50,000

Project Name: Thea Foss - Site 10 Esplanade

WBS PWK-G0005
 Description This project includes 7,900 sq. ft. of public esplanade that will serve pedestrians, roller bladers, bikes and provide lighting, street furniture and supporting utilities. This replaces deteriorated existing public access along the shoreline parcel immediately north of 11th Street. Utility adjustments or replacements may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements are not included in budget shown. Preliminary engineering will be funded by private investors (approx. \$118,773). Right-of-way will be completed in 2013 through the Federal Grant (\$50,000) received in 2012. Received a Community Economic Revitalization Board grant in the amount of \$250,000. Approximately \$2,472,000 is required for construction.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$250,000	\$50,000	\$300,000
<i>State Grant (CERB)</i>	\$200,000	\$50,000	\$250,000
<i>Federal Grant (CMAS)</i>	\$50,000	\$0	\$50,000
Total	\$250,000	\$50,000	\$300,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Thea Foss - Site 11 Esplanade Phase II

WBS PWK-00539

Description This project will include approximately 350 linear feet of public esplanade that will serve pedestrians, roller bladers, bikes and provide lighting, street furniture and supporting utilities. This replaces deteriorated existing public access along the shoreline. Utility adjustment or replacement may be required depending on the scope of the road project and age/condition of existing utilities. Utility improvements are not included in budget shown below. Received a Community Economic Revitalization Board grant in the amount of \$250,000.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$1,620,890	\$0	\$1,620,890
<i>Fund 0010 - General Fund</i>	\$400,000	\$0	\$400,000
<i>Other State Grant</i>	\$200,000	\$0	\$200,000
<i>Federal Grant (STP)</i>	\$1,020,890	\$0	\$1,020,890
Total	\$1,620,890	\$0	\$1,620,890

Neighborhood and Business District Improvements

Business District

Project Name: 2013-2014 Business District Allocation

WBS CIP-00027-2

Description This allocation of \$150,000 (less approx. 40% construction overhead) is for capital enhancements in the 15 designated Neighborhood Business Districts.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$437,000	\$0	\$437,000
<i>Fund 3211 - Capital Projects</i>	\$437,000	\$0	\$437,000
Total	\$437,000	\$0	\$437,000

Project Name: Lincoln Business District Streetscape

WBS CIP-NEW-1219

Description Implement a Main Street design for the six blocks within the core of the Lincoln Business District for a total of \$4,250,000. A potential grant of \$600,000 is being applied for through the Byrne Federal Justice Grant for neighborhood revitalization.

	2015	2016	Total
New Appropriation in 2015-2016	\$2,125,000	\$2,125,000	\$4,250,000
<i>Debt Financing - (2009 LTGO Bond)</i>	\$631,744	\$631,744	\$1,263,488
<i>Debt Financing (2010 LTGO Bond D)</i>	\$720,991	\$720,991	\$1,441,982
<i>Debt Financing (2010 LTGO Bond E)</i>	\$147,265	\$147,265	\$294,530
<i>Fund 0010 - General Fund</i>	\$250,000	\$250,000	\$500,000
<i>Fund 3211 - Capital Projects</i>	\$375,000	\$375,000	\$750,000
Total	\$2,125,000	\$2,125,000	\$4,250,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Redevelopment Area Catalytic Project

WBS CIP-NEW-1222

Description Project funds will assist various projects in support of Community Economic Development. Catalytic projects include: pedestrian connections, installation of sidewalks, landscaping, historic street signs and other signage, park improvements, street improvements, gateways and art installation.

	2015	2016	Total
New Appropriation in 2015-2016	\$100,000	\$300,000	\$400,000
<i>Fund 0010 - General Fund</i>	\$0	\$150,000	\$150,000
<i>Fund 3211 - Capital Projects</i>	\$100,000	\$150,000	\$250,000
Total	\$100,000	\$300,000	\$400,000

Project Name: South Tacoma Business District Streetscape

WBS CIP-NEW-1249

Description Infrastructure improvements such as landscaping, green street-scaping, de-paving, and street repair in the South Tacoma Business District.

	2015	2016	Total
New Appropriation in 2015-2016	\$500,000	\$500,000	\$1,000,000
<i>Fund 0010 - General Fund</i>	\$250,000	\$250,000	\$500,000
<i>Fund 3211 - Capital Projects</i>	\$250,000	\$250,000	\$500,000
Total	\$500,000	\$500,000	\$1,000,000

LID

Project Name: LID 6981 - Streetlighting

WBS LID-NEW-793

Description This is a place marker for future projects. Advisory surveys are being circulated in the Northeast and the North End of Tacoma. We have held a number of meetings with the NE Tacoma safe streets group and have provided an advisory survey for circulation within their neighborhood. The areas requested are without streetlighting and safety is a primary concern.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$750,000	\$50,000	\$800,000
<i>Property Owner Assessments</i>	\$750,000	\$50,000	\$800,000
Total	\$750,000	\$50,000	\$800,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: LID 8651 - Permanent Street Paving with Storm Drainage

WBS LID-8651R

Description A majority of property owners abutting the streets have signed an advisory petition requesting permanent pavement with storm drainage to replace their old oil mat surface. The streets to be improved are: (segment 1) North 29th Street from Proctor Street to Monroe Street; (segment 2) North 28th Street from Union Ave to Washington Street; (segment 3) Verde Street from N 36th Street to N 37th Street; (segment 5) South 94th Street from Alaska St West to the dead end .

	2015	2016	Total
Carryforward (Previously Appropriated)	\$100,000	\$0	\$100,000
<i>Fund 0010 - General Fund</i>	\$100,000	\$0	\$100,000
Total	\$100,000	\$0	\$100,000

Project Name: LID 8652 - Permanent Alley Paving with Storm Drainage

WBS LID-8652R

Description A majority of property owners abutting the alleys have signed an advisory petition requesting permanent pavement with storm drainage to replace their gravel surface. Alleys to be improved are: (segment 1) Alley from N 12th & N 13th from Madison St to Monroe; (segment 2) The alley between Mullen and Ferdinand Street from N 37th to N 38th Street; (segment 3) The alley between Ferdinand St & Huson St from N 31st St to N 33rd St.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$310,811	\$0	\$310,811
<i>Debt Financing - (2009 LTGO Bond)</i>	\$22,224	\$0	\$22,224
<i>Fund 0010 - General Fund</i>	\$40,185	\$0	\$40,185
<i>Property Owner Assessments</i>	\$62,578	\$0	\$62,578
<i>Utility Participation - Surface Water</i>	\$185,824	\$0	\$185,824
Total	\$310,811	\$0	\$310,811

Project Name: LID 8653 - Permanent Alley Paving with Storm Drainage

WBS LID-8653R

Description A majority of property owners abutting the alleys have signed an advisory petition requesting permanent pavement with storm drainage to replace their gravel surface. Alleys to be improved are: Alley from E 35th St & Harrison St from East J St to East K Street; Alley from E 35th St & Harrison St from East L St to East M Street; Alley between S 10th & S 11th from S Cedar St to S Alder St.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$317,483	\$0	\$317,483
<i>Fund 0010 - General Fund</i>	\$118,912	\$0	\$118,912
<i>Property Owner Assessments</i>	\$38,695	\$0	\$38,695
<i>Utility Participation - Surface Water</i>	\$159,876	\$0	\$159,876
Total	\$317,483	\$0	\$317,483

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: LID 8654 - Alleys

WBS LID-8654R

Description A majority of property owners abutting the alleys have signed an advisory petition requesting permanent pavement with storm drainage to replace their gravel surface. LID will consist of the following segments: (Segment 1) Between N. 11th St and N. 12th St from Adams St to Proctor St.; (Segment 2) Between N. 10th St and N. 11th St from Cheyenne St to Mullen St.; (Segment 3) Between Shirley St and Winnifred St from N. 14th St to N. 18th. St.; (Segment 4) Between N. 29th St and N. 30th St from Pine St to Junett St. Utility adjustment or replacement may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements are not included in budget shown below.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$20,000	\$0	\$20,000
<i>Property Owner Assessments</i>	\$20,000	\$0	\$20,000
Total	\$20,000	\$0	\$20,000

Project Name: LID 8655 - Streets

WBS LID-8655R

Description A majority of property owners abutting the streets have signed an advisory petition requesting permanent pavement with storm drainage to replace their temporary oil mat surface. LID will consist of the following segments: (Segment 1) Defiance Street from N. 49th St to N. 50th St.; (Segment 2) East 61st St from East K Street to East L Street. Utility adjustment or replacement may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements are not included in budget shown below.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$820,795	\$0	\$820,795
<i>Debt Financing - (2009 LTGO Bond)</i>	\$131,980	\$0	\$131,980
<i>Property Owner Assessments</i>	\$98,295	\$0	\$98,295
<i>REET Contrb-One Time</i>	\$590,520	\$0	\$590,520
Total	\$820,795	\$0	\$820,795

Project Name: LID 8659 - Permanent Alley and Street Pavement

WBS LID-8659R

Description A majority of property owners abutting the alleys and street have signed an advisory petition requesting pavement with storm drainage to replace their existing surface. LID will consist of the following segments: (Segment 1) 27th St NE from 57th Ave NE to 58th Ave NE.; (Segment 2) Alley between Pacific Avenue and D Street from South 40th St to South 43rd St.; (Segment 3) Alley between Tyler St and Mason Avenue from S. 36th St to the dead end.; (Segment 4) The alley between Steele St and Prospect St from South 8th St to South 10th St.; (Segment 5) The alley between "I" St and "J" St from South 25th St to the top of the slope. Utility adjustment or replacement may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements not included in budget shown below.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$22,000	\$0	\$22,000
<i>Property Owner Assessments</i>	\$22,000	\$0	\$22,000
Total	\$22,000	\$0	\$22,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: LID 8660 - Alley Paving

WBS PWK-8660R, previously LID-8660R

Description A majority of the property owners have signed an advisory petition requesting permanent pavement with Storm drainage to replace existing surface. LID will consist of 1 segment: the alley between North 30th St and North 31st Street from Monroe Street to Mason Avenue.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$161,008	\$0	\$161,008
<i>Property Owner Assessments</i>	\$119,208	\$0	\$119,208
<i>Utility Participation - Surface Water</i>	\$41,800	\$0	\$41,800
Total	\$161,008	\$0	\$161,008

Project Name: Upper Tacoma / MLK LID

WBS PWK-8650R previously LID-NEW-627

Description Provide preliminary design and cost estimating for the Upper Tacoma Neighborhood comprehensive LID.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$229,435	\$0	\$229,435
<i>REET Contrb-One Time</i>	\$229,435	\$0	\$229,435
Total	\$229,435	\$0	\$229,435

Neighborhood

Project Name: Neighborhood Projects 2013-2014

WBS CIP-NEW-1120

Description Capital Projects identified in partnership with Neighborhood Councils through Innovative Grant process, Neighborhood Action Strategies, and/or direct requests.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$415,179	\$0	\$415,179
<i>Fund 3211 - Capital Projects</i>	\$415,179	\$0	\$415,179
Total	\$415,179	\$0	\$415,179

Chapter Total: \$8,479,601 \$3,025,000 \$11,504,601

2015 - 2016 General Government Capital Projects Appropriation Plan

Municipal Facilities and Services

Community and Human Service Facilities

Recreation Facilities

Project Name: Facilities: People's Center - Pool

WBS CIP-00032

Description This project will provide for a new pool and aquatics center at the People's Community Center, located at 1602 Martin Luther King Jr. Way. The project will replace the existing pool area, which was closed to the public in May 2008. The new pool and aquatics center remodeling plans will structure the new pool to be a family oriented, warm-watered pool tailored to serve the needs of the Tacoma community.

	2015	2016	Total
New Appropriation in 2015-2016	\$300,000	\$0	\$300,000
<i>Fund 0010 - General Fund</i>	\$300,000	\$0	\$300,000
Carryforward (Previously Appropriated)	\$4,003,464	\$2,300,000	\$6,303,464
<i>Debt Financing (2009 LTGO Bond E)</i>	\$2,068,464	\$400,000	\$2,468,464
<i>Debt Financing (2010 LTGO Bond E)</i>	\$0	\$1,700,000	\$1,700,000
<i>State Grant (CTED)</i>	\$485,000	\$0	\$485,000
<i>Metro Parks Tacoma</i>	\$1,450,000	\$200,000	\$1,650,000
Total	\$4,303,464	\$2,300,000	\$6,603,464

Project Name: Facilities: Senior Center, Lighthouse, Parking Lot Repairs

WBS FAC-NEW-1153

Description Provide for needed parking lot repairs at the aging City-owned and operated Lighthouse Senior Center, as identified in Facility Management's 2009 Facilities Condition Assessment.

	2015	2016	Total
New Appropriation in 2015-2016	\$180,000	\$0	\$180,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$180,000	\$0	\$180,000
Total	\$180,000	\$0	\$180,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Fire and Emergency Medical Services

Project Name: Facilities: Fire Facilities, 2015-16 Deferred Maint, Ext. Repairs & Roofing

WBS FAC-NEW-1155

Description Provide for exterior and roofing repairs at various Fire Stations, as identified in Facility Management's 2009 Facilities Condition Assessment.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$750,000	\$750,000	\$1,500,000
<i>Debt Financing (2010 LTGO Bond E)</i>	\$750,000	\$750,000	\$1,500,000
Total	\$750,000	\$750,000	\$1,500,000

Project Name: Renovation & Remodeling of Existing Fire Stations

WBS TFD-00023

Description Renovation and restoration of existing Fire facilities to address deferred maintenance.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$175,000	\$175,000	\$350,000
<i>Fund 3211 - Capital Projects</i>	\$175,000	\$175,000	\$350,000
Total	\$175,000	\$175,000	\$350,000

General Government Service Buildings

Project Name: Facilities: Municipal Complex - Elevator Upgrades

WBS FAC-00004-05

Description This project provides elevator upgrades to include new software, security upgrades and cab finishes. The elevators are in need of upgrades to extend their life expectancies in order to reduce the number of service calls and increase ride comfort. The existing monitoring system has reached the end of its useful life and needs to be replaced.

	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$250,000	\$250,000
<i>Fund 3211 - Capital Projects</i>	\$0	\$250,000	\$250,000
Carryforward (Previously Appropriated)	\$711,487	\$350,000	\$1,061,487
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$0	\$350,000	\$350,000
<i>REET Contrb-One Time</i>	\$711,487	\$0	\$711,487
Total	\$711,487	\$600,000	\$1,311,487

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Facilities: Municipal Complex - Fire Pump Replacement

WBS FAC-NEW-1050

Description This project provides funds for Fire Pump Replacement to include fire suppression pump and associated piping. Provide for needed replacement and modification of the Tacoma Municipal Building fire suppression pump and associated piping. The proposed project would replace the fire pump and add pressure reducing valves to each floor in order to supply a consistent pressure throughout each floor of the building. The current fire pump is original to building construction and dates back to 1930. The pump has exceeded its useful life and requires replacement and current storm water compliance also requires that the fire pump water be pumped to sanitary sewer.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$200,000	\$0	\$200,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$200,000	\$0	\$200,000
Total	\$200,000	\$0	\$200,000

Project Name: Facilities: Municipal Complex - Interior & Access Improvements

WBS FAC-NEW-706

Description This project will allow for interior and access improvements for customer service. Provide for needed improvements to the Municipal Complex interior areas. Includes Backlog of Maintenance and Repairs (BMAR) items identified in Facility Management's 2009 Facilities Condition Assessment.)

	2015	2016	Total
New Appropriation in 2015-2016	\$548,000	\$0	\$548,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$548,000	\$0	\$548,000
Carryforward (Previously Appropriated)	\$266,483	\$0	\$266,483
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$266,483	\$0	\$266,483
Total	\$814,483	\$0	\$814,483

Project Name: Facilities: Municipal Complex - Mechanical & Electrical Replacements

WBS FAC-NEW-1101

Description This project provides funding for mechanical and electrical replacements repairs to various city buildings. Provide for needed replacement and modifications of the Tacoma Municipal Building mechanical and electrical systems. Includes Backlog of Maintenance and Repairs (BMAR) items identified in Facility Management's 2009 Facilities Condition Assessment. The proposed project would replace equipment nearing the end of their useful life; which includes air handling units, heat pumps, and electrical devices. Equipment is original to 1978 remodel.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$150,000	\$150,000	\$300,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$150,000	\$150,000	\$300,000
Total	\$150,000	\$150,000	\$300,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name:	Facilities: Municipal Complex - Shower and Locker Facility		
WBS	FAC-NEW-973		
Description	The proposed project would provide for a new shower and locker facility in the Municipal Complex to encourage alternative commuting consistent with the City's Sustainability, Commute Trip Reduction, and Wellness Program goals.		
	2015	2016	Total
New Appropriation in 2015-2016	\$250,000	\$250,000	\$500,000
<i>Fund 0010 - General Fund</i>	\$250,000	\$0	\$250,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$0	\$250,000	\$250,000
Total	\$250,000	\$250,000	\$500,000

Law Enforcement

Project Name:	Facilities: Police Headquarters, LEED EBOM		
WBS	FAC-NEW-1193		
Description	Provide for Leadership in Energy & Environmental Design (LEED) Existing Buildings: Operations & Maintenance (EBOM) for the Police Headquarters facility. The Police Headquarters is a LEED certified building. Per the City's Green Building Resolution No. 38249 existing LEED-certified buildings shall seek LEED Existing Building: Operations and Maintenance silver certification.		
	2015	2016	Total
New Appropriation in 2015-2016	\$150,000	\$0	\$150,000
<i>Fund 5700 - Muni Building Acq & Ops</i>	\$150,000	\$0	\$150,000
Total	\$150,000	\$0	\$150,000

Chapter Total:	\$7,684,434	\$4,225,000	\$11,909,434
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2015 - 2016 General Government Capital Projects Appropriation Plan

Parks, Recreation, and Cultural Facilities

Arenas, Stadiums and Theaters

Arenas

Project Name: Tacoma Dome Event Level Restrooms

WBS PAF-NEW-1195
 Description Expansion of event level restrooms.

	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$850,000	\$850,000
<i>Fund 4180 - Dome Captl Reserve</i>	\$0	\$850,000	\$850,000
Total	\$0	\$850,000	\$850,000

Project Name: Tacoma Dome Wayfinding Signage Replacement

WBS PAF-NEW-1199
 Description Interior and exterior wayfinding and advertising signage.

	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$50,000	\$50,000
<i>Fund 4180 - Dome Captl Reserve</i>	\$0	\$50,000	\$50,000
Total	\$0	\$50,000	\$50,000

Theaters

Project Name: Performing Arts Theaters Maintenance Management

WBS CIP-00026-03
 Description This funding allows the Broadway Center for the Performing Arts (BPCA) to manage and repair and maintain the Pantages, Rialto, Theater On The Square and the Jones Building. Projects include but are not limited to HVAC/Energy, lighting and fire safety system upgrades, and catwalk safety improvements.

	2015	2016	Total
New Appropriation in 2015-2016	\$500,000	\$2,000,000	\$2,500,000
<i>Fund 0010 - General Fund</i>	\$0	\$478,644	\$478,644
<i>Fund 4190 - Performing Arts</i>	\$0	\$1,021,356	\$1,021,356
<i>Fund 3211 - Capital Projects</i>	\$500,000	\$500,000	\$1,000,000
Total	\$500,000	\$2,000,000	\$2,500,000

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Exhibition and Convention Facilities

Project Name: GTCTC Exhibition Hall Lamp Replacement			
WBS	PAF-NEW-1011		
Description	Replace existing 400 Watt MH lamps in the Exhibition Hall of the Greater Tacoma Convention & Trade center with more energy efficient and capable alternatives.		
	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$450,000	\$450,000
<i>Fund 4165 - Convention Ctr</i>	\$0	\$450,000	\$450,000
Total	\$0	\$450,000	\$450,000

Parks and Open Spaces

Project Name: Chinese Reconciliation Park Phase III			
WBS	CIP-00028		
Description	4.0 Acre Ruston Way Chinese Garden/Reconciliation Park, Phase III, includes construction of fencing, interpretive and wayfinding signage, parking, lighting, irrigation systems, and various plantings.		
	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$50,000	\$50,000
<i>Fund 3211 - Capital Projects</i>	\$0	\$50,000	\$50,000
Carryforward (Previously Appropriated)	\$382,000	\$0	\$382,000
<i>Fund 1195-OPENS - Open Space Fund</i>	\$91,000	\$0	\$91,000
<i>State Grant (Hist. Soc.)</i>	\$291,000	\$0	\$291,000
Total	\$382,000	\$50,000	\$432,000

Open Spaces

Project Name: Fireman's Park and Totem Pole Stabilization			
WBS	CIP-00024		
Description	This project will stabilize the Totem Pole. Preliminary design has been done for Fireman's Park and remaining funding will be utilized on the park in the future.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$57,683	\$0	\$57,683
<i>Fund 3211 - Capital Projects</i>	\$57,683	\$0	\$57,683
Total	\$57,683	\$0	\$57,683

Chapter Total:	\$939,683	\$3,400,000	\$4,339,683
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2015 - 2016 General Government Capital Projects Appropriation Plan

Transportation Facilities

Non-Motorized Transportation and Streetscape

Bike Lane Striping and Safety Program

Project Name: Connecting Stevens/Tyler Across Tacoma

WBS PWK-NEW-1252

Description This project will link existing bikeways north/south across the city and add pedestrian improvements at three busy intersections along the route. Please see the City of Tacoma map for the route context. The proposed project includes the following two elements:
 Closing the gap on the Tyler/Stevens bikeway by adding on-street 5-6 foot bike lanes on both sides of the roadway for a total distance of 3.1 miles at: Stevens/Tyler between S. Wright and S. 6th (1.7 miles). Stevens/Tyler between N. 37th and N. 46th (0.6 miles). S. 66th between Tyler and the Water Ditch Trail (0.8 miles) as well as adding pedestrian improvements along Stevens/Tyler at the three intersections of S. 19th, S. 12th and 6th Ave. including ADA curb ramps and crosswalk striping and analysis for additional amenities.

	2015	2016	Total
New Appropriation in 2015-2016	\$141,000	\$141,000	\$282,000
<i>State Grant (PBP)</i>	\$126,000	\$126,000	\$252,000
<i>Fund 3211 - Capital Projects</i>	\$15,000	\$15,000	\$30,000
Total	\$141,000	\$141,000	\$282,000

Project Name: Historic Water Ditch Trail - Phase II

WBS PWK-00559

Description Design and construct trail segments between South 80th to South Washington streets, a connection to the SOUNDER rail platform using the S. 58th Street alignment, and add a trailhead and improve parking lot at Cedar and S. 76th Street. Design is nearly completed for review. The project is expected to be bid this fall/winter with construction beginning in spring 2014.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$22,300	\$0	\$22,300
<i>Fund 1140 - Gas Tax</i>	\$9,300	\$0	\$9,300
<i>Fund 0010 - General Fund</i>	\$13,000	\$0	\$13,000
Total	\$22,300	\$0	\$22,300

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Project Name: Historic Water Ditch Trail - Phase III & IV

WBS PWK-00561

Description The project will increase non-motorized or active transportation access along South Tacoma Way, increase transit amenities, and close a two mile gap in the Historic Water Ditch Trail by constructing a trail/bicycle facility and a six-foot wide pedestrian sidewalk in existing city owned right-of-way.

	2015	2016	Total
New Appropriation in 2015-2016	\$2,165,104	\$0	\$2,165,104
<i>Federal Grant (CMAQ)</i>	\$1,840,104	\$0	\$1,840,104
<i>Fund 3211 - Capital Projects</i>	\$325,000	\$0	\$325,000
Carryforward (Previously Appropriated)	\$562,866	\$0	\$562,866
<i>Federal Grant (CMAS)</i>	\$486,703	\$0	\$486,703
<i>Fund 1140 - Path & Trails Reserve</i>	\$76,163	\$0	\$76,163
Total	\$2,727,970	\$0	\$2,727,970

Project Name: Mobility Master Plan Short Term Bicycle Enhancements

WBS PWK-NEW-973

Description The Mobility Master Plan includes a list of bicycle improvements to be implemented citywide to create the foundation of Tacoma's bicycling network. These projects include bike lanes, bike boulevards, cycle tracks and trails among others. Tacoma is constructing 13 miles of bikeways across the city in 2014 and has numerous other projects planned. The Short Term Bicycle Enhancements are prioritized and the City has applied for grant funding from WSDOT for the planning and engineering to connect existing Stevens/Tyler bike lanes across the city, which includes pedestrian improvements at 3 intersections.

	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$250,000	\$250,000
<i>Fund 3211 - Capital Projects</i>	\$0	\$250,000	\$250,000
Total	\$0	\$250,000	\$250,000

Project Name: North 37th Street Connector Trail

WBS PWK-00560

Description This project will design and construct two connecting trail segments between Orchard Street and Shirley Street.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$60,000	\$0	\$60,000
<i>Fund 1140 - Path & Trails Reserve</i>	\$60,000	\$0	\$60,000
Total	\$60,000	\$0	\$60,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: **Prairie Line Trail Phase I**

WBS PWK-00215

Description This project will design and construct a Class 1 trail along the BNSF railroad track through downtown Tacoma area. The new trail segment built under this phase will connect the Foss Waterway to the University of Washington Tacoma segment of the trail by constructing a 14 foot wide trail adjacent to Hood Street.

	2015	2016	Total
New Appropriation in 2015-2016	\$935,000	\$275,000	\$1,210,000
<i>Metro Parks Tacoma</i>	\$360,000	\$0	\$360,000
<i>Fund 3211 - Capital Projects</i>	\$575,000	\$275,000	\$850,000
Carryforward (Previously Appropriated)	\$2,219,372	\$0	\$2,219,372
<i>Federal Grant (STP)</i>	\$1,919,372	\$0	\$1,919,372
<i>Utility Participation - Surface Water</i>	\$300,000	\$0	\$300,000
Total	\$3,154,372	\$275,000	\$3,429,372

Project Name: **Prairie Line Trail Phase II**

WBS PWK-NEW-968

Description This project will construct the southern 1/3 mile of the Prairie Line Trail from the UW-Tacoma to South 26.

	2015	2016	Total
New Appropriation in 2015-2016	\$220,000	\$0	\$220,000
<i>Fund 3211 - Capital Projects</i>	\$220,000	\$0	\$220,000
Total	\$220,000	\$0	\$220,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Schuster Parkway Promenade

WBS PWK-00564

Description The Schuster Parkway Promenade project will consist of a shared-use promenade along Schuster Parkway connecting the Thea Foss Waterway esplanade and Downtown Tacoma with Old Town and the Ruston Way shoreline promenade. This trail serves as a critical segment of the 8.5 mile "Dome to Defiance" multi-modal access system that stretches from the Tacoma Dome in South Downtown to Point Defiance Park in the North end of Tacoma, linking together the City's most populous neighborhoods with commercial, recreational and cultural destinations. Completing the 1.6 mile Schuster Promenade segment will enhance the capacity of the system for all users and promote active transportation and healthy living. The following project components were developed through a year long study and public outreach effort that began in 2012 and was completed in December 2013. The components of the project include:

- 1) Shared-use promenade abutting Schuster Parkway, from S. 4th Street overpass to McCarver Street in Old Town.
- 2) NE 30th Street: Road diet from Old Town to Schuster Parkway to accommodate promenade.
- 3) Elevated promenade along slope sections to enhance views of Commencement Bay, provide for separation from traffic, improve slope stability, and ensure ADA compliance with a relatively flat grade.
- 4) Signal and intersection improvements at S 4th Street and Schuster Parkway.

	2015	2016	Total
New Appropriation in 2015-2016	\$1,352,800	\$0	\$1,352,800
<i>Fund 1140 - Path & Trails Reserve</i>	\$91,314	\$0	\$91,314
<i>Federal Grant (STP)</i>	\$1,170,172	\$0	\$1,170,172
<i>Surface Water Utility Funded</i>	\$91,314	\$0	\$91,314
Total	\$1,352,800	\$0	\$1,352,800

Project Name: Scott Pierson Trail

WBS PWK-NEW-1237

Description This project will provide the local match for unfunded or under funded trail connections in the City ROW along the SR16 Scott Pierson Trail.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$6,000	\$0	\$6,000
<i>Fund 1140 - Gas Tax</i>	\$6,000	\$0	\$6,000
Total	\$6,000	\$0	\$6,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Tacoma Top 4 Bikeways

WBS PWK-G0002

Description The Mobility Master Plan includes a list of bicycle improvements to be implemented prior to 2016 to create the foundation for Tacoma's bicycle network. These projects include bike boulevards, bike lane striping, wayfinding signage, cycle tracks and trails among others. In 2012, the City received a \$500K Federal CMAQ grant for the Top 4 Projects, but \$100K was added to the Bicycle Education, Encouragement and Safety project per the grant request. The City was also awarded a Federal Discretionary Grant for \$1,000,000 in July 2012. The Top 4 Projects which arc across the city north/south and east/west are being constructed and will be completed October 2014.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$100,000	\$0	\$100,000
<i>Federal Grant (STP)</i>	\$100,000	\$0	\$100,000
Total	\$100,000	\$0	\$100,000

Sidewalk and Curb Ramp

Project Name: 2014 Sidewalk Reconstruction Project

WBS PWK-G0011

Description This is a placeholder for a Federally funded grant project to assist property owners that participate in the reconstruction of unfit or unsafe sidewalk citywide.

	2015	2016	Total
New Appropriation in 2015-2016	\$678,240	\$30,000	\$708,240
<i>Federal Grant (CMAQ)</i>	\$528,240	\$30,000	\$558,240
<i>Property Owner Grant Match</i>	\$150,000	\$0	\$150,000
Total	\$678,240	\$30,000	\$708,240

Project Name: Pedestrian Crossing Improvement Phase II

WBS PWK-NEW-1244

Description This project will improve pedestrian crossings at intersections identified by the community through the 2014 public outreach workshops, surveys, and projects that were not completed as part of Phase I.

	2015	2016	Total
New Appropriation in 2015-2016	\$750,000	\$750,000	\$1,500,000
<i>Fund 3211 - Capital Projects</i>	\$750,000	\$750,000	\$1,500,000
Total	\$750,000	\$750,000	\$1,500,000

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Project Name: Pedestrian Crossing Improvement Project			
WBS	PWK-00426		
Description	Improve pedestrian crossings at intersections across the City.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$2,490,000	\$0	\$2,490,000
<i>State Grant (CDBG)</i>	\$190,000	\$0	\$190,000
<i>Fund 0010 - General Fund</i>	\$2,000,000	\$0	\$2,000,000
<i>REET Contrb-One Time</i>	\$300,000	\$0	\$300,000
Total	\$2,490,000	\$0	\$2,490,000

Project Name: Pedestrian Improvements in Hilltop & South Downtown			
WBS	PWK-NEW-964		
Description	This project will include intersection improvements that may include ADA curb ramps, painted crosswalks, or signage or similar treatments that make intersections more visible, safer and pedestrian and bicycle friendly. This project also includes a safety and education component.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$150,000	\$0	\$150,000
<i>Fund 0010 - General Fund</i>	\$150,000	\$0	\$150,000
Total	\$150,000	\$0	\$150,000

Project Name: Sheridan Safe Routes to Schools			
WBS	PWK-00558		
Description	The project will install bulbouts, sidewalks, ADA ramps, on-site bicycle racks, curb and gutter, drainage, and may include landscaping and other pedestrian and bicycle amenities. Infrastructure improvements will be enhanced by providing education to students, staff and parents and incentives and encouragement. Tacoma Police Department will provide increased enforcement to improve safety for pedestrians and cyclists.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$357,797	\$0	\$357,797
<i>REET Contrb-One Time</i>	\$20,000	\$0	\$20,000
<i>Federal Grant (REV)</i>	\$337,797	\$0	\$337,797
Total	\$357,797	\$0	\$357,797

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Sidewalk Abatement Program

WBS	PWK-00702			
Description	This project replaces unfit or unsafe sidewalks following the process outlined in Tacoma Municipal Code 10.18 and Revised Code of Washington 35.68 and assessing the cost upon the abutting property owner.			
		2015	2016	Total
	Carryforward (Previously Appropriated)	\$0	\$220,684	\$220,684
	<i>REET Contrb-One Time</i>	\$0	\$220,684	\$220,684
	Total	\$0	\$220,684	\$220,684

Project Name: Sidewalk Maintenance Program

WBS	PWK-00701			
Description	Program to administer and supplement grants that provide funding to participate with the abutting property owner to reconstruct unfit/unsafe sidewalk.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$150,000	\$350,000	\$500,000
	<i>Fund 3211 - Capital Projects</i>	\$150,000	\$350,000	\$500,000
	Total	\$150,000	\$350,000	\$500,000

Project Name: Sidewalk Ramp Program

WBS	PWK-00700			
Description	Construct sidewalk ramps in accordance with the provisions set aside in the ADA Transition as outlined in Part Three.			
		2015	2016	Total
	Carryforward (Previously Appropriated)	\$460,000	\$182,000	\$642,000
	<i>REET Contrb-One Time</i>	\$460,000	\$182,000	\$642,000
	Total	\$460,000	\$182,000	\$642,000

Streetscape

Project Name: 56th St Gateway Sign

WBS	PWK-01006			
Description	Welcome to Tacoma Gateway sign near the intersection of 56th and S Orchard.			
		2015	2016	Total
	Carryforward (Previously Appropriated)	\$65,500	\$0	\$65,500
	<i>Fund 0010 - General Fund</i>	\$65,500	\$0	\$65,500
	Total	\$65,500	\$0	\$65,500

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Point Defiance Gateway

WBS PWK-NEW-999

Description This project will construct a new roundabout at Pearl Street and include intersection improvements for better accessibility and connectivity for all transportation modes; to provide for fluctuating traffic demands; and to provide a safe, efficient, and attractive gateway for the park, ferry terminal, business district, City of Ruston and City of Tacoma. Pedestrian and bicycle facilities will be an important part of the project as many park visitors use these transportation modes. The project area includes the intersection of N 54th St, Pearl St, the park entry roads and State Hwy 163 (Ferry Crossing Landing Rd.) This phase of work is to be focused on the transformation of the existing street network and the construction of a new roundabout entrance to the park, waterfront and ferry terminal. A new regional stormwater facility will be constructed adjacent to the roundabout designed to treat stormwater from the adjacent roadways and the contributing basin.

	2015	2016	Total
New Appropriation in 2015-2016	\$900,000	\$100,000	\$1,000,000
<i>Metro Parks Tacoma</i>	\$900,000	\$100,000	\$1,000,000
Carryforward (Previously Appropriated)	\$1,750,000	\$0	\$1,750,000
<i>State Grant (DOE-AQP)</i>	\$875,000	\$0	\$875,000
<i>Utility Participation - Surface Water</i>	\$875,000	\$0	\$875,000
Total	\$2,650,000	\$100,000	\$2,750,000

Project Name: Prairie Line Trail - Art Park

WBS PWK-NEW-967

Description This project will construct an Art Park adjacent to the trail between Pacific Avenue and S. 15th Street along the United Way property.

	2015	2016	Total
New Appropriation in 2015-2016	\$350,000	\$200,000	\$550,000
<i>Fund 3211 - Capital Projects</i>	\$350,000	\$200,000	\$550,000
Total	\$350,000	\$200,000	\$550,000

Road Systems and Amenities

Arterial Streets

Project Name: 56th Street S. and Cirque Drive Corridor Improvements

WBS PWK-G0006

Description Construct curbs, gutters, sidewalk and bike lanes filling in the gaps where none exist. Streetlighting on both sides.

	2015	2016	Total
New Appropriation in 2015-2016	\$140,697	\$2,400,000	\$2,540,697
<i>Fund 3211 - Capital Projects</i>	\$0	\$360,000	\$360,000
<i>Federal Grant (STP)</i>	\$140,697	\$0	\$140,697
<i>Federal Grant (STP)</i>	\$0	\$2,040,000	\$2,040,000
Total	\$140,697	\$2,400,000	\$2,540,697

Project Name: 72nd St South/Hosmer at I-5 ramp

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WBS PWK-00315

Description This project will construct a new right turn lane on westbound S. 72nd St. to northbound I-5 ramp. The design was completed as part of traffic mitigation for WinCo. The City received a Highway Safety Improvement Program grant for \$340,000 in 2012 to complete design, right-of-way acquisition, and construction. Construction is scheduled for late early 2015. No grant match is required.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$273,857	\$0	\$273,857
<i>Federal Grant (HSIP)</i>	\$273,857	\$0	\$273,857
Total	\$273,857	\$0	\$273,857

Project Name: Dock & A Street Railroad Closure

WBS PWK-00538

Description This project will close A Street between Dock and Puyallup Avenue to create a quieter, safer, and more aesthetically pleasing area. This project stems from negotiations with Burlington Northern Santa Fe and the City to expand the city's nonmotorized trail system.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$69,158	\$0	\$69,158
<i>REET Contrb-One Time</i>	\$69,158	\$0	\$69,158
Total	\$69,158	\$0	\$69,158

Project Name: East 31st Street Rehabilitation Project

WBS PWK-NEW-1241

Description The project will improve East 31st Street with asphalt paving, adding sidewalks, ADA ramp improvements, landscaped beds, bulb-out traffic calming measures, and stormwater improvements. The project area includes Portland Ave to East R Street. Utility adjustment or replacement may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements not included in budget shown below.

	2015	2016	Total
New Appropriation in 2015-2016	\$150,000	\$350,000	\$500,000
<i>Puyallup Tribe</i>	\$150,000	\$350,000	\$500,000
Total	\$150,000	\$350,000	\$500,000

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Project Name: East 32nd Street Rehabilitation Project

WBS PWK-NEW-1242

Description The project will improve East 32nd Street with asphalt paving, adding sidewalks, ADA ramp improvements, and stormwater improvements. The project area includes Portland Ave to the cul-da-sac street terminus. Utility adjustment or replacement may be required depending on the scope of road project and age/condition of existing utilities. Utility improvements not included in budget shown below.

	2015	2016	Total
New Appropriation in 2015-2016	\$150,000	\$350,000	\$500,000
<i>Puyallup Tribe</i>	\$150,000	\$350,000	\$500,000
Total	\$150,000	\$350,000	\$500,000

Project Name: Heavy Haul Corridor

WBS PWK-00705

Description The Heavy Haul Corridor (HHC) is a collection of streets within the Port of Tacoma that uses a permit process to allow truck loads to exceed state load limits. Funds from these permit fees are used to improve streets on the HHC.

	2015	2016	Total
New Appropriation in 2015-2016	\$150,000	\$150,000	\$300,000
<i>Fund 1060 - Heavy Haul</i>	\$150,000	\$150,000	\$300,000
Total	\$150,000	\$150,000	\$300,000

Project Name: Mildred Street Improvements

WBS PWK-G0010

Description Rehabilitate the roadway and implement a road diet, install a marked crosswalk with pedestrian-actuated flashing beacons and median pedestrian refuge islands. The Work includes but not limited to:

1. Remove and replace the asphalt concrete pavement on Mildred St. between S. 19th St. and S. 12th St.; includes revising associated storm drainage.
2. Implement a road diet on Mildred St. between S. 19th St. and S. 12th St. by converting from 5 to 3 total lanes. This includes one through lane and a bicycle lane in each direction, alternation between a two-way left turn lane and a raised landscaped median, and left turn lanes at S. 19th St. and S. 12th St.
3. Install a marked crosswalk with pedestrian-actuated flashing beacons and a median pedestrian refuge island at 1440 S. Mildred St.
4. Install a median pedestrian refuge island at the existing pedestrian signal at 1620 S. Mildred St.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$25,000	\$0	\$25,000
<i>Debt Financing (2010 LTGO Bond D)</i>	\$25,000	\$0	\$25,000
Total	\$25,000	\$0	\$25,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Port of Tacoma Road Rehabilitation

WBS	PWK-G0003			
Description	Reconstruct Port of Tacoma Road from E11th St to Marshall Avenue.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$2,094,978	\$0	\$2,094,978
	<i>State Grant (FMSIB)</i>	\$1,000,000	\$0	\$1,000,000
	<i>Fund 1060 - Heavy Haul</i>	\$494,609	\$0	\$494,609
	<i>Port of Tacoma</i>	\$540,969	\$0	\$540,969
	<i>Fund 4500 - Tacoma Rail</i>	\$59,400	\$0	\$59,400
	Total	\$2,094,978	\$0	\$2,094,978

Project Name: Public Works Trust Fund Loan Payment

WBS	PWK-00704			
Description	This project programs the local dollars for repayment of the Public Works Trust Fund \$10M loan secured in April of 2004. This loan must be repaid over a period of 20 years starting in 2005. Projects included; Dock St. 11th to 15th, East 48th Street, LID Projects, Narrows Drive, Norpoint Way 29th to 49th, S. 13th Street Overlay, Tyler Street S. 56th - S. 74th, East 34th St. Bridge, East L Street Bridge, Proctor Street Bridge, ADA Curb Ramp Compliance, Downtown Redevelopment, Hazardous Sidewalk, Hazardous Sidewalk, Streetlight Projects, Traffic Signal Program, and Traffic Signal Upgrades.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$116,798	\$116,242	\$233,040
	<i>Fund 1060 - Gas Tax</i>	\$116,798	\$116,242	\$233,040
	Total	\$116,798	\$116,242	\$233,040

Project Name: South Tacoma Way Multimodal Improvement

WBS	PWK-00257-01			
Description	This project will provide an asphalt overlay of South Tacoma Way, add new transit stop pads and new transit shelters at existing stops, replace hazardous sidewalks, add sidewalks where necessary, street-lighting, landscaping, a mid-block pedestrian signal, bulb outs, reconstruct driveways and curb ramps for ADA compliance. The overlay will be from S. 43rd St to S. 47th St and from S.56th St to S. 66th St. In addition, construct a segment of the Historic Water Ditch Trail to connect South Tacoma to the new Sounder Station, and re-channelize the vehicular travel lanes from five to four to allow the addition of bike lanes in each direction.			
		2015	2016	Total
	Carryforward (Previously Appropriated)	\$3,506,249	\$0	\$3,506,249
	<i>Fund 1060 - Gas Tax</i>	\$188,588	\$0	\$188,588
	<i>Federal Grant (STP)</i>	\$2,018,661	\$0	\$2,018,661
	<i>State Grant (TIB)</i>	\$1,299,000	\$0	\$1,299,000
	Total	\$3,506,249	\$0	\$3,506,249

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Project Name: Traffic Model Update/Mode Choice/Pvmt Mgmt Integration Project			
WBS	PWK-00524		
Description	This project will develop, update, and calibrate a citywide travel demand model used for traffic analysis, Growth Management Act concurrency and arterial grant funding. This project will include data collection and asset management.		
	2015	2016	Total
New Appropriation in 2015-2016	\$495,000	\$0	\$495,000
<i>Fund 3211 - Capital Projects</i>	\$75,000	\$0	\$75,000
<i>Federal Grant (STP)</i>	\$420,000	\$0	\$420,000
Total	\$495,000	\$0	\$495,000

Project Name: Transportation Capital Mgmt Reserve / Grant Match Fund			
WBS	PWK-00425		
Description	This funding is reserved for the acceptance of new grants (match), unanticipated project overages, and design and construction of unplanned, emergency, or Council priority projects.		
	2015	2016	Total
New Appropriation in 2015-2016	\$287,782	\$287,783	\$575,565
<i>Fund 1060 - Gas Tax</i>	\$287,782	\$287,783	\$575,565
Total	\$287,782	\$287,783	\$575,565

Street Rehabilitation and Bridge Construction

Project Name: 34th St. Bridge - Pacific Ave. to B St.			
WBS	PWK-NEW-980		
Description	This project will rehabilitate this existing bridge. The bridge was constructed in 1937 and many elements have deteriorated. This bridge is the smaller of the two 34th St. bridges.		
	2015	2016	Total
New Appropriation in 2015-2016	\$750,000	\$3,290,000	\$4,040,000
<i>Federal Grant (BRAC)</i>	\$675,000	\$3,290,000	\$3,965,000
<i>Fund 3211 - Capital Projects</i>	\$75,000	\$0	\$75,000
Total	\$750,000	\$3,290,000	\$4,040,000

Project Name: 48th St S & Tacoma Mall Blvd			
WBS	PWK-00255		
Description	As of 2014, this project will grind and asphalt overlay the intersection and the four approach legs. Additionally it will provide ADA compliant curb ramps to the existing sidewalks.		
	2015	2016	Total
New Appropriation in 2015-2016	\$98,333	\$786,667	\$885,000
<i>Fund 3211 - Capital Projects</i>	\$15,000	\$10,000	\$25,000
<i>Fund 3211 - Capital Projects</i>	\$0	\$110,000	\$110,000
<i>Federal Grant (STP)</i>	\$83,333	\$666,667	\$750,000
Total	\$98,333	\$786,667	\$885,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Bridge Evaluation

WBS	PWK-00228			
Description	This program includes federally required bridge inspections & evaluation of bridges for rehabilitation needs.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$150,000	\$200,000	\$350,000
	<i>Fund 1060 - Gas Tax</i>	\$150,000	\$200,000	\$350,000
	Total	\$150,000	\$200,000	\$350,000

Project Name: Bridge Repair

WBS	PWK-00283			
Description	As of 2014, this project includes citywide bridge repair. These funds are used to repair small bridge items such as expansion joints, bridge rails, signage, and more.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$170,000	\$120,000	\$290,000
	<i>Fund 1060 - Gas Tax</i>	\$170,000	\$120,000	\$290,000
	Total	\$170,000	\$120,000	\$290,000

Project Name: East Tacoma PCB Cleanup, Phase 1

WBS	PWK-00423-01-02			
Description	Replaces catch basins, curb, gutters, and soil contaminated with PCBs from sealant used in a LID in 1975. Constructs new curb ramps.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$700,000	\$0	\$700,000
	<i>Fund 0010 - General Fund</i>	\$700,000	\$0	\$700,000
	Total	\$700,000	\$0	\$700,000

Project Name: East Tacoma PCB Cleanup, Phase 2

WBS	PWK-NEW-965			
Description	Replaces catch basins, curb, gutter, and soils contaminated with PCBs from sealant used during a 1975 LID. Constructs new curb ramps.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$0	\$625,000	\$625,000
	<i>Fund 0010 - General Fund</i>	\$0	\$625,000	\$625,000
	Total	\$0	\$625,000	\$625,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: F16-D Puyallup River Bridge Replacement

WBS	PWK-NEW-984			
Description	Replace bridge segment F16-D in the Puyallup River Bridge series. This 117 ft. span is located on the Fife side of the Puyallup River.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$1,200,000	\$820,000	\$2,020,000
	<i>Federal Grant (BRAC)</i>	\$1,000,000	\$616,000	\$1,616,000
	<i>Fund 3211 - Capital Projects</i>	\$200,000	\$204,000	\$404,000
	Total	\$1,200,000	\$820,000	\$2,020,000

Project Name: Lincoln Avenue Bridge & Overlay

WBS	PWK-00227			
Description	As of 2014. The project will provide a non-motorized facility from the east end of the bridge to the Gog-Li-Hi-Te Wetland.			
		2015	2016	Total
	Carryforward (Previously Appropriated)	\$300,000	\$0	\$300,000
	<i>Fund 1060 - Heavy Haul</i>	\$40,500	\$0	\$40,500
	<i>Federal Grant (STP)</i>	\$259,500	\$0	\$259,500
	Total	\$300,000	\$0	\$300,000

Project Name: Puyallup Bridge F16A & F16B Replacement

WBS	PWK-00274			
Description	This project replaces two of the six Puyallup River Bridge segments (westerly two segments) and a portion of the bridge segment just to the west with a new cable stayed bridge.			
		2015	2016	Total
	New Appropriation in 2015-2016	\$1,263,250	\$12,963,250	\$14,226,500
	<i>Port of Tacoma</i>	\$500,000	\$0	\$500,000
	<i>Fund 3211 - Capital Projects</i>	\$763,250	\$763,250	\$1,526,500
	<i>Federal Grant (STP)</i>	\$0	\$12,200,000	\$12,200,000
	Carryforward (Previously Appropriated)	\$15,751,251	\$5,000,000	\$20,751,251
	<i>Federal Grant (BRAC)</i>	\$8,720,246	\$0	\$8,720,246
	<i>Federal Grant (FHA)</i>	\$6,950,000	\$0	\$6,950,000
	<i>State Grant (FMSIB)</i>	\$0	\$5,000,000	\$5,000,000
	<i>Fund 1060 - Gas Tax</i>	\$81,005	\$0	\$81,005
	Total	\$17,014,501	\$17,963,250	\$34,977,751

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: Schuster Parkway Bridge			
WBS	PWK-G0007		
Description	This project will provide a modified concrete overlay for the bridge and replace the expansion joints.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$1,524,000	\$0	\$1,524,000
<i>Federal Grant (BRAC)</i>	\$1,524,000	\$0	\$1,524,000
Total	\$1,524,000	\$0	\$1,524,000

Project Name: Tacoma Avenue South Bridge Rehabilitation			
WBS	PWK-00225		
Description	As of 2014, this project rehabilitates this 78 year old bridge. Bridge items that need rehabilitation include the bridge deck, footing pedestals, guardrails, streetlights, expansion joints, and the bridge needs painting.		
	2015	2016	Total
New Appropriation in 2015-2016	\$1,750,000	\$0	\$1,750,000
<i>State Grant (TIB)</i>	\$1,750,000	\$0	\$1,750,000
Carryforward (Previously Appropriated)	\$6,161,569	\$0	\$6,161,569
<i>Debt Financing (2010 LTGO Bond D)</i>	\$1,031,314	\$0	\$1,031,314
<i>Federal Grant (BRAC)</i>	\$5,130,255	\$0	\$5,130,255
Total	\$7,911,569	\$0	\$7,911,569

Project Name: Union Ave Viaduct			
WBS	PWK-G0012		
Description	This project will provide a modified concrete overlay for the bridge and replace the expansion joints.		
	2015	2016	Total
Carryforward (Previously Appropriated)	\$2,804,000	\$0	\$2,804,000
<i>Federal Grant (BRAC)</i>	\$2,804,000	\$0	\$2,804,000
Total	\$2,804,000	\$0	\$2,804,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Traffic Signal, Streetlighting and Enhancement

Project Name: Sound Transit Link Expansion

WBS PWK-00313

Description Sound Transit selected a route to expand the existing Tacoma Link Streetcar and is in the process of conducting the environmental studies and the conceptual design for the expansion. Sound Transit has partnered with City of Tacoma and Pierce Transit to develop the expansion.

	2015	2016	Total
New Appropriation in 2015-2016	\$50,000	\$50,000	\$100,000
<i>Fund 3211 - Capital Projects</i>	\$50,000	\$50,000	\$100,000
Total	\$50,000	\$50,000	\$100,000

Chapter Total: \$56,017,901 \$30,007,626 \$86,025,527

2015 - 2016 General Government Capital Projects Appropriation Plan

Utilities and Services

Solid Waste Management

Solid Waste Facilities

Project Name: SWM Facilities Upgrades and Maintenance

WBS ENV-02101

Description Provides funds for capital improvement projects associated with the operational needs of the Solid Waste Utility which include improvements and repairs to existing facilities and upgrades to traffic flow and scale houses. The rehabilitation of the remedial systems (groundwater extraction system, gas extraction system, and cap) installed at the Landfill per the Consent Decree. New Compressed Natural Gas (CNG) systems for the Solid Waste fleet.

	2015	2016	Total
Carryforward (Previously Appropriated)	\$3,971,000	\$2,966,000	\$6,937,000
<i>Utility Participation - Solid Waste</i>	\$3,971,000	\$2,966,000	\$6,937,000
Total	\$3,971,000	\$2,966,000	\$6,937,000

Surface Water Management

Street Improvement Participation

Project Name: Ongoing LID/Extension Projects

WBS ENV-NEW-766

Description Various future projects to construct the surface water portion of LIDs and street improvements.

	2015	2016	Total
New Appropriation in 2015-2016	\$2,550,000	\$2,500,000	\$5,050,000
<i>Utility Participation - Surface Water</i>	\$2,550,000	\$2,500,000	\$5,050,000
Total	\$2,550,000	\$2,500,000	\$5,050,000

Surface Water Collection

Project Name: Asset Management Program

WBS ENV-NEW-980

Description Funds asset management collection systems and replaces and rehab pipes in various locations throughout the City. Various projects located in key surface water basins throughout the city which aim to investigate the structural integrity of the existing collection and conveyance system, and develop projects to rehabilitate or replace systems as necessary.

	2015	2016	Total
New Appropriation in 2015-2016	\$3,000,000	\$5,000,000	\$8,000,000
<i>Utility Participation - Surface Water</i>	\$3,000,000	\$5,000,000	\$8,000,000
Total	\$3,000,000	\$5,000,000	\$8,000,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Surface Water Facilities

Project Name: Facilities Projects			
WBS	ENV-NEW-979		
Description	Provides funding for Surface Water Facilities Projects to include upgraded pump stations and holding basins. Various projects to provide periodic ongoing maintenance, rehabilitation, or upgrades to existing surface water facilities throughout the city.		
		2015	2016
			Total
	New Appropriation in 2015-2016	\$6,000,000	\$0
	<i>Utility Participation - Surface Water</i>	\$6,000,000	\$0
	Total	\$6,000,000	\$0

Project Name: Treatment and Low Impact Projects			
WBS	ENV-NEW-761		
Description	Various projects for low impact and treatment of storm water to improve local flooding issues, improve discharge quality.		
		2015	2016
			Total
	New Appropriation in 2015-2016	\$2,570,000	\$2,000,000
	<i>Utility Participation - Surface Water</i>	\$2,570,000	\$2,000,000
	Total	\$2,570,000	\$2,000,000

Wastewater Management

Plant and Facility Upgrades

Project Name: Central Treatment Plant Projects			
WBS	ENV-NEW-771		
Description	These projects maintain and or replace aging infrastructure and equipment that is either no longer reliable and or is excessively costly to maintain. Several of these projects will also provide new infrastructure that will increase the effectiveness of the wastewater treatment facility which will result in reduced operation and maintenance costs and increased levels of wastewater treatment. Significant upcoming projects include improvements to the Process Control System, Solids Dewatering Facility, and Anaerobic Digester Mixing as well as several other smaller projects.		
		2015	2016
			Total
	New Appropriation in 2015-2016	\$7,500,000	\$6,800,000
	<i>Utility Participation - Wastewater</i>	\$7,500,000	\$6,800,000
	Total	\$7,500,000	\$6,800,000

2015 - 2016 General Government Capital Projects Appropriation Plan

Project Name: North End Treatment Plant Projects

WBS ENV-NEW-776

Description These projects maintain or replace aging infrastructure and equipment that is either no longer reliable and or is excessively costly to maintain. Several of these projects will also provide new infrastructure that will increase the effectiveness of the wastewater treatment facility which will result in reduced operation and maintenance costs and increased levels of wastewater treatment. These projects will include small miscellaneous asset management driven improvements.

	2015	2016	Total
New Appropriation in 2015-2016	\$0	\$1,250,000	\$1,250,000
<i>Utility Participation - Wastewater</i>	\$0	\$1,250,000	\$1,250,000
Total	\$0	\$1,250,000	\$1,250,000

Project Name: Pump Station Projects

WBS ENV-NEW-777

Description These projects maintain and or replace aging pump station infrastructure and equipment that is either no longer reliable and or is excessively costly to maintain.

	2015	2016	Total
New Appropriation in 2015-2016	\$1,300,000	\$875,000	\$2,175,000
<i>Utility Participation - Wastewater</i>	\$1,300,000	\$875,000	\$2,175,000
Total	\$1,300,000	\$875,000	\$2,175,000

Rehabilitation/Replacement Projects

Project Name: Collection System Projects

WBS ENV-NEW-778

Description These projects rehabilitate and or replace existing wastewater collection pipes within the City's 700-mile network of underground pipes. Projects are typically tied to aging pipes that are either failing or about to fail as well as eliminating the sources of clean groundwater and surface water from entering the wastewater sewer collection system. Specific projects are identified for the following year as condition assessment information is accumulated to determine which pipes have the highest combination of likelihood of failure and consequence of failure and then rehabilitation of these pipes are summarized into packaged individual projects as makes sense by geography.

	2015	2016	Total
New Appropriation in 2015-2016	\$4,600,000	\$4,500,000	\$9,100,000
<i>Utility Participation - Wastewater</i>	\$4,600,000	\$4,500,000	\$9,100,000
Total	\$4,600,000	\$4,500,000	\$9,100,000

Chapter Total: \$31,491,000 2015 \$25,891,000 2016 \$57,382,000 Total

Grand Total: \$104,612,619 2015 \$66,548,626 2016 \$171,161,245 Total



ADDITIONAL RESOURCES AND INFORMATION

City of Tacoma Information

Residents can contact the City of Tacoma through the **TacomaFIRST 311 Customer Support Center**. This Center provides a one-stop shop for services and offers a concierge feel in the way of reception, face-to-face interaction, 311 telephone support, online resources, and mobile app connectivity. Online customer support resources are available at cityoftacoma.org/tacomafirst311.

Residents can also reach the City of Tacoma by phone. Within the City limits of Tacoma, the Customer Support Center can be reached by dialing **311**. Outside City limits, the Center can be reached at (253) 591-5000. The Customer Support Center is open Monday through Friday from 8 a.m. to 5 p.m.

Job Classification and Salary Information

Please visit www.cityoftacoma.org/empage.aspx for current Job Classification Specs with salary data and to browse job openings with the City of Tacoma.

Services Provided by Other Governmental Agencies

Low Income Employment & Training Resource

Workforce Central253-472-8094

Low Income Housing

Tacoma Housing Authority253-207-4400

Parks & Recreation

Tacoma Metropolitan Park District253-305-1000

Public Health Services

Tacoma-Pierce County Health Department253-798-6500

Public Schools

Tacoma Public School District #10253-571-1000

Transportation

Pierce Transit253-581-8000

Sound Transit.....888-889-6368

Higher Education

Bates Technical College253-680-7000

Clover Park Technical College253-589-5800

Evergreen State College-Tacoma253-680-3000

Pacific Lutheran University253-531-6900

Pierce Community College253-964-6500

Tacoma Community College253-566-5000

University of Phoenix-Tacoma Campus425-572-1600

University of Puget Sound253-879-3100

University of Washington-Tacoma253-692-4000



HOLIDAYS

2015

New Year's Day	Thursday	January 1, 2015
Dr. Martin Luther King, Jr.'s Birthday	Monday	January 19, 2015
President's Day	Monday	February 16, 2015
Memorial Day	Monday	May 25, 2015
Independence Day	Friday	July 3, 2015
Labor Day	Monday	September 7, 2015
Veteran's Day	Wednesday	November 11, 2015
Thanksgiving	Thursday and Friday	November 26 and 27, 2015
Christmas	Friday	December 25, 2015

2016

New Year's Day	Friday	January 1, 2016
Dr. Martin Luther King, Jr.'s Birthday	Monday	January 18, 2016
President's Day	Monday	February 15, 2016
Memorial Day	Monday	May 30, 2016
Independence Day	Monday	July 4, 2016
Labor Day	Monday	September 5, 2016
Veteran's Day	Friday	November 11, 2016
Thanksgiving	Thursday and Friday	November 24 and 25, 2016
Christmas	Monday	December 26, 2016



GLOSSARY

Ad Valorem Tax – A tax which is levied in proportion to the value of the property against which it is levied, such as property tax.

Allocation – The process of distributing budget dollars among the various elements of the City’s budget, also known as assessments.

Appropriation – Authorization granted by a legislative body to make expenditures and to incur obligations. The appropriation contains specific limitations as to the amount, purpose, and time when it may be expended.

Assessed Valuation – A government sets a valuation upon real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised value less any exemptions.

Assessment Out – Allocation of internal support services provided to benefiting funds.

Assessment In – Receipt of support services allocations.

Biennium Budget – A financial operations plan (budget) spanning two years.

Balanced Budget – Washington State Law requires jurisdictions to propose and adopt balanced budgets, in which appropriations are limited to the total estimated revenues.

Basis of Budgeting – Basis of budgeting refers to the method used for recognizing revenues and expenditures in the budget. The City uses the modified accrual basis of accounting for budgetary purposes in all funds, which is in compliance with General Accepted Accounting Principles and is also aligned with the City’s accounting practices.

Budget – A plan of financial operations that includes an estimate of proposed expenditures and the means of financing them. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption – the proposed budget – and other times it designates the plan finally approved – the adopted budget.

Capital – Expenditures for the acquisition of equipment, vehicles, machinery, or other items exceeding \$5,000 each in value.

Capital Facilities Program (CFP) – A comprehensive plan that projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements are essential to sound infrastructure. The annual capital budget is derived from the long-term CFP.

City Charter – The rules that govern the City, a compilation of past ordinances.

Classification – A system for objectively and accurately defining the duties, responsibilities, tasks, and authority level of a job.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contributions and Transfers – Budgeted amounts sent by one fund to another or to external agencies.

Cost Center – Lowest-level accounting group within a department.

Debt Service – The amount of money necessary to pay interest and principal to holders of a government’s debt instruments.

Debt Service Fund – Debt Service Funds are used to account for the accumulation of resources for, and the payment of, interest and principal on general long-term debt. It is further used to account for the payment of debt on special assessment projects. The City now includes its special assessment guaranty fund in this fund type per requirements of GASB Statement 6. Therefore, this fund type also includes costs related to servicing of special assessment debt (such as foreclosures) in the guaranty fund. The guaranty fund is used to generate revenue, including proceeds from property sold, for debt service purposes.

Department – A combination of divisions headed by a director with a specific and unique set of goals and objectives.

Division – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit’s mission and objectives.

Enterprise Fund – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the stated intent is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Examples include Solid Waste, Permitting Services, and Power.

Expenditures – Decrease in net financial resources for the purpose of acquiring an asset, service, or settling a loss.

Expenses – Decrease in net total assets. Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other

charges, which are presumed to benefit the current fiscal period.

Fiscal Year – A twelve month period designated as the operating year for accounting purposes. The fiscal year used by the City of Tacoma begins January 1st and ends December 31st.

Fixed Cost – These appropriations are for expenditures controlled at the City level rather than at the department level. Examples are insurance, rent, and communications.

Fixed Assets – Long term assets which are intended to continue to be held or used, such as land, buildings, machinery, or equipment.

Full Time Equivalent (FTE) – A calculation used to convert part time hours to equivalent full time positions. Full time employee salaries are budgeted at 2,088 hours per year for 2015-2016. The full time equivalent of an employee is calculated by dividing number of hours budgeted by 2,088 for 2015-2016. The average of the two years’ FTE is presented in this budget document.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Total assets which include cash, accounts receivable and inventory less total liabilities which include accounts payable and deferred revenue. Fund balances less required reserves are generally available for appropriation and are treated as a non-recurring resource.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards/guidelines for financial accounting and reporting which provide a standard by which to measure financial presentations. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures.

General Fund – The General Fund is the primary fund of the City. The accounting for all financial resources except those required to be accounted for in another fund is accomplished within this fund. It derives a majority of its revenue from property, sales, business, and utility taxes, and receives all other City revenues not designated for specific use by statute or the City Charter.

General Government – These are the activities and services provided to the citizens exclusive of the services provided by Tacoma Public Utilities.

General Long-Term Debt – Represents any un-matured debt not considered to be a fund liability.

General Obligation Bonds (GO Bonds) – Bonds which are secured by the full faith and credit of the issuer. GO bonds issued by local governments are secured by a pledge of the issuer's property taxing power or authority.

Grant – A grant is a contribution of one government unit or funding source to another. The contribution is usually made to aid in the support of specified function, e.g., education or drug enforcement; however, sometimes it is for general purpose.

Intergovernmental Revenue – Revenue collected by one government and distributed to another level or governing entity.

Interim – Temporary staff assignment until someone is appointed to the position permanently.

Internal Services Fund (ISF) – Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments of the City, or to other governmental units, on a cost-reimbursement basis.

Line-Item Budget – A budget which provides detailed cost information by type of expenditure such as personnel costs, personnel benefits, services, supplies, etc. This is sometimes referred to as an object expenditure budget.

Measures of Efficiency – Information related to inputs, or resources used, to units of output or outcome.

Maintenance & Operations (M&O) Budget – Ongoing expenditures supporting departmental functions.

Modified Accrual Basis of Accounting – A basis of accounting in which expenditures are recognized when the related fund liability is incurred, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting, since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or measurable.

Operating Transfers – Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended; such as transfers from the General Fund to a Special Revenue or Capital Projects Fund.

Ordinance – A formal action by the City Council that adopts a practice, directs an action, or authorizes a transaction or budget; has higher legal standing than a resolution.

Overhead – The indirect cost associated with providing a service, including such items as centralized human resource and finance activities.

Performance Measures – Measures used to evaluate the quality and effectiveness of programs and services.

Personnel Services – Expenditures for salaries, wages, and fringe benefits of employees.

Program – An organizational unit that provides a specified service or function.

Program Budget – A budget document that classifies or groups programs into specifically defined program function categories. Programs within a category contain activities, services or projects that are similar in function.

Program Function – A specifically defined functional category that contains programs that serve the same function by providing similar services or activities.

Property Tax – A tax which is based according to value of property and is the source of monies that pay general obligation debt, support the General Fund, and support the Emergency Management Services (EMS) Fund.

Reserves – Money set aside to provide stability in the event of unforeseen expenditure needs or revenue shortfalls.

Resolution – An opinion, policy, or directive of the City Council expressed in a formally drafted document and voted upon; has lower legal standing than an ordinance.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue – Additions to the City’s financial assets such as taxes or grants which do not, in themselves, increase the City’s liabilities, provided there is no corresponding decrease in assets or increases in other liabilities.

Revenue Bonds – Bonds payable from a specific source of revenue which do not pledge the full faith and credit of the issuer. Revenue bonds are payable from identified sources of revenue and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project.

SAP – SAP is the City’s Enterprise Resource Planning (ERP) software. ERP software provides customers with the ability to interact with a common corporate database for a comprehensive range of activities such as inventory control, order tracking, customer service, finance, and human resources.

Self-Insurance – The retention by an entity of a risk of loss arising out of the ownership of property or from some other cause instead of transferring that risk through the purchase of an insurance policy.

Special Revenue Fund (SRF) – Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital project(s)) that are legally restricted to expenditure for specific purposes, i.e. grants.

Strategic Plan – A formalized plan that identifies citywide long-term goals and objectives and outlines possible strategies and approaches to achieving those goals and objectives.

Tax Rate – The amount of tax stated in terms of a unit of the tax base; for example, the City of Tacoma expresses the tax in terms of dollars per thousand of taxable value.

Trust & Agency Fund – Trust & Agency Funds are used to account for assets that are held by the City as trustee or agent for individuals, private organizations, and/or other

governmental units and/or funds. These include: (1) expendable trust funds; (2) non-expendable trust funds (the City has no non-expendable trust funds); (3) pension trust funds; and (4) agency funds.

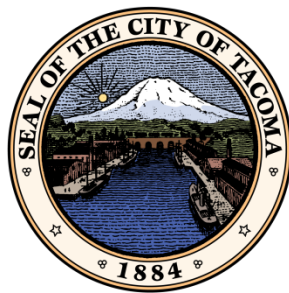
Unreserved Fund Balanced – Represents resources that can be used for any purpose of the fund in which they are reported.

ACRONYMS

ADA – Americans with Disabilities Act
ALS – Advanced Life Support
ARRA – American Recovery and Reinvestment Act of 2009
AUC – Assets Under Construction
BABs – Build America Bonds
BCPA – Broadway Center for the Performing Arts
BLUS – Building and Land Use
CAFR – Comprehensive Annual Financial Report
CARES – Cleanup and Revitalization EffortS
CCF – Centum Cubic Feet (water measurement)
CDBG – Community Development Block Grant
CED – Community & Economic Development
CFP – Capital Facilities Program
CIAC – Contributions In Aid of Construction
CIP – Capital Improvement Program
CLID – Consolidated Local Improvement District
CMAQ – Congestion Mitigation and Air Quality Improvement Program
CMO – City Manager’s Office
CNG – Compressed Natural Gas
CO – Controlling (Module used in SAP)
COPS – Community Oriented Policing Services
COT – City of Tacoma
CREBs – Clean Renewable Energy Bonds
CSSF – Central Service Summary Fund
CTED – Community, Trade and Economic Development
CUFR – Component Unit Financial Report

DAS – Distributed Antenna System
DRS – Department of Retirement Systems
DWSRF – Drinking Water State Revolving Fund
EMS – Emergency Medical Services
ERP – Enterprise Resource Planning
ES – Environmental Services
FCC – Federal Communications Commission
FTE – Full Time Equivalent
FWDA – Foss Waterway Development Authority
GAAP – Generally Accepted Accounting Principles
GASB – Government Accounting Standards Board
GF – General Fund
GFOA – Government Finance Officers Association
GG – General Government
GIS – Geographic Information System
GO – General Obligation
GTCTC – Greater Tacoma Convention & Trade Center
HRHS – Human Rights & Human Services
HUB – Historically Underutilized Business
HUD – Housing and Urban Development
ILS – Integrated Library System
IPMS – Integrated Permit Management System
LEAP – Local Employment & Apprenticeship Training Program
LEOFF – Law Enforcement Officers and Fire Fighters
LID – Local Improvement District
LIHEAP – Low Income Home Energy Assistance Program

LTD – Long Term Debt
LTGO – Limited Tax General Obligation
M&O – Management & Operations
MBE – Minority Business Enterprise
MSOC – Marine Security Operations Center
NCS – Neighborhood & Community Services
NIBRS – National Incident Based Reporting System
OMB – Office of Management & Budget
PAF – Public Assembly Facilities
PDS – Planning & Development Services
PEG – Public, Education, and Government
PERS – Public Employees Retirement System
PM – Plant Maintenance (Orders used in SAP)
PREDPOL – Predictive Policing
PWB – Public Works Buildings
PWC – Public Works Construction
PWE – Public Works Engineering
PWF – Public Works Facilities
PWS – Public Works Streets
PWTF – Public Works Trust Fund
RCW – Revised Code of Washington
REET – Real Estate Excise Tax
RFID – Radio Frequency Identification
RZED – Recovery Zone Economic Development
RWSS – Regional Water Supply System
SAFER – Staffing for Adequate Fire & Emergency Response
SAP – Systems, Applications and Products in Data Processing
SBE – Small Business Enterprise
SD – Sales Document
SLA – Service Level Agreement
SS911 – South Sound 911
STAR – Sustainability Tools for Assessing and Rating Communities
SWAT – Special Weapons And Tactics
TAGRO – TAcomaGROw
TCCS – Tacoma Crime Control System
TERS – Tacoma Employees’ Retirement System
TFD – Tacoma Fire Department
TIP – Transportation Improvement Program
TMC – Tacoma Municipal Code
TOOL – Trade Occupations Opportunity Learning Center
TPD – Tacoma Police Department
TPU – Tacoma Public Utilities
TRCVB – Tacoma Regional Convention and Visitor Bureau
TRMD – Tacoma Rail Mountain Division
UDAG – Urban Development Action Grant
UTGO – Unlimited Tax General Obligation
VEBA – Voluntary Employee Beneficiary Association
WBE – Women Business Enterprise
WBS/E – Work Breakdown Structure/Element
WFOA – Washington Finance Officers Association
WSST – Washington State Sales Tax





ORDINANCE NO. 28270

1 AN ORDINANCE relating to the Biennial Budget and Council Contingency Funds;
2 adopting the 2015-2016 Biennial Budget of the City of Tacoma and
3 authorizing the use of Council Contingency Funds.

4 WHEREAS the City Council desires to adopt the proposed 2015-2016
5 Biennial Budget, and

6 WHEREAS public hearings were held on November 4 and 25, 2014, to
7 review the preliminary budget and receive citizens comments thereon, and the
8 City Council held numerous budget work sessions and community budget input
9 meetings to consider the same, and

10 WHEREAS RCW 70.315.030 expressly authorizes the City's water utility to
11 allocate and recover the costs of fire suppression water facilities and services
12 from water customer rates, and the Department of Public Utilities currently
13 invoices such costs to the City's General Fund, and

14 WHEREAS the Department of Public Utilities will be recommending a rate
15 adjustment to the Public Utility Board in the spring of 2015, pursuant to City
16 Charter § 4.11 and Chapter 70.315 RCW, which, if passed by both the Public
17 Utility Board and City Council, will result in savings to the General Fund, and

18 WHEREAS, if the proposed rate adjustment is not approved, the General
19 Fund will experience a \$2.2 million increase in expenses without a corresponding
20 increase in revenues, and

21 WHEREAS non-represented classifications identified as below the market
22 with no compression issues will receive the balance of the determined 2015
23 market-based wage adjustment, up to a cap of 6 percent, and
24
25
26



1 WHEREAS non-represented classifications identified as below the market
2 with compression issues will receive the balance of the determined 2015
3 market-based wage adjustment, up to a cap of 10 percent.
4

5 WHEREAS, effective January 1, 2016, salaries for all non-represented
6 classifications shall increase by an amount equal to 100% of the Consumer Price
7 Index for Urban Wage Earners and Clerical Workers, CPI-W, Seattle-Tacoma-
8 Bremerton, measured from June 2014 to June 2015, and
9

10 WHEREAS the Council desires to use Council Contingency funds as
11 follows: (1) \$90,000 for the Equity and Empowerment Capacity Building Pilot
12 Program, which strengthens and builds the infrastructure of small non-profit
13 organizations serving underrepresented or marginalized community members;
14 (2) \$25,000 for the Center for Working Families-Financial Opportunity Center,
15 which focuses on low-to-moderate income individuals and assists in changing
16 financial behaviors and encourages long-term commitments towards the goal of
17 increasing monthly net income, building credit, and acquiring assets; and
18 (3) \$13,500 for the Eastside Farmer's Market, which helps provide good,
19 wholesome foods that are readily available and affordable to Eastside residents
20 and promotes the farmers market philosophy of caring for the environment,
21 supporting farm to table, and educating about nutrition, for a total withdrawal of
22 \$128,500, and
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WHEREAS a summary of the totals of estimated revenues and appropriations for each separate fund and the aggregate totals for all such funds combined for the 2015-2016 biennium is attached as Exhibit "A," and

WHEREAS the City Council finds it to be in the best interests of the City to adopt the 2015-2016 Biennial Budget; Now, Therefore,

BE IT ORDAINED BY THE CITY OF TACOMA:

Section 1. That the Biennial Budget of the City of Tacoma for 2015-2016 and each and every item thereof, as fixed, determined, and set out in Exhibit "A," attached hereto and by this reference incorporated herein as though fully set forth, is hereby adopted as the Biennial Budget of the City of Tacoma for 2015-2016.

Section 2. That the proper officers are authorized to withdraw from the Council Contingency Funds \$128,500, to be used as follows: \$90,000 for the Equity and Empowerment Capacity Building Pilot Program; \$25,000 for the Center for Working Families-Financial Opportunity Center; and \$13,500 for the Eastside Farmer's Market.


Passed DEC 09 2014



Mayor

Attest:


City Clerk

Approved as to form:


Deputy City Attorney



TO: T.C. Broadnax, City Manager
FROM: Tadd Wille, Budget Officer
Andrew Cherullo, Finance Director
COPY: City Council and City Clerk
SUBJECT: Ordinance - 2015-2016 Biennial Budget Adoption – December 2, 2014
DATE: November 12, 2014

SUMMARY:

Approving the City of Tacoma's 2015-2016 Biennial Budget and Authorizing the Use of Council Contingency Funding

STRATEGIC POLICY PRIORITY:

- Strengthen and maintain a strong fiscal management position.

BACKGROUND:

On October 7, 2014, the City Manager presented to the City Council the 2015-2016 Proposed Operating and Capital Budgets. Following this event, the Budget Calendar included three budget meetings out in the community and two Budget Public Hearings held in City Council Chambers. These events allowed Tacoma residents the opportunity to voice their opinions about the 2015-2016 Proposed Budget.

Finally, seven Budget work sessions were held with City Council between October 14th and December 2, 2014. These work sessions presented to City Council detailed information about the proposals addressing City Council-identified service delivery priorities included within the 2015-2016 Proposed Budget. Work sessions regarding specific City services included Environmental Services, Tacoma Public Utilities, Police, Fire, Library, Neighborhood and Community Services, Community & Economic Development, Planning and Development Services, Public Assembly Facilities, Public Works, Capital Budget, Information Technology, Municipal Court, and Other Services.

Budget estimates, proposed budget, notices of hearing(s), hearing(s) and adoption of the Biennial Budget are processed and accomplished in accordance with the requirements of RCW 35.34.

The 2015-2016 Budget includes a fee/rate adjustment for water hydrants which must be approved and passed by both the Public Utility Board and City Council, resulting in savings to the General Fund. If the proposed fee/rate adjustment is not approved, the General Fund will experience a \$2.2 million increase in expenses without a corresponding increase in revenues.

The 2015-2016 Budget includes funding for non-represented classifications identified as below the market with no compression issues to receive the balance of the determined 2015 market-based wage adjustment, up to a cap of 6 percent. Non-represented classifications identified as below the market with compression issues are funded to receive the balance of the determined 2015 market-based wage adjustment, up to a cap of 10 percent. Effective January 1, 2016, the Budget includes funding for all non-represented classifications to receive salary increases by an amount equal to 100% of the Consumer Price Index for Urban Wage Earners and Clerical Workers, CPI-W, Seattle-Tacoma-Bremerton, measured from June 2014 to June 2015.



Finally, the 2015-2016 Budget authorizes the use of Council Contingency funds as follows: (1) \$90,000 for the Equity and Empowerment Capacity Building Pilot Program, which strengthens and builds the infrastructure of small non-profit organizations serving underrepresented or marginalized community members, (2) \$25,000 for the Center for Working Families-Financial Opportunity Center, which focuses on low-to-moderate income individuals and assists in changing financial behaviors and encourages long-term commitments towards the goal of increasing monthly net income, building credit, and acquiring assets, and (3) \$13,500 for the Eastside Farmer's Market, which helps provide good, wholesome foods that are readily available and affordable to Eastside residents and promotes the farmers market philosophy of caring for the environment, supporting farm to table, and educating about nutrition, for a total withdrawal of \$128,500.

ISSUE:

City Council will consider the 2015-2016 Biennial Operating and Capital Budgets for the City of Tacoma. Pursuant to RCW 35.34, the City of Tacoma must pass an ordinance that appropriates estimated expenditures and revenues/use of available funds for the biennium.

ALTERNATIVES:

Pursuant to RCW 35.34, the City of Tacoma must pass an ordinance that appropriates estimated expenditures and revenues/use of available funds for the biennium; therefore, no alternatives have been identified.

RECOMMENDATION:

Staff recommends that the City Council approve the ordinance to appropriate the estimated expenditures and revenues/use of available funds for the 2015-2016 biennium, as outlined in Exhibit "A."



FISCAL IMPACT:

The ordinance will set appropriation for all budgeted funds for 2015-2016, as outlined in Exhibit “A.”

EXPENDITURES:

FUND NUMBER & FUND NAME *	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
Multiple – See Exhibit “A”			
TOTAL			

* General Fund: Include Department

REVENUES:

FUNDING SOURCE	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
Multiple – See Exhibit “A”			
TOTAL			

POTENTIAL POSITION IMPACT:

POSITION TITLE	PERMANENT/ PROJECT TEMPORARY POSITION	FTE IMPACT	POSITION END DATE
TOTAL			

This section should only be completed if a subsequent request will be made to increase or decrease the current position count.

FISCAL IMPACT TO CURRENT BIENNIAL BUDGET: N/A

ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? N/A

IF EXPENSE IS NOT BUDGETED, PLEASE EXPLAIN HOW THEY ARE TO BE COVERED.

N/A

Exhibit "A"

City of Tacoma, Washington
2015-2016 Biennial Budget Ordinance

Fund No.	Fund Name	Proposed Appropriation	Adjustments	Estimated Revenues and Use of Available Funds	Adopted Appropriation
0010	General Fund	\$423,301,703	\$1,243,644	\$424,545,347	\$424,545,347
Special Revenue Funds					
1020	Courts Special Revenue	149,762		149,762	149,762
1030	Contingency Fund	751,878		751,878	751,878
1060	Transportation Capital and Engineering	39,066,926		39,066,926	39,066,926
1065	PW Street Fund (Street Ops, Eng, Transp)	35,973,794		35,973,794	35,973,794
1070	Transportation Benefit District	4,792,894		4,792,894	4,792,894
1080	2% GET Gross Earnings Tax (Street Ops Mnt)	13,085,638		13,085,638	13,085,638
1090	TFD Special Revenue	5,123,207		5,123,207	5,123,207
1100	PWF Property Management	974,927		974,927	974,927
1110	Local Improvement Guaranty	179,262		179,262	179,262
1140	PWE Paths & Trails Reserve	5,561,463		5,561,463	5,561,463
1145	PWB Building & Land Use Services	1,448,325		1,448,325	1,448,325
1155	TFD EMS Special Revenue	27,178,640		27,178,640	27,178,640
1180	PAF Tourism & Conventions	6,664,782		6,664,782	6,664,782
1185	NCS Special Revenue	17,498,257		17,498,257	17,498,257
1195	CED Economic Development Grants	27,196,357		27,196,357	27,196,357
1200	Library Special Revenue	674,840		674,840	674,840
1236	CED Small Business Enterprise	546,582		546,582	546,582
1267	TPD Special Revenue	6,474,719		6,474,719	6,474,719
1431	CMO Municipal Cable TV	8,190,510		8,190,510	8,190,510
1500	CED Local Employment Apprenticeship Program	789,620		789,620	789,620
1650	Traffic Enforcement, Engineering & Education	6,490,673		6,490,673	6,490,673
	Total Special Revenue Funds	\$208,813,056	\$0	\$208,813,056	\$208,813,056
Debt Service Funds					
2010	Voted Bonds	5,412,050		5,412,050	5,412,050
2035	LTD GO Bonds 1997 A & B	6,368,575		6,368,575	6,368,575
2038	CTED PWTF Loan	2,313,603		2,313,603	2,313,603
2040	LTGO 2009 Series A-F Bond Redemption	2,998,003		2,998,003	2,998,003
2041	2010 LTGO Bonds Series 2010B - 2010E	13,231,484		13,231,484	13,231,484
2042	2013 LTGO Refunding Bonds	6,652,800		6,652,800	6,652,800
	Total Debt Service Funds	\$36,976,515	\$0	\$36,976,515	\$36,976,515
Capital Project Funds					
3211	Capital Projects Fund	12,827,939	150,000	12,977,939	12,977,939
3216	Police Facility 2002	72,000		72,000	72,000
	Total Capital Project Funds	\$12,899,939	\$150,000	\$13,049,939	\$13,049,939

Exhibit "A"

**City of Tacoma, Washington
2015-2016 Biennial Budget Ordinance**

Fund No.	Fund Name	Proposed Appropriation	Adjustments	Estimated Revenues and Use of Available Funds	Adopted Appropriation
Enterprise Funds					
4110	Permit Services Fund	18,822,335		18,822,335	18,822,335
4120	PW Tacoma Rail Mountain Division	4,079,659		4,079,659	4,079,659
4140	PWE Parking Operating	15,285,070		15,285,070	15,285,070
4165	PAF Convention Center	20,933,787		20,933,787	20,933,787
4170	PAF Cheney Stadium	3,025,027		3,025,027	3,025,027
4180	PAF Tacoma Dome	12,865,698		12,865,698	12,865,698
4190	PAF Performing Arts	2,936,000	1,500,000	4,436,000	4,436,000
4200	Solid Waste	145,745,133		145,745,133	145,745,133
4300	Wastewater	173,938,145		173,938,145	173,938,145
4301	Surface Water	94,021,098		94,021,098	94,021,098
4450	Union Station	3,577,405		3,577,405	3,577,405
4500	Tacoma Rail	65,643,257		65,643,257	65,643,257
4600	Water Utility	173,782,815		173,782,815	173,782,815
4700	Power	992,849,926		992,849,926	992,849,926
4800	TPU Self Insurance Claims	3,238,211		3,238,211	3,238,211
4805	Low Income Assistance	1,980,000		1,980,000	1,980,000
	Total Enterprise Funds	\$1,732,723,566	\$1,500,000	\$1,734,223,566	\$1,734,223,566
Internal Service Funds					
5042	IT Graphics Services	1,682,008		1,682,008	1,682,008
5050	TPU Fleet Service	33,416,984		33,416,984	33,416,984
5086	Youth Build Tacoma	651,003		651,003	651,003
5400	PW Fleet Equipment Rental	17,724,756		17,724,756	17,724,756
5453	PWS Asphalt Plant	2,672,883		2,672,883	2,672,883
5540	Comms Equipment - Replacement Reserve	4,727,467		4,727,467	4,727,467
5550	Third Party Liability Claims	7,409,549		7,409,549	7,409,549
5560	Unemployment Compensation	1,067,786		1,067,786	1,067,786
5570	Worker's Compensation	17,832,063		17,832,063	17,832,063
5700	Municipal Building Acquisition & Oper	16,073,809		16,073,809	16,073,809
5800	Information Systems	49,417,453		49,417,453	49,417,453
	Total Internal Service Funds	\$152,675,761	\$0	\$152,675,761	\$152,675,761
Trust & Agency Funds					
6050	Deferred Compensation Trust	477,680		477,680	477,680
6100	Employees Retirement	315,158,781		315,158,781	315,158,781
6120	Relief & Pension Police	9,422,250		9,422,250	9,422,250
6150	Relief & Pension Firefighters	12,446,343		12,446,343	12,446,343
6430	Health Care Trust Labor Management	136,047,188		136,047,188	136,047,188
6440	Group Life Trust	1,909,116		1,909,116	1,909,116
6460	Dental Care Labor Management	12,539,439		12,539,439	12,539,439
6470	Health Care Trust Firefighters	7,026,676		7,026,676	7,026,676
6480	Health Care Trust Police	5,527,293		5,527,293	5,527,293
6795	Public Facilities Districts	6,063,610		6,063,610	6,063,610
	Total Trust & Agency Funds	\$506,618,376	\$0	\$506,618,376	\$506,618,376
	Total City of Tacoma Budget	\$3,074,008,916	\$2,893,644	\$3,076,902,560	\$3,076,902,560

Ordinance No. 28270

First Reading of Ordinance: DEC 02 2014

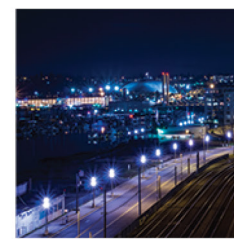
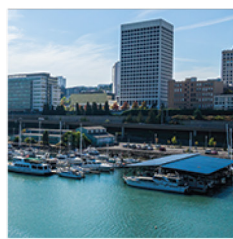
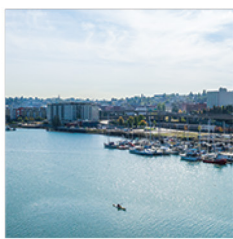
Final Reading of Ordinance: DEC 09 2014

Passed: DEC 09 2014

Roll Call Vote:

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Boe	X			
Mr. Campbell	X			
Mr. Ibsen	X			
Mr. Lonergan	X			
Mr. Mello	X			
Mr. Thoms	X			
Ms. Walker	X			
Ms. Woodards	X			
Mayor Strickland	X			

MEMBERS	AYES	NAYS	ABSTAIN	ABSENT
Mr. Boe				
Mr. Campbell				
Mr. Ibsen				
Mr. Lonergan				
Mr. Mello				
Mr. Thoms				
Ms. Walker				
Ms. Woodards				
Mayor Strickland				



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