

BIENNIAL BUDGET

2017-2018
CITY OF
TACOMA

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

2015-2016 Biennium-End Financial Report 2017 1st Quarter Financial Report & Recommended Adjustments

Tadd Wille, Director
City Council Study Session
April 25, 2017

2015-2016
Preliminary Biennium-End
Financial Report

Background

- 2015-2016 Biennium began on January 1, 2015 and ended on December 31, 2016
- All figures are preliminary/unaudited and may change as Comprehensive Annual Financial Report (CAFR) is finalized

2016 Year-End Financial Timeline



2015-2016 Preliminary Financials
General Fund

2015-2016 Biennium-End Summary

- Preliminary estimated positive position of \$8.1M
 - \$5.3 M in estimated additional revenues
 - \$2.8 M in estimated expenditure savings

General Fund Revenues

General Fund Revenue Variance

(Millions)

Revenue Source	2015-2016 YE Rev Plan	2015-2016 Actual	Variance (Amount)	Variance (%)
Property Tax	\$110.8	\$110.7	\$(0.1)	-0.1%
Business Tax	93.0	92.1	(0.9)	-1.0%
Utility Tax	83.9	83.7	(0.2)	-0.2%
Sales Tax	93.1	95.5	2.4	2.6%
Other Revenue	44.2	48.3	4.1	9.3%
Total	\$425.0	\$430.3	\$5.3	1.3%

General Fund Expenditures

General Fund Expenditure Variance (Millions)

2015-2016 YE Exp Plan	2015-2016 Actual	Variance (Amount)	Variance (%)
\$418.4	\$415.6	\$2.8	0.7%

- \$2.8 M in estimated expenditure savings
 - Fire and Police pension savings
 - Homeless Outreach Team reappropriation
 - Human services and community services contracts
 - Other miscellaneous contracts and equipment for reappropriation

General Fund Supported Funds

General Fund Supported Funds (Millions)

Fund		2015-2016 Plan	2015-2016 Actual	Variance (Amount)	Net Fund Variance (Rev & Exp)
Street Operations & Engineering	Revenues	\$36.7	\$36.7	\$0.0	0.8%
	Expenditures	36.8	36.5	0.3	
Traffic Enforcement	Revenues	6.5	5.7	(0.8)	-4.1%
	Expenditures	6.5	6.3	0.2	
Permit Services	Revenues	17.9	18.5	0.6	5.1%
	Expenditures	19.6	18.2	1.35	

General Fund Supported Funds (Millions)

Fund		2015-2016 Plan	2015-2016 Actual	Variance (Amount)	Net Fund Variance (Rev & Exp)
TVE Convention Center	Revenues	\$19.0	\$19.7	\$0.6	3.1%
	Expenditures	20.9	20.3	0.6	
TVE Cheney Stadium	Revenues	3.5	3.6	0.1	0.7%
	Expenditures	3.5	3.5	(0.03)	
TVE Tacoma Dome	Revenues	15.3	16.6	1.3	3.8%
	Expenditures	15.3	15.4	(0.1)	

2015-2016 Biennium-End Summary

- General Fund Preliminary estimated positive position of \$8.1 M
 - \$5.3 M in estimated additional revenues
 - \$2.8 M in estimated expenditure savings
- Supported Funds positive and/or with anticipated variances
- Recommendations to carryover funding for reappropriations and emergent needs into 2017-2018 Budget

2017-2018
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BIENNIAL BUDGET

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

2017-2018 Biennial Budget 1st Quarter 2017 Financial Report

1st Quarter 2017 Financials

- General Fund
 - 2017-2018 Finances through March 31, 2017
- General Fund-Supported Funds
 - 2017-2018 Finances through March 31, 2017



2017 General Fund Update

- General Fund balance approximately \$6.1 M favorable through Q1
 - \$2.5 M more in revenues
 - Favorable trends in Sales Taxes and Licenses & Permit revenues
 - \$3.6 M less in expenditures
 - Less expenditures than planned due to vacancies and less spending than planned on external contracts

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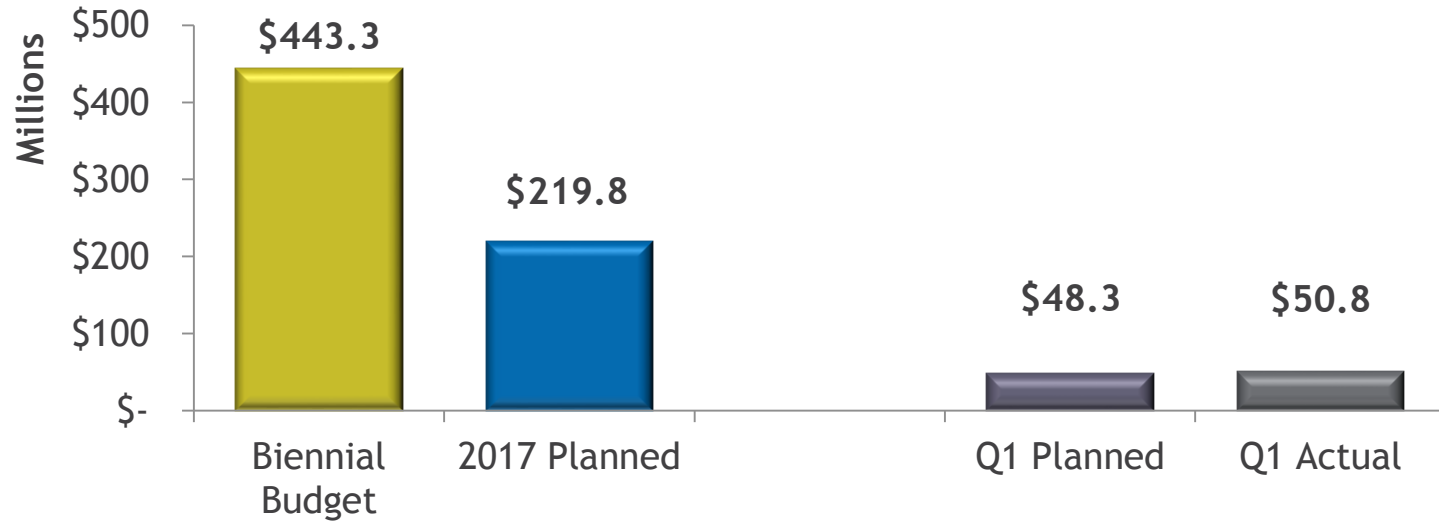
BIENNIAL BUDGET

CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

General Fund Revenues

General Fund Revenues

(Millions)



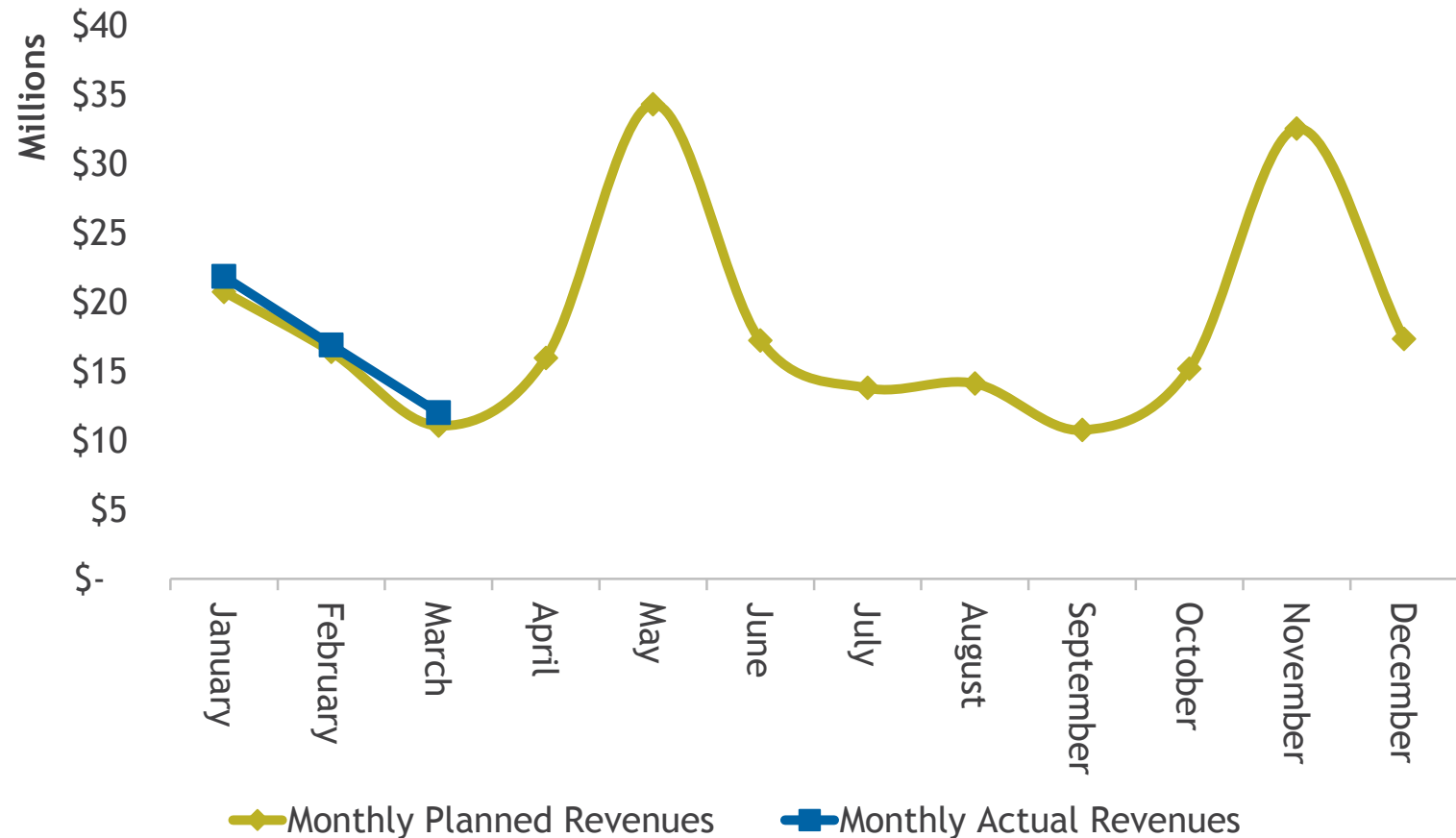
General Fund Revenues (Millions)				
2017-2018 Budget	BTD Projection	BTD Actuals	Variance (Amount)	Variance (%)
\$443.3	\$48.3	\$50.8	\$2.5	5.2%

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General Fund Revenues – All Sources

(Millions)



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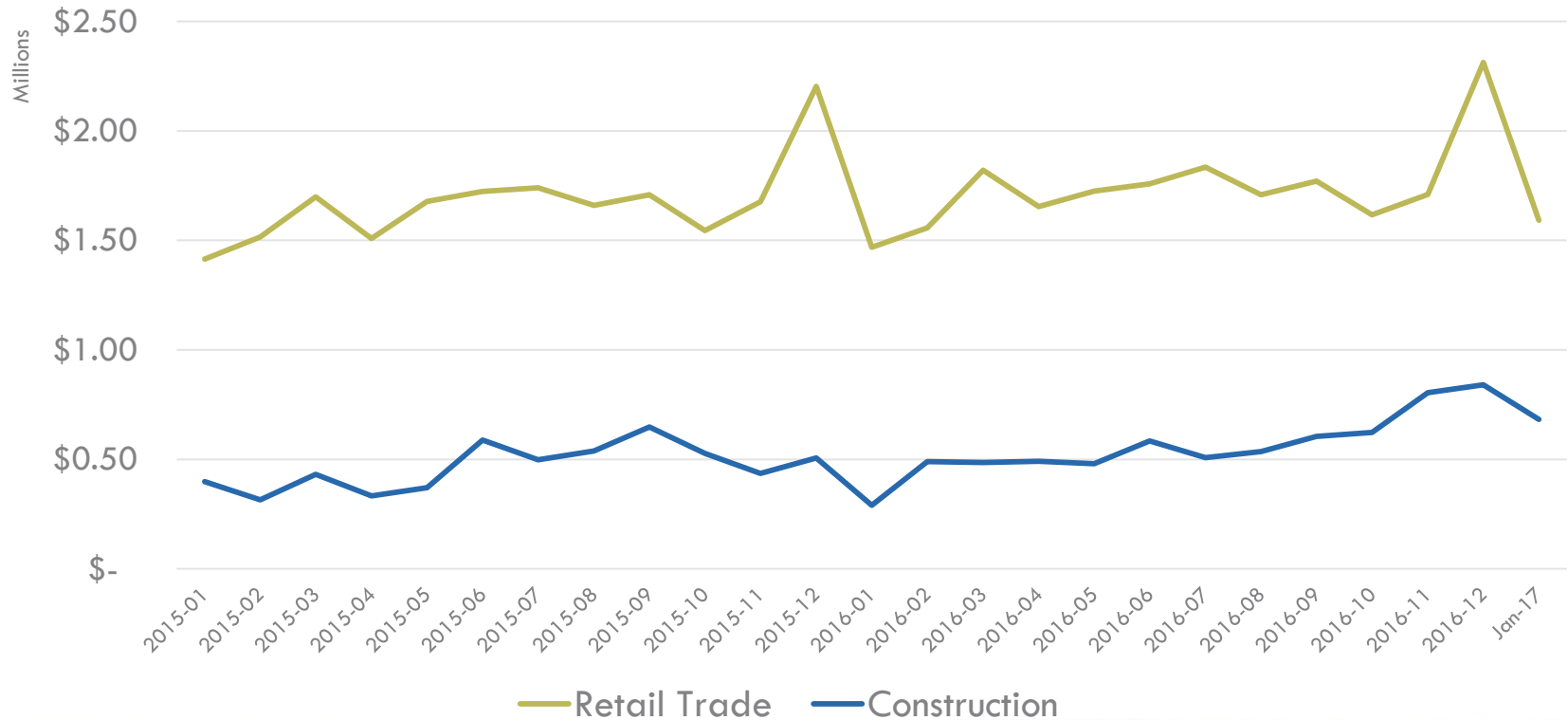
General Fund Revenue Variance

(Millions)

Revenue Source	BTD Q1 2017 Plan	BTD Q1 2017 Actual	Variance (Amount)	Variance (%)
Property Tax	\$1.1	\$1.1	\$0.0	0.4%
Business Tax	14.0	13.8	(0.2)	-1.6%
Utility Tax	11.7	11.7	0.0	-0.2%
Sales Tax	11.6	13.5	1.9	16.6%
Other Revenue	9.8	10.7	0.8	8.6%
Total	\$48.2	\$50.8	\$2.5	6.1%

Sales Tax Revenue by Month

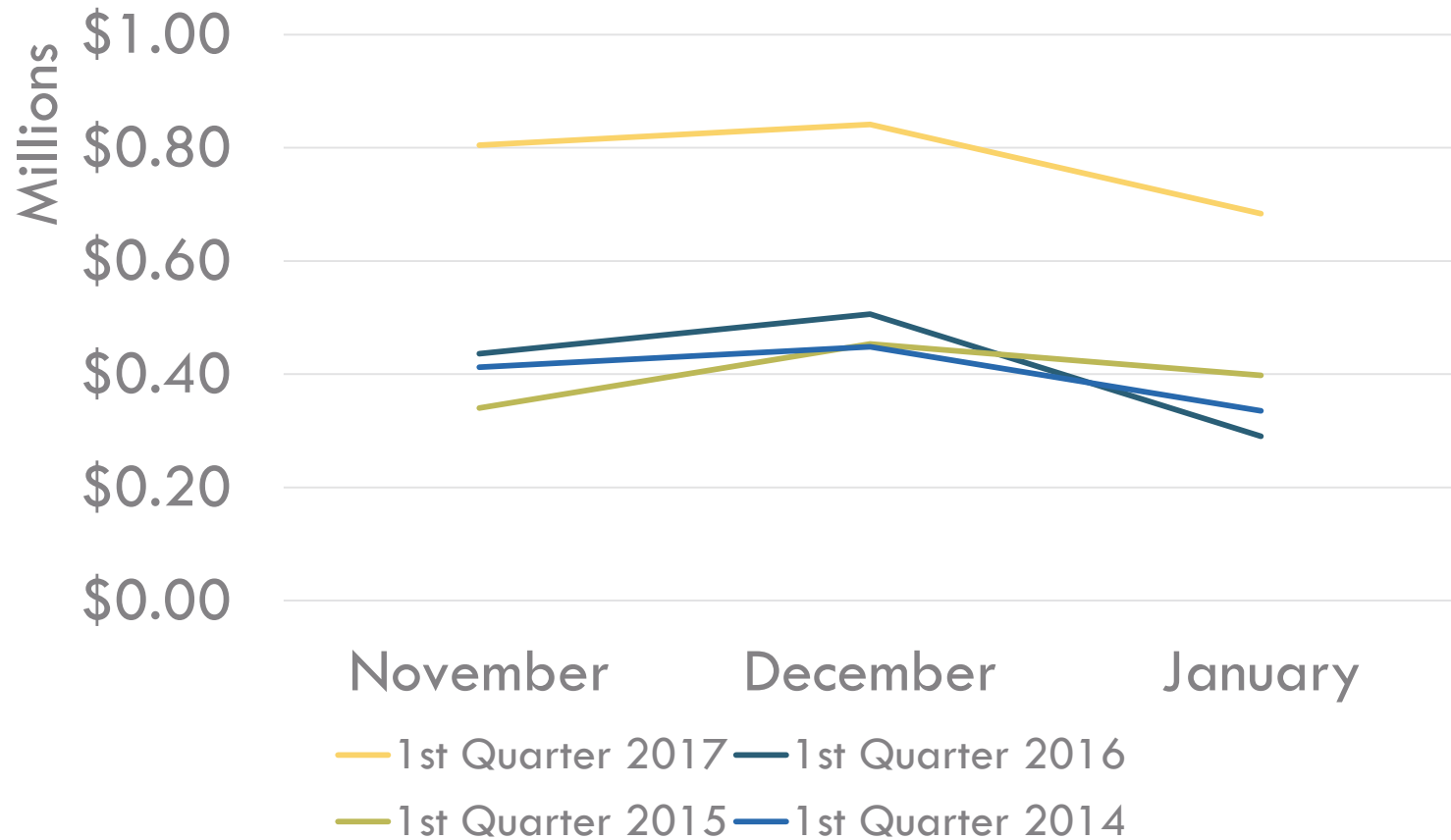
(Millions)



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Construction



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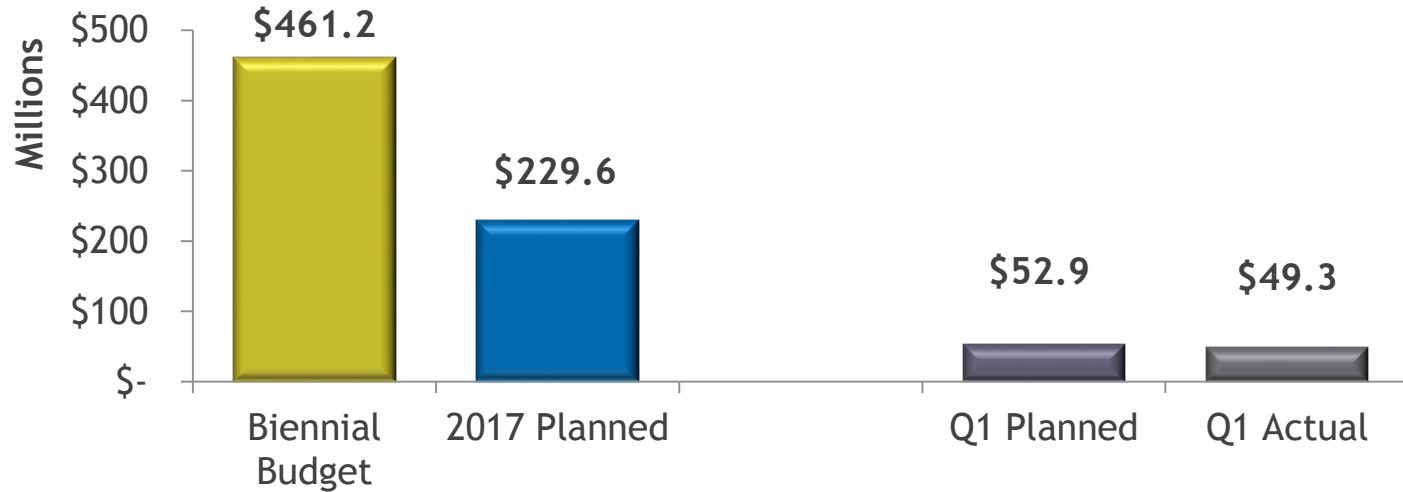
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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

General Fund Expenditures

General Fund Expenditures

(Millions)



General Fund Revenues (Millions)				
2017-2018 Budget	BTD Projection	BTD Actuals	Variance (Amount)	Variance (%)
\$461.2	\$52.9	\$49.3	\$3.6	6.9%

General Fund Expenditure Variance

(Millions)

Department	BTD Q1 2017 Plan	BTD Q1 2017 Actual	Variance (Amount)	Variance (%)
Police	\$18.8	\$17.4	\$1.4	7.4%
Neigh & Comm Svcs	2.0	1.5	0.5	27.4%
Non-Departmental	10.0	8.5	1.5	14.8%
Other Departments	22.1	21.9	0.2	0.9%
Total	\$52.9	\$49.3	\$3.6	6.9%

Expenditure Variance Detail

- \$3.6 M below budget plan:
 - \$1.4 M – Police Department
 - Personnel and fuel savings
 - \$1.5 M – Non-Departmental
 - Delayed jail invoices and capital transfers
 - \$0.5 M – Neighborhood & Comm. Services
 - Delayed contractor payments and personnel savings

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

General Fund Supported Funds

General Fund Supported Funds

(Millions)

Fund		Thru March Projection	Thru March Actual	Variance (Amount)	Variance (%)
Street Operations & Engineering	Revenues	\$5.3	\$5.7	\$0.4	8.4%
	Expenditures	5.4	5.3	0.1	2.2%
Traffic Enforcement	Revenues	0.8	0.8	0.0	—
	Expenditures	0.8	0.8	0.0	—
Permit Services	Revenues	2.2	2.1	(0.1)	-4.3%
	Expenditures	2.3	2.2	0.1	3.2%

General Fund Supported Funds

(Millions)

Fund		Thru March Projection	Thru March Actual	Variance (Amount)	Variance (%)
Convention Center	Revenues	\$1.2	\$1.2	\$0.0	-
	Expenditures	1.2	1.3	(0.1)	-5.8%
Cheney Stadium	Revenues	0.0	0.1	0.1	-
	Expenditures	0.0	0.1	0.1	-
Tacoma Dome	Revenues	2.4	2.8	0.4	18.1%
	Expenditures	2.2	2.0	0.2	9.8%

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

Reappropriations, Emergent Needs & Other Recommended Adjustments

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

General Fund

General Fund

Source and Use of Funds	
2015-2016 Preliminary Positive Position	\$8.1 M
2017-2018 Sales Tax Adjustment	6.9 M
Total Resources	\$15.0 M
2015-2016 Reappropriations	3.3 M
2017-2018 Emergent Needs	7.6 M
Total 2017-2018 Budget Adjustments	\$10.9 M
<i>Net Positive - Added Reserves</i>	<i>\$4.1 M</i>

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Sales Tax Budget Adjustment

Proposed Updates (\$6.9 M):

- Update 2017-2018 baseline projection to reflect 2016 positive performance (\$3.5 M)
- Increase sales tax growth rate over previous year (\$2.4 M):
 - From 3.2% to 4.2% growth rate for 2017
 - Maintain 3.2% growth over 2017 for 2018
- Recognize Q1 construction revenues as one-time (\$1.0 M)

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Reappropriations

- Extend budget authority for items the City committed to purchase or services contractually obligated to provide that cross years
- Include:
 - Grants
 - Outstanding invoices
 - Authorizing the acceptance, deposit, and appropriation of miscellaneous donations, contributions, and/or fees

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GF Reappropriations (Total: \$3.3 M)

- 2015-2016 obligations recommended to be appropriated into 2017-2018 Budget

Department	Description	Amount (Millions)
Community & Economic Development	Local Revitalization Funding, Capital Funding Carryover	\$0.92
Library	Circulation Desks & Fern Hill Flooring Replacement	0.15
Neighborhood & Community Services	Homeless Outreach Team (HOT), Graffiti Removal Carryover, Senior Center Project	0.38
Non-Departmental	Gross Earnings Tax Adjustment	0.33

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GF Reappropriations (Continued)

- 2015-2016 obligations recommended to be appropriated into 2017-2018 Budget

Department	Description	Amount (Millions)
Planning & Development Services	Lincoln Business District Façade Updates, M&O Adjustment	\$0.11
Police	Project Peace Equity Training	0.24
Public Works	Metro Parks Maintenance Agreements, Capital Projects	1.06
Tacoma Venues & Events	BCPA Capital Campaign	0.09
All Other	External Services & Contracts	0.09

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Emergent Needs

- Extend budget authority for emergent needs that were unidentified and unanticipated when the 2017-2018 Budget was adopted
- Includes:
 - Needed software purchases or unplanned continued software maintenance
 - Increase General Fund support for capital projects
 - Redirecting 2015-2016 savings for new department programs/initiatives

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GF Emergent Needs (Total: \$7.6 M)

- Unforeseen 2017-2018 expenditures not included in the Adopted Budget

Department	Description	Amount (Millions)
Finance	Document Imaging Software Upgrade, CSC Queuing System	\$0.04
Library	Communication Upgrades, Digital Media Lab, RFID Phase II Maintenance Contract	0.14
Neighborhood & Community Services	Rehousing Transition Support, Youth Shelter Retail Area Renovation	0.32
Non-Departmental	FWDA Municipal Dock Esplanade	0.10

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GF Emergent Needs (Continued)

- Unforeseen 2017-2018 expenditures not included in the Adopted Budget

Department	Description	Amount (Millions)
Public Works	Fleet Replacements	\$4.0
Public Works	Broadway L.I.D. Assessments	0.92
Public Works	Fir Street Depression Engineering Study	0.13
Public Works	Foss Waterway Site 10 Seawall Repair	0.10
Public Works	Lincoln Business District Streetscape	1.82

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General Fund

Source and Use of Funds	
2015-2016 Preliminary Positive Position	\$8.1 M
2017-2018 Sales Tax Adjustment	6.9 M
Total Resources	\$15.0 M
2015-2016 Reappropriations	3.3 M
2017-2018 Emergent Needs	7.6 M
Total 2017-2018 Budget Adjustments	\$10.9 M
<i>Net Positive - Added Reserves</i>	<i>\$4.1 M</i>

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2017-2018 Added Reserves

	Projected 2018 Reserves (Millions)	% of Annual Expenditures
Adopted Reserves	\$34.7	15%
Added Reserves	4.1	1.7%
Updated Reserves	\$38.8	16.7%

Assumes reappropriated expenses are approved and occur in 2017-2018. Does not include earmarked reserved funding in 2017-2018 Biennium for 2019-2020 Budget.

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Reserve Policy Goal and Best Practices

- City Council Reserves Policy:
 - Between 10-20% with a goal of 15%
- Government Finance Officers Association (GFOA) Best Practice Recommendation
 - **At a minimum**, maintain reserves of no less than two months of regular operating expenditures (16.7%)

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Need for Additional Reserves

- Potential Outstanding Risks:
 - **State Budget:** Threatens \$5 M per year in State Shared Revenues
 - **LEOFF 2 (Reduced State funding):** \$2.7 M per year
 - **Link Light Rail:** \$5-10 M Total
 - Beginning in 2019 for 4 years

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

Other Fund Reappropriations

Special Revenue Funds (\$12.5 M)

Fund	Description	Amount (Millions)
1030 – Council Contingency	2015-2016 Commitments Carryover	\$0.35
1050 – Transportation Revenues	Transfers to Active Capital Projects	1.6
1065 – PW Street Fund	Bridge Program Carryover, Fleet Replacements, Roadway Maintenance Purchases, Signal & Streetlight Projects, Tacoma LINK Traffic & Signal Review	2.4
1080 – 2% GET	Transfer for Street Operations Fund	0.30
1085 – Voted Streets Initiative	Gross Earnings Tax Correction	0.27
1090 – Fire Special Revenue	Grant Funding Balance	0.67

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Special Revenue Funds (Continued)

Fund	Description	Amount (Millions)
1100 – PW Property Mgmt	Broadway LID Assessment	\$0.13
1145 – NCS Building & Land Use	Site Acquisitions and Building Demolitions	0.50
1185 – NSC Special Revenue	Youth Shelter, Teen Home, Opportunity & Achievement Services, Grant Funding Balances	2.60
1195 – CED Econ Dev Grants	Grant Funding Balances, Links to Opportunity Project, Prairie Line Trail Historic Interpretation Project, WA Youth Heritage Maritime Project	3.57
1431 – CMO Municipal TV	Franchise Fee & PEG Audit	0.08

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Bond Funds (\$3.3 M)

Fund	Description	Amount (Millions)
3218 – 2009 LTGO Bonds	Lincoln Business District Improvements	\$0.85
3220 – 2010 LTGO Bonds	Fire Facilities Maintenance, FWDA Bond Funded Projects, Lincoln Business District Improvements, Puyallup Bridge Bearings, Tacoma Avenue South Bridge, Water Flume Art	2.4

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Enterprise Funds (\$11.6 M)

Fund	Description	Amount (Millions)
4110 – PDS Permit Services	Expedited Plan Review & External Contracts	\$0.51
4141 – PW Parking	Broadway LID Assessment, Deferred Maintenance, LED Lighting, License Plate Recognition Program, Parking Tenant Improvements	1.25
4180 – Tacoma Dome	Wayfinding and Restrooms Project	0.89
4190 – PAF Performing Arts	BCPA Capital Campaign Contribution	0.09
4200 – Solid Waste 4300 – Wastewater 4301 – Surface Water	External Contracts and Equipment Purchases	8.83

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Internal Services Funds (\$7.9 M)

Fund	Description	Amount (Millions)
5400 – PW Fleet	General Government Fleet Replacements	\$4.1
5700 – Municipal Building	Broadway LID Assessment & Municipal Building Improvements	3.77
5800 – General Government Internal Services	CAO Office Space Improvement	0.10

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

Capital Reappropriations

Capital Reappropriations

- Complete transition to new Capital Fund structure
 - Move cash to new Capital Revenue Funds
- Appropriate all capital project balances
- Approve project funding adjustments

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Capital Reappropriations

Project Title	Previously Appropriated Capital Projects	2017-2018 Adopted Capital Budget	Requested Capital Project Budget Adjustments	Total Capital Project Budget	Capital Budget Reappropriation Ordinance (Project Balance)
Fund Name					
Transportation Capital and Engineering					
Pier Removal on Foss Waterway	90,300			90,300	8,515
Port of Tacoma Road Rehabilitation	10,346,148		25,000	10,371,148	143,106
Puyallup Avenue: Portland to Pacific	200,000			200,000	89,710
Puyallup River Bridge Bearing Upgrades			630,000	630,000	630,000
Puyallup River Bridges F16A & F16B	39,129,749	3,000,000		42,129,749	34,420,896
Railroad Crossing Improvements			500,000	500,000	500,000
Ruston Way Seawall			100,000	100,000	100,000
S 48th and Tacoma Mall Blvd	965,000			965,000	102,873
S Stevens/Tyler/66th Bike and Ped Corridor	38,707			38,707	38,707
Safe Routes to Schools Improvements		500,000		500,000	
Scanned Plans Archiving	15,000			15,000	9,677
School Speed Zone Beacons		1,070,000	300,000	1,370,000	300,000

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Project Funding Adjustments

Fund	Description	Amount (Millions)
1060	East Portland Avenue Safety Improvements	\$1.44
1060	Fir Street Depression Engineering	0.13
3211	Hilltop Offsite Improvements	0.33
1060	Hilltop and South Downtown Pedestrian Improvements	0.70
3211	Lincoln Business District Streetscape	4.27
3211	Municipal Dock Esplanade Improvements	0.10
1060	Port of Tacoma Road – Marshall Signal	0.03
1140	Prairie Line Trail Phase 1	0.06

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Project Funding Adjustments

Fund	Description	Amount (Millions)
1060	Puyallup River Bridge Bearing Upgrades	\$0.63
1060	Railroad Crossing Improvements	0.50
1060	Ruston Way Seawall Repair	0.10
1060	School Speed Zone Beacons	0.30
1060	Site 10 Temporary Seawall Repair	0.10
1060	Sound Transit Link Extension Analysis	5.0
1060	South Tacoma Way Corridor Safety Improvements	0.97
1140	Water Flume Trail Phase III and IV	0.12

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Capital Project Balances

- 81 Active Capital Projects with balances to be reappropriated
 - Includes 16 projects that also had adjustments
- Balance totals \$51.6 M
- Cash transfers between project and revenue funds also needed
 - Fund 1060 Cash to Fund 1050: \$1.62 M
 - Fund 3211 Cash to Fund 3210: \$14.4 M

Capital Reappropriation Summary

- Project Funding Adjustments - \$30.8 M
- Capital Project Balances - \$51.6 M

Fund	Amount (Millions)
1060 – Transportation Capital and Engineering	\$54.45*
1140 – Paths and Trails	4.01
3211 – Capital Projects Fund	23.99*
*Amount includes appropriation authority for cash transfers between the funds. <ul style="list-style-type: none"> - Fund 1060 Cash to Fund 1050 (\$1.62 M) - Fund 3211 Cash to Fund 3210 (\$14.4 M) 	

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

Summary

Summary

- General Fund
 - 2015-2016 Biennium-End & 2017 1st Quarter Positive
 - Request adjustment to 2017-2018 Budget for reappropriations and emergent needs (\$10.9 M)
 - Add to Reserves (\$4.1 M)
- Other Funds and Capital
 - Request extension of budget authority into 2017-2018 Budget for committed items
 - Recommend appropriating Capital Project balances and funding adjustments

Next Steps

- May 2nd
 - First Reading of 2017-2018 Reappropriation and Budget Adjustment Ordinances
- May 9th
 - Second Reading of Ordinances

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CORE SERVICES CONTINUOUS IMPROVEMENT CREDIBILITY

Budget Initiative Tracker & 2017 Performance Measures

Budget Initiative Tracker

Budget Initiative Tracker



TACOMA POLICE DEPARTMENT

Department

NINETEEN NEW POLICE POSITIONS

Initiative

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2017

In response to community demand, TPD will hire fifteen new commissioned and four non-commissioned public safety positions to help ensure Tacoma is a safe and secure environment to live, work, and play.

Initiative description, including completion quarter

STATUS:

Planning →

In Progress →

Deployment →

Finished

BUDGETED POSITIONS:

19

HIRED POSITIONS:

0

TPD is currently in the process of posting positions and executing recruiting strategies in order to hire these 19 positions.

Status, including phase of the project, FTE &/or budget tracking, and narrative update

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Budget Initiative Tracker

2017-2018 Budget Initiatives

Office of Arts & Cultural Vitality	Commingled Glass Recycling	P2P: Phases II and III	Summer Jobs 253 Program	Foss Waterway Dock Improvements
Lincoln District Revitalization	Fire Cadet Program	SAP HANA Implementation	“Hot Spot” Site Enhancements	Safe Routes to School Program
SBE Contract Disparity Study	FD Cares Program	Records Management (TIMS)	Homelessness Stabilization Program	Speed Zone Beacons for Schools
Equitable Access to Healthy Foods	Aid Car Additions	Digital Equity Program	Urban Design Studio	Streetlight Replacements
Urban Forest Management Plan	Hiring Disparity Study	Family Justice Center	New Police Positions	Tacoma Dome Capital Improvements
Catalytic Economic Development	South Tacoma Business District Streetscape	Homeless Outreach “Hot” Team	Tacoma Dome Restroom & Wayfinding	Police Body Camera Working Trial

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Priority Areas

Defined by Advisory Committee



Departmental Goals (2025 and 2018 targets)

Set by Departments and related to
Tacoma 2025 Priority Areas

Department Programs and Activities

What will we do?

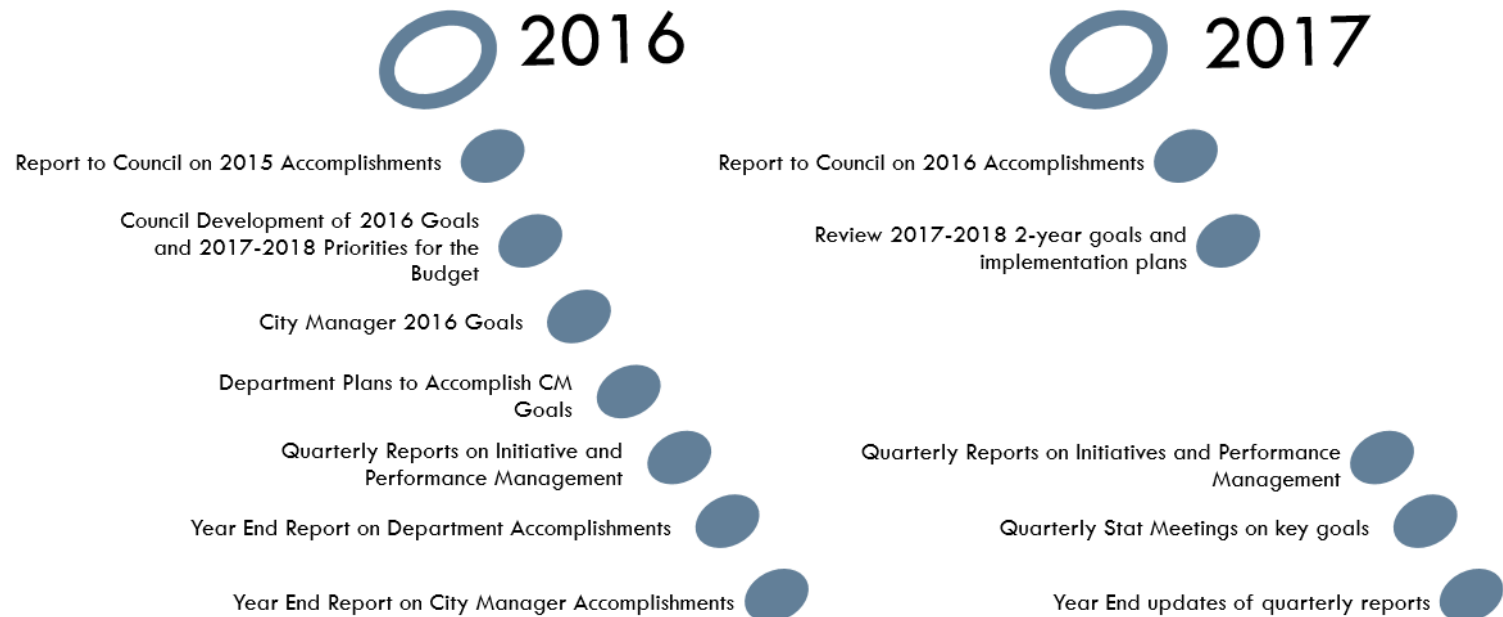
Performance Measures

How will we know our
actions support the goal?

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Reporting



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New Open Performance Dashboard

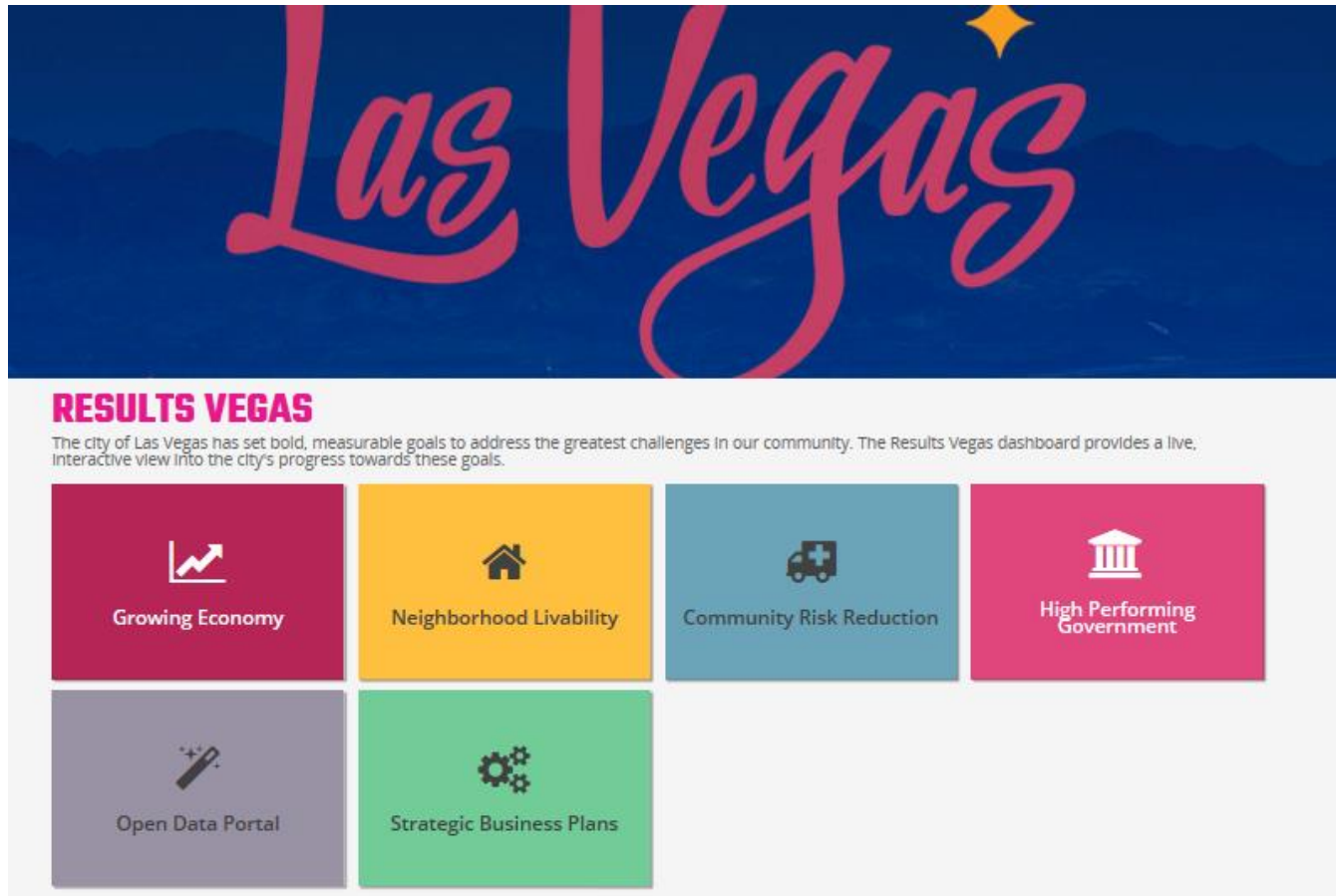
 Economic Development	 Housing	 Safety	 Homelessness	 Infrastructure	 Civic Engagement	 Equity
Strong Tax Base	Affordable Housing Stock	Loss of Life and Property from Fire	Length of Shelter Stay & Returns to Homelessness	Safe Routes to Schools Program	Civic Engagement with City Government (MCO)	Equitable service delivery (CMO)
Regional Hub for Creative Enterprises	Acceptance of New Growth & Development	Emergency Medical Service Incidents	Access to Affordable Housing	Street Conditions	Positive Relationships with Youth (TPD)	Workforce that matches community (HR)
Financially Sustainable Permitting System		Sense of Safety in Community (NCS)		Streetlight Energy	Police Public Trust & Community Relationships	
Strong Local Economy		Community Feels Safer (TPD)		PAF Capital		

Bolded goals reflect goals where we are working to get detailed backup data to automate reporting and provide more robust data

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Open Performance Dashboard - Example



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