

# BIENNIAL BUDGET

## 2023-2024

POWER • WATER • RAIL





# Tacoma Public Utilities

## Public Utility Board

Carlos M. Watson, Chair

John O'Loughlin, Vice-Chair

Holland Cohen, Secretary

William Bridges, Member

Elly Claus-McGahan, Member

## Executive Team

Jackie Flowers –

Director of Utilities/Chief Executive Officer

Chris Robinson –

Tacoma Power Superintendent/Chief Operating Officer

Scott Dewhirst –

Tacoma Water Superintendent

Dale W. King –

Tacoma Rail Superintendent

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**City of Tacoma, Washington  
Department of Public Utilities  
2023-2024 Biennium Budget**

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**City of Tacoma, Washington  
 Department of Public Utilities  
 2023-2024 Biennium Budget**

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**TACOMA PUBLIC UTILITIES**  
3628 South 35th Street  
Tacoma, Washington 98409-3192

October 28, 2022

To the Mayor and Members of Tacoma City Council:

In conformance with the provisions of section 4.12 of the Charter of the City of Tacoma and chapter 35.34.080 of the Revised Code of Washington, we are transmitting the Preliminary 2023-2024 Biennial Budget for the Department of Public Utilities.

The total department budget includes the budgets for Tacoma Power, Tacoma Water, Tacoma Rail, Fleet Services, Self-Insurance Claim and Family Need Funds.

Memorandum budgets are submitted for the Administrative Offices, Customer Services and TPU Support Services. The expenditures of these supporting service divisions are allocated to the Tacoma Power, Tacoma Water, Tacoma Rail and Fleet Services Funds. Portions of the Customer Services costs are reimbursed by the City's Environmental Services department.

The budgets were developed without compromising the mission or values of Tacoma Public Utilities. All expenditures were thoroughly reviewed and capital outlay projects were examined fully and prioritized for possible deferral or elimination. Financing of these projects is consistent with the Board's established rate and financial policies.

The Tacoma Public Utilities 2023-2024 biennial budget totals \$1.48 billion which compares to \$1.32 billion for the 2021-2022 biennium. The budget reflects additional revenue anticipated from rate increases by Tacoma Power, Tacoma Water and Tacoma Rail.

### **Transfers to General Government**

General Government charges of \$56.7 million, expected to be allocated to the Department of Public Utilities, are included in the proposed appropriations for Tacoma Power, Tacoma Water, Tacoma Rail and Fleet Services funds.

The budgets of the operating divisions also include \$100.6 million for gross earnings tax payments to General Government during the biennium.





**TACOMA PUBLIC UTILITIES**  
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Tacoma, Washington 98409-3192

### **The Budget Review Process to Date**

The Director and Senior Management participated in discussions of the proposed budget at Public Utility Board Meetings on August 24 and September 28. The budget was also discussed at a joint City Council/Public Utility Board Study Session on October 11, 2022 and considered at Public Utility Board Meetings on October 12 and October 26, 2022. Public outreach has been an integral part of the budget process and included virtual and in-person public meetings with franchise cities and neighborhood organizations as well as newsletters, a dedicated web page, bill insert messages and other content.

The Public Utility Board has studied and reviewed the preliminary budget with the Director, Senior Management and Staff during a considerable period of time and recommends approval by the City Council. Additional study and review will continue, as necessary, until time for final adoption. The Council will be informed of any changes that may be necessary or deemed desirable by the Board.

Sincerely,

Carlos M. Watson  
Chair  
Public Utility Board







**TACOMA PUBLIC UTILITIES**  
3628 South 35th Street  
Tacoma, Washington 98409-3192

October 26, 2022

To the Members of the Public Utility Board:

The preliminary draft of the Department of Public Utilities Budget for the 2023-2024 biennium is presented for your consideration and approval before transmittal to the City Clerk for distribution to the City Council. State law requires that the budget be filed at least 60 days before the beginning of the next fiscal year. The budget will be delivered to the City Clerk's office on October 28, 2022.

My office, staff within the various divisions, Superintendents, and the Management Services Office have carefully reviewed these requested appropriations. The divisional budgets were discussed at Public Utility Board Meetings on August 24 and September 28, 2022. A budget overview was presented at the Public Utility Board Meeting on September 28, 2022 and the budget was also discussed at the joint City Council/Public Utility Board Study Session on October 11, 2022. Public outreach has been an integral part of the budget process and included virtual and in-person public meetings with franchise cities and neighborhood and community organizations as well as providing newsletters, a dedicated web page notices on bills and through social media, and other content.

These budgets were developed without compromising the mission or values of Tacoma Public Utilities. All expenditures were thoroughly reviewed, and capital outlay budgets were examined fully and prioritized for possible deferral or elimination. Financing of these projects is consistent with the Board's established rate policies.

The Tacoma Public Utilities 2023-2024 Operating biennial budgets total \$1.48 billion which compares to \$1.32 billion for the 2021-2022 biennium. The budget reflects additional revenue anticipated from rate increases by Tacoma Power, Tacoma Water and Tacoma Rail, the details of which are noted in their subsections below.

### **Tacoma Power**

This proposed budget continues to support Tacoma Power's strategy to maintain low rates while providing safe, reliable and environmentally responsible electric power.

Tacoma Power's proposed 2023-2024 operating budget is \$1.09 billion. This compares to the current biennial budget of \$935 million.





**TACOMA PUBLIC UTILITIES**

3628 South 35th Street

Tacoma, Washington 98409-3192

Tacoma Power personnel costs are planned to increase by approximately \$54.0 million or twenty five point eight percent (25.8%). These costs include increases in Tacoma Power staffing levels from 818.2 to 885.3 full time equivalents (FTEs), mainly due to reinstating positions deferred during the 2021-2022 biennium, converting Natural Resources contractors to employees, and much needed increases to address resource needs driven by Tacoma Power’s strategic objectives and operational needs. Supplies, services and other charges will increase by \$66.1 million or thirteen point six percent (13.6%). The total capital outlay proposed is \$179.4 million, of which \$82.6 million of this capital plan will be paid for from the operating fund while the rest will be paid from bond proceeds.

Taxes, primarily City of Tacoma gross earnings taxes of \$77.5 million and State of Washington utilities and business taxes of \$45.9 million, total \$123.5 million for the biennium, which is an increase of \$11.1 million from the prior biennium. Included in the tax figures are administrative fees for small surrounding cities where Tacoma Power operates.

Funding for the budget will be primarily from sales of electric energy and bulk power sales. Tacoma Power also receives other electric and miscellaneous revenues, such as interest earnings, rents, and wheeling revenues. Tacoma Power will maintain a minimum cash reserve of 90 days of current budgeted expenditures including capital paid from the operating fund to remain compliant with Electric Rate and Financial Policy. The budget includes anticipated additional revenue of \$30.7 million derived from an average system rate increase of approximately three and one half percent (3.5%) in each of the two years of the biennium.

### **Tacoma Water**

In formulating its budget, Tacoma Water continues to focus on managing expenditures while maintaining responsible stewardship and long term financial sustainability of the Utility.

Tacoma Water’s 2023-2024 operating budget is \$297.4 million, which represents a \$14.5 million increase.

Tacoma Water’s personnel costs are planned to increase by \$9.8 million. These costs include increases in Tacoma Water staffing levels from 308.8 to 325.0 full time equivalents (FTEs). The increase in FTEs supports regulatory mandates, broad analysis, data driven decision making and strategic asset management, and aligns staffing with emerging areas of emphasis. Supplies, services and other charges will increase to cover growing operational expenses to provide safe, clean water and to address other priorities.





**TACOMA PUBLIC UTILITIES**  
3628 South 35th Street  
Tacoma, Washington 98409-3192

Tacoma Water’s Debt Service is planned to decrease by 4.5 million in the next biennium. Part of the debt service expense will be offset by the Build America Bonds subsidy which is recorded as non-operating revenue. The total capital outlay proposed is \$72.8 million. The capital financing plan calls for this entire amount to be paid from operating, capital, and system development reserves.

Taxes paid by Tacoma Water total \$30.5 million for the biennium, an increase of \$2.3 million. City of Tacoma gross earnings taxes equals \$17.3 million and State of Washington utilities and business taxes equal \$13.2 million. Included in the total tax figures are franchise, administrative, and other fees paid to other cities and entities.

Tacoma Water receives most of its revenue from water sales and other operating earnings. To balance its budget, an anticipated additional revenue amount of \$12.0 million is required, which would come from an average system rate increase of four percent (4%) in both 2023 and 2024.

### **Tacoma Rail**

Tacoma Rail’s 2023-2024 budget is \$70.3 million which is an \$8.0 million decrease from the prior budget. Tacoma Rail’s operations by necessity fluctuate and are greatly influenced by economic activity, particularly driven by the movement of goods and commodities around the Port of Tacoma area. Decreased rail volumes remain a major risk in planning for future expenditures.

Personnel costs are planned to decrease by \$0.847 million, with staffing levels budgeted to decrease by 13.0 FTE for the biennium. Supplies, services and other charges are planned to decrease by \$5.2 million or twenty one percent (21.0%). The total capital outlay proposed is \$14.0 million; \$5.7 million of this capital plan will be paid from the operating fund while \$8.4 million will be financed with either grants or special low, or no, interest loans.

Funding for the budget comes primarily from switching revenues. Tacoma Rail proposes rate increases of three percent to eight percent (3.0% to 8.0%) for both 2023 and 2024.

Taxes paid by Tacoma Rail total \$6.7 million for the biennium, a decrease of \$0.898 million. City of Tacoma gross earnings tax equals \$5.7 million and State of Washington utilities and business taxes total approximately \$1.0 million.

### **Fleet Services Fund**

The Fleet Services Fund’s 2023-2024 biennial budget is \$11.8 million as compared to \$11.6 million in the prior biennium. Operations & Maintenance expenses are planned to decrease by \$0.4 million and Capital outlay is planned to increase by \$0.6 million.





**TACOMA PUBLIC UTILITIES**  
3628 South 35th Street  
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## Other Funds

Self-Insurance Claim Fund, which is funded by contributions from Tacoma Power, Tacoma Water and Tacoma Rail plus appropriations from the cash reserves, total \$5.7 million.

The Family Need Fund, which is a funding source for bill payment assistance to income qualifying Power customers, has an appropriation increase of \$4.5 million over the prior biennium for a new biennial budget of \$7.0 million in 2023-2024.

## Service Divisions

Expenditures for the service divisions are included for information only because their costs are included in the budgets of the operating divisions, and other funds within the department. Portions of the Customer Services costs are reimbursed by the City's Environmental Services department. Service division budgets include the Administrative Offices, Customer Services, Utility Technology Services Software & Desktop Support and Copiers. The operating divisions reviewed these budgets during the budget process to ensure that only essential services are budgeted. The service divisions budget total \$91.0 million for the 2023-2024 biennium, up from \$80.0 million in the prior biennium.

## Summary

The revenues and expenditures contained in the Department of Public Utilities 2023-2024 biennial budget requests were developed in accordance with the stated mission of the department and in conformance with the objectives of strategic plans. The proposed budget appropriations were reviewed extensively by my office, divisional management, the Management Services Office, and the Public Utility Board. TPU's budgets and rate proposals reflect strategies that are durable over the long run. The Utilities have considered the economy and market conditions and have properly aligned their budgets and their work forces for the 2023-2024 biennium and beyond.

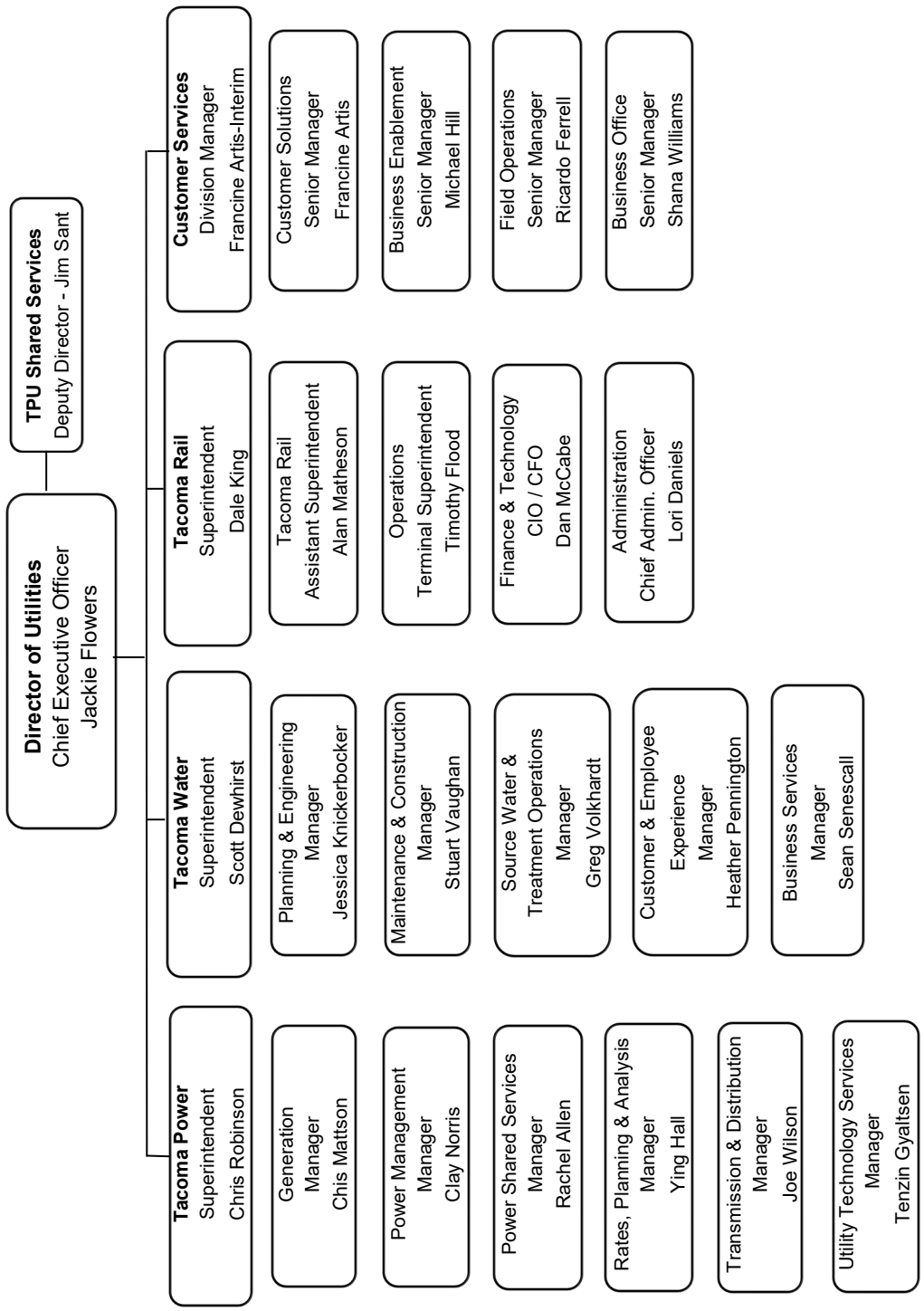
Sincerely,

Jackie R. Flowers  
Director of Utilities, CEO



# CITY OF TACOMA - DEPARTMENT OF PUBLIC UTILITIES

- Public Utility Board**  
 Member  
 Elly Claus-McGahan
- Public Utility Board**  
 Secretary  
 Holland Cohen
- Public Utility Board**  
 Chair  
 Carlos Watson
- Public Utility Board**  
 Vice Chair  
 John O'Loughlin
- Public Utility Board**  
 Member  
 William Bridges



**CITY OF TACOMA  
DEPARTMENT OF PUBLIC UTILITIES**

**DEPARTMENT SUMMARY**

The Department of Public Utilities consists of the Tacoma Power, Tacoma Water, and Tacoma Rail Operating Divisions, Fleet Services, the Customer Services Division, and Administrative and Support Services.

Memorandum budgets have been prepared for the Customer Services and Administrative/Support Services Divisions. Except for a portion of the Customer Services' budget, which is reimbursed by the City's Environmental Services, all planned Service Division expenses have been allocated to and are included in the three Operating Funds' budgets. A memorandum budget has also been prepared for the Regional Water Supply System (RWSS), whereas Tacoma Water's proportionate share is included

The following is a summary of the appropriations by fund.

**2021-2022 BUDGET**

	<b>Personnel Costs</b>	<b>Supplies, Services &amp; Other Charges</b>	<b>Taxes</b>	<b>Debt Service</b>	<b>Capital Outlay</b>	<b>2021-2022 Total</b>
Tacoma Power Division	\$214,620,827	\$500,238,278	\$119,391,296	\$65,845,389	\$60,237,000	<b>\$960,332,791</b>
Tacoma Water Division	63,354,823	61,418,580	28,177,391	50,597,584	79,331,221	<b>282,879,598</b>
Tacoma Rail Division	37,305,788	24,638,372	7,639,000	1,768,498	6,980,000	<b>78,331,658</b>
<b>Operating Funds</b>	<b>315,281,438</b>	<b>586,295,230</b>	<b>155,207,687</b>	<b>118,211,471</b>	<b>146,548,221</b>	<b>1,321,544,047</b>
Fleet Services Fund	7,974,817	3,034,130	0	0	592,774	<b>11,601,721</b>
Family Need Fund	0	2,500,000	0	0	0	<b>2,500,000</b>
Self-Insurance Fund	0	5,716,200	0	0	0	<b>5,716,200</b>
<b>Other Funds</b>	<b>7,974,817</b>	<b>11,250,330</b>	<b>0</b>	<b>0</b>	<b>592,774</b>	<b>19,817,921</b>
<b>Total TPU 2021-2022</b>	<b>\$323,256,255</b>	<b>\$597,545,560</b>	<b>\$155,207,687</b>	<b>\$118,211,471</b>	<b>\$147,140,995</b>	<b>\$1,341,361,968</b>

**2023-2024 BUDGET**

	<b>Personnel Costs</b>	<b>Supplies, Services &amp; Other Charges</b>	<b>Taxes</b>	<b>Debt Service</b>	<b>Capital Outlay</b>	<b>2023-2024 Total</b>
Tacoma Power Division	\$263,203,666	\$553,891,726	\$123,493,268	\$68,059,277	\$82,637,000	<b>\$1,091,284,937</b>
Tacoma Water Division	73,143,749	74,893,532	30,480,140	46,099,167	72,751,918	<b>297,368,506</b>
Tacoma Rail Division	36,458,545	19,472,807	6,740,999	1,865,264	5,720,000	<b>70,257,615</b>
<b>Operating Funds</b>	<b>372,805,960</b>	<b>648,258,065</b>	<b>160,714,407</b>	<b>116,023,708</b>	<b>161,108,918</b>	<b>1,458,911,058</b>
Fleet Services Fund	8,162,831	2,461,448	0	0	1,211,096	<b>11,835,376</b>
Family Need Fund	0	7,000,000	0	0	0	<b>7,000,000</b>
Self-Insurance Fund	0	5,678,200	0	0	0	<b>5,678,200</b>
<b>Other Funds</b>	<b>8,162,831</b>	<b>15,139,648</b>	<b>0</b>	<b>0</b>	<b>1,211,096</b>	<b>24,513,576</b>
<b>Total TPU 2023-2024</b>	<b>\$380,968,791</b>	<b>\$663,397,713</b>	<b>\$160,714,407</b>	<b>\$116,023,708</b>	<b>\$162,320,014</b>	<b>\$1,483,424,634</b>

Prior years may have been reclassified or restated to reflect organizational changes.

Job Classifications and Salary Information:

Visit [www.governmentjobs.com/careers/tacoma/classspecs](http://www.governmentjobs.com/careers/tacoma/classspecs) for current job classification specs with salary data.

**CITY OF TACOMA  
DEPARTMENT OF PUBLIC UTILITIES**

**COMPARATIVE BUDGET**

<b>Fund</b>	<b>Biennial Budget 2021-2022</b>	<b>Biennial Budget 2023-2024</b>	<b>\$ Increase or Decrease</b>	<b>% Increase or Decrease</b>	<b>% 2023-2024 Total Dept.</b>
Tacoma Power	\$960,332,791	\$1,091,284,937	\$130,952,146	13.6%	73.6%
Tacoma Water	282,879,598	297,368,506	14,488,908	5.1%	20.1%
Tacoma Rail	78,331,658	70,257,615	(8,074,043)	(10.3%)	4.7%
Fleet Services	11,601,721	11,835,376	233,655	2.0%	0.8%
Family Need	2,500,000	7,000,000	4,500,000	180.0%	0.5%
Self-Insurance Claim	5,716,200	5,678,200	(38,000)	(0.7%)	0.4%
<b>Total Department</b>	<b>\$1,341,361,968</b>	<b>\$1,483,424,634</b>	<b>\$142,062,666</b>	<b>10.6%</b>	<b>100.0%</b>

<b>DEPARTMENT OF PUBLIC UTILITIES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**TAX PAYMENTS**

City of Tacoma:			
Gross Earnings Tax	\$92,446,802	\$98,440,829	\$100,605,117
State of Washington:			
Utility & Business Tax	39,765,768	42,109,714	43,585,219
Other *	14,242,810	14,657,144	16,524,071

<b>Total Taxes</b>	<b>\$146,455,381</b>	<b>\$155,207,687</b>	<b>\$160,714,407</b>
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Note: State Sales Tax is included in O & M Budget line items for materials.

FICA tax is included in O & M Budget line items for personnel costs/employee benefits.

\* Other includes franchise, administrative and other fees paid to other Cities and entities and fire patrol assessments paid to WA State DNR.



<b>DEPARTMENT OF PUBLIC UTILITIES</b>	<b>2021-22</b>	<b>2023-24</b>
<b>General Government Expenses</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>



City Clerk	\$240,213	\$249,852
City Council	215,847	208,635
City Manager's Office	181,328	174,795
Continuous Improvement	501,839	937,630
Contract Compliance	272,136	282,602
Government Relations	52,656	91,926
Hearing Examiner	51,692	20,936
Office of Environmental Policy & Sustainability	4,258	0
Office of Management & Budget	100,975	106,309
Tacoma Fire Emergency Management	164,831	152,770
Tacoma Training & Employment Program	312,627	441,613

<b>Total Miscellaneous General Government Expenses</b>	<b>2,098,404</b>	<b>2,667,066</b>
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City Attorney's Office	3,904,392	4,100,783
Finance	8,191,165	9,188,455
Human Resources	6,581,276	6,585,189
Information Technology	21,939,474	29,054,822
Office of Equity & Human Rights	1,033,257	1,083,128
Office of Health & Safety	1,235,243	1,518,450
Real Property Services	2,260,124	2,544,520

<b>Total TPU General Government Expenses</b>	<b>\$47,243,333</b>	<b>\$56,742,414</b>
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## OPERATIONAL SUMMARY

**TACOMA POWER** is an innovative, citizen-owned electric utility that generates, transmits and distributes electricity and provides energy services. We are committed to providing 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 Power serves more than 183,000 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 renewable hydroelectric resources. Tacoma Power is also a leader in conservation and maintains some of the lowest power rates in the region. Tacoma Power is organized functionally as Power Administration, Generation, Power Management, Power Shared Services, Rates, Planning and Analysis, Transmission and Distribution and Utility Technology Services. Tacoma Power also owns a telecommunications network which is leased out under an Indefeasible Right of Use (IRU) agreement.

**POWER ADMINISTRATION** is responsible for all utility operations including Environmental Health and Safety (EH&S). EH&S is an administrative unit that leads Power in meeting their safety regulatory responsibilities and Tacoma Public Utilities in meeting their environmental compliance responsibilities. The Safety Team supports the six Tacoma Power Sections and is focused on accident and injury prevention. The Environmental Team supports Tacoma Power, Tacoma Water and Tacoma Rail and is focused on operational efficiencies and environmental impact minimization.

**GENERATION** operates and maintains four hydroelectric generation projects (Cowlitz, Cushman, Nisqually and Wynoochee) and the associated fish hatcheries, fish passage and transport facilities, recreational facilities and other project lands.

**POWER MANAGEMENT** conducts long-term resource planning, acquires generation, third-party transmission, and demand-side power resources, and negotiates/manages power contracts. Power Management optimizes real time generation based on reservoir level, inflow and precipitation forecasts, environmental and recreational limitations and wholesale market conditions, and actively trades energy and ancillary power supply services in the wholesale markets. The Section conducts research and development into new technologies that hold promise for cost-effective beneficial electrification and power resources. Power Management also ensures compliance with Washington's Energy Independence Act, the Carbon Commitment Act, the Clean Energy Transformation Act, and the Clean Buildings Act. These Acts establish renewable and energy efficiency targets, require 100% carbon-free electric generation, and promote efficient building energy usage.

**POWER SHARED SERVICES** manages services that assist all of Tacoma Power including Reliability & Compliance, Facilities (serving all of TPU), Emergency Management, Internal Communications, Project Management Office, Asset Investment Planning, Strategy and Performance Management, Training and Apprenticeships, and Strategic People Programs. The Reliability and Compliance group provides oversight of Tacoma Power's compliance with the North American Electric Reliability Corporation (NERC) Reliability Standards and manages Tacoma Power's Internal Compliance Program (ICP).

**RATES, PLANNING AND ANALYSIS** plans for and manages the retail rate process, long-term load forecasting, debt financing, financial planning activities, operations and capital budget development and monitoring, and energy risk management for our wholesale market operations.

**TRANSMISSION AND DISTRIBUTION (T&D)** plans, designs, constructs, operates and maintains the transmission and distribution systems including substations, the underground network system, energy management systems, interchange and revenue metering facilities and all overhead and underground transmission and distribution systems. T&D provides transmission service to BPA's 10 distribution utility customers attached to Tacoma Power's transmission network. T&D provides support for telecommunication attachment partners and maintaining the outside plant of our telecommunications fiber infrastructure. Fleet maintenance and warehousing functions provide integral support to T&D's reliable power delivery objectives.

**UTILITY TECHNOLOGY SERVICES (UTS)** maintains owned and leased communication networks, on-premises and cloud-based operational and informational technology systems, and related equipment and infrastructure to optimize utility operations and improve reliability, security and service quality. UTS develops operational technology strategic plans and delivers key utility modernization projects. UTS also manages Tacoma Power's North American Electric Reliability Corporation Critical Infrastructure Protection (NERC CIP) compliance program.

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE**

Operating Revenue			
Sales of Electric Energy	\$837,604,760	\$863,264,996	\$957,839,988
Rate Stabilization Fund	10,000,000	0	0
Anticipated Additional Revenue	0	13,942,506	30,749,496
Other Electric Revenue	43,834,483	49,199,161	52,474,672
Telecommunications Revenue	31,842,650	0	0
<b>Total Operating Revenue</b>	<b>923,281,892</b>	<b>926,406,663</b>	<b>1,041,064,156</b>
Other Income	28,015,872	13,500,794	23,788,317
Appropriation from Fund Balance	0	20,425,334	26,432,464

<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$960,332,791</b>	<b>\$1,091,284,937</b>
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### **EXPENDITURES**

Personnel Costs	\$193,644,805	\$214,620,827	\$263,203,666
Supplies, Services & Other Charges	510,590,264	500,238,278	553,891,726
Taxes - Current Revenue Estimate	113,188,706	117,814,030	120,041,555
Taxes - Anticipated Additional Revenue	0	1,577,266	3,451,713
Debt Service	58,134,653	65,845,389	68,059,277
Capital Outlay	42,717,919	60,237,000	82,637,000

<b>Total Expenditures</b>	<b>\$918,276,347</b>	<b>\$960,332,791</b>	<b>\$1,091,284,937</b>
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### **CAPITAL OUTLAY FINANCING DETAIL**

Funded From Operating Fund	\$60,237,000	\$82,637,000
Funded From New Bonds	89,661,000	96,742,000

<b>Total Capital Outlay</b>	<b>\$149,898,000</b>	<b>\$179,379,000</b>
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### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	807.0 / 808.5	770.0 / 790.0	841.5 / 861.0
Project	10.0 / 10.0	10.0 / 10.0	8.0 / 8.0
Temporary	21.3 / 19.8	18.2 / 18.2	16.3 / 16.3

<b>Total Budgeted FTEs</b>	<b>838.3 / 838.3</b>	<b>798.2 / 818.2</b>	<b>865.8 / 885.3</b>
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Includes 2021-22 Mid Biennium & Year End Adjustments  
 Prior years may have been reclassified or restated to reflect organizational changes.

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE SUMMARY**

Sales of Electric Energy	\$837,604,760	\$863,264,996	\$957,839,988
Rate Stabilization Fund	10,000,000	0	0
Anticipated Additional Revenue	0	13,942,506	30,749,496
Other Electric Revenue	43,834,483	49,199,161	52,474,672
Telecommunications Revenue	31,842,650	0	0
<b>Total Operating Revenue</b>	<b>923,281,892</b>	<b>926,406,663</b>	<b>1,041,064,156</b>
Other Income	28,015,872	13,500,794	23,788,317
Appropriation from Fund Balance	0	20,425,334	26,432,464
<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$960,332,791</b>	<b>\$1,091,284,937</b>

### **REVENUE DETAIL**

#### **Sales of Electric Energy**

Residential	\$365,661,793	\$363,405,622	\$376,163,832
Private Off-Street Lighting	2,962,868	2,816,295	3,259,053
Small General	58,312,167	58,125,420	62,031,482
General	212,998,989	220,957,858	229,142,956
High Voltage General	49,060,220	51,644,499	55,960,667
Contract Industrial - Firm	47,693,360	48,910,948	50,817,601
New Large Load	0	10,456,714	3,473,441
Street Lighting & Traffic Signals	2,590,419	2,148,861	1,544,744
<b>Total Retail Sales</b>	<b>739,279,815</b>	<b>758,466,217</b>	<b>782,393,776</b>

#### **Other Sales**

Bulk Power Sales	97,035,897	104,798,779	175,446,212
Rate Stabilization Fund	10,000,000	0	0
Accrued Unbilled Revenue	1,289,047	0	0
<b>Total Other Sales</b>	<b>108,324,944</b>	<b>104,798,779</b>	<b>175,446,212</b>
Anticipated Additional Revenue	0	13,942,506	30,749,496
<b>Total Sales of Electric Energy</b>	<b>847,604,760</b>	<b>877,207,502</b>	<b>988,589,484</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Other Electric Revenue**

Rent from Electric Property	4,219,142	4,285,672	4,986,884
Rainier Connect IRU	1,875,000	6,500,000	8,500,000
BPA Efficiency Incentive	4,971,878	7,500,000	7,200,000
Interdepartmental Rent	4,764,620	4,597,966	5,534,931
Service Connection Fees	1,892,604	1,825,504	2,903,418
Green Power	124,729	114,575	394,212
Overhead on Work for Others	685,169	1,009,911	297,273
Late Payment Fees	1,220,807	2,171,369	285,678
Income from Campgrounds	3,108,378	3,310,662	4,196,494
Wheeling	20,534,984	17,665,990	17,728,936
Miscellaneous	437,171	217,512	446,846
<b>Total Other Electric Revenue</b>	<b>43,834,483</b>	<b>49,199,161</b>	<b>52,474,672</b>

**Telecommunications Revenue**

CATV	19,271,365		
Broadband	1,192,073		
Internet	10,592,046		
Miscellaneous	787,166		
<b>Total Telecommunications</b>	<b>31,842,650</b>	<b>0</b>	<b>0</b>

**Other Income**

Interest	7,237,097	3,927,064	9,820,359
Federal Subsidy for BABS/CREBS interest	7,318,058	7,458,448	7,458,448
Miscellaneous	13,460,717	2,115,282	6,509,510
<b>Total Other Income</b>	<b>28,015,872</b>	<b>13,500,794</b>	<b>23,788,317</b>

**Other Available Funds**

Appropriation from Fund Balance	0	20,425,334	26,432,464
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<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$960,332,791</b>	<b>\$1,091,284,937</b>
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Section**

Power Administration	\$163,828,550	\$185,589,806	\$197,239,461
Click!	31,417,285	0	0
Generation	90,527,063	87,688,266	112,754,369
Power Management	372,391,092	376,995,650	402,528,460
Power Shared Services	29,300,255	34,442,328	37,648,565
Rates, Planning & Analysis	5,810,095	6,307,819	7,669,106
Transmission & Distribution	91,293,080	104,592,185	133,692,711
Utility Technology Services	32,856,354	38,634,347	49,055,989

<b>Total for Division</b>	<b>\$817,423,775</b>	<b>\$834,250,402</b>	<b>\$940,588,660</b>
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**SUMMARY - Operation & Maintenance by Category**

Salaries & Wages	\$174,276,635	\$194,576,133	\$236,128,654
Employee Benefits	58,602,481	70,076,858	82,422,988
Capital Credit & Labor To/From Others	(39,234,311)	(50,032,164)	(55,347,976)
<b>Total Personnel Costs</b>	<b>193,644,805</b>	<b>214,620,827</b>	<b>263,203,666</b>
Supplies	308,191,346	305,162,996	320,095,596
Services	88,884,318	69,857,118	89,974,489
Other Charges	51,987,522	55,142,531	60,899,298
Assessments	61,527,079	70,075,633	82,922,343
Taxes	113,188,706	119,391,296	123,493,268

<b>Total for Division</b>	<b>\$817,423,775</b>	<b>\$834,250,402</b>	<b>\$940,588,660</b>
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Administration</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$1,064,445	\$1,950,276	\$2,852,972
Employee Benefits	264,757	596,326	1,003,961
Capital Credit & Labor To/From Others	(329,422)	(252,450)	(280,000)
<b>Total Personnel Costs</b>	<b>999,780</b>	<b>2,294,152</b>	<b>3,576,933</b>
Supplies	(186,388)	(205,826)	(212,480)
Services	1,663,765	3,829,902	1,234,314
Other Charges	(3,965,030)	(5,286,450)	(8,261,677)
Assessments	59,658,627	70,075,633	82,922,343
Taxes	105,657,796	114,882,396	117,980,028

<b>Total Operation &amp; Maintenance</b>	<b>\$163,828,550</b>	<b>\$185,589,806</b>	<b>\$197,239,461</b>
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**Power Administration (561000)**

Salaries & Wages	\$1,064,159	\$869,227	\$919,602
Employee Benefits	264,757	233,038	241,607
Capital Credit & Labor To/From Others	95,541	227,550	200,000
<b>Total Personnel Costs</b>	<b>1,424,457</b>	<b>1,329,815</b>	<b>1,361,210</b>
Supplies	50,230	22,878	32,954
Services	1,532,075	3,503,688	878,000
Other Charges	17,521,850	18,811,342	22,395,312
Assessments	59,658,627	70,075,633	82,922,343
<b>Total</b>	<b>\$80,187,241</b>	<b>\$93,743,356</b>	<b>\$107,589,819</b>

**Undistributed Costs (561100)**

Salaries & Wages Vacancy Factor	\$285	\$0	\$0
Employee Benefits Vacancy Factor	0	0	0
Capital Credit & Labor To/From Others	(424,962)	(480,000)	(480,000)
<b>Total Personnel Costs</b>	<b>(424,677)</b>	<b>(480,000)</b>	<b>(480,000)</b>
Supplies	(236,618)	(248,750)	(280,000)
Services	131,689	326,214	80,000
Other Charges	(21,486,881)	(24,118,000)	(30,818,000)
Taxes	105,657,796	114,882,396	117,980,028
<b>Total</b>	<b>\$83,641,309</b>	<b>\$90,361,860</b>	<b>\$86,482,028</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Administration</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Environmental Health & Safety (560203)**

Salaries & Wages		\$1,081,049	\$1,933,370
Employee Benefits		363,288	762,353
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,444,337</b>	<b>2,695,723</b>
Supplies		20,046	34,566
Services		0	276,314
Other Charges		20,208	161,011
<b>Total</b>	<b>\$0</b>	<b>\$1,484,590</b>	<b>\$3,167,614</b>

<b>Total Power Administration Section</b>	<b>\$163,828,550</b>	<b>\$185,589,806</b>	<b>\$197,239,461</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	2.0 / 2.0	6.0 / 6.0	9.5 / 11.0
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Click! Network</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$5,435,879		
Employee Benefits	1,977,094		
Capital Credit & Labor To/From Others	(495,064)		
<b>Total Personnel Costs</b>	<b>6,917,908</b>	<b>0</b>	<b>0</b>
Supplies	439,753		
Services	17,165,937		
Other Charges	892,273		
Assessments	1,738,536		
Taxes	4,262,879		

<b>Total Operation &amp; Maintenance</b>	<b>\$31,417,285</b>	<b>\$0</b>	<b>\$0</b>
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**Click! Administrative & General (551100)**

Salaries & Wages	\$381,848		
Employee Benefits	90,267		
Capital Credit & Labor To/From Others	(248,973)		
<b>Total Personnel Costs</b>	<b>223,141</b>	<b>0</b>	<b>0</b>
Supplies	4,142		
Services	122,858		
Other Charges	(35,473)		
Assessments	1,692,184		
<b>Total</b>	<b>\$2,006,853</b>	<b>\$0</b>	<b>\$0</b>

**Click! Marketing & Business Operations Admin (552100)**

Salaries & Wages	\$324,669		
Employee Benefits	74,946		
Capital Credit & Labor To/From Others	0		
<b>Total Personnel Costs</b>	<b>399,615</b>	<b>0</b>	<b>0</b>
Supplies	1,535		
Services	0		
Other Charges	342		
<b>Total</b>	<b>\$401,491</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Click! Network</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Click! Sales & Marketing Admin (552200)**

Salaries & Wages	\$533,607		
Employee Benefits	207,977		
Capital Credit & Labor To/From Others	(66,381)		
<b>Total Personnel Costs</b>	<b>675,203</b>	<b>0</b>	<b>0</b>
Supplies	10,082		
Services	7,236		
Other Charges	1,799		
<b>Total</b>	<b>\$694,320</b>	<b>\$0</b>	<b>\$0</b>

#### **Click! Sales & Marketing Services (552300)**

Salaries & Wages	\$0		
Employee Benefits	0		
Capital Credit & Labor To/From Others	8,698		
<b>Total Personnel Costs</b>	<b>8,698</b>	<b>0</b>	<b>0</b>
Supplies	16,700		
Services	14,666,451		
Other Charges	820,469		
Assessments	46,352		
Taxes	4,262,879		
<b>Total</b>	<b>\$19,821,549</b>	<b>\$0</b>	<b>\$0</b>

#### **Click! ISP Advantage (552400)**

Salaries & Wages	\$0		
Employee Benefits	0		
Capital Credit & Labor To/From Others	0		
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	109		
Services	489,778		
Other Charges	(36)		
<b>Total</b>	<b>\$489,851</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Click! Network</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Click! Customer Sales & Service (552500)**

Salaries & Wages	\$580,818		
Employee Benefits	288,820		
Capital Credit & Labor To/From Others	(12,869)		
<b>Total Personnel Costs</b>	<b>856,769</b>	<b>0</b>	<b>0</b>
Supplies	3,415		
Services	262,482		
Other Charges	172		
<b>Total</b>	<b>\$1,122,837</b>	<b>\$0</b>	<b>\$0</b>

**Click! Business Support Systems (552600)**

Salaries & Wages	\$164,696		
Employee Benefits	68,554		
Capital Credit & Labor To/From Others	(12,455)		
<b>Total Personnel Costs</b>	<b>220,794</b>	<b>0</b>	<b>0</b>
Supplies	2,455		
Services	317,626		
Other Charges	91,450		
<b>Total</b>	<b>\$632,326</b>	<b>\$0</b>	<b>\$0</b>

**Click! Technical Operations Administration (553200)**

Salaries & Wages	\$302,310		
Employee Benefits	86,965		
Capital Credit & Labor To/From Others	(55,415)		
<b>Total Personnel Costs</b>	<b>333,860</b>	<b>0</b>	<b>0</b>
Supplies	2,844		
Services	0		
Other Charges	23		
<b>Total</b>	<b>\$336,727</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Click! Network</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Click! Service Installation (553500)**

Salaries & Wages	\$965,837		
Employee Benefits	360,422		
Capital Credit & Labor To/From Others	(6,063)		
<b>Total Personnel Costs</b>	<b>1,320,196</b>	<b>0</b>	<b>0</b>
Supplies	329,436		
Services	704,799		
Other Charges	(16,498)		
<b>Total</b>	<b>\$2,337,934</b>	<b>\$0</b>	<b>\$0</b>

#### **Click! Converter Inventory Control (553700)**

Salaries & Wages	\$93,848		
Employee Benefits	49,046		
Capital Credit & Labor To/From Others	0		
<b>Total Personnel Costs</b>	<b>142,894</b>	<b>0</b>	<b>0</b>
Supplies	10,197		
Services	15,198		
Other Charges	444		
<b>Total</b>	<b>\$168,733</b>	<b>\$0</b>	<b>\$0</b>

#### **Click! Network Operations (555300)**

Salaries & Wages	\$844,234		
Employee Benefits	293,853		
Capital Credit & Labor To/From Others	(124,331)		
<b>Total Personnel Costs</b>	<b>1,013,756</b>	<b>0</b>	<b>0</b>
Supplies	39,253		
Services	130,929		
Other Charges	28,620		
<b>Total</b>	<b>\$1,212,558</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Click! Network</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Click! Broadband Services (555400)**

Salaries & Wages	\$575,173		
Employee Benefits	175,492		
Capital Credit & Labor To/From Others	22,725		
<b>Total Personnel Costs</b>	<b>773,389</b>	<b>0</b>	<b>0</b>
Supplies	13,686		
Services	210,266		
Other Charges	757		
<b>Total</b>	<b>\$998,099</b>	<b>\$0</b>	<b>\$0</b>

**Click! Network Engineering (555500)**

Salaries & Wages	\$1,308		
Employee Benefits	102		
Capital Credit & Labor To/From Others	0		
<b>Total Personnel Costs</b>	<b>1,411</b>	<b>0</b>	<b>0</b>
Supplies	0		
Services	238,313		
Other Charges	0		
<b>Total</b>	<b>\$239,723</b>	<b>\$0</b>	<b>\$0</b>

**Click! Network Service Assurance (555600)**

Salaries & Wages	\$667,532		
Employee Benefits	280,650		
Capital Credit & Labor To/From Others	0		
<b>Total Personnel Costs</b>	<b>948,182</b>	<b>0</b>	<b>0</b>
Supplies	5,899		
Services	0		
Other Charges	203		
<b>Total</b>	<b>\$954,284</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Click! Network Section</b>	<b>\$31,417,285</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	54.0 / 54.0
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Generation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$32,889,940	\$36,642,566	\$44,584,541
Employee Benefits	11,629,997	14,277,065	17,086,245
Capital Credit & Labor To/From Others	(3,980,047)	(5,535,000)	(2,722,000)
<b>Total Personnel Costs</b>	<b>40,539,891</b>	<b>45,384,631</b>	<b>58,948,786</b>
Supplies	4,878,190	4,758,740	4,384,528
Services	35,913,413	29,809,228	38,926,780
Other Charges	6,099,616	3,396,768	5,231,035
Taxes	3,095,953	4,338,900	5,263,240

<b>Total Operation &amp; Maintenance</b>	<b>\$90,527,063</b>	<b>\$87,688,266</b>	<b>\$112,754,369</b>
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**Generation Administration (561200)**

Salaries & Wages	\$885,779	\$962,662	\$998,611
Employee Benefits	258,875	301,128	275,122
Capital Credit & Labor To/From Others	(1,681)	0	0
<b>Total Personnel Costs</b>	<b>1,142,974</b>	<b>1,263,790</b>	<b>1,273,733</b>
Supplies	79,281	16,521	15,720
Services	1,333,272	1,548,015	2,044,000
Other Charges	2,206,161	101,111	119,604
Taxes	3,088,937	4,338,900	5,263,240
<b>Total</b>	<b>\$7,850,625</b>	<b>\$7,268,336</b>	<b>\$8,716,297</b>

**Power Generation Engineering (561300)**

Salaries & Wages	\$4,754,110	\$5,626,205	\$9,386,524
Employee Benefits	1,598,273	1,987,120	3,381,370
Capital Credit & Labor To/From Others	(1,736,949)	(1,800,000)	(2,185,000)
<b>Total Personnel Costs</b>	<b>4,615,434</b>	<b>5,813,325</b>	<b>10,582,894</b>
Supplies	150,570	113,446	134,906
Services	24,334	107,871	114,652
Other Charges	184,887	170,675	410,996
<b>Total</b>	<b>\$4,975,225</b>	<b>\$6,205,318</b>	<b>\$11,243,448</b>



<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Generation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Power Generation Dam Safety (561400)**

Salaries & Wages	\$5,397,706	\$6,100,595	\$2,120,379
Employee Benefits	1,832,634	2,362,056	869,216
Capital Credit & Labor To/From Others	(1,698,697)	(2,800,000)	0
<b>Total Personnel Costs</b>	<b>5,531,643</b>	<b>5,662,651</b>	<b>2,989,595</b>
Supplies	182,510	173,181	18,140
Services	639,028	298,303	189,504
Other Charges	178,248	189,468	152,974
<b>Total</b>	<b>\$6,531,428</b>	<b>\$6,323,604</b>	<b>\$3,350,213</b>

#### **Generation Extraordinary Maintenance (561900)**

Salaries & Wages	\$20,000	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	13,511	0	0
<b>Total Personnel Costs</b>	<b>33,511</b>	<b>0</b>	<b>0</b>
Supplies	287,041	0	0
Services	6,488,023	3,010,000	5,556,906
Other Charges	347,313	0	0
<b>Total</b>	<b>\$7,155,888</b>	<b>\$3,010,000</b>	<b>\$5,556,906</b>

#### **Project Delivery & Support Services (569000)**

Salaries & Wages	\$697,010	\$1,269,910	\$3,995,013
Employee Benefits	303,544	440,422	1,595,387
Capital Credit & Labor To/From Others	40,100	0	(50,000)
<b>Total Personnel Costs</b>	<b>1,040,654</b>	<b>1,710,332</b>	<b>5,540,401</b>
Supplies	16,554	15,042	104,954
Services	108,005	0	234,000
Other Charges	5,578	28,948	264,366
<b>Total</b>	<b>\$1,170,791</b>	<b>\$1,754,322</b>	<b>\$6,143,721</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Generation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Natural Resources (565700)**

Salaries & Wages	\$6,063,078	\$6,234,051	\$8,621,848
Employee Benefits	2,189,602	2,486,591	3,620,385
Capital Credit & Labor To/From Others	192,367	(140,000)	78,000
<b>Total Personnel Costs</b>	<b>8,445,048</b>	<b>8,580,642</b>	<b>12,320,234</b>
Supplies	2,156,987	2,443,099	1,852,891
Services	23,752,976	21,711,530	26,964,652
Other Charges	2,425,566	2,230,848	3,436,763
Taxes	7,016	0	0
<b>Total</b>	<b>\$36,787,593</b>	<b>\$34,966,119</b>	<b>\$44,574,540</b>

#### **Nisqually Project (566100)**

Salaries & Wages	\$2,741,134	\$3,274,009	\$3,941,408
Employee Benefits	972,905	1,310,916	1,424,095
Capital Credit & Labor To/From Others	(57,430)	(275,000)	(210,000)
<b>Total Personnel Costs</b>	<b>3,656,609</b>	<b>4,309,925</b>	<b>5,155,502</b>
Supplies	282,616	252,202	356,820
Services	686,237	671,680	791,924
Other Charges	69,757	66,400	83,680
<b>Total</b>	<b>\$4,695,219</b>	<b>\$5,300,207</b>	<b>\$6,387,926</b>

#### **Alder Park (566700)**

Salaries & Wages	\$497,856	\$597,926	\$705,825
Employee Benefits	178,172	263,480	278,917
Capital Credit & Labor To/From Others	(4,424)	0	0
<b>Total Personnel Costs</b>	<b>671,604</b>	<b>861,406</b>	<b>984,742</b>
Supplies	200,866	130,447	170,500
Services	357,322	276,337	350,266
Other Charges	76,656	62,268	100,159
<b>Total</b>	<b>\$1,306,448</b>	<b>\$1,330,458</b>	<b>\$1,605,667</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Generation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Cushman Project (566400)**

Salaries & Wages	\$3,565,581	\$3,867,451	\$4,415,547
Employee Benefits	1,362,251	1,631,064	1,718,074
Capital Credit & Labor To/From Others	(243,283)	(180,000)	(175,000)
<b>Total Personnel Costs</b>	<b>4,684,549</b>	<b>5,318,515</b>	<b>5,958,620</b>
Supplies	428,635	581,210	620,786
Services	964,616	713,197	832,510
Other Charges	96,843	121,464	140,050
<b>Total</b>	<b>\$6,174,643</b>	<b>\$6,734,386</b>	<b>\$7,551,966</b>

#### **Cowlitz Project (566500)**

Salaries & Wages	\$5,955,286	\$6,277,205	\$7,485,157
Employee Benefits	2,135,541	2,546,177	2,892,874
Capital Credit & Labor To/From Others	(485,735)	(300,000)	(150,000)
<b>Total Personnel Costs</b>	<b>7,605,092</b>	<b>8,523,383</b>	<b>10,228,031</b>
Supplies	645,392	648,062	629,018
Services	794,010	917,962	1,147,306
Other Charges	148,529	87,597	95,865
<b>Total</b>	<b>\$9,193,023</b>	<b>\$10,177,003</b>	<b>\$12,100,220</b>

#### **Taidnapam Park (566800)**

Salaries & Wages	\$545,516	\$555,906	\$657,886
Employee Benefits	193,579	204,729	220,844
Capital Credit & Labor To/From Others	(965)	0	0
<b>Total Personnel Costs</b>	<b>738,130</b>	<b>760,634</b>	<b>878,730</b>
Supplies	82,420	83,864	101,000
Services	302,554	134,106	204,222
Other Charges	102,155	78,183	109,481
<b>Total</b>	<b>\$1,225,259</b>	<b>\$1,056,787</b>	<b>\$1,293,433</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Generation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Mossyrock Park (566900)**

Salaries & Wages	\$510,598	\$549,754	\$696,328
Employee Benefits	170,673	205,200	230,700
Capital Credit & Labor To/From Others	(10,676)	0	0
<b>Total Personnel Costs</b>	<b>670,595</b>	<b>754,954</b>	<b>927,028</b>
Supplies	150,426	92,570	125,600
Services	183,608	158,041	193,030
Other Charges	96,973	86,907	110,126
<b>Total</b>	<b>\$1,101,602</b>	<b>\$1,092,472</b>	<b>\$1,355,784</b>

**Mayfield Lake Park (567300)**

Salaries & Wages	\$414,847	\$374,134	\$422,678
Employee Benefits	133,672	144,444	153,694
Capital Credit & Labor To/From Others	14,709	0	0
<b>Total Personnel Costs</b>	<b>563,229</b>	<b>518,577</b>	<b>576,372</b>
Supplies	94,044	60,954	79,200
Services	63,127	74,363	87,056
Other Charges	53,037	48,467	54,878
<b>Total</b>	<b>\$773,437</b>	<b>\$702,361</b>	<b>\$797,506</b>

**Wynoochee Project (567200)**

Salaries & Wages	\$841,439	\$952,757	\$1,137,337
Employee Benefits	300,274	393,739	425,568
Capital Credit & Labor To/From Others	(892)	(40,000)	(30,000)
<b>Total Personnel Costs</b>	<b>1,140,821</b>	<b>1,306,496</b>	<b>1,532,904</b>
Supplies	120,848	148,142	174,993
Services	216,300	187,823	216,752
Other Charges	107,914	124,432	152,093
<b>Total</b>	<b>\$1,585,883</b>	<b>\$1,766,894</b>	<b>\$2,076,742</b>

<b>Total Generation Section</b>	<b>\$90,527,063</b>	<b>\$87,688,266</b>	<b>\$112,754,369</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	166.0 / 166.0	154.5 / 159.5	177.5 / 181.0
Project	0.0 / 0.0	2.0 / 2.0	3.0 / 3.0
Temporary	18.0 / 18.0	17.7 / 17.7	15.0 / 15.0
<b>Total Budgeted FTEs</b>	<b>184.0 / 184.0</b>	<b>174.2 / 179.2</b>	<b>195.5 / 199.0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$18,892,542	\$20,415,913	\$24,930,805
Employee Benefits	6,007,786	7,095,815	8,496,901
Capital Credit & Labor To/From Others	(83,087)	25,720	0
<b>Total Personnel Costs</b>	<b>24,817,242</b>	<b>27,537,447</b>	<b>33,427,707</b>
Supplies	298,652,381	296,273,751	308,604,685
Services	6,588,276	7,658,726	10,720,158
Other Charges	42,333,193	45,525,725	49,775,910

<b>Total Operation &amp; Maintenance</b>	<b>\$372,391,092</b>	<b>\$376,995,650</b>	<b>\$402,528,460</b>
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**Power Management Administrative Staff (566000)**

Salaries & Wages	\$2,419,292	\$3,235,624	\$4,109,501
Employee Benefits	698,308	931,659	1,272,282
Capital Credit & Labor To/From Others	(634,863)	0	0
<b>Total Personnel Costs</b>	<b>2,482,736</b>	<b>4,167,282</b>	<b>5,381,783</b>
Supplies	74,753	70,375	71,520
Services	137,721	105,600	297,840
Other Charges	131,584	141,441	287,006

<b>Total</b>	<b>\$2,826,794</b>	<b>\$4,484,698</b>	<b>\$6,038,150</b>
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**Power Contracts, Compliance & Transmission (565000)**

Salaries & Wages	\$576,641	\$906,832	\$998,034
Employee Benefits	177,818	306,964	327,726
Capital Credit & Labor To/From Others	81,296	0	0
<b>Total Personnel Costs</b>	<b>835,755</b>	<b>1,213,796</b>	<b>1,325,760</b>
Supplies	4,209	267,345,290	271,580,300
Services	79,427	0	200,000
Other Charges	41,178	42,571,508	43,840,389

<b>Total</b>	<b>\$960,569</b>	<b>\$311,130,594</b>	<b>\$316,946,449</b>
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Real-Time Energy Trading (565200)**

Salaries & Wages	\$3,190,555	\$3,017,311	\$2,681,079
Employee Benefits	922,018	971,435	767,313
Capital Credit & Labor To/From Others	(383,745)	0	0
<b>Total Personnel Costs</b>	<b>3,728,827</b>	<b>3,988,746</b>	<b>3,448,393</b>
Supplies	34,688	24,870	32,866
Services	166	15,000	30,000
Other Charges	20,139	23,614	239,032
<b>Total</b>	<b>\$3,783,821</b>	<b>\$4,052,230</b>	<b>\$3,750,290</b>

#### **Near Term Trading & Operations (565400)**

Salaries & Wages	\$1,402,664	\$1,280,518	\$1,080,076
Employee Benefits	425,244	418,654	338,523
Capital Credit & Labor To/From Others	1,119,444	0	0
<b>Total Personnel Costs</b>	<b>2,947,353</b>	<b>1,699,172</b>	<b>1,418,599</b>
Supplies	298,204,453	25,341,776	36,538,048
Services	4,344,026	795,480	959,800
Other Charges	40,140,368	22,696	73,607
<b>Total</b>	<b>\$345,636,199</b>	<b>\$27,859,124</b>	<b>\$38,990,054</b>

#### **CAISO Market Operations (565401)**

Salaries & Wages		\$583,271	\$1,576,559
Employee Benefits		182,764	577,706
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>766,035</b>	<b>2,154,265</b>
Supplies		3,051,213	14,560
Services		4,174,207	550,000
Other Charges		11,637	2,194,703
<b>Total</b>	<b>\$0</b>	<b>\$8,003,092</b>	<b>\$4,913,528</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **EMS/IT Management (565500)**

Salaries & Wages	\$1,382,491	\$1,445,375	\$1,699,362
Employee Benefits	397,390	500,177	542,940
Capital Credit & Labor To/From Others	(206,540)	0	0
<b>Total Personnel Costs</b>	<b>1,573,341</b>	<b>1,945,552</b>	<b>2,242,303</b>
Supplies	78,780	15,915	16,059
Services	415,370	275,600	195,000
Other Charges	29,748	46,616	82,686
<b>Total</b>	<b>\$2,097,239</b>	<b>\$2,283,683</b>	<b>\$2,536,048</b>

#### **Resource Operations (566600)**

Salaries & Wages	\$900,794	\$885,266	\$1,744,418
Employee Benefits	285,129	296,440	605,624
Capital Credit & Labor To/From Others	(3,286)	0	0
<b>Total Personnel Costs</b>	<b>1,182,637</b>	<b>1,181,706</b>	<b>2,350,041</b>
Supplies	7,432	12,209	9,092
Services	94	619,000	811,982
Other Charges	169,196	62,620	104,654
<b>Total</b>	<b>\$1,359,358</b>	<b>\$1,875,535</b>	<b>\$3,275,769</b>

#### **Supply Planning & Analysis (567100)**

Salaries & Wages	\$1,758,870	\$812,264	\$1,214,115
Employee Benefits	565,261	289,784	416,972
Capital Credit & Labor To/From Others	18,863	0	0
<b>Total Personnel Costs</b>	<b>2,342,994</b>	<b>1,102,047</b>	<b>1,631,087</b>
Supplies	35,004	23,961	16,106
Services	117,769	1,500	748,800
Other Charges	193,521	272,908	45,036
<b>Total</b>	<b>\$2,689,287</b>	<b>\$1,400,416</b>	<b>\$2,441,029</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### Conservation Planning & Analysis (567400)

Salaries & Wages	\$471,848	\$566,471	\$646,229
Employee Benefits	152,398	197,853	215,967
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>624,246</b>	<b>764,325</b>	<b>862,196</b>
Supplies	5,326	10,214	3,454
Services	330,325	483,969	919,800
Other Charges	17,184	36,846	46,815
<b>Total</b>	<b>\$977,081</b>	<b>\$1,295,354</b>	<b>\$1,832,265</b>

#### Energy Research & Development (564001)

Salaries & Wages	\$0	\$1,256,970	\$1,668,300
Employee Benefits	0	461,114	595,120
Capital Credit & Labor To/From Others	(16,464)	0	0
<b>Total Personnel Costs</b>	<b>(16,464)</b>	<b>1,718,084</b>	<b>2,263,420</b>
Supplies	0	10,035	16,206
Services	0	520,000	4,171,805
Other Charges	0	111,195	369,807
<b>Total</b>	<b>(\$16,464)</b>	<b>\$2,359,314</b>	<b>\$6,821,238</b>

#### Energy Conservation Administration (562000)

Salaries & Wages	\$707,796	\$723,737	\$796,424
Employee Benefits	196,056	218,990	234,952
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>903,852</b>	<b>942,727</b>	<b>1,031,376</b>
Supplies	6,760	10,414	8,154
Services	147,229	0	56,000
Other Charges	259,490	402,232	462,465
<b>Total</b>	<b>\$1,317,332</b>	<b>\$1,355,373</b>	<b>\$1,557,994</b>



<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Commercial Energy Conservation (562300)**

Salaries & Wages	\$2,397,974	\$2,248,092	\$2,680,377
Employee Benefits	808,031	852,288	976,033
Capital Credit & Labor To/From Others	104,226	25,720	0
<b>Total Personnel Costs</b>	<b>3,310,230</b>	<b>3,126,100</b>	<b>3,656,409</b>
Supplies	39,917	95,421	50,526
Services	341,718	239,893	238,116
Other Charges	276,137	629,021	652,330
<b>Total</b>	<b>\$3,968,002</b>	<b>\$4,090,435</b>	<b>\$4,597,381</b>

#### **Residential Energy Services (562400)**

Salaries & Wages	\$1,620,277	\$1,670,821	\$1,988,874
Employee Benefits	595,277	693,226	786,469
Capital Credit & Labor To/From Others	(13,190)	0	0
<b>Total Personnel Costs</b>	<b>2,202,364</b>	<b>2,364,047</b>	<b>2,775,342</b>
Supplies	48,510	32,752	32,590
Services	137,095	223,477	1,147,140
Other Charges	553,321	653,662	823,174
<b>Total</b>	<b>\$2,941,290</b>	<b>\$3,273,937</b>	<b>\$4,778,246</b>

#### **Conservation Information Center (562500)**

Salaries & Wages	\$1,469,379	\$1,600,837	\$1,819,924
Employee Benefits	559,621	692,292	747,646
Capital Credit & Labor To/From Others	(152,932)	0	0
<b>Total Personnel Costs</b>	<b>1,876,068</b>	<b>2,293,130</b>	<b>2,567,570</b>
Supplies	25,563	63,913	58,676
Services	144,593	71,000	255,000
Other Charges	202,674	347,268	370,244
<b>Total</b>	<b>\$2,248,898</b>	<b>\$2,775,311</b>	<b>\$3,251,490</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Power Management</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Renewables & Outreach (564000)**

Salaries & Wages	\$593,962	\$182,522	\$227,534
Employee Benefits	225,236	82,175	91,628
Capital Credit & Labor To/From Others	4,106	0	0
<b>Total Personnel Costs</b>	<b>823,303</b>	<b>264,697</b>	<b>319,162</b>
Supplies	86,986	165,395	156,528
Services	392,743	134,000	138,875
Other Charges	298,655	192,462	183,964
<b>Total</b>	<b>\$1,601,686</b>	<b>\$756,554</b>	<b>\$798,529</b>

<b>Total Power Management Section</b>	<b>\$372,391,092</b>	<b>\$376,995,650</b>	<b>\$402,528,460</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	72.0 / 71.5	74.5 / 77.5	81.0 / 85.5
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Shared Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$15,214,711	\$17,465,131	\$19,677,178
Employee Benefits	5,878,895	7,472,949	8,328,024
Capital Credit & Labor To/From Others	(1,596,145)	(1,040,400)	(1,115,174)
<b>Total Personnel Costs</b>	<b>19,497,461</b>	<b>23,897,679</b>	<b>26,890,028</b>
Supplies	2,207,617	2,160,539	1,885,819
Services	5,966,303	6,539,074	6,692,587
Other Charges	1,628,874	1,845,035	2,180,131

<b>Total Operation &amp; Maintenance</b>	<b>\$29,300,255</b>	<b>\$34,442,328</b>	<b>\$37,648,565</b>
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**PSS Administration (560201)**

Salaries & Wages	\$1,459,365	\$1,620,892	\$2,111,976
Employee Benefits	446,644	542,616	782,305
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>1,906,009</b>	<b>2,163,508</b>	<b>2,894,281</b>
Supplies	79,591	29,510	27,214
Services	25,711	16,500	500
Other Charges	69,382	122,405	99,511
<b>Total</b>	<b>\$2,080,694</b>	<b>\$2,331,923</b>	<b>\$3,021,507</b>

**PSS Strategy (560202)**

Salaries & Wages	\$1,253,426	\$1,397,116	\$1,228,802
Employee Benefits	388,636	481,953	533,458
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>1,642,061</b>	<b>1,879,069</b>	<b>1,762,260</b>
Supplies	47,074	61,295	56,934
Services	104,075	104,000	205,000
Other Charges	391,735	195,505	222,269
<b>Total</b>	<b>\$2,184,945</b>	<b>\$2,239,869</b>	<b>\$2,246,462</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Shared Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **PSS Training & Development (560400)**

Salaries & Wages	\$655,943	\$716,334	\$1,271,650
Employee Benefits	267,357	320,553	549,407
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>923,300</b>	<b>1,036,887</b>	<b>1,821,057</b>
Supplies	64,841	30,312	44,674
Services	661,299	394,046	671,889
Other Charges	174,806	148,127	250,917
<b>Total</b>	<b>\$1,824,246</b>	<b>\$1,609,371</b>	<b>\$2,788,537</b>

#### **Construction Project Management Office (560501)**

Salaries & Wages	\$837,030	\$877,795	\$961,052
Employee Benefits	256,892	293,692	314,886
Capital Credit & Labor To/From Others	4,514	0	0
<b>Total Personnel Costs</b>	<b>1,098,436</b>	<b>1,171,488</b>	<b>1,275,938</b>
Supplies	14,904	15,921	15,580
Services	0	0	250,000
Other Charges	36,352	57,445	155,614
<b>Total</b>	<b>\$1,149,692</b>	<b>\$1,244,854</b>	<b>\$1,697,132</b>

#### **Asset & Investment Planning (563001)**

Salaries & Wages	\$960,507	\$1,484,023	\$618,367
Employee Benefits	313,775	545,096	210,863
Capital Credit & Labor To/From Others	(150)	0	0
<b>Total Personnel Costs</b>	<b>1,274,133</b>	<b>2,029,119</b>	<b>829,230</b>
Supplies	32,754	21,942	11,942
Services	567,461	292,000	204,000
Other Charges	159,022	117,797	39,157
<b>Total</b>	<b>\$2,033,370</b>	<b>\$2,460,858</b>	<b>\$1,084,328</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Shared Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**PSS Reliability & Compliance (564500)**

Salaries & Wages	\$1,802,631	\$2,059,162	\$2,403,034
Employee Benefits	629,958	839,439	919,829
Capital Credit & Labor To/From Others	5,112	0	0
<b>Total Personnel Costs</b>	<b>2,437,701</b>	<b>2,898,601</b>	<b>3,322,864</b>
Supplies	23,721	39,670	42,676
Services	21,505	50	200
Other Charges	31,951	76,126	290,990
<b>Total</b>	<b>\$2,514,878</b>	<b>\$3,014,447</b>	<b>\$3,656,730</b>

**PSS Craft Shops (563800)**

Salaries & Wages	\$1,015,557	\$1,288,837	\$1,696,905
Employee Benefits	450,922	649,909	753,285
Capital Credit & Labor To/From Others	(473,047)	(150,000)	(149,426)
<b>Total Personnel Costs</b>	<b>993,433</b>	<b>1,788,746</b>	<b>2,300,764</b>
Supplies	99,555	64,522	104,980
Services	384,467	100,198	200,304
Other Charges	6,362	12,254	16,594
<b>Total</b>	<b>\$1,483,817</b>	<b>\$1,965,720</b>	<b>\$2,622,642</b>

**PSS Mechanical Maintenance (563900)**

Salaries & Wages	\$1,071,137	\$1,111,966	\$1,224,753
Employee Benefits	411,145	495,442	521,789
Capital Credit & Labor To/From Others	(192,667)	(84,000)	(205,023)
<b>Total Personnel Costs</b>	<b>1,289,615</b>	<b>1,523,408</b>	<b>1,541,519</b>
Supplies	309,792	357,885	347,800
Services	420,277	594,868	807,094
Other Charges	59,339	67,036	69,525
<b>Total</b>	<b>\$2,079,023</b>	<b>\$2,543,197</b>	<b>\$2,765,938</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Shared Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **PSS Facilities (568600)**

Salaries & Wages	\$982,577	\$1,253,401	\$1,939,877
Employee Benefits	349,673	429,468	739,505
Capital Credit & Labor To/From Others	31,433	(42,000)	(144,273)
<b>Total Personnel Costs</b>	<b>1,363,682</b>	<b>1,640,870</b>	<b>2,535,110</b>
Supplies	785,586	669,585	513,714
Services	495,806	1,972,707	1,138,624
Other Charges	572,096	715,147	699,987
<b>Total</b>	<b>\$3,217,169</b>	<b>\$4,998,308</b>	<b>\$4,887,435</b>

#### **PSS Security Operations (568601)**

Salaries & Wages	\$502,527	\$538,702	\$782,749
Employee Benefits	165,632	193,757	286,138
Capital Credit & Labor To/From Others	(47,377)	0	(142,434)
<b>Total Personnel Costs</b>	<b>620,782</b>	<b>732,459</b>	<b>926,453</b>
Supplies	168,969	226,964	165,305
Services	1,622,865	2,102,041	1,983,072
Other Charges	11,267	152,839	159,825
<b>Total</b>	<b>\$2,423,883</b>	<b>\$3,214,303</b>	<b>\$3,234,656</b>

#### **PSS Building Maintenance (568700)**

Salaries & Wages	\$2,508,701	\$2,789,211	\$2,803,304
Employee Benefits	1,228,790	1,543,637	1,497,634
Capital Credit & Labor To/From Others	(146,385)	(182,400)	(12,018)
<b>Total Personnel Costs</b>	<b>3,591,106</b>	<b>4,150,448</b>	<b>4,288,920</b>
Supplies	355,247	464,692	376,166
Services	177,414	223,509	274,228
Other Charges	86,395	124,774	115,364
<b>Total</b>	<b>\$4,210,162</b>	<b>\$4,963,424</b>	<b>\$5,054,678</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Shared Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**PSS Grounds Maintenance (568800)**

Salaries & Wages	\$2,165,311	\$2,327,691	\$2,634,708
Employee Benefits	969,469	1,137,386	1,218,924
Capital Credit & Labor To/From Others	(777,577)	(582,000)	(462,000)
<b>Total Personnel Costs</b>	<b>2,357,203</b>	<b>2,883,077</b>	<b>3,391,632</b>
Supplies	225,582	178,242	178,834
Services	1,485,423	739,156	957,676
Other Charges	30,168	55,580	60,377
<b>Total</b>	<b>\$4,098,376</b>	<b>\$3,856,055</b>	<b>\$4,588,519</b>

<b>Total Shared Services Section</b>	<b>\$29,300,255</b>	<b>\$34,442,328</b>	<b>\$37,648,565</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	74.0 / 74.0	87.0 / 90.0	94.0 / 97.0
Project	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
Temporary	1.25 / 1.25	0.5 / 0.5	1.25 / 1.25
<b>Total Budgeted FTEs</b>	<b>75.25 / 75.25</b>	<b>87.5 / 90.5</b>	<b>95.25 / 98.25</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Rates, Planning &amp; Analysis</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$3,646,166	\$3,956,046	\$4,862,579
Employee Benefits	1,161,062	1,352,186	1,724,393
Capital Credit & Labor To/From Others	150	0	0
<b>Total Personnel Costs</b>	<b>4,807,377</b>	<b>5,308,231</b>	<b>6,586,973</b>
Supplies	80,255	79,777	36,250
Services	334,019	308,350	540,300
Other Charges	588,444	611,460	505,583
<b>Total Operation &amp; Maintenance</b>	<b>\$5,810,095</b>	<b>\$6,307,819</b>	<b>\$7,669,106</b>

**RPA Management (560500)**

Salaries & Wages	\$792,558	\$865,852	\$856,460
Employee Benefits	235,709	281,878	290,850
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>1,028,267</b>	<b>1,147,730</b>	<b>1,147,310</b>
Supplies	35,768	45,521	14,876
Services	48,267	29,300	40,300
Other Charges	87,448	79,021	47,872
<b>Total</b>	<b>\$1,199,750</b>	<b>\$1,301,572</b>	<b>\$1,250,358</b>

**Budget & Financial Planning (563000)**

Salaries & Wages	\$534,069	\$642,797	\$1,816,152
Employee Benefits	207,809	257,274	671,899
Capital Credit & Labor To/From Others	680,136	0	0
<b>Total Personnel Costs</b>	<b>1,422,014</b>	<b>900,072</b>	<b>2,488,051</b>
Supplies	13,612	6,521	7,634
Services	71,502	2,800	450,000
Other Charges	307,196	327,110	321,226
<b>Total</b>	<b>\$1,814,324</b>	<b>\$1,236,502</b>	<b>\$3,266,911</b>



<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Rates, Planning &amp; Analysis</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Energy Risk Management (565100)**

Salaries & Wages	\$868,425	\$887,454	\$1,113,707
Employee Benefits	284,825	298,906	391,974
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>1,153,250</b>	<b>1,186,360</b>	<b>1,505,681</b>
Supplies	11,772	13,701	4,580
Services	86,384	25,250	10,000
Other Charges	88,752	149,014	104,199
<b>Total</b>	<b>\$1,340,158</b>	<b>\$1,374,325</b>	<b>\$1,624,460</b>

**Rates & Forecasting (565800)**

Salaries & Wages	\$1,451,113	\$1,559,943	\$1,076,260
Employee Benefits	432,720	514,127	369,670
Capital Credit & Labor To/From Others	(679,986)	0	0
<b>Total Personnel Costs</b>	<b>1,203,847</b>	<b>2,074,070</b>	<b>1,445,931</b>
Supplies	19,103	14,035	9,160
Services	127,865	251,000	40,000
Other Charges	105,049	56,315	32,286
<b>Total</b>	<b>\$1,455,864</b>	<b>\$2,395,420</b>	<b>\$1,527,377</b>

<b>Total Rates, Planning &amp; Analysis Section</b>	<b>\$5,810,095</b>	<b>\$6,307,819</b>	<b>\$7,669,106</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	22.0 / 22.0	23.0 / 23.0	17.0 / 18.0
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$76,593,244	\$88,864,587	\$109,067,105
Employee Benefits	24,644,353	29,946,344	35,136,983
Capital Credit & Labor To/From Others	(24,595,585)	(28,484,753)	(33,994,044)
<b>Total Personnel Costs</b>	<b>76,642,012</b>	<b>90,326,178</b>	<b>110,210,044</b>
Supplies	524,226	96,469	2,091,356
Services	14,121,290	13,300,867	18,871,594
Other Charges	(296,441)	698,670	2,269,717
Assessments	129,915	0	0
Taxes	172,078	170,000	250,000

<b>Total Operation &amp; Maintenance</b>	<b>\$91,293,080</b>	<b>\$104,592,185</b>	<b>\$133,692,711</b>
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### **TD Administration (563100)**

Salaries & Wages	\$1,026,798	\$1,424,029	\$1,985,961
Employee Benefits	355,215	496,096	767,735
Capital Credit & Labor To/From Others	20,378	0	0
<b>Total Personnel Costs</b>	<b>1,402,391</b>	<b>1,920,125</b>	<b>2,753,696</b>
Supplies	13,366	17,829	27,728
Services	586,462	112,970	289,298
Other Charges	613,170	83,842	427,382
<b>Total</b>	<b>\$2,615,389</b>	<b>\$2,134,766</b>	<b>\$3,498,104</b>

### **TD Safety (563600)**

Salaries & Wages	\$284,807	\$276,873	\$323,239
Employee Benefits	87,717	98,014	104,634
Capital Credit & Labor To/From Others	(2,788)	0	0
<b>Total Personnel Costs</b>	<b>369,736</b>	<b>374,887</b>	<b>427,872</b>
Supplies	216,806	197,123	330,308
Services	102,500	27,931	34,590
Other Charges	18,884	20,627	29,891
<b>Total</b>	<b>\$707,926</b>	<b>\$620,568</b>	<b>\$822,662</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Line Clearance Tree Trimming (563302)**

Salaries & Wages	\$1,832,319	\$1,959,688	\$2,377,297
Employee Benefits	667,248	775,765	861,831
Capital Credit & Labor To/From Others	1,232	(10,000)	(5,000)
<b>Total Personnel Costs</b>	<b>2,500,799</b>	<b>2,725,452</b>	<b>3,234,128</b>
Supplies	(11,621)	35,995	6,828
Services	4,446,517	5,102,039	5,370,612
Other Charges	13,121	15,687	14,808
<b>Total</b>	<b>\$6,948,815</b>	<b>\$7,879,173</b>	<b>\$8,626,376</b>

#### **TD C & M Line Operations (563400)**

Salaries & Wages	\$21,887,515	\$28,228,153	\$32,343,151
Employee Benefits	6,264,888	7,303,733	8,738,879
Capital Credit & Labor To/From Others	(14,872,631)	(17,681,606)	(18,950,000)
<b>Total Personnel Costs</b>	<b>13,279,772</b>	<b>17,850,279</b>	<b>22,132,030</b>
Supplies	(1,327,852)	(2,065,152)	(869,582)
Services	4,996,037	4,794,614	6,518,663
Other Charges	110,887	94,712	244,318
<b>Total</b>	<b>\$17,058,845</b>	<b>\$20,674,454</b>	<b>\$28,025,429</b>

#### **TD Trouble Crews (565900)**

Salaries & Wages	\$2,431,015	\$2,427,675	\$3,349,781
Employee Benefits	652,442	749,458	836,404
Capital Credit & Labor To/From Others	(166,825)	(99,040)	0
<b>Total Personnel Costs</b>	<b>2,916,632</b>	<b>3,078,094</b>	<b>4,186,184</b>
Supplies	30,530	62,721	50,200
Services	304,481	341,432	392,448
Other Charges	14,431	7,293	24,449
<b>Total</b>	<b>\$3,266,074</b>	<b>\$3,489,539</b>	<b>\$4,653,281</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD System Maintenance & Substations (563300)**

Salaries & Wages	\$11,958,512	\$12,675,451	\$17,630,485
Employee Benefits	3,883,450	4,515,171	5,465,888
Capital Credit & Labor To/From Others	(3,206,991)	(2,183,735)	(4,636,075)
<b>Total Personnel Costs</b>	<b>12,634,971</b>	<b>15,006,887</b>	<b>18,460,298</b>
Supplies	592,436	726,636	1,442,456
Services	1,693,753	1,276,609	2,053,497
Other Charges	517,536	577,942	980,822
Taxes	172,078	170,000	250,000
<b>Total</b>	<b>\$15,610,775</b>	<b>\$17,758,075</b>	<b>\$23,187,073</b>

#### **TD Line Maintenance Planning (563301)**

Salaries & Wages	\$611,320	\$694,913	\$754,539
Employee Benefits	224,993	261,821	276,394
Capital Credit & Labor To/From Others	(95,348)	(641,940)	(685,140)
<b>Total Personnel Costs</b>	<b>740,965</b>	<b>314,795</b>	<b>345,792</b>
Supplies	7,719	19,369	17,040
Services	29,929	139,954	260,252
Other Charges	72	26,346	36,698
<b>Total</b>	<b>\$778,684</b>	<b>\$500,464</b>	<b>\$659,782</b>

#### **TD Asset Management (563303)**

Salaries & Wages	\$636,610	\$847,849	\$1,336,861
Employee Benefits	218,529	268,082	512,575
Capital Credit & Labor To/From Others	8,160	0	0
<b>Total Personnel Costs</b>	<b>863,298</b>	<b>1,115,931</b>	<b>1,849,436</b>
Supplies	8,574	6,169	7,834
Services	3,088	10,000	600,000
Other Charges	171,244	106,297	517,224
<b>Total</b>	<b>\$1,046,204</b>	<b>\$1,238,396</b>	<b>\$2,974,493</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD HFC Network Construction (562700)**

Salaries & Wages	\$1,332,788	\$1,586,440	\$2,188,145
Employee Benefits	523,917	714,137	828,698
Capital Credit & Labor To/From Others	(266,274)	(100,000)	(100,000)
<b>Total Personnel Costs</b>	<b>1,590,430</b>	<b>2,200,577</b>	<b>2,916,843</b>
Supplies	113,813	137,213	89,240
Services	497,900	444,783	445,952
Other Charges	28,110	19,420	200
<b>Total</b>	<b>\$2,230,254</b>	<b>\$2,801,993</b>	<b>\$3,452,235</b>

#### **TD HFC Network Engineering (562800)**

Salaries & Wages	\$531,515	\$564,585	\$615,397
Employee Benefits	207,962	245,071	259,216
Capital Credit & Labor To/From Others	(168,097)	(40,000)	(20,000)
<b>Total Personnel Costs</b>	<b>571,380</b>	<b>769,656</b>	<b>854,614</b>
Supplies	13,432	6,519	5,988
Services	39,481	76,225	34,568
Other Charges	50,256	57,212	62,735
<b>Total</b>	<b>\$674,549</b>	<b>\$909,612</b>	<b>\$957,905</b>

#### **TD Electrical Inspection (562200)**

Salaries & Wages	\$2,133,044	\$2,229,190	\$2,532,200
Employee Benefits	774,663	894,531	986,264
Capital Credit & Labor To/From Others	0	(107,478)	0
<b>Total Personnel Costs</b>	<b>2,907,707</b>	<b>3,016,243</b>	<b>3,518,464</b>
Supplies	34,690	26,700	30,814
Services	93,521	92,929	116,076
Other Charges	148,065	136,278	278,779
<b>Total</b>	<b>\$3,183,983</b>	<b>\$3,272,150</b>	<b>\$3,944,133</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Meter, Relay & Line Services (563700)**

Salaries & Wages	\$4,820,517	\$4,716,100	\$6,386,079
Employee Benefits	1,609,163	1,833,820	2,224,222
Capital Credit & Labor To/From Others	(114,324)	(2,410,500)	(2,450,000)
<b>Total Personnel Costs</b>	<b>6,315,356</b>	<b>4,139,420</b>	<b>6,160,301</b>
Supplies	217,318	134,680	161,936
Services	254,394	164,252	459,488
Other Charges	(294,252)	89,730	66,691
<b>Total</b>	<b>\$6,492,817</b>	<b>\$4,528,082</b>	<b>\$6,848,416</b>

#### **TD Central Business District Engr (568500)**

Salaries & Wages	\$567,996	\$583,638	\$1,084,628
Employee Benefits	175,995	202,490	393,214
Capital Credit & Labor To/From Others	(368,422)	(360,000)	(429,600)
<b>Total Personnel Costs</b>	<b>375,568</b>	<b>426,128</b>	<b>1,048,242</b>
Supplies	9,453	7,546	9,846
Services	0	0	0
Other Charges	3,141	14,762	38,981
<b>Total</b>	<b>\$388,162</b>	<b>\$448,435</b>	<b>\$1,097,069</b>

#### **TD New Services Engineering (569700)**

Salaries & Wages	\$2,464,233	\$2,785,082	\$2,698,080
Employee Benefits	858,437	1,015,475	984,119
Capital Credit & Labor To/From Others	(1,795,471)	(1,800,000)	(3,000,000)
<b>Total Personnel Costs</b>	<b>1,527,200</b>	<b>2,000,557</b>	<b>682,199</b>
Supplies	(13,119)	24,353	(44,408)
Services	69,752	44,198	59,182
Other Charges	18,757	21,794	59,550
<b>Total</b>	<b>\$1,602,589</b>	<b>\$2,090,902</b>	<b>\$756,523</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Engineering Products & Services (560800)**

Salaries & Wages	\$3,249,643	\$3,695,030	\$3,789,363
Employee Benefits	1,285,185	1,687,996	1,673,485
Capital Credit & Labor To/From Others	(618,399)	(680,000)	(800,000)
<b>Total Personnel Costs</b>	<b>3,916,430</b>	<b>4,703,026</b>	<b>4,662,847</b>
Supplies	44,604	45,282	71,651
Services	84,408	4,200	143,400
Other Charges	195,296	145,648	249,290
<b>Total</b>	<b>\$4,240,738</b>	<b>\$4,898,156</b>	<b>\$5,127,188</b>

#### **TD Protection & Control Engineering (562900)**

Salaries & Wages	\$1,652,043	\$1,847,768	\$2,334,429
Employee Benefits	556,550	685,677	824,850
Capital Credit & Labor To/From Others	(605,102)	(430,000)	(800,000)
<b>Total Personnel Costs</b>	<b>1,603,491</b>	<b>2,103,445</b>	<b>2,359,280</b>
Supplies	18,336	20,261	20,834
Services	69	200	30,000
Other Charges	60,956	54,332	61,801
<b>Total</b>	<b>\$1,682,852</b>	<b>\$2,178,238</b>	<b>\$2,471,914</b>

#### **TD Projects and Services (564700)**

Salaries & Wages	\$1,024,962	\$1,563,047	\$1,881,195
Employee Benefits	291,240	516,151	625,554
Capital Credit & Labor To/From Others	(254,234)	(350,000)	(350,000)
<b>Total Personnel Costs</b>	<b>1,061,968</b>	<b>1,729,198</b>	<b>2,156,749</b>
Supplies	10,767	11,915	10,509
Services	1,206	5,000	5,000
Other Charges	4,269	8,802	15,711
<b>Total</b>	<b>\$1,078,210</b>	<b>\$1,754,915</b>	<b>\$2,187,969</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Substation Engineering (568200)**

Salaries & Wages	\$1,323,024	\$1,425,998	\$1,489,467
Employee Benefits	426,171	502,230	517,488
Capital Credit & Labor To/From Others	(720,367)	(350,000)	(700,000)
<b>Total Personnel Costs</b>	<b>1,028,828</b>	<b>1,578,228</b>	<b>1,306,955</b>
Supplies	15,325	16,415	14,934
Services	88	100	30,100
Other Charges	51,331	28,430	76,040
<b>Total</b>	<b>\$1,095,571</b>	<b>\$1,623,173</b>	<b>\$1,428,029</b>

#### **TD Line Engineering (569600)**

Salaries & Wages	\$1,963,825	\$1,889,217	\$2,021,319
Employee Benefits	632,652	682,978	714,755
Capital Credit & Labor To/From Others	(1,006,789)	(1,150,000)	(900,000)
<b>Total Personnel Costs</b>	<b>1,589,688</b>	<b>1,422,195</b>	<b>1,836,074</b>
Supplies	42,495	20,061	19,590
Services	18,869	5,254	706,788
Other Charges	59,404	67,462	134,066
<b>Total</b>	<b>\$1,710,456</b>	<b>\$1,514,972</b>	<b>\$2,696,518</b>

#### **TD System Operations (565300)**

Salaries & Wages	\$6,859,349	\$8,581,348	\$11,084,520
Employee Benefits	1,931,293	2,746,466	3,189,400
Capital Credit & Labor To/From Others	223,882	0	0
<b>Total Personnel Costs</b>	<b>9,014,525</b>	<b>11,327,814</b>	<b>14,273,920</b>
Supplies	114,350	153,454	183,612
Services	300,988	497,924	1,014,416
Other Charges	80,339	1,040,586	1,023,994
<b>Total</b>	<b>\$9,510,201</b>	<b>\$13,019,778</b>	<b>\$16,495,942</b>



<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Energy Management Systems (565301)**

Salaries & Wages	\$559,128	\$729,776	\$1,015,569
Employee Benefits	175,215	277,469	348,281
Capital Credit & Labor To/From Others	(67,178)	0	(168,229)
<b>Total Personnel Costs</b>	<b>667,165</b>	<b>1,007,245</b>	<b>1,195,621</b>
Supplies	42,220	14,629	13,780
Services	141,650	50,000	150,000
Other Charges	18,215	190,587	483,061
<b>Total</b>	<b>\$869,250</b>	<b>\$1,262,461</b>	<b>\$1,842,462</b>

#### **TD System Planning & Analysis (569500)**

Salaries & Wages	\$1,751,954	\$1,952,123	\$2,496,598
Employee Benefits	511,341	622,020	800,784
Capital Credit & Labor To/From Others	(257,359)	0	0
<b>Total Personnel Costs</b>	<b>2,005,935</b>	<b>2,574,143</b>	<b>3,297,382</b>
Supplies	18,202	17,638	14,550
Services	9,994	0	100,000
Other Charges	148,398	442,489	122,940
<b>Total</b>	<b>\$2,182,530</b>	<b>\$3,034,270</b>	<b>\$3,534,872</b>

#### **TD Utility Staff Support (560300)**

Salaries & Wages	\$2,941,701	\$2,608,372	\$3,049,142
Employee Benefits	1,169,285	1,206,399	1,363,240
Capital Credit & Labor To/From Others	(383,345)	(90,454)	0
<b>Total Personnel Costs</b>	<b>3,727,641</b>	<b>3,724,318</b>	<b>4,412,382</b>
Supplies	124,049	136,635	130,644
Services	388,321	62,800	2,800
Other Charges	24,600	10,947	13,647
<b>Total</b>	<b>\$4,264,611</b>	<b>\$3,934,700</b>	<b>\$4,559,473</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Transmission &amp; Distribution</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TD Tool & Equipment Rooms (567700)**

Salaries & Wages	\$125,767	\$176,039	\$190,252
Employee Benefits	64,626	80,665	85,160
Capital Credit & Labor To/From Others	20,812	0	0
<b>Total Personnel Costs</b>	<b>211,205</b>	<b>256,704</b>	<b>275,413</b>
Supplies	6,174	5,123	9,856
Services	5,786	1,766	94
Other Charges	1,731	0	6,367
<b>Total</b>	<b>\$224,896</b>	<b>\$263,593</b>	<b>\$291,730</b>

#### **TD Business & Financial Mgmt (569400)**

Salaries & Wages	\$1,029,298	\$1,717,783	\$2,327,672
Employee Benefits	407,754	733,512	892,163
Capital Credit & Labor To/From Others	131,476	0	0
<b>Total Personnel Costs</b>	<b>1,568,528</b>	<b>2,451,295</b>	<b>3,219,835</b>
Supplies	233,706	291,893	304,616
Services	14,000	280	140
Other Charges	12,463	17,853	28,540
<b>Total</b>	<b>\$1,828,697</b>	<b>\$2,761,321</b>	<b>\$3,553,131</b>

#### **TD Warehouse (578700)**

Salaries & Wages	\$1,593,563	\$1,678,418	\$1,781,736
Employee Benefits	688,423	831,118	861,750
Capital Credit & Labor To/From Others	(31,583)	0	0
<b>Total Personnel Costs</b>	<b>2,250,403</b>	<b>2,509,537</b>	<b>2,643,486</b>
Supplies	(51,547)	25,463	30,552
Services	38,096	45,407	54,230
Other Charges	(2,366,867)	(2,580,407)	(2,728,268)
Assessments	129,915	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Transmission &amp; Distribution Section</b>	<b>\$91,293,080</b>	<b>\$104,592,185</b>	<b>\$133,692,711</b>
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#### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	334.0 / 336.0	329.5 / 334.5	355.0 / 359.0
Project	0.0 / 0.0	1.0 / 1.0	2.0 / 2.0
Temporary	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>334.0 / 336.0</b>	<b>330.5 / 335.5</b>	<b>357.0 / 361.0</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Utility Technology Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$20,539,708	\$25,281,615	\$30,153,473
Employee Benefits	7,038,538	9,336,174	10,646,481
Capital Credit & Labor To/From Others	(8,155,112)	(14,745,281)	(17,236,758)
<b>Total Personnel Costs</b>	<b>19,423,134</b>	<b>19,872,508</b>	<b>23,563,197</b>
Supplies	1,595,311	1,999,545	3,305,438
Services	7,131,315	8,410,971	12,988,755
Other Charges	4,706,595	8,351,323	9,198,599
<b>Total Operation &amp; Maintenance</b>	<b>\$32,856,354</b>	<b>\$38,634,347</b>	<b>\$49,055,989</b>

**UTS Desktop Support (560100)**

Salaries & Wages	\$1,614,501	\$1,977,829	\$2,405,879
Employee Benefits	737,559	885,633	1,053,967
Capital Credit & Labor To/From Others	(2,214,523)	(2,753,462)	(3,459,846)
<b>Total Personnel Costs</b>	<b>137,537</b>	<b>110,000</b>	<b>0</b>
Supplies	20,089	105,367	220,136
Services	1,479,348	1,749,710	2,089,442
Other Charges	9,501	146,417	280,702
<b>Total</b>	<b>\$1,646,475</b>	<b>\$2,111,494</b>	<b>\$2,590,280</b>

**UTS Project Management Office (562600)**

Salaries & Wages	\$1,470,201	\$1,448,274	\$1,594,079
Employee Benefits	434,330	501,141	534,531
Capital Credit & Labor To/From Others	(614,914)	(316,200)	(507,116)
<b>Total Personnel Costs</b>	<b>1,289,616</b>	<b>1,633,214</b>	<b>1,621,495</b>
Supplies	38,519	20,585	36,620
Services	704,473	398,000	927,114
Other Charges	31,582	28,000	254,449
<b>Total</b>	<b>\$2,064,190</b>	<b>\$2,079,799</b>	<b>\$2,839,678</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Utility Technology Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **UTS Networking, Telecom & Transport Services (563200)**

Salaries & Wages	\$2,706,121	\$3,038,715	\$3,865,420
Employee Benefits	884,791	1,118,386	1,412,423
Capital Credit & Labor To/From Others	(1,331,315)	(793,642)	(1,360,623)
<b>Total Personnel Costs</b>	<b>2,259,597</b>	<b>3,363,459</b>	<b>3,917,220</b>
Supplies	346,841	363,988	361,526
Services	1,092,538	157,238	859,508
Other Charges	1,166,885	1,347,907	1,197,255
<b>Total</b>	<b>\$4,865,861</b>	<b>\$5,232,592</b>	<b>\$6,335,509</b>

#### **UTS Operational Information Systems (564300)**

Salaries & Wages	\$1,944,792	\$2,193,397	\$2,765,144
Employee Benefits	628,205	785,857	926,413
Capital Credit & Labor To/From Others	115,071	(163,200)	(407,603)
<b>Total Personnel Costs</b>	<b>2,688,069</b>	<b>2,816,054</b>	<b>3,283,954</b>
Supplies	33,224	31,656	31,611
Services	258,393	100,000	266,000
Other Charges	1,121,924	1,215,778	1,337,453
<b>Total</b>	<b>\$4,101,610</b>	<b>\$4,163,488</b>	<b>\$4,919,018</b>

#### **UTS AMI Program Office (564301)**

Salaries & Wages	\$1,879,070	\$3,147,507	\$2,382,581
Employee Benefits	603,721	1,224,953	912,477
Capital Credit & Labor To/From Others	(2,537,092)	(4,372,669)	(3,295,058)
<b>Total Personnel Costs</b>	<b>(54,301)</b>	<b>(209)</b>	<b>(0)</b>
Supplies	11,221	105,430	82,868
Services	1,940,533	2,545,845	3,900,401
Other Charges	5,261	1,845,876	1,069,793
<b>Total</b>	<b>\$1,902,714</b>	<b>\$4,496,941</b>	<b>\$5,053,062</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Utility Technology Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **UTS Cybersecurity Systems (564600)**

Salaries & Wages	\$2,004,935	\$2,328,298	\$3,035,623
Employee Benefits	656,245	909,681	1,081,902
Capital Credit & Labor To/From Others	(98,899)	(2,823,087)	(3,379,394)
<b>Total Personnel Costs</b>	<b>2,562,281</b>	<b>414,892</b>	<b>738,131</b>
Supplies	69,995	68,870	82,794
Services	593,455	1,908,617	1,805,959
Other Charges	590,886	563,110	1,159,283
<b>Total</b>	<b>\$3,816,617</b>	<b>\$2,955,489</b>	<b>\$3,786,167</b>

#### **UTS Administration (564900)**

Salaries & Wages	\$2,755,504	\$3,245,378	\$3,580,281
Employee Benefits	852,393	1,120,229	1,199,342
Capital Credit & Labor To/From Others	109,552	0	0
<b>Total Personnel Costs</b>	<b>3,717,449</b>	<b>4,365,607</b>	<b>4,779,623</b>
Supplies	71,941	86,500	63,570
Services	536,340	187,125	460,000
Other Charges	437,736	434,950	471,786
<b>Total</b>	<b>\$4,763,466</b>	<b>\$5,074,181</b>	<b>\$5,774,978</b>

#### **UTS Analytics & Data Management (564901)**

Salaries & Wages	\$0	\$1,315,833	\$2,052,747
Employee Benefits	0	397,647	544,441
Capital Credit & Labor To/From Others	(18,038)	(1,503,480)	(2,189,055)
<b>Total Personnel Costs</b>	<b>(18,038)</b>	<b>210,000</b>	<b>408,134</b>
Supplies	0	11,228	11,234
Services	0	533,175	1,589,396
Other Charges	0	693,659	715,022
<b>Total</b>	<b>(\$18,038)</b>	<b>\$1,448,062</b>	<b>\$2,723,786</b>

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Utility Technology Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**UTS Service Management Office (566300)**

Salaries & Wages	\$1,304,014	\$1,282,960	\$1,516,751
Employee Benefits	477,209	446,754	542,043
Capital Credit & Labor To/From Others	(68,599)	0	0
<b>Total Personnel Costs</b>	<b>1,712,624</b>	<b>1,729,714</b>	<b>2,058,794</b>
Supplies	783,832	937,951	1,991,837
Services	107,505	240,000	140,000
Other Charges	86,235	123,064	155,594
<b>Total</b>	<b>\$2,690,195</b>	<b>\$3,030,729</b>	<b>\$4,346,225</b>

**UTS Network & Communications System Engineering (568000)**

Salaries & Wages	\$3,118,416	\$3,782,284	\$4,764,217
Employee Benefits	1,153,148	1,398,861	1,608,279
Capital Credit & Labor To/From Others	(1,282,214)	(1,875,466)	(2,424,068)
<b>Total Personnel Costs</b>	<b>2,989,351</b>	<b>3,305,679</b>	<b>3,948,428</b>
Supplies	178,964	217,273	274,026
Services	116,043	1,011	348,935
Other Charges	84,586	684,782	746,556
<b>Total</b>	<b>\$3,368,943</b>	<b>\$4,208,744</b>	<b>\$5,317,945</b>

**UTS Operational Application User Support (569800)**

Salaries & Wages	\$1,742,153	\$1,521,141	\$2,190,752
Employee Benefits	610,937	547,032	830,662
Capital Credit & Labor To/From Others	(214,142)	(144,075)	(213,995)
<b>Total Personnel Costs</b>	<b>2,138,949</b>	<b>1,924,098</b>	<b>2,807,419</b>
Supplies	40,687	50,700	149,216
Services	302,687	590,250	602,000
Other Charges	1,171,998	1,267,780	1,810,706
<b>Total</b>	<b>\$3,654,321</b>	<b>\$3,832,827</b>	<b>\$5,369,341</b>

<b>Total Utility Technology Services Section</b>	<b>\$32,856,354</b>	<b>\$38,634,347</b>	<b>\$49,055,989</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	83.0 / 83.0	99.5 / 103.5	107.5 / 109.5
Project	10.0 / 10.0	7.0 / 7.0	3.0 / 3.0
Temporary	2.0 / 0.5	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>95.0 / 93.5</b>	<b>106.5 / 110.5</b>	<b>110.5 / 112.5</b>

<b>TACOMA POWER Taxes</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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### **TAX PAYMENTS**

City of Tacoma:			
Gross Earnings Tax (7.5%)	\$70,794,438	\$74,883,273	\$75,303,878
State of Washington:			
Utility & Business Tax	29,740,945	30,443,275	30,820,295
Other*			
County/Schools/Fire Protection Dist.	3,268,031	4,508,900	5,513,240
Franchise Administrative Fees	8,031,398	7,978,582	8,404,142
Click! Franchise-Like Fees	1,353,893	0	0
<b>Subtotal</b>	<b>113,188,706</b>	<b>117,814,030</b>	<b>120,041,555</b>
Anticipated Additional Revenue**			
Gross Earnings Tax (7.5%)		1,040,132	2,280,148
Utility & Business Tax		537,134	1,171,565
		1,577,266	3,451,713
<b>Total Tacoma Power Taxes</b>	<b>\$113,188,706</b>	<b>\$119,391,296</b>	<b>\$123,493,268</b>

Note: State Sales Tax is included in O & M Budget line items for materials.

FICA tax is included in O & M Budget line items for personnel costs/employee benefits.

\* Other includes franchise, administrative and other fees paid to other cities and entities and fire patrol assessments paid to WA State DNR.

\*\* Taxes on anticipated additional revenue due to rate increase.

<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Debt Service</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **DEBT SERVICE SUMMARY**

Interest	\$41,299,653	\$49,585,389	\$54,619,277
Principal	16,835,000	16,260,000	13,440,000
<b>Total Debt Service</b>	<b>\$58,134,653</b>	<b>\$65,845,389</b>	<b>\$68,059,277</b>

### **DEBT SERVICE DETAIL**

2010B Revenue Bonds \$147,070,000	Interest Principal	17,383,647 0	17,383,647 0	17,383,647 0
2010C Revenue Bonds \$24,185,000	Interest Principal	2,728,552 0	2,728,552 0	2,728,552 0
2013A Ref & Rev Bonds \$181,610,000	Interest Principal	8,990,448 16,835,000	7,785,200 0	7,785,200 0
2013B Ref & Rev Bonds \$35,620,000	Interest Principal	3,232,222 0	3,042,470 7,780,000	2,244,970 8,580,000
2017 Bonds \$80,000,000	Interest Principal	6,573,600 0	6,466,100 4,405,000	6,014,600 4,860,000
2018 Line of Credit \$100,000,000	Interest Principal	852,412 0	0 0	0 0
2019 Line of Credit \$150,000,000	Interest Principal	1,542,105 0	3,660,000 0	0 0
2021 Line of Credit - Wells Fargo \$150,000,000	Interest Principal	0 0	0 0	3,000,000 0
2021 Line of Credit - Key Bank \$50,000,000	Interest Principal	0 0	0 0	200,000 0
2021 Bonds \$121,855,000	Interest Principal	0 0	8,519,420 4,075,000	9,967,100 0
2023 Bonds \$100,000,000 - Anticipated	Interest Principal	0 0	0 0	5,295,208 0
Transfer of Interest During Construction to O&M in 2020	Interest	(3,333)	0	0
<b>Total Debt Service</b>		<b>\$58,134,653</b>	<b>\$65,845,389</b>	<b>\$68,059,277</b>



Tacoma Power Capital Outlay	2021-2022 Biennium Budget	2023-2024 Biennium Budget
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## **SUMMARY**

### **General Plant**

Capital Projects:	\$31,154,000	\$8,393,000
Additions and Replacements:	16,225,000	12,736,000
<b>General Plant Total</b>	<b>47,379,000</b>	<b>21,129,000</b>

### **Generation**

Capital Projects:	28,560,000	39,120,000
Additions and Replacements:	1,758,000	2,431,000
<b>Generation Total</b>	<b>30,318,000</b>	<b>41,551,000</b>

### **Power Management**

Capital Projects:	11,389,000	13,832,000
<b>Power Management Total</b>	<b>11,389,000</b>	<b>13,832,000</b>

### **Transmission & Distribution**

Capital Projects:	5,041,000	9,200,000
Additions and Replacements:	42,108,000	55,101,000
<b>Transmission &amp; Distribution Total</b>	<b>47,149,000</b>	<b>64,301,000</b>

### **Utility Technology Services**

Capital Projects:	10,720,000	31,401,000
Additions and Replacements:	2,943,000	7,165,000
<b>Utility Technology Services Total</b>	<b>13,663,000</b>	<b>38,566,000</b>

<b>Sub-Total</b>	<b>\$149,898,000</b>	<b>\$179,379,000</b>
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Projects Funded from New Bonds	(89,661,000)	(96,742,000)
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<b>Total Operating Fund Capital Outlay</b>	<b>\$60,237,000</b>	<b>\$82,637,000</b>
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<b>Tacoma Power</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **General Plant Capital Projects**

Advanced Metering Infrastructure (AMI)	\$22,918,000	\$0
Capital Funding	4,677,000	0
ECC Battery Monitoring	122,000	0
Facilities - TPU Garage Electrical System Replacement	0	293,000
Facilities ABN Main Fan Modernization	878,000	0
Service Division Capital-Customer Service	94,000	0
South Service Center Storage	0	2,707,000
Tacoma Power Facility Elevator Controls Upgrade	2,465,000	0
TPU Admin Complex Storage and Parking Facility	0	5,293,000
Windom Street Gate Replacement	0	100,000

### **General Plant A & R**

Fleet Replacement	14,800,000	11,000,000
General Plant	200,000	200,000
Tacoma Power Security Upgrade	1,225,000	1,336,000
TPU Critical Operations Power Supply	0	200,000
<b>General Plant Total</b>	<b>\$47,379,000</b>	<b>\$21,129,000</b>

### **Generation Capital Projects**

Cowlitz Falls Downstream Improvements	\$408,000	\$611,000
Cowlitz Mayfield Crane Controls Upgrade	0	517,000
Cowlitz Mayfield Downstream Collection	0	3,457,000
Cowlitz Mossyrock Dam Guard Valve and Stop Logs	109,000	716,000
Cowlitz Mossyrock PDS-6 Replacement	289,000	0
Cowlitz Mossyrock U51, U52 Exciter Controls Retrofit	0	453,000
Cowlitz Mossyrock U53 Draft Tube Wall	0	327,000
Cowlitz Off-Site Fish Rearing - Satellite Ponds	0	595,000
Cowlitz Trout Hatchery Remodel	4,250,000	2,500,000
Cushman #1 Dam ROV Replacement	3,250,000	7,000,000
Cushman #2 Draft Tube Stoplogs	0	2,758,000
Cushman #2 Saltwater Park Hatchery Auxiliary Water Supply	0	796,000
Cushman #2 U31, U32 Unit Rebuild	4,250,000	7,496,000
Cushman #2 U31, U32, U33 TIV & Bypass Valve Actuator Replacemer	0	471,000
Cushman #2 Valve House EG Upgrades & ATS	0	155,000
Cushman Barrier Dam Repair Cont.	6,800,000	0
Cushman FSC Juvenile Fish Collector Upgrades	656,000	0
Cushman FSC Upgrades and South Fork Chinook Recovery Developpr	0	803,000
Cushman Powerhouse Crane Controls Upgrade	425,000	1,402,000
Nisqually Alder & LaGrande Cooling Water Piping & Valve Replacemei	0	225,000
Nisqually Alder U11 Generator Rewind	8,123,000	7,000,000
Nisqually LaGrande Downstream Fish Barrier - FERC	0	534,000
Nisqually LaGrande U1, U2, U3, U4 Excitation Upgrade	0	500,000
Nisqually LaGrande U1, U2, U3, U4 Protection Relay Upgrade	0	500,000
Wynoochee Powerhouse Substation EG	0	304,000

<b>Tacoma Power</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **Generation A & R**

Cowlitz Project Generation	132,000	142,000
Cowlitz Project Recreation	108,000	201,000
Cushman Project Generation	127,000	210,000
Fish Facilities	425,000	452,000
Gen Engineering Automation A&R	0	197,000
Gen Engineering Civil A&R	0	50,000
Gen Engineering Electrical A&R	0	130,000
Gen Engineering Mechanical A&R	0	107,000
Generation Electrical	175,000	0
Generation HMI Server Replacement A&R	0	491,000
Generation Paving	46,000	0
Hydro Plant Automation	340,000	0
Hydro Plant Mechanical	42,000	0
Hydro Plant Water and Sewer Systems	55,000	0
Natural Resources	51,000	22,000
Nisqually Project Generation	112,000	150,000
Nisqually Project Recreation	77,000	110,000
Plant Engineering	17,000	0
Wynoochee Project Generation A&R	51,000	169,000
<b>Generation Total</b>	<b>\$30,318,000</b>	<b>\$41,551,000</b>

### **Power Management Capital Projects**

Customer Energy Programs	\$11,000,000	\$9,954,000
Energy Imbalance Market (EIM)	331,000	0
Energy Trading and Risk Management system (ETRM)	58,000	0
Hydrogen Production, Distribution, and Storage	0	2,340,000
Transportation Electrification	0	1,538,000
<b>Power Management Total</b>	<b>\$11,389,000</b>	<b>\$13,832,000</b>

### **Transmission & Distribution Capital Projects**

#6 Copper Conductor Replacement	\$1,550,000	\$887,000
115 kV Sectionalizing MOD	0	352,000
Billable-WSDOT SR167 Ph1 Stg1b: I5-SR509	0	3,000,000
Distribution Automation	0	688,000
Distribution Efficiency Program	207,000	0

<b>Tacoma Power</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

Distribution Substation Transformer Replacement Program	2,145,000	0
Distribution System Upgrades	678,000	0
Fawcett Ave Duct bank	0	1,280,000
Improve Substation Grounding Systems - Design	0	107,000
Joint Use Pole Enhanced Permitting Project	0	279,000
LaGrande Bank 3 GSU Replacement	0	1,419,000
MC Switchgear Replacement Pilot Project	0	1,188,000
Narrows and North Bay Tower Fall Protection	178,000	0
Replace Digital Fault Recorders	283,000	0

### **Transmission & Distribution A & R**

Central Business District	2,981,000	1,962,000
Distribution Efficiency A&R	0	232,000
Distribution Substation Transformer Replacement	3,457,000	4,487,000
Distribution System Upgrades A&R	0	4,403,000
Distribution Transformer A&R	0	5,723,000
Distribution UG/PM Switchgear Replacement	484,000	301,000
Energy Management System A&R	0	1,577,000
HFC Fiber Projects	0	686,000
HFC Road Projects - Power Apps	433,000	695,000
Joint Use A&R	0	1,252,000
Meters and Devices	2,308,000	2,285,000
New Services	3,822,000	3,990,000
Overhead Distribution & Transmission	14,834,000	14,308,000
Protection & Controls	1,511,000	1,554,000
Rental Light	787,000	500,000
Roads / Public R/W	5,262,000	5,270,000
Substation	2,152,000	2,814,000
T&D Tools and Materials	185,000	250,000
Transmission	1,683,000	1,191,000
Underground	2,209,000	1,621,000
<b>Transmission &amp; Distribution Total</b>	<b>\$47,149,000</b>	<b>\$64,301,000</b>

### **Utility Technology Services Capital Projects**

Asset Investment Planning Software	\$695,918	\$800,000
Automated Distribution Management System	0	13,997,000
Automated Fleet Fuel Management	155,479	0
Customer Engagement Portal	779,168	1,495,000
Distributed Antenna Systems	0	1,555,000
Financial Planning Software	1,020,663	587,000
Identity and Access Management	0	723,000
Physical Access Control System Replacement	1,331,603	173,000
Power GIS Modernization	3,905,951	1,083,000
Power GIS Value Stream	0	6,140,000

<b>Tacoma Power Capital Outlay</b>	<b>2021-2022 Biennium Budget</b>	<b>2023-2024 Biennium Budget</b>
Power VHF Radio System Upgrade	0	2,749,000
TPU Auditorium TV Tacoma Upgrade	123,160	0
Verint Upgrade	0	51,000
Wide Area Network Modernization	2,102,451	2,048,000
Workforce Connect	605,607	0
<b><u>Utility Technology Services A &amp; R</u></b>		
Analytics & Data Management	1,180,000	0
Conference Room AV Upgrades	0	718,000
Cybersecurity and Resilience	194,000	916,000
Operational Information Systems A&R	0	478,000
System Administration	499,000	0
Telephony	119,000	308,000
Unmanned Aircraft Systems Program	0	40,000
Utility Modernization A&R	0	3,254,000
UTS Communications	951,000	1,451,000
<b>Utility Technology Services Total</b>	<b>\$13,663,000</b>	<b>\$38,566,000</b>
<b>Total Capital Outlay</b>	<b>\$149,898,000</b>	<b>\$179,379,000</b>





## OPERATIONAL SUMMARY

**OPERATIONS OF TACOMA WATER** – The Division, doing business as Tacoma Water, is a division of the City of Tacoma, Washington (the City), Department of Public Utilities (the Department) and is included as an enterprise fund in the Comprehensive Annual Financial Report (Annual Report) of the City. The Department consists of Tacoma Power, Tacoma Water and Tacoma Rail and is governed by a five-member Public Utility Board (the Board) appointed by the City Council. Certain matters relating to utility operations such as system expansion, issuance of bonds and fixing of utility rates and charges are initiated and executed by the Board, but also require formal City Council approval.

Tacoma Water owns and operates the City's Water System which includes a surface water supply source (the Watershed); several extensive well fields; a water transmission system consisting of several pipelines, water treatment and quality facilities; various reservoirs, standpipes and pump stations; and an extensive distribution system. Tacoma Water had supplied water to approximately 108,897 customer accounts and had 281 employees as of December 31, 2022. Tacoma Water's service area includes the City of Tacoma and urbanized areas of Pierce and South King Counties. Water service outside the City limits is provided under franchises granted by both Pierce and King Counties and multiple other cities.

Prior to 2020, Tacoma Water was organized as Water Distribution Engineering, Water Distribution Operations, Water Quality, Water Supply, Water Asset and Information Management, and Water Finance and Analytics. In 2020, Tacoma Water reorganized to combine groups by functions in support of a 2020-2025 strategic plan. An overview of the functions included in each of these sections follows:

**The Superintendent Office** is responsible for all utility operations including Enterprise Safety and Strategy and an Assigned Projects Team. Safety is a high priority for the organization. The Safety Team is focused on the development, delivery, and administration of all safety program elements supporting Tacoma Water employees with safe work practices and compliance with all applicable regulations. The Strategy Manager oversees the development and management of the Tacoma Water Strategic Plan. The Assigned Projects Team currently leads the Advanced Meter Project.

**Customer & Employee Experience** is responsible for supporting new and existing Tacoma Water customers including development in our service area, facilitating services received, enterprise communications, education, and conservation activities. This section supports employee workforce development, workforce management, payroll administration, and knowledge management.

**Business Services** delivers customer value through integrated, strategic capabilities across the domains of finance, operational technology, project and portfolio management, data management and analytics. This section owns Tacoma Water's long-range financial planning strategy, cost of service ratemaking, special pricing development, debt management, financial reporting, and internal controls; it is responsible for managing Tacoma Water's data through governance and stewardship, deploying advanced analytics tools and associated training, process development, and data/technology/analytics project delivery; it owns Tacoma Water's technology strategy, and is responsible for application development, support, and solution architecture. Project and Portfolio Management is a new area of deliberate focus for this group, and this capability is responsible for connecting our project portfolio to Tacoma Water's strategy, and enabling portfolio-level capabilities like prioritization, portfolio health visibility, and enterprise resource management.

**Source Water and Treatment Operations** produces, delivers, and balances potable water across transmission and distribution systems to meet seasonal and short-term demand while protecting source water and providing natural resource stewardship. This section also ensures water quality and treatment meet all regulatory requirements through monitoring and reporting and cross-connection control.

**Maintenance and Construction** maintains and repairs all parts of the water system through effective logistics (including fleet and warehouse) and planning. This section supports economic development through the installation of new service connections and water quality by performing system flushing.

**Planning & Engineering** is responsible for all aspects of comprehensive strategic development and engineering planning across all technical and operational functions of Tacoma Water. This section provides technical support for system operations and maintenance and manages the planning, design, and construction of projects to improve the water system.

**The Regional Water Supply System (RWSS)** is a partnership formed by Tacoma, the City of Kent, Covington Water District and Lakehaven Water and Sewer District (the “Participants”) to permit, design, finance, construct, operate, maintain and receive delivery of water from the Second Supply Project. The Second Supply Project consists of the following components: (i) water from the exercise of Tacoma Water’s Second Diversion Water Right, (ii) the Second Supply Pipeline, (iii) improvements made at the Headworks diversion dam and intake, (iv) Second Supply Project fisheries and environmental enhancements, (v) the right to store water as a result of the Howard Hanson Dam Additional Storage Project, and (vi) associated Treatment Facilities. Participants’ rights and obligations with regard to the Second Supply Project are called out in the Second Supply Project Agreement. Tacoma has a 15/36 Participant Share and each of the others have a 7/36 Participant Share. A Participant Share represents a Participant’s proportional right to receive water delivered by the Second Supply Project and represents a Participant’s obligation to pay project costs, including Fixed and Variable Operation & Maintenance Costs, Initial Project Construction Costs and ongoing Capital Expenditures. Tacoma, consistent with the Project Agreement, is the owner and operator of the Second Supply Project.



<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE**

Operating Revenue			
Water Sales	\$182,192,629	\$188,101,827	\$196,148,741
Anticipated Additional Revenue	0	5,704,355	11,980,391
Other Operating Revenue	8,911,281	8,607,291	8,129,005
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,474</b>	<b>216,258,137</b>
Non-Operating Revenue			
Interest	3,422,787	600,000	800,000
BABS Interest Federal Subsidy	5,618,931	5,594,130	5,603,040
Miscellaneous	768,935	1,157,602	721,093
Transfers from other Funds:			
Capital Reserve Fund	10,642,992	41,719,154	12,291,156
System Development Charge	0	6,760,852	35,077,277
Appropriation from Fund Balance	0	24,634,386	26,617,803
<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

### **EXPENDITURES**

Personnel Costs	\$51,470,551	\$63,354,823	\$73,143,749
Supplies, Services & Other Charges	52,424,332	61,418,580	74,893,532
Taxes - Current Revenue Estimate	26,423,032	27,424,496	28,873,486
Taxes - Anticipated Additional Revenue	0	752,895	1,606,654
Debt Service	52,879,097	50,597,584	46,099,167
Capital Outlay	20,097,394	79,331,221	72,751,918
<b>Total Expenditures</b>	<b>\$203,294,406</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

### **CAPITAL OUTLAY FINANCING DETAIL**

Funded from Existing Bonds		\$0	\$0
Funded from Operating Fund		30,851,215	25,383,485
Funded from Water Capital Reserve Fund		41,719,154	12,291,156
Funded from System Development Charge Fund		6,760,852	35,077,277
<b>Total Capital Outlay</b>		<b>\$79,331,221</b>	<b>\$72,751,918</b>

### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	275.5 / 278.5	285.3 / 293.3	313.0 / 313.0
Project	10.8 / 10.8	14.0 / 14.0	12.0 / 12.0
Temporary	1.5 / 1.5	1.5 / 1.5	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>287.8 / 290.8</b>	<b>300.8 / 308.8</b>	<b>325.0 / 325.0</b>

Includes 2021-22 Mid Biennium Adjustments  
 Prior years may have been reclassified or restated to reflect organizational changes.

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE SUMMARY**

Water Sales	\$182,192,629	\$188,101,827	\$196,148,741
Anticipated Additional Revenue		5,704,355	11,980,391
Other Operating Revenue	8,911,281	8,607,291	8,129,005
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,474</b>	<b>216,258,137</b>
Non-Operating Revenue	20,453,645	55,831,738	54,492,566
Appropriation from Fund Balance		24,634,386	26,617,803
<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

### **REVENUE DETAIL**

#### **Water Sales**

Residential	\$122,708,323	\$118,838,087	\$135,422,336
Pulp Mill	13,992,405	13,916,765	14,629,756
Wholesale	5,069,878	5,519,244	5,796,800
Other Water Sales	40,422,023	49,827,731	40,299,849
	182,192,629	188,101,827	196,148,741
Anticipated Additional Revenue		5,704,355	11,980,391
<b>Total Water Sales</b>	<b>182,192,629</b>	<b>193,806,182</b>	<b>208,129,132</b>
Cascade Water Alliance	5,036,541	4,766,667	4,466,766
Public Fire Protection	823,049	668,024	766,557
Miscellaneous Water Revenue	3,051,690	3,172,600	2,895,682
<b>Total Other Operating Revenue</b>	<b>8,911,281</b>	<b>8,607,291</b>	<b>8,129,005</b>
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,474</b>	<b>216,258,137</b>

#### **Other Income**

Interest	3,422,787	600,000	800,000
BABS Interest Federal Subsidy	5,618,931	5,594,130	5,603,040
Miscellaneous	768,935	1,157,602	721,093
Transfers from Other Funds:			
Capital Reserve Fund	10,642,992	41,719,154	12,291,156
System Development Charge	0	6,760,852	35,077,277
<b>Total Non-Operating Revenue</b>	<b>20,453,645</b>	<b>55,831,738</b>	<b>54,492,566</b>
Appropriation from Fund Balance		24,634,386	26,617,803

<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>
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<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation and Maintenance by Section**

Water Administration	\$61,611,810	\$67,610,037	\$74,940,288
Distribution Engineering	5,488,482	0	0
Distribution Operations	23,109,596	0	0
Quality	13,436,636	0	0
Supply	16,556,832	0	0
Asset and Information Management	6,507,510	0	0
Rates and Financial Planning	3,607,050	0	0
Maintenance & Construction	0	36,967,833	42,304,297
Business Services	0	12,693,587	16,657,750
Customer & Employee Experience	0	6,809,960	9,475,397
Planning & Engineering	0	13,446,717	15,201,359
Source Water & Treatment Operations	0	15,422,659	19,938,329

<b>Total for Division</b>	<b>\$130,317,915</b>	<b>\$152,950,793</b>	<b>\$178,517,421</b>
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**SUMMARY - Operation and Maintenance by Category**

Salaries & Wages	\$48,610,502	\$56,386,365	\$66,166,267
Employee Benefits	18,318,941	23,681,787	27,056,432
Capital Credit & Labor To/From Others	(15,458,891)	(16,713,329)	(20,078,950)
<b>Total Personnel Costs</b>	<b>51,470,551</b>	<b>63,354,823</b>	<b>73,143,749</b>
Supplies	15,677,918	16,962,270	21,176,396
Services	11,309,863	13,085,398	17,193,264
Other Charges	3,125,102	4,914,673	4,615,731
Assessments	22,311,449	26,456,239	31,908,141
Taxes	26,423,032	28,177,391	30,480,140

<b>Total for Division</b>	<b>\$130,317,915</b>	<b>\$152,950,793</b>	<b>\$178,517,421</b>
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<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Administration</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$682,157	(\$400,045)	(\$2,114,712)
Employee Benefits	180,479	(337,786)	(1,080,414)
Capital Credit & Labor To/From Others	166,770	73,631	(74,007)
<b>Total Personnel Costs</b>	<b>1,029,406</b>	<b>(664,200)</b>	<b>(3,269,133)</b>
Supplies	11,351,591	12,450,774	15,239,784
Services	720,141	(131,807)	42,113
Other Charges	(19,796)	1,321,639	539,243
Assessments	22,107,437	26,456,239	31,908,141
Taxes	26,423,032	28,177,391	30,480,140

<b>Total Operation &amp; Maintenance</b>	<b>\$61,611,810</b>	<b>\$67,610,037</b>	<b>\$74,940,288</b>
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### **Water Superintendents Office Admin (581000)**

Salaries & Wages	\$680,756	\$1,451,191	\$1,814,772
Employee Benefits	180,479	488,743	658,175
Capital Credit & Labor To/From Others	144,496	73,631	(14,161)
<b>Total Personnel Costs</b>	<b>1,005,731</b>	<b>2,013,565</b>	<b>2,458,786</b>
Supplies	92,257	81,598	98,458
Services	678,039	615,220	(19,287)
Other Charges	(3,350,694)	(1,613,739)	(3,891,281)
Assessments	22,107,437	26,456,239	31,908,141
<b>Total</b>	<b>\$20,532,770</b>	<b>\$27,552,883</b>	<b>\$30,554,817</b>

### **Water Enterprise Strategy (581003)**

Salaries & Wages	\$77	\$234,618	\$258,217
Employee Benefits	0	89,743	96,115
Capital Credit & Labor To/From Others	(77)	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>324,360</b>	<b>354,331</b>
Supplies		4,920	3,324
Services		1,000	1,000
Other Charges		7,540	5,100
<b>Total</b>	<b>\$0</b>	<b>\$337,820</b>	<b>\$363,755</b>

<b>TACOMA WATER Administration</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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#### **Water Enterprise Safety (581004)**

Salaries & Wages		\$374,077	\$459,866
Employee Benefits		163,003	186,117
Capital Credit & Labor To/From Others		0	(59,846)
<b>Total Personnel Costs</b>	<b>0</b>	<b>537,080</b>	<b>586,137</b>
Supplies		30,259	46,624
Services		14,399	20,400
Other Charges		44,060	49,755
<b>Total</b>	<b>\$0</b>	<b>\$625,798</b>	<b>\$702,916</b>

#### **Undistributed Costs (581100)**

Salaries & Wages Vacancy Factor	\$1,324	(\$2,459,931)	(\$4,647,567)
Employee Benefits Vacancy Factor	0	(1,079,275)	(2,020,820)
Capital Credit & Labor To/From Others	22,351	0	0
<b>Total Personnel Costs</b>	<b>23,675</b>	<b>(3,539,206)</b>	<b>(6,668,387)</b>
Supplies	11,259,333	12,333,998	15,091,379
Services	42,102	(762,426)	40,000
Other Charges	3,330,898	2,883,779	4,375,669
Taxes	26,423,032	28,177,391	30,480,140
<b>Total</b>	<b>\$41,079,040</b>	<b>\$39,093,536</b>	<b>\$43,318,800</b>

<b>Total Admin, Strategy &amp; Safety Section</b>	<b>\$61,611,810</b>	<b>\$67,610,037</b>	<b>\$74,940,288</b>
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#### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	2.0 / 2.0	3.0 / 3.0	8.0 / 8.0
Project	0.0 / 0.0	0.0 / 0.0	2.0 / 2.0
Temporary	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>2.0 / 2.0</b>	<b>3.0 / 3.0</b>	<b>10.0 / 10.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Planning &amp; Engineering</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$94,602	\$12,008,662	\$15,167,943
Employee Benefits	0	4,768,495	5,777,980
Capital Credit & Labor To/From Others	(94,602)	(5,987,411)	(8,292,447)
<b>Total Personnel Costs</b>	<b>0</b>	<b>10,789,746</b>	<b>12,653,476</b>
Supplies	0	745,748	573,275
Services	22	1,603,153	1,741,146
Other Charges	(22)	308,071	233,462

<b>Total Operation &amp; Maintenance</b>	<b>\$0</b>	<b>\$13,446,717</b>	<b>\$15,201,359</b>
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**Water Planning & Engineering (585800)**

Salaries & Wages		\$588,776	\$609,815
Employee Benefits		241,905	254,438
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>830,681</b>	<b>864,253</b>
Supplies		14,039	12,718
Services		0	25,000
Other Charges		35,375	20,700
<b>Total</b>	<b>\$0</b>	<b>\$880,095</b>	<b>\$922,671</b>

**Water Treatment & Quality Planning (583820)**

Salaries & Wages	\$5,812	\$822,984	\$903,485
Employee Benefits	0	296,872	312,557
Capital Credit & Labor To/From Others	(5,812)	(226,338)	(147,797)
<b>Total Personnel Costs</b>	<b>0</b>	<b>893,517</b>	<b>1,068,245</b>
Supplies		23,559	17,348
Services		1,400	160,889
Other Charges		18,966	25,752
<b>Total</b>	<b>\$0</b>	<b>\$937,442</b>	<b>\$1,272,234</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Planning &amp; Engineering</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Water System & Asset Planning (584810)**

Salaries & Wages	\$4,503	\$1,852,269	\$2,377,883
Employee Benefits	0	731,111	873,001
Capital Credit & Labor To/From Others	(4,503)	(18,987)	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>2,564,393</b>	<b>3,250,884</b>
Supplies		31,756	146,727
Services		800,000	740,000
Other Charges		49,910	35,900
<b>Total</b>	<b>\$0</b>	<b>\$3,446,059</b>	<b>\$4,173,511</b>

#### **Water Resources (584830)**

Salaries & Wages	\$5,813	\$853,730	\$952,140
Employee Benefits	0	301,242	316,039
Capital Credit & Labor To/From Others	(5,813)	(55,968)	(264,768)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,099,004</b>	<b>1,003,411</b>
Supplies		14,039	8,818
Services		125,000	300,000
Other Charges		25,020	17,910
<b>Total</b>	<b>\$0</b>	<b>\$1,263,063</b>	<b>\$1,330,139</b>

#### **Water Engineering (584840)**

Salaries & Wages			\$2,253,007
Employee Benefits			796,822
Capital Credit & Labor To/From Others			(1,559,968)
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>1,489,861</b>
Supplies			25,786
Services			81,300
Other Charges			33,375
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,630,321</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Planning &amp; Engineering</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Water Electrical & Control Systems (584850)**

Salaries & Wages	\$27,201	\$2,173,737	\$2,701,581
Employee Benefits	0	887,889	1,048,757
Capital Credit & Labor To/From Others	(27,201)	(1,137,026)	(1,861,147)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,924,599</b>	<b>1,889,191</b>
Supplies		697,991	421,535
Services	22	456,352	243,489
Other Charges	(22)	80,800	66,200
<b>Total</b>	<b>\$0</b>	<b>\$3,159,742</b>	<b>\$2,620,415</b>

**Water Project Delivery (585840)**

Salaries & Wages	\$51,273	\$5,717,167	\$5,370,032
Employee Benefits	0	2,309,476	2,176,367
Capital Credit & Labor To/From Others	(51,273)	(4,549,093)	(4,458,767)
<b>Total Personnel Costs</b>	<b>0</b>	<b>3,477,550</b>	<b>3,087,632</b>
Supplies		(35,635)	(59,655)
Services		220,401	190,468
Other Charges		98,000	33,625
<b>Total</b>	<b>\$0</b>	<b>\$3,760,316</b>	<b>\$3,252,069</b>

<b>Total Planning &amp; Engineering Section</b>	<b>\$0</b>	<b>\$13,446,717</b>	<b>\$15,201,359</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	0.0 / 0.0	57.2 / 59.2	62.0 / 62.0
Project	0.0 / 0.0	2.0 / 2.0	0.0 / 0.0
Temporary	0.0 / 0.0	0.8 / 0.8	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>0.0 / 0.0</b>	<b>60.0 / 62.0</b>	<b>62.0 / 62.0</b>



<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Maintenance &amp; Construction</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$258,760	\$25,407,184	\$29,674,565
Employee Benefits	0	11,402,851	13,176,705
Capital Credit & Labor To/From Others	(258,760)	(7,113,006)	(9,089,287)
<b>Total Personnel Costs</b>	<b>0</b>	<b>29,697,029</b>	<b>33,761,983</b>
Supplies	0	813,417	986,182
Services	22	6,872,077	8,075,032
Other Charges	(22)	(414,690)	(518,901)

<b>Total Operation &amp; Maintenance</b>	<b>\$0</b>	<b>\$36,967,833</b>	<b>\$42,304,297</b>
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**Water Maintenance & Construction (582300)**

Salaries & Wages		\$467,103	\$531,785
Employee Benefits		175,397	190,582
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>642,500</b>	<b>722,367</b>
Supplies		10,639	7,846
Services		185,525	0
Other Charges		11,000	12,000
<b>Total</b>	<b>\$0</b>	<b>\$849,664</b>	<b>\$742,213</b>

**Water Field Operations (582310)**

Salaries & Wages		\$319,197	\$273,960
Employee Benefits		108,258	104,776
Capital Credit & Labor To/From Others		0	(189,149)
<b>Total Personnel Costs</b>	<b>0</b>	<b>427,455</b>	<b>189,587</b>
Supplies		7,239	4,174
Services		0	0
Other Charges		1,640	1,600
<b>Total</b>	<b>\$0</b>	<b>\$436,335</b>	<b>\$195,361</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Maintenance &amp; Construction</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Water Maintenance Distribution (582311)**

Salaries & Wages	\$204,274	\$15,821,813	\$18,885,548
Employee Benefits	0	7,255,585	8,551,921
Capital Credit & Labor To/From Others	(204,274)	(5,934,246)	(6,998,711)
<b>Total Personnel Costs</b>	<b>0</b>	<b>17,143,153</b>	<b>20,438,758</b>
Supplies		(106,143)	(117,504)
Services	22	5,813,377	6,193,047
Other Charges	(22)	462,775	616,250
<b>Total</b>	<b>\$0</b>	<b>\$23,313,162</b>	<b>\$27,130,551</b>

#### **Water Maintenance Green River Filtration (583314)**

Salaries & Wages	\$18,452	\$1,469,553	\$1,769,943
Employee Benefits	0	579,821	729,070
Capital Credit & Labor To/From Others	(18,452)	(471,072)	(623,137)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,578,303</b>	<b>1,875,876</b>
Supplies		242,289	334,064
Services		159,170	255,489
Other Charges		19,016	17,303
<b>Total</b>	<b>\$0</b>	<b>\$1,998,779</b>	<b>\$2,482,732</b>

#### **Water Supply & Transmission (584312)**

Salaries & Wages	\$35,965	\$4,391,064	\$4,764,569
Employee Benefits	0	1,942,789	2,115,141
Capital Credit & Labor To/From Others	(35,965)	(466,960)	65,046
<b>Total Personnel Costs</b>	<b>0</b>	<b>5,866,893</b>	<b>6,944,756</b>
Supplies		614,598	715,733
Services		710,772	1,522,304
Other Charges		98,348	51,748
<b>Total</b>	<b>\$0</b>	<b>\$7,290,612</b>	<b>\$9,234,541</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Maintenance &amp; Construction</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Water Maintenance Planning & Logistics (585320)**

Salaries & Wages	\$68	\$895,500	\$1,202,616
Employee Benefits	0	438,190	506,355
Capital Credit & Labor To/From Others	(68)	0	(425,300)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,333,690</b>	<b>1,283,671</b>
Supplies		20,957	12,536
Services		0	30,000
Other Charges		84,000	29,000
<b>Total</b>	<b>\$0</b>	<b>\$1,438,647</b>	<b>\$1,355,207</b>

#### **Water Maintenance Planning (585321)**

Salaries & Wages		\$1,301,375	\$1,443,888
Employee Benefits		525,072	567,508
Capital Credit & Labor To/From Others		(240,728)	(923,910)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,585,718</b>	<b>1,087,487</b>
Supplies		19,917	24,456
Services		0	14,350
Other Charges		35,000	37,400
<b>Total</b>	<b>\$0</b>	<b>\$1,640,635</b>	<b>\$1,163,693</b>

#### **Water Warehouse (582322)**

Salaries & Wages		\$741,578	\$799,956
Employee Benefits		377,739	411,352
Capital Credit & Labor To/From Others		0	5,873
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,119,317</b>	<b>1,217,182</b>
Supplies		3,920	4,678
Services		3,233	59,842
Other Charges		(1,126,469)	(1,281,702)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Maintenance &amp; Construction</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Water McMillin Warehouse (584322)**

Salaries & Wages			\$2,300
Employee Benefits			0
Capital Credit & Labor To/From Others			0
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>2,300</b>
Supplies			200
Services			0
Other Charges			(2,500)
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Maint. &amp; Const. Section</b>	<b>\$0</b>	<b>\$36,967,833</b>	<b>\$42,304,297</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	0.0 / 0.0	134.0 / 137.0	145.0 / 145.0
Project	0.0 / 0.0	8.0 / 8.0	8.0 / 8.0
Temporary	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>0.0 / 0.0</b>	<b>142.0 / 145.0</b>	<b>153.0 / 153.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Source Water &amp; Treatment Operations</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$123,145	\$8,650,673	\$9,700,058
Employee Benefits	0	3,441,932	3,755,297
Capital Credit & Labor To/From Others	(123,145)	(3,014,493)	(1,784,831)
<b>Total Personnel Costs</b>	<b>0</b>	<b>9,078,111</b>	<b>11,670,524</b>
Supplies	0	2,468,521	3,172,208
Services	94	1,693,803	2,520,152
Other Charges	(94)	2,182,223	2,575,445

<b>Total Operation &amp; Maintenance</b>	<b>\$0</b>	<b>\$15,422,659</b>	<b>\$19,938,329</b>
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**Source Water & Treatment (583600)**

Salaries & Wages	\$192	\$791,639	\$571,302
Employee Benefits	0	275,058	190,876
Capital Credit & Labor To/From Others	(192)	(9,182)	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,057,514</b>	<b>762,177</b>
Supplies		24,319	16,646
Services		20,000	5,000
Other Charges		28,834	35,744
<b>Total</b>	<b>\$0</b>	<b>\$1,130,667</b>	<b>\$819,567</b>

**Quality & Operations (583610)**

Salaries & Wages		\$337,319	\$376,264
Employee Benefits		108,258	111,688
Capital Credit & Labor To/From Others		(21,336)	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>424,241</b>	<b>487,952</b>
Supplies		8,324	7,428
Services		0	0
Other Charges		6,256	10,148
<b>Total</b>	<b>\$0</b>	<b>\$438,821</b>	<b>\$505,528</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Source Water &amp; Treatment Operations</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Quality Assurance (583611)**

Salaries & Wages	\$12,226	\$1,236,059	\$1,358,267
Employee Benefits	0	508,279	559,834
Capital Credit & Labor To/From Others	(12,226)	(353,989)	169,010
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,390,349</b>	<b>2,087,111</b>
Supplies	0	84,617	79,186
Services	94	485,788	579,515
Other Charges	(94)	123,690	125,940
<b>Total</b>	<b>\$0</b>	<b>\$2,084,444</b>	<b>\$2,871,751</b>

#### **Green River Treatment Operations (583612)**

Salaries & Wages	\$51,094	\$2,869,027	\$3,066,974
Employee Benefits	0	1,176,964	1,202,280
Capital Credit & Labor To/From Others	(51,094)	(1,788,880)	(1,442,735)
<b>Total Personnel Costs</b>	<b>0</b>	<b>2,257,112</b>	<b>2,826,520</b>
Supplies		1,609,571	2,413,302
Services		318,886	510,230
Other Charges		544,052	786,246
<b>Total</b>	<b>\$0</b>	<b>\$4,729,621</b>	<b>\$6,536,297</b>

#### **Ground Water Treatment Operations (583613)**

Salaries & Wages	\$18,633	\$835,490	\$1,246,441
Employee Benefits	0	333,733	464,876
Capital Credit & Labor To/From Others	(18,633)	435,000	835,456
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,604,223</b>	<b>2,546,773</b>
Supplies		568,460	432,001
Services		16,163	75,493
Other Charges		1,400,898	1,540,718
<b>Total</b>	<b>\$0</b>	<b>\$3,589,743</b>	<b>\$4,594,986</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Source Water &amp; Treatment Operations</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Watershed Services (583620)**

Salaries & Wages		\$264,931	\$351,264
Employee Benefits		92,788	111,688
Capital Credit & Labor To/From Others		(61,243)	(46,239)
<b>Total Personnel Costs</b>	<b>0</b>	<b>296,476</b>	<b>416,713</b>
Supplies		6,927	5,144
Services		1,061	35,756
Other Charges		19,778	18,199
<b>Total</b>	<b>\$0</b>	<b>\$324,242</b>	<b>\$475,812</b>

#### **Watershed Operations (583621)**

Salaries & Wages	\$26,989	\$1,453,858	\$1,737,878
Employee Benefits	0	587,918	716,280
Capital Credit & Labor To/From Others	(26,989)	(776,181)	(1,132,798)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,265,594</b>	<b>1,321,361</b>
Supplies		154,397	208,248
Services		761,854	883,167
Other Charges		45,756	42,811
<b>Total</b>	<b>\$0</b>	<b>\$2,227,601</b>	<b>\$2,455,587</b>

#### **Environmental Stewardship (583622)**

Salaries & Wages	\$14,011	\$862,350	\$991,667
Employee Benefits	0	358,934	397,775
Capital Credit & Labor To/From Others	(14,011)	(438,682)	(167,525)
<b>Total Personnel Costs</b>	<b>0</b>	<b>782,602</b>	<b>1,221,917</b>
Supplies		11,906	10,253
Services		90,051	430,992
Other Charges		12,959	15,639
<b>Total</b>	<b>\$0</b>	<b>\$897,519</b>	<b>\$1,678,801</b>

<b>Total Source Water &amp; Treat. Ops. Section</b>	<b>\$0</b>	<b>\$15,422,659</b>	<b>\$19,938,329</b>
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#### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	0.0 / 0.0	38.0 / 38.0	38.0 / 38.0
Project	0.0 / 0.0	2.0 / 2.0	2.0 / 2.0
Temporary	0.0 / 0.0	0.2 / 0.2	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>0.0 / 0.0</b>	<b>40.2 / 40.2</b>	<b>40.0 / 40.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Customer &amp; Employee Experience</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$9,122	\$4,596,146	\$5,874,349
Employee Benefits	0	1,947,300	2,408,164
Capital Credit & Labor To/From Others	(9,122)	(526,999)	(534,577)
<b>Total Personnel Costs</b>	<b>0</b>	<b>6,016,446</b>	<b>7,747,936</b>
Supplies		91,264	83,816
Services		219,778	1,052,208
Other Charges		482,472	591,437

<b>Total Operation &amp; Maintenance</b>	<b>\$0</b>	<b>\$6,809,960</b>	<b>\$9,475,397</b>
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**Customer & Employee Experience (585600)**

Salaries & Wages	\$281	\$547,836	\$580,882
Employee Benefits	0	184,748	193,608
Capital Credit & Labor To/From Others	(281)	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>732,584</b>	<b>774,490</b>
Supplies		10,879	9,046
Services		200	0
Other Charges		16,850	14,150
<b>Total</b>	<b>\$0</b>	<b>\$760,513</b>	<b>\$797,686</b>

**Employee Experience (585610)**

Salaries & Wages	\$340	\$1,493,064	\$1,950,947
Employee Benefits	0	643,929	789,603
Capital Credit & Labor To/From Others	(340)	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>2,136,993</b>	<b>2,740,550</b>
Supplies		30,891	28,124
Services		143,055	776,748
Other Charges		139,211	154,127
<b>Total</b>	<b>\$0</b>	<b>\$2,450,150</b>	<b>\$3,699,549</b>



<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Customer &amp; Employee Experience</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Customer Experience (585620)**

Salaries & Wages	\$8,500	\$2,555,246	\$3,135,367
Employee Benefits	0	1,118,622	1,340,176
Capital Credit & Labor To/From Others	(8,500)	(526,999)	(611,147)
<b>Total Personnel Costs</b>	<b>0</b>	<b>3,146,869</b>	<b>3,864,396</b>
Supplies		49,493	35,272
Services		76,523	230,410
Other Charges		326,411	79,510
<b>Total</b>	<b>\$0</b>	<b>\$3,599,297</b>	<b>\$4,209,588</b>

**Community Engagement (585621)**

Salaries & Wages			\$207,153
Employee Benefits			84,777
Capital Credit & Labor To/From Others			76,570
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>368,500</b>
Supplies			11,374
Services			45,050
Other Charges			343,650
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$768,574</b>

<b>Total Cust. &amp; Emp. Experience Section</b>	<b>\$0</b>	<b>\$6,809,960</b>	<b>\$9,475,397</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	0.0 / 0.0	28.0 / 29.0	28.0 / 28.0
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<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Business Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$58,114	\$6,123,746	\$7,864,065
Employee Benefits	0	2,458,996	3,018,699
Capital Credit & Labor To/From Others	(58,114)	(145,051)	(303,801)
<b>Total Personnel Costs</b>	<b>0</b>	<b>8,437,690</b>	<b>10,578,963</b>
Supplies		392,546	1,121,130
Services		2,828,393	3,762,612
Other Charges		1,034,957	1,195,045

<b>Total Operation &amp; Maintenance</b>	<b>\$0</b>	<b>\$12,693,587</b>	<b>\$16,657,750</b>
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**Business Services (585700)**

Salaries & Wages	\$6,143	\$483,527	\$538,602
Employee Benefits	0	177,525	190,740
Capital Credit & Labor To/From Others	(6,143)	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>661,053</b>	<b>729,342</b>
Supplies		12,679	12,846
Services		121,000	168,000
Other Charges		78,000	132,000
<b>Total</b>	<b>\$0</b>	<b>\$872,732</b>	<b>\$1,042,188</b>

**Financial Stewardship (585710)**

Salaries & Wages	\$16,227	\$1,292,613	\$1,716,756
Employee Benefits	0	512,617	650,855
Capital Credit & Labor To/From Others	(16,227)	(26,866)	(18,565)
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,778,364</b>	<b>2,349,046</b>
Supplies		19,717	17,058
Services		241,525	280,600
Other Charges		41,005	33,095
<b>Total</b>	<b>\$0</b>	<b>\$2,080,611</b>	<b>\$2,679,799</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Business Services</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Operational Technology (585720)**

Salaries & Wages	\$21,939	\$2,750,283	\$3,046,969
Employee Benefits	0	1,152,009	1,176,374
Capital Credit & Labor To/From Others	(21,939)	(118,185)	(285,236)
<b>Total Personnel Costs</b>	<b>0</b>	<b>3,784,107</b>	<b>3,938,107</b>
Supplies		341,633	1,068,076
Services		2,385,868	2,491,612
Other Charges		860,207	885,350
<b>Total</b>	<b>\$0</b>	<b>\$7,371,815</b>	<b>\$8,383,145</b>

**Analytics & Implementation (585730)**

Salaries & Wages	\$13,805	\$1,352,914	\$2,292,267
Employee Benefits	0	525,184	902,437
Capital Credit & Labor To/From Others	(13,805)	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>1,878,098</b>	<b>3,194,705</b>
Supplies		16,157	21,226
Services		80,000	722,400
Other Charges		55,745	119,600
<b>Total</b>	<b>\$0</b>	<b>\$2,030,000</b>	<b>\$4,057,931</b>

**Project Support (585740)**

Salaries & Wages		\$244,409	\$269,470
Employee Benefits		91,661	98,293
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>336,070</b>	<b>367,764</b>
Supplies		2,360	1,924
Services		0	100,000
Other Charges		0	25,000
<b>Total</b>	<b>\$0</b>	<b>\$338,429</b>	<b>\$494,688</b>

<b>Total Business Services Section</b>	<b>\$0</b>	<b>\$12,693,587</b>	<b>\$16,657,750</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	0.0 / 0.0	25.0 / 27.0	32.0 / 32.0
Project	0.0 / 0.0	2.0 / 2.0	0.0 / 0.0
Temporary	0.0 / 0.0	0.5 / 0.5	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>0.0 / 0.0</b>	<b>27.5 / 29.5</b>	<b>32.0 / 32.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Distribution Engineering</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

**Distribution Engineering (582100)**

Salaries & Wages	\$5,847,316		
Employee Benefits	2,149,469		
Capital Credit & Labor To/From Others	(3,324,711)		
<b>Total Personnel Costs</b>	<b>4,672,075</b>	<b>0</b>	<b>0</b>
Supplies	(59,020)		
Services	695,682		
Other Charges	179,745		

<b>Total Distribution Engineering Section</b>	<b>\$5,488,482</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	31.0 / 31.0	0.0 / 0.0	0.0 / 0.0
Project	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
Temporary	0.2 / 0.2	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>31.2 / 31.2</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Distribution Operations</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$17,176,127		
Employee Benefits	7,036,217		
Capital Credit & Labor To/From Others	(6,976,336)		
<b>Total Personnel Costs</b>	<b>17,236,008</b>	<b>0</b>	<b>0</b>
Supplies	378,339		
Services	5,486,521		
Other Charges	(195,284)		
Assessments	204,012		

<b>Total Operation &amp; Maintenance</b>	<b>\$23,109,596</b>	<b>\$0</b>	<b>\$0</b>
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**Distribution Operations (582400)**

Salaries & Wages	\$16,679,075		
Employee Benefits	6,828,928		
Capital Credit & Labor To/From Others	(7,003,426)		
<b>Total Personnel Costs</b>	<b>16,504,577</b>	<b>0</b>	<b>0</b>
Supplies	393,106		
Services	5,480,666		
Other Charges	730,988		
<b>Total</b>	<b>\$23,109,337</b>	<b>\$0</b>	<b>\$0</b>

**Warehouse (584500)**

Salaries & Wages	\$497,052		
Employee Benefits	207,289		
Capital Credit & Labor To/From Others	27,089		
<b>Total Personnel Costs</b>	<b>731,431</b>	<b>0</b>	<b>0</b>
Supplies	(14,767)		
Services	5,854		
Other Charges	(926,273)		
Assessments	204,012		
<b>Total</b>	<b>\$258</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Distribution Operations Section</b>	<b>\$23,109,596</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	111.5 / 111.5	0.0 / 0.0	0.0 / 0.0
Project	6.8 / 6.8	0.0 / 0.0	0.0 / 0.0
Temporary	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>118.3 / 118.3</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Quality</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$8,742,855		
Employee Benefits	3,218,811		
Capital Credit & Labor To/From Others	(3,296,515)		
<b>Total Personnel Costs</b>	<b>8,665,150</b>	<b>0</b>	<b>0</b>
Supplies	2,038,262		
Services	1,826,890		
Other Charges	906,334		

<b>Total Operation &amp; Maintenance</b>	<b>\$13,436,636</b>	<b>\$0</b>	<b>\$0</b>
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**Quality Office (583100)**

Salaries & Wages	\$3,217,645		
Employee Benefits	1,139,808		
Capital Credit & Labor To/From Others	(66,986)		
<b>Total Personnel Costs</b>	<b>4,290,467</b>	<b>0</b>	<b>0</b>
Supplies	187,355		
Services	628,251		
Other Charges	157,524		
<b>Total</b>	<b>\$5,263,597</b>	<b>\$0</b>	<b>\$0</b>

**Green River Headworks Treatment (583200)**

Salaries & Wages	\$3,513,500		
Employee Benefits	1,298,828		
Capital Credit & Labor To/From Others	(2,069,913)		
<b>Total Personnel Costs</b>	<b>2,742,415</b>	<b>0</b>	<b>0</b>
Supplies	1,705,193		
Services	573,117		
Other Charges	707,797		
<b>Total</b>	<b>\$5,728,521</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Quality</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Watershed Management & Operations (583310)**

Salaries & Wages	\$1,301,895		
Employee Benefits	508,722		
Capital Credit & Labor To/From Others	(866,335)		
<b>Total Personnel Costs</b>	<b>944,282</b>	<b>0</b>	<b>0</b>
Supplies	108,336		
Services	557,393		
Other Charges	32,603		
<b>Total</b>	<b>\$1,642,614</b>	<b>\$0</b>	<b>\$0</b>

**Environmental Stewardship (585200)**

Salaries & Wages	\$709,815		
Employee Benefits	271,453		
Capital Credit & Labor To/From Others	(293,282)		
<b>Total Personnel Costs</b>	<b>687,986</b>	<b>0</b>	<b>0</b>
Supplies	37,378		
Services	68,130		
Other Charges	8,410		
<b>Total</b>	<b>\$801,904</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Quality Section</b>	<b>\$13,436,636</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	45.0 / 45.0	0.0 / 0.0	0.0 / 0.0
Project	1.0 / 1.0	0.0 / 0.0	0.0 / 0.0
Temporary	0.6 / 0.6	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>46.6 / 46.6</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Supply</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$9,387,400		
Employee Benefits	3,555,910		
Capital Credit & Labor To/From Others	(1,320,751)		
<b>Total Personnel Costs</b>	<b>11,622,559</b>	<b>0</b>	<b>0</b>
Supplies	1,429,895		
Services	1,912,811		
Other Charges	1,591,568		

<b>Total Operation &amp; Maintenance</b>	<b>\$16,556,832</b>	<b>\$0</b>	<b>\$0</b>
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**Supply Office (584100)**

Salaries & Wages	\$33,848		
Employee Benefits	0		
Capital Credit & Labor To/From Others	(33,848)		
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	336		
Services	0		
Other Charges	(336)		
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Supply Operations & Planning (584101)**

Salaries & Wages	\$1,107,846		
Employee Benefits	373,328		
Capital Credit & Labor To/From Others	(314,259)		
<b>Total Personnel Costs</b>	<b>1,166,915</b>	<b>0</b>	<b>0</b>
Supplies	76,771		
Services	130,291		
Other Charges	41,342		
<b>Total</b>	<b>\$1,415,319</b>	<b>\$0</b>	<b>\$0</b>



TACOMA WATER Supply	2019-20 Biennium Actual	2021-22 Biennium Budget	2023-24 Biennium Budget
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#### Supply Maintenance (584102)

Salaries & Wages	\$566,667		
Employee Benefits	197,956		
Capital Credit & Labor To/From Others	(168,360)		
<b>Total Personnel Costs</b>	<b>596,264</b>	<b>0</b>	<b>0</b>
Supplies	6,375		
Services	6,115		
Other Charges	582		
<b>Total</b>	<b>\$609,336</b>	<b>\$0</b>	<b>\$0</b>

#### Supply Electrical & Control (584103)

Salaries & Wages	\$1,948,070		
Employee Benefits	749,095		
Capital Credit & Labor To/From Others	(1,218,761)		
<b>Total Personnel Costs</b>	<b>1,478,404</b>	<b>0</b>	<b>0</b>
Supplies	498,776		
Services	112,189		
Other Charges	77,575		
<b>Total</b>	<b>\$2,166,944</b>	<b>\$0</b>	<b>\$0</b>

#### Supply Engineering & Planning (584104)

Salaries & Wages	\$1,661,690		
Employee Benefits	581,445		
Capital Credit & Labor To/From Others	(686,758)		
<b>Total Personnel Costs</b>	<b>1,556,377</b>	<b>0</b>	<b>0</b>
Supplies	35,278		
Services	632,226		
Other Charges	33,355		
<b>Total</b>	<b>\$2,257,236</b>	<b>\$0</b>	<b>\$0</b>

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Supply</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Supply Wells (584200)**

Salaries & Wages	\$2,408,355		
Employee Benefits	925,923		
Capital Credit & Labor To/From Others	860,639		
<b>Total Personnel Costs</b>	<b>4,194,917</b>	<b>0</b>	<b>0</b>
Supplies	438,251		
Services	391,318		
Other Charges	977,658		
<b>Total</b>	<b>\$6,002,143</b>	<b>\$0</b>	<b>\$0</b>

**Supply Gravity (584400)**

Salaries & Wages	\$1,660,924		
Employee Benefits	728,162		
Capital Credit & Labor To/From Others	240,597		
<b>Total Personnel Costs</b>	<b>2,629,683</b>	<b>0</b>	<b>0</b>
Supplies	374,107		
Services	640,671		
Other Charges	461,393		
<b>Total</b>	<b>\$4,105,854</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Supply Section</b>	<b>\$16,556,832</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	53.0 / 54.0	0.0 / 0.0	0.0 / 0.0
Project	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
Temporary	0.2 / 0.2	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>53.2 / 54.2</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

TACOMA WATER	2019-20	2021-22	2023-24
Asset & Information Mgmt	Biennium Actual	Biennium Budget	Biennium Budget

**SUMMARY - Section Consolidation Operation & Maintenance**

**Asset & Information Mgmt (585300)**

Salaries & Wages	\$3,817,899		
Employee Benefits	1,337,165		
Capital Credit & Labor To/From Others	(183,624)		
<b>Total Personnel Costs</b>	<b>4,971,440</b>	<b>0</b>	<b>0</b>
Supplies	494,659		
Services	447,318		
Other Charges	594,093		

<b>Total Asset &amp; Information Mgmt Section</b>	<b>\$6,507,510</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	21.0 / 21.0	0.0 / 0.0	0.0 / 0.0
Project	3.0 / 3.0	0.0 / 0.0	0.0 / 0.0
Temporary	0.3 / 0.3	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>24.3 / 24.3</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

TACOMA WATER Finance & Analytics	2019-20 Biennium Actual	2021-22 Biennium Budget	2023-24 Biennium Budget
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**SUMMARY - Section Consolidation Operation & Maintenance**

**Finance & Analytics (585500)**

Salaries & Wages	\$2,413,005		
Employee Benefits	840,891		
Capital Credit & Labor To/From Others	20,018		
<b>Total Personnel Costs</b>	<b>3,273,913</b>	<b>0</b>	<b>0</b>
Supplies	44,192		
Services	220,364		
Other Charges	68,580		

<b>Total Finance &amp; Analytics Section</b>	<b>\$3,607,050</b>	<b>\$0</b>	<b>\$0</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	12.0 / 14.0	0.0 / 0.0	0.0 / 0.0
Project	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
Temporary	0.2 / 0.2	0.0 / 0.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>12.2 / 14.2</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>

<b>TACOMA WATER Taxes</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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### **TAX PAYMENTS**

City of Tacoma:			
Gross Earnings Tax (8.0%)	\$15,835,741	\$15,735,417	\$16,362,659
State of Washington:			
Utility & Business Taxes	9,002,661	9,426,027	9,949,866
Other*	1,584,631	2,263,052	2,560,961
Subtotal	<b>26,423,032</b>	<b>27,424,496</b>	<b>28,873,486</b>
Anticipated Additional Revenue**			
Gross Earnings Tax (8.0%)		463,007	958,432
Utility & Business Taxes		289,888	602,494
Other*		0	45,728
		752,895	1,606,654
<b>Total Tacoma Water Taxes</b>	<b>\$26,423,032</b>	<b>\$28,177,391</b>	<b>\$30,480,140</b>

\* Other includes franchise, administrative and other fees paid to other cities and entities and fire patrol assessments paid to WA State DNR.

\*\* Taxes on anticipated additional revenue due to rate increase.

<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Debt Service</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **DEBT SERVICE SUMMARY**

Interest	\$27,489,333	\$25,663,759	\$24,795,311
Principal	25,389,764	24,933,825	21,303,856
<b>Total Debt Service</b>	<b>\$52,879,097</b>	<b>\$50,597,584</b>	<b>\$46,099,167</b>

### **DEBT SERVICE DETAIL**

#### **BONDS**

2005 Bonds	Interest	\$500	\$500	\$500
\$5,000 remaining after refund	Principal	0	0	417
2009 Build America Bonds	Interest	8,830,660	8,830,661	8,830,661
\$76,775,000				
2010 Build America Bonds	Interest	8,154,712	8,154,705	8,145,676
\$74,985,000	Principal	0	0	2,567,917
2010 Refunding of 2001 Bonds	Interest	1,360,107	0	0
\$26,395,000	Principal	8,032,083	0	0
2013 Refunding of 2003 Bonds	Interest	5,948,400	5,948,400	5,948,400
\$74,355,000	Principal	0	0	0
2015 Refunding Bonds	Interest	1,140,175	825,230	472,500
\$18,430,000	Principal	3,127,500	3,439,583	3,795,000
2020 Bank Loan Refunding of 2010	Interest	149,163	295,000	52,865
\$17,466,514	Principal	374,147	9,078,785	3,776,064

#### **LOANS**

Public Works Trust Fund Loans	Interest	172,689	120,344	82,927
	Principal	5,393,527	4,167,701	3,024,071
State Drinking Water Fund Loans	Interest	1,732,926	1,488,919	1,261,783
	Principal	8,462,507	8,247,756	8,140,387

<b>Total Debt Service</b>	<b>\$52,879,097</b>	<b>\$50,597,584</b>	<b>\$46,099,167</b>
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<b>TACOMA WATER</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY**

General Plant	\$38,867,535	\$20,342,802
Water Source	18,557,947	23,274,617
Water Treatment	3,296,359	9,160,670
Water Distribution	18,609,380	19,973,829

<b>Sub-Total</b>	<b>\$79,331,221</b>	<b>\$72,751,918</b>
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Projects Funded from Water Operating Reserve Fund	30,851,215	25,383,485
Projects Funded from Water Capital Reserve Fund	41,719,154	12,291,156
Projects Funded from System Development Charge Fund	6,760,852	35,077,277

<b>Total Operating Fund Capital Outlay</b>	<b>\$79,331,221</b>	<b>\$72,751,918</b>
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### **General Plant**

UTS and Customer Service Projects	\$1,953,208	\$766,261
Advanced Meter Infrastructure (AMI)	23,762,856	12,423,039
Non-Program AMI Costs	5,176,800	0
Land Purchases and Contingency	1,374,000	750,000
Unanticipated Capital Project Contingency	1,200,000	1,300,000
Fleet Additions and Replacements	5,400,671	12,960,446
Capital Carryforward Factor	0	(7,856,944)
<b>General Plant Total</b>	<b>\$38,867,535</b>	<b>\$20,342,802</b>

### **Water Source**

Cathodic Protection	\$350,000	\$500,000
Hood Street Reservoir Seismic Improvements	3,056,700	1,070,000
Water Operations Building Renovations and Seismic Improvements	4,429,395	1,000,000
South Tacoma Pump Station and Hood Street Facilities Improvemer	1,540,000	0
Groundwater Prioritization	2,770,000	5,960,000
Pipeline 1 Pressurization	750,000	4,431,200
Tacoma Water SCADA Modernization	275,000	0
Tehlaeh 950 Reservoir and 1010 Pump Station	5,386,852	9,151,417
Prairie Ridge Springs Slope Failure	0	167,000
Electrical and Communications Upgrades	0	995,000
<b>Water Source Total</b>	<b>\$18,557,947</b>	<b>\$23,274,617</b>

<b>TACOMA WATER</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **Water Treatment**

Built Forestland Assets	\$50,000	\$50,000
Palmer Area Improvements	385,000	140,000
Muckleshoot Agreement	500,000	1,750,000
Corrosion Control GPL Wells	1,090,000	4,770,000
Portable Sample Stations	5,000	0
Dedicated Distribution System Sample Stations	32,000	30,000
MIT Kapowsin Remediation	457,433	0
Hood St Chlorination System Improvements	0	250,000
West McDonald Genset & Batteries replacement	0	100,000
Flow meter bulk replacements (1st Div Only)	0	31,250
1st Diversion:		
Flow meter bulk replacements	0	8,147
GRFF Improvements	0	417,143
Headworks Space Planning	0	536,237
Ozone System Upgrades	0	130,357
North Fork Wells PFC Capacitors	51,448	0
North Fork Wells Renewal and Replacement	225,463	106,105
North Fork Wells Control Valves	23,873	0
Watershed Tools and Equipment	43,450	47,798
Watershed Betterments	86,900	92,119
Major Electrical and Control Equipment	0	86,905
Major Treatment Equipment	141,864	86,905
Security Gates and Cameras	58,370	0
Fleet Additions and Replacements	145,558	387,989
Trap and Sort Facility Upgrades	0	139,715
<b>Water Treatment Total</b>	<b>\$3,296,359</b>	<b>\$9,160,670</b>

### **Water Distribution**

PRV Rebuilds	\$0	\$195,000
FRP: Franchise Required Projects	350,000	820,000
MRP: Proposition 3/Proposition A Projects	200,000	0
MRP: Projects of Opportunity	7,866,243	12,534,924
WDP: Water Division Projects	200,000	200,000
MRP: Curran Road Improvements	0	260,000
Main Retirements	50,000	0



<b>TACOMA WATER</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
Lead Gooseneck Replacement Program	400,000	0
Hydrant Installation and Replacements	460,000	460,000
Service Renewal and Replacements	4,674,051	1,312,000
Valve Installation and Replacements	655,000	325,000
Capital Meters	260,000	490,552
Blowoff Installation and Replacements	335,000	200,000
Water Bottle Refill Stations	28,867	0
Portable Test Meter	10,000	0
MRP: Modern Driven Projects	381,533	520,421
Vactor Truck	0	600,000
Curran Road Acquisition	2,708,686	0
Large Meter Test Bench	30,000	0
Non-Program AMI Costs	0	2,055,932
<b>Water Distribution Total</b>	<b>\$18,609,380</b>	<b>\$19,973,829</b>
<b>Total Capital Outlay</b>	<b>\$79,331,221</b>	<b>\$72,751,918</b>



**REGIONAL WATER SUPPLY SYSTEM (RWSS)**

**TACOMA PUBLIC UTILITIES**

**2023-2024**

**BIENNIUM BUDGET**

**MEMORANDUM ONLY**



<b>REGIONAL WATER SUPPLY SYSTEM Biennial Budget - Memorandum Only</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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### **REVENUE**

Operating Revenue		
Operations - Partners	\$5,169,954	\$6,669,673
Operations - Tacoma	4,808,161	6,335,629
<b>Total Operating Revenue</b>	<b>9,978,115</b>	<b>13,005,302</b>
Debt Service - Partners	5,435,684	6,817,981
BABs Interest Federal Subsidy - Partners	415,127	416,009
Debt Service - Tacoma	7,529,169	8,755,749
BABs Interest Federal Subsidy - Tacoma	1,219,066	1,221,657
<b>Total Debt Service</b>	<b>14,599,046</b>	<b>17,211,396</b>
Non-Operating Revenue		
Capital - Partners	537,544	2,075,386
Capital - Tacoma	384,013	1,482,418
Capital - Other	0	0
<b>Total Capital</b>	<b>921,557</b>	<b>3,557,804</b>
<b>Interest</b>	<b>44,000</b>	<b>50,000</b>
<b>Total Non Operating Revenue</b>	<b>15,564,603</b>	<b>20,819,200</b>
<b>Total Revenue</b>	<b>\$25,542,718</b>	<b>\$33,824,502</b>

### **EXPENDITURES**

Personnel Costs	\$4,659,781	\$4,977,847
Supplies	2,494,675	3,790,254
Services	1,851,783	3,001,419
Other Charges	971,876	1,235,781
Debt Service	14,599,046	17,211,396
Capital Outlay	921,557	3,557,804
Interest	44,000	50,000
<b>Total Expenditures</b>	<b>\$25,542,718</b>	<b>\$33,824,502</b>

<b>REGIONAL WATER SUPPLY SYSTEM</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Biennial Budget - Memorandum Only</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **DEBT SERVICE**

2010 BABs & Tax Exempt Bonds		
Debt Interest	\$3,318,067	\$3,265,084
BABs Subsidy	1,634,193	1,637,666
Debt Principal	647,500	702,079
2013 Refunding Bond		
Debt Interest	5,105,954	4,695,745
Debt Principal	3,893,332	6,910,822

<b>Total Debt Service</b>	<b>\$14,599,046</b>	<b>\$17,211,396</b>
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### **CAPITAL OUTLAY**

Watershed Tools and Equipment	\$56,550	\$62,202
Watershed Betterments	113,100	119,881
Major Treatment & Equipment	184,636	113,095
North Fork Wells Renewal & Replacement	199,538	93,895
North Fork Wells Control Valves	21,128	0
Security Gates & Camera	71,630	0
HH Additional Water Storage Project	40,000	910,000
Fleet Additions & Replacements	189,443	504,456
North Fork Wells PFC Capacitors	45,532	0
Covington Turnout Generator & ATS Replacement	0	20,000
Flow meter bulk replacements	0	10,603
Flow meter bulk replacements (100% RWSS)	0	18,750
GRFF Improvements	0	542,857
Headworks Space Planning	0	697,842
Ozone System Upgrades	0	169,643
RWSS Major Electrical and Control Equipment	0	113,095
Trap and Sort Facility Upgrade	0	171,485
FRP: 167/509 P5 Relocation	0	5,000
FRP: Fish Passage P5 Relocation near Black Diamond	0	5,000

<b>Total Capital Outlay</b>	<b>\$921,557</b>	<b>\$3,557,804</b>
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## OPERATIONAL SUMMARY

**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 nearly 50 customers with North America and the world. Tacoma Rail provides rail freight service to the Northwest Seaport Alliance, South Harbor, as well as industrial customers in South Tacoma. It is one of the busiest short-line railroads in the country in terms of revenue-generating freight movements, utilizing 14 locomotives along 140 miles of track.

**RAIL ADMINISTRATION** leads a team of professionals that safely and efficiently delivers quality service to Tacoma Rail customers, administers the railroad safety, compliance and certification programs, ensures quality rail service through financial tracking and innovative technology, as well as performing cost of service studies, rate design and other rate and pricing services, and developing grant funding request submissions. A key component is recruiting, developing, and retaining a high quality workforce by building positive partnerships with labor. Tacoma Rail also participates in various transportation and railroad related memberships, forums, boards and associations for continuous education, collaboration and influence with customers, connecting railroads, and other parties to increase and retain rail traffic to continuously improve its competitive position.

**RAIL OPERATIONS** plans for, receives and delivers interstate freight shipments by rail to customers in its service area in a timely, efficient and customer-focused manner, while managing multiple train crew starts within three working shifts, 24 hours per day, 7 days per week. Tacoma Rail monitors and maintains accurate inventory of all railcars in its possession, including hazardous materials shipments, in a safe, efficient and cost-effective manner that is compliant with all applicable federal and national industry regulations and standards. Rail Operations is mindful that Tacoma Rail operates in densely populated areas and mitigates operating practices and actions (horns, grade crossing and environmental considerations) to avoid any negative impacts on the health and well-being of the surrounding communities. Tacoma Rail is a vanguard in environmentally beneficial management practices and conscientious stewards of the environment with resources used.

**RAIL MECHANICAL** maintains and improves Tacoma Rail's locomotive fleet to ensure compliance with federal regulations, achieving environmental stewardship goals, and providing consistent levels of service to Tacoma Rail customers, while providing value added services at competitive rates to Tacoma Rail's Class I Railroad partners in support of local throughput velocity and regional competitiveness objectives.

**RAIL CONSTRUCTION** maintains and improves Tacoma Rail's track structures including bridges, signal systems and right-of-ways to ensure compliance with state and federal regulations, maximizing operational flexibility, and supporting new business opportunities, while planning, prioritizing and performing ongoing maintenance and capital improvement projects. Tacoma Rail also assists in the development and presentation of grant funding request submissions on various improvement projects, negotiate and execute construction and maintenance agreements with public and private entities occupying railroad right-of-ways, coordinate buildings and grounds maintenance and participate with neighboring jurisdictions on local community improvement and safety projects.



<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE**

Switching Revenue	\$60,705,771	\$68,627,032	\$66,159,188
Miscellaneous Revenue	9,613,912	7,722,000	2,880,600
<b>Total Operating Revenue</b>	<b>70,319,683</b>	<b>76,349,032</b>	<b>69,039,788</b>
Other Income	2,582,800	1,982,626	1,217,827

<b>Total Revenue &amp; Available Funds</b>	<b>\$72,902,483</b>	<b>\$78,331,658</b>	<b>\$70,257,615</b>
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### **EXPENDITURES**

Personnel Costs	\$32,119,405	\$37,305,788	\$36,458,545
Supplies, Services & Other Charges	23,730,146	24,638,371	19,472,807
Taxes	6,843,642	7,639,000	6,740,999
Debt Service	1,640,487	1,768,498	1,865,264
Capital Outlay	4,764,130	6,980,000	5,720,000

<b>Total Expenditures</b>	<b>\$69,097,810</b>	<b>\$78,331,658</b>	<b>\$70,257,615</b>
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### **CAPITAL OUTLAY FINANCING DETAIL**

Funded from Operating Fund		\$6,980,000	5,720,000
Funded from Anticipated Bank Loan Proceeds/Grants		3,260,000	8,350,000

<b>Total Capital Outlay</b>		<b>\$10,240,000</b>	<b>\$14,070,000</b>
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### **PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	126.0 / 126.0	127.0 / 127.0	114.0 / 114.0
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE SUMMARY**

Switching Revenue	\$60,705,771	\$68,627,032	\$66,159,188
Miscellaneous Revenue	9,613,912	7,722,000	2,880,600

<b>Total Operating Revenue</b>	<b>70,319,683</b>	<b>76,349,032</b>	<b>69,039,788</b>
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Other Income	2,582,800	1,982,626	1,217,827
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<b>Total Revenue &amp; Available Funds</b>	<b>\$72,902,483</b>	<b>78,331,658</b>	<b>70,257,615</b>
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### **REVENUE DETAIL**

#### **Switching Revenue**

Line Hauls & Local	\$56,722,963	\$65,987,032	\$63,159,188
Demurrage	3,982,808	2,640,000	3,000,000

<b>Total Switching Revenue</b>	<b>60,705,771</b>	<b>68,627,032</b>	<b>66,159,188</b>
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Locomotive Servicing	9,053,448	7,200,000	2,454,000
Miscellaneous Revenue	560,464	522,000	426,600

<b>Total Miscellaneous Revenue</b>	<b>9,613,912</b>	<b>7,722,000</b>	<b>2,880,600</b>
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<b>Total Operating Revenue</b>	<b>70,319,683</b>	<b>76,349,032</b>	<b>69,039,788</b>
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#### **Other Income**

Rent & Other Income	2,077,715	962,400	962,400
Interest Income	505,085	390,000	235,400

<b>Total Non-Operating Revenue</b>	<b>2,582,800</b>	<b>1,352,400</b>	<b>1,197,800</b>
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Appropriation from Fund Balance		630,226	20,027
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<b>Total Revenue &amp; Available Funds</b>	<b>\$72,902,483</b>	<b>\$78,331,658</b>	<b>\$70,257,615</b>
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation and Maintenance by Section**

Rail Administration	\$19,564,468	\$21,325,796	\$21,987,390
Operations	22,875,429	26,589,274	24,409,884
Mechanical	14,428,339	16,013,329	10,298,192
Construction	5,824,956	5,654,760	5,976,884

<b>Total for Division</b>	<b>\$62,693,193</b>	<b>\$69,583,160</b>	<b>\$62,672,351</b>
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**SUMMARY - Operation and Maintenance by Category**

Salaries & Wages	\$23,506,588	\$26,559,347	\$25,516,008
Employee Benefits	9,446,976	11,366,441	10,768,129
Capital Credit & Labor To/From Others	(834,160)	(620,000)	174,408
<b>Total Personnel Costs</b>	<b>32,119,405</b>	<b>37,305,788</b>	<b>36,458,545</b>
Supplies	2,434,662	2,767,091	2,444,634
Services	11,390,674	13,215,254	7,615,820
Other Charges	6,192,053	3,766,652	4,451,564
Assessments	3,712,758	4,889,375	4,960,789
Taxes	6,843,642	7,639,000	6,740,999

<b>Total for Division</b>	<b>\$62,693,193</b>	<b>\$69,583,160</b>	<b>\$62,672,351</b>
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<b>TACOMA RAIL Administration</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$4,005,646	\$4,316,781	\$4,937,045
Employee Benefits	1,385,701	1,631,591	1,734,076
Capital Credit & Labor To/From Others	101,766	230,000	50,000
<b>Total Personnel Costs</b>	<b>5,493,113</b>	<b>6,178,372</b>	<b>6,721,121</b>
Supplies	393,047	395,191	323,104
Services	397,516	554,499	805,294
Other Charges	2,516,060	1,669,360	2,436,084
Taxes	6,843,642	7,639,000	6,740,999
Volume Incentive	208,332	0	0
Assessments	3,712,758	4,889,375	4,960,789

<b>Total Operation &amp; Maintenance</b>	<b>\$19,564,468</b>	<b>\$21,325,796</b>	<b>\$21,987,390</b>
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**Finance & Technology (591001)**

Salaries & Wages	\$958,095	\$986,281	\$1,098,411
Employee Benefits	341,771	387,867	411,735
Capital Credit & Labor To/From Others	1,927	0	0
<b>Total Personnel Costs</b>	<b>1,301,793</b>	<b>1,374,148</b>	<b>1,510,146</b>
Supplies	102,865	120,000	106,000
Services	2,307	7,400	6,800
Other Charges	23,823	41,200	34,600
<b>Total</b>	<b>\$1,430,788</b>	<b>\$1,542,748</b>	<b>\$1,657,546</b>

**Administrative Support (591002)**

Salaries & Wages	\$1,602,307	\$1,729,712	\$1,910,977
Employee Benefits	628,245	732,143	767,449
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>2,230,552</b>	<b>2,461,855</b>	<b>2,678,426</b>
Supplies	2,710	6,200	5,400
Services	387	23,795	0
Other Charges	21,273	54,740	39,538
<b>Total</b>	<b>\$2,254,922</b>	<b>\$2,546,590</b>	<b>\$2,723,364</b>

<b>TACOMA RAIL Administration</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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### **Safety & Compliance (591003)**

Salaries & Wages	\$602,695	\$726,761	\$863,764
Employee Benefits	210,466	289,425	314,319
Capital Credit & Labor To/From Others	2,487	0	0
<b>Total Personnel Costs</b>	<b>815,648</b>	<b>1,016,187</b>	<b>1,178,083</b>
Supplies	28,992	49,900	30,500
Services	219,028	202,900	230,040
Other Charges	21,695	50,420	34,920
<b>Total</b>	<b>\$1,085,363</b>	<b>\$1,319,407</b>	<b>\$1,473,543</b>

### **Administration (591004)**

Salaries & Wages	\$842,549	\$874,026	\$1,063,892
Employee Benefits	205,219	222,156	240,573
Capital Credit & Labor To/From Others	97,352	230,000	50,000
<b>Total Personnel Costs</b>	<b>1,145,120</b>	<b>1,326,182</b>	<b>1,354,465</b>
Supplies	258,480	219,091	181,204
Services	175,794	320,403	568,454
Other Charges	2,449,269	1,523,000	2,327,026
Taxes	6,843,642	7,639,000	6,740,999
Volume Incentive	208,332	0	0
Assessments	3,712,758	4,889,375	4,960,789
<b>Total</b>	<b>\$14,793,396</b>	<b>\$15,917,051</b>	<b>\$16,132,937</b>

<b>Total Rail Administration Section</b>	<b>\$19,564,468</b>	<b>\$21,325,796</b>	<b>\$21,987,390</b>
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TACOMA RAIL Operations	2019-20 Biennium Actual	2021-22 Biennium Budget	2023-24 Biennium Budget
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**SUMMARY - Section Consolidation Operation & Maintenance**

**Rail Operations (592101)**

Salaries & Wages	\$14,523,984	\$16,310,302	\$14,778,926
Employee Benefits	6,127,924	7,238,839	6,548,452
Capital Credit & Labor To/From Others	(764,123)	(700,000)	0
<b>Total Personnel Costs</b>	<b>19,887,786</b>	<b>22,849,141</b>	<b>21,327,378</b>
Supplies	179,281	214,000	208,382
Services	1,734,977	2,591,994	1,819,224
Other Charges	1,073,384	934,140	1,054,900

<b>Total Operations Section</b>	<b>\$22,875,429</b>	<b>\$26,589,274</b>	<b>\$24,409,884</b>
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Mechanical</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$3,377,251	\$3,956,766	\$3,876,894
Employee Benefits	1,275,080	1,584,074	1,628,110
Capital Credit & Labor To/From Others	(598)	0	0
<b>Total Personnel Costs</b>	<b>4,651,732</b>	<b>5,540,840</b>	<b>5,505,004</b>
Supplies	1,065,856	1,139,000	986,600
Services	7,504,380	8,667,497	3,334,888
Other Charges	1,206,370	665,992	471,700
Taxes	0	0	0

<b>Total Operation &amp; Maintenance</b>	<b>\$14,428,339</b>	<b>\$16,013,329</b>	<b>\$10,298,192</b>
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**Administration Associated Crews (592201)**

Salaries & Wages	\$3,377,251	\$3,956,766	\$3,876,894
Employee Benefits	1,275,080	1,584,074	1,628,110
Capital Credit & Labor To/From Others	(922)	0	0
<b>Total Personnel Costs</b>	<b>4,651,408</b>	<b>5,540,840</b>	<b>5,505,004</b>
Supplies	116,024	116,600	109,100
Services	932	2,700	516
Other Charges	8,394	53,000	49,700
<b>Total</b>	<b>\$4,776,759</b>	<b>\$5,713,140</b>	<b>\$5,664,320</b>

**Repair & Maintenance of Locomotive Equipment (592202)**

Salaries & Wages	\$0	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	324	0	0
<b>Total Personnel Costs</b>	<b>324</b>	<b>0</b>	<b>0</b>
Supplies	949,832	1,022,400	877,500
Services	7,503,448	8,664,797	3,334,372
Other Charges	1,197,976	612,992	422,000
Taxes	0	0	0
<b>Total</b>	<b>\$9,651,580</b>	<b>\$10,300,189</b>	<b>\$4,633,872</b>

<b>Total Mechanical Section</b>	<b>\$14,428,339</b>	<b>\$16,013,329</b>	<b>\$10,298,192</b>
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<b>TACOMA RAIL Construction</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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**SUMMARY - Section Consolidation Operation & Maintenance**

Salaries & Wages	\$1,599,707	\$1,975,498	\$1,923,142
Employee Benefits	658,271	911,937	857,492
Capital Credit & Labor To/From Others	(171,205)	(150,000)	124,408
<b>Total Personnel Costs</b>	<b>2,086,773</b>	<b>2,737,435</b>	<b>2,905,042</b>
Supplies	796,477	1,018,900	926,548
Services	1,753,800	1,401,264	1,656,414
Other Charges	1,187,906	497,160	488,880
<b>Total Operation &amp; Maintenance</b>	<b>\$5,824,956</b>	<b>\$5,654,760</b>	<b>\$5,976,884</b>

**Administrative Misc. Crews (592301)**

Salaries & Wages	\$1,599,929	\$1,975,498	\$1,923,142
Employee Benefits	658,271	911,937	857,492
Capital Credit & Labor To/From Others	(300,062)	(300,000)	0
<b>Total Personnel Costs</b>	<b>1,958,137</b>	<b>2,587,435</b>	<b>2,780,634</b>
Supplies	1,173	900	2,000
Services	1,058	500	0
Other Charges	14,102	44,260	41,800
<b>Total</b>	<b>\$1,974,470</b>	<b>\$2,633,095</b>	<b>\$2,824,434</b>

**Maintenance Track & Equipment (592302)**

Salaries & Wages	\$647	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	5,729	0	24,408
<b>Total Personnel Costs</b>	<b>6,376</b>	<b>0</b>	<b>24,408</b>
Supplies	640,459	823,000	807,600
Services	1,096,019	926,324	1,052,956
Other Charges	772,559	10,700	32,200
<b>Total</b>	<b>\$2,515,412</b>	<b>\$1,760,024</b>	<b>\$1,917,164</b>



TACOMA RAIL Construction	2019-20 Biennium Actual	2021-22 Biennium Budget	2023-24 Biennium Budget
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**Maintenance of Buildings, Fixtures & Grounds (592303)**

Salaries & Wages	(\$869)	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	123,129	150,000	100,000
<b>Total Personnel Costs</b>	<b>122,260</b>	<b>150,000</b>	<b>100,000</b>
Supplies	154,845	195,000	116,948
Services	656,723	474,440	603,458
Other Charges	401,245	442,200	414,880
<b>Total</b>	<b>\$1,335,074</b>	<b>\$1,261,640</b>	<b>\$1,235,286</b>

<b>Total Construction Section</b>	<b>\$5,824,956</b>	<b>\$5,654,760</b>	<b>\$5,976,884</b>
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<b>TACOMA RAIL Taxes</b>	<b>2019-20 Biennium Actual</b>	<b>2021-22 Biennium Budget</b>	<b>2023-24 Biennium Budget</b>
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**TAX PAYMENTS**

City of Tacoma:			
Gross Earnings Tax (8.0%)	\$5,816,623	\$6,319,000	\$5,700,000
State of Washington:			
Utility & Business Tax	1,022,162	1,315,000	1,040,999
Other Taxes	4,857	5,000	-
<b>Total Tacoma Rail Taxes</b>	<b>\$6,843,642</b>	<b>\$7,639,000</b>	<b>\$6,740,999</b>

<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Debt Service</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**DEBT SERVICE SUMMARY**

Interest	\$0	\$0	\$0
Principal	1,640,487	1,768,498	1,865,264

<b>Total Debt Service</b>	<b>\$1,640,487</b>	<b>\$1,768,498</b>	<b>\$1,865,264</b>
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**DEBT SERVICE DETAIL**

Rail Bank Loans	Principal	1,640,487	1,768,498	1,865,264
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<b>Total Debt Service</b>		<b>\$1,640,487</b>	<b>\$1,768,498</b>	<b>\$1,865,264</b>
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<b>TACOMA RAIL</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY**

General Plant	\$0	\$0
Communications	0	50,000
Facility Upgrades	4,085,000	1,800,000
Rail Equipment/Vehicles	1,510,000	5,350,000
Track Improvements	4,645,000	6,870,000

<b>Sub-Total</b>	<b>\$10,240,000</b>	<b>\$14,070,000</b>
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Projects Funded from Rail Bank Loan	(\$600,000)	(\$1,990,000)
Projects Funded from CIAC	0	(1,400,000)
Projects Funded from Grants	(2,660,000)	(4,960,000)

<b>Total Operating Fund Capital Outlay</b>	<b>\$6,980,000</b>	<b>\$5,720,000</b>
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### **General Plant**

TPU Auditorium TV Upgrade	\$0	\$0
<b>General Plant Total</b>	<b>\$0</b>	<b>\$0</b>

### **Communications**

Locomotive Health & Location Monitoring	\$0	\$50,000
<b>Communications Total</b>	<b>\$0</b>	<b>\$50,000</b>

### **Facility Upgrades**

Cameras	\$190,000	\$0
Installation of BEL Charging Station	0	1,300,000
West Barn Roof	195,000	200,000
West Shop Floors	500,000	0
ITS Project	300,000	0
Secondary Fueling Upgrades	2,900,000	300,000
<b>Facility Upgrades Total</b>	<b>\$4,085,000</b>	<b>\$1,800,000</b>

<b>TACOMA RAIL</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Rail Equipment/Vehicles**

Locomotive Repower	\$750,000	\$5,000,000
Track Ballast Tamper	400,000	0
Vehicles	360,000	350,000
<b>Rail Equipment/Vehicles Total</b>	<b>\$1,510,000</b>	<b>\$5,350,000</b>

**Track Improvement Projects**

Tidelands Infrastructure Improvements	\$1,000,000	\$1,000,000
Yard Track Upgrades	1,100,000	0
Bootjack/Transfer Lead Upgrades	245,000	0
Taylor Way Wye Curve Relay	125,000	0
Lincoln Track Upgrades (Blair)	675,000	0
Port Road - Lianga Curve Signalization	700,000	550,000
Port Road - HITW Stub Signalization	100,000	100,000
Alexander Wye and Storage Track Upgrades	0	860,000
Annie Tracks Switch and Curve Upgrade	0	2,600,000
US Oil Crossings Signalization	700,000	850,000
Switch Replacements - Blair Peninsula	0	910,000
<b>Track Improvement Projects Total</b>	<b>\$4,645,000</b>	<b>\$6,870,000</b>

<b>Total Capital Outlay</b>	<b>\$10,240,000</b>	<b>\$14,070,000</b>
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<b>FLEET SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE**

Replacement Fees	\$6,841,148	\$592,774	\$993,668
Administrative Overhead	2,828,456	2,444,110	2,379,000
Fees for Services	6,035,302	8,514,837	8,245,280

<b>Total Operating Revenue</b>	<b>15,704,906</b>	<b>11,551,721</b>	<b>11,617,948</b>
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Other Income	908,041	50,000	0
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Appropriation from Fund Balance	0	0	217,428
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<b>Total Revenue &amp; Available Funds</b>	<b>\$16,612,946</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>
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### **EXPENDITURES**

Personnel Costs	\$6,318,437	\$7,974,817	\$8,162,831
Supplies	(24,855)	212,196	19,228
Services	599,172	987,962	1,117,609
Other Charges	12,652,425	864,085	504,992
Assessments	1,237,070	969,887	819,619

<b>Total Operations &amp; Maintenance</b>	<b>20,782,249</b>	<b>11,008,947</b>	<b>10,624,280</b>
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<b>Capital Outlay</b>	<b>11,430,698</b>	<b>592,774</b>	<b>1,211,096</b>
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<b>Total Expenditures</b>	<b>\$32,212,947</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>
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### **PERSONNEL - Budgeted FTEs**

Permanent/Appointive	30.0 / 30.0	32.0 / 32.0	32.0 / 32.0
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<b>FLEET SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE SUMMARY**

#### **Operating Revenue**

Replacement Fees	\$6,841,148	\$592,774	\$993,668
Administrative Overhead	2,828,456	2,444,110	2,379,000
Maintenance - Labor	5,088,877	7,614,837	7,371,280
Maintenance - Parts Overhead	584,031	450,000	350,000
Fuel Overhead	113,315	115,000	150,000
Pool Car Use	195,684	275,000	324,000
Misc. Work Order Revenue	53,395	60,000	50,000
<b>Total Operating Revenue</b>	<b>15,704,906</b>	<b>11,551,721</b>	<b>11,617,948</b>

#### **Non-Operating Revenue**

Interest	150,779	50,000	0
Other Revenue	757,262	0	0
<b>Total Non-Operating Revenue</b>	<b>908,041</b>	<b>50,000</b>	<b>0</b>

Appropriation from Fund Balance	0	0	217,428
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<b>Total Revenue &amp; Available Funds</b>	<b>\$16,612,946</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>
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<b>FLEET SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY - Operation and Maintenance by Category**

Salaries & Wages	\$4,591,784	\$5,232,119	\$5,577,358
Employee Benefits	2,057,173	2,742,699	2,585,473
Capital Credit & Labor To/From Others	(330,519)	0	0
<b>Total Personnel Costs</b>	<b>6,318,437</b>	<b>7,974,817</b>	<b>8,162,831</b>
Supplies	(24,855)	212,196	19,228
Services	599,172	987,962	1,117,609
Other Charges	12,652,425	864,085	504,992
Assessments	1,237,070	969,887	819,619

<b>Total Operation &amp; Maintenance</b>	<b>20,782,249</b>	<b>11,008,947</b>	<b>10,624,280</b>
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<b>Capital Outlay</b>	<b>11,430,698</b>	<b>592,774</b>	<b>1,211,096</b>
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<b>Total for Division</b>	<b>\$32,212,947</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>
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### **Fleet Services Administration (574200)**

Salaries & Wages	\$960,464	\$1,234,574	\$1,330,047
Employee Benefits	349,887	542,603	580,364
Capital Credit & Labor To/From Others	56,611	0	0
<b>Total Personnel Costs</b>	<b>1,366,962</b>	<b>1,777,177</b>	<b>1,910,411</b>
Supplies	6,122	36,817	13,458
Services	87,033	121,361	73,243
Other Charges	12,173,855	165,156	124,156
Assessments	1,237,070	969,887	819,619
<b>Total</b>	<b>\$14,871,042</b>	<b>\$3,070,398</b>	<b>\$2,940,887</b>

### **Fleet Services Shop (574201)**

Salaries & Wages	\$3,195,004	\$3,554,899	\$3,794,526
Employee Benefits	1,517,454	1,974,103	1,774,718
Capital Credit & Labor To/From Others	(338,868)	0	0
<b>Total Personnel Costs</b>	<b>4,373,590</b>	<b>5,529,001</b>	<b>5,569,243</b>
Supplies	158,321	157,510	3,846
Services	162,314	323,893	431,918
Other Charges	453,657	579,699	342,755
<b>Total</b>	<b>\$5,147,882</b>	<b>\$6,590,103</b>	<b>\$6,347,762</b>

<b>FLEET SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Fleet Services Parts (574202)**

Salaries & Wages	\$447,224	\$442,646	\$452,786
Employee Benefits	189,833	225,993	230,391
Capital Credit & Labor To/From Others	(48,263)	0	0
<b>Total Personnel Costs</b>	<b>588,794</b>	<b>668,639</b>	<b>683,177</b>
Supplies	9,845	10,870	1,924
Services	16,778	36,089	62,493
Other Charges	(8,656)	39,230	38,081
<b>Total</b>	<b>\$606,761</b>	<b>\$754,827</b>	<b>\$785,675</b>

#### **Fleet Services Fuel (574203)**

Salaries & Wages	\$0	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	(3)	0	0
Services	1,644	2,536	3,922
Other Charges	(1,547)	0	0
<b>Total</b>	<b>\$94</b>	<b>\$2,536</b>	<b>\$3,922</b>

#### **Fleet Cap Outlay (574204)**

Salaries & Wages	\$0	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	0	0	0
Services	100,270	0	0
Other Charges	4,116	0	0
<b>Total</b>	<b>\$104,386</b>	<b>\$0</b>	<b>\$0</b>

<b>FLEET SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Fleet Services Motor Pool (574205)**

Salaries & Wages	(\$10,908)	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>(10,908)</b>	<b>0</b>	<b>0</b>
Supplies	(199,139)	7,000	0
Services	231,132	504,083	546,033
Other Charges	31,000	80,000	0
<b>Total</b>	<b>\$52,084</b>	<b>\$591,083</b>	<b>\$546,033</b>

<b>Total for Division</b>	<b>\$20,782,249</b>	<b>\$11,008,947</b>	<b>\$10,624,280</b>
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**PERSONNEL - Budgeted FTEs:**

Permanent/Appointive	30.0 / 30.0	32.0 / 32.0	32.0 / 32.0
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<b>SELF-INSURANCE CLAIM FUND</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **REVENUE**

Sources of Revenue

Transfers - Tacoma Power	\$2,000,000	\$2,075,512	\$1,000,000
Transfers - Tacoma Water	480,000	480,000	480,000
Transfers - Tacoma Rail	1,200,000	480,000	480,000
Interest	329,934	200,000	200,000
Appropriation from Fund Balance	0	2,480,688	3,518,200

<b>Total Revenue &amp; Available Funds</b>	<b>\$4,009,934</b>	<b>\$5,716,200</b>	<b>\$5,678,200</b>
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### **EXPENDITURES**

Secondary Labor Costs	\$0	\$0	\$0
Supplies	315	600	600
Services	212,895	1,506,500	1,506,500
Other Charges	1,504,146	4,012,100	4,012,100
Assessments	176,265	197,000	159,000

<b>Total Expenditures</b>	<b>\$1,893,621</b>	<b>\$5,716,200</b>	<b>\$5,678,200</b>
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<b>FAMILY NEED FUND</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**RECEIPTS**

Public Contributions	\$66,057	\$0	\$0
Tacoma Power Contribution	1,000,000	2,000,000	7,000,000
Interest	78,774	0	0
Appropriation from Fund Balance	1,287,958	500,000	0

<b>Total Receipts</b>	<b>\$2,432,789</b>	<b>\$2,500,000</b>	<b>\$7,000,000</b>
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**EXPENDITURES**

Family Need	\$2,432,789	\$2,500,000	\$7,000,000
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<b>Total Expenditures</b>	<b>\$2,432,789</b>	<b>\$2,500,000</b>	<b>\$7,000,000</b>
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Tacoma Water has their own program outside of this fund.

Additional Administrative expenses are paid by Tacoma Power and are included in Power's budget.





<b>TPU ADMINISTRATION</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Category**

Salaries & Wages	\$9,677,752	\$11,907,126	\$13,929,176
Employee Benefits	3,234,233	4,635,306	5,412,433
Capital Credit & Labor To/From Others	(236,360)	(238,500)	(233,000)
<b>Total Personnel Costs</b>	<b>12,675,625</b>	<b>16,303,932</b>	<b>19,108,609</b>
Supplies	388,620	454,877	343,222
Services	1,692,392	2,113,268	2,631,510
Other Charges	1,823,659	2,247,623	2,457,837
Assessments	666,119	942,464	916,415

<b>Total for TPU Administration</b>	<b>\$17,246,416</b>	<b>\$22,062,163</b>	<b>\$25,457,593</b>
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**Director & Board (575100)**

Salaries & Wages	\$954,091	\$1,238,316	\$1,374,742
Employee Benefits	210,034	334,243	455,534
Capital Credit & Labor To/From Others	23,826	40,000	45,000
<b>Total Personnel Costs</b>	<b>1,187,951</b>	<b>1,612,559</b>	<b>1,875,276</b>
Supplies	75,522	102,079	90,468
Services	147,494	302,500	362,500
Other Charges	436,625	579,431	580,811
Assessments	59,408	100,036	78,794
<b>Total</b>	<b>\$1,907,001</b>	<b>\$2,696,605</b>	<b>\$2,987,849</b>

**Management Services Office (575200)**

Salaries & Wages	\$2,040,436	\$2,279,452	\$2,574,542
Employee Benefits	688,436	867,342	935,901
Capital Credit & Labor To/From Others	145	0	0
<b>Total Personnel Costs</b>	<b>2,729,018</b>	<b>3,146,794</b>	<b>3,510,442</b>
Supplies	73,117	69,795	54,926
Services	84,621	131,335	164,116
Other Charges	184,792	184,097	246,464
Assessments	153,630	172,537	188,185
<b>Total</b>	<b>\$3,225,178</b>	<b>\$3,704,558</b>	<b>\$4,164,134</b>

<b>TPU ADMINISTRATION</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Public Records Office (575201)**

Salaries & Wages	\$753,693	\$849,463	\$956,856
Employee Benefits	308,040	383,411	664,944
Capital Credit & Labor To/From Others	(137)	0	0
<b>Total Personnel Costs</b>	<b>1,061,596</b>	<b>1,232,874</b>	<b>1,621,800</b>
Supplies	23,528	19,998	9,614
Services	312	43,000	175,776
Other Charges	33,159	138,515	13,359
Assessments	0	0	0
<b>Total</b>	<b>\$1,118,595</b>	<b>\$1,434,387</b>	<b>\$1,820,549</b>

**Public Records - Body Worn Cams (575202)\***

Salaries & Wages	\$0	\$485,505	\$845,887
Employee Benefits	0	269,049	314,108
Capital Credit & Labor To/From Others		0	0
<b>Total Personnel Costs</b>	<b>0</b>	<b>754,554</b>	<b>1,159,996</b>
Supplies	0	50,000	7,690
Services	0	0	50,000
Other Charges	88	0	55,105
Assessments	0	118,408	70,270
<b>Total</b>	<b>\$88</b>	<b>\$922,962</b>	<b>\$1,343,061</b>

\*All costs assessed to General Government

**Public Affairs (575701)**

Salaries & Wages	\$1,778,769	\$2,064,610	\$2,360,562
Employee Benefits	610,900	746,998	811,980
Capital Credit & Labor To/From Others	6	0	0
<b>Total Personnel Costs</b>	<b>2,389,674</b>	<b>2,811,608</b>	<b>3,172,542</b>
Supplies	68,234	63,595	50,726
Services	412,983	426,614	494,851
Other Charges	360,531	489,695	511,812
Assessments	123,859	133,763	145,385
<b>Total</b>	<b>\$3,355,282</b>	<b>\$3,925,274</b>	<b>\$4,375,316</b>

<b>TPU ADMINISTRATION</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Market Development (572000)**

Salaries & Wages	\$1,254,576	\$1,611,659	\$1,799,750
Employee Benefits	402,799	578,125	619,304
Capital Credit & Labor To/From Others	(9,578)	0	0
<b>Total Personnel Costs</b>	<b>1,647,797</b>	<b>2,189,785</b>	<b>2,419,054</b>
Supplies	33,913	38,298	29,114
Services	248,546	392,827	498,126
Other Charges	187,527	283,744	276,156
Assessments	83,944	93,090	105,229
<b>Total</b>	<b>\$2,201,726</b>	<b>\$2,997,744</b>	<b>\$3,327,679</b>

**Account Executives (572100)**

Salaries & Wages	\$754,563	\$873,682	\$1,012,766
Employee Benefits	261,156	346,287	379,019
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>1,015,719</b>	<b>1,219,968</b>	<b>1,391,785</b>
Supplies	22,260	16,438	24,690
Services	24,054	39,992	96,141
Other Charges	32,783	53,298	69,325
Assessments	42,177	62,164	70,270
<b>Total</b>	<b>\$1,136,993</b>	<b>\$1,391,860</b>	<b>\$1,652,211</b>

**Communications (575700)**

Salaries & Wages	\$2,141,624	\$2,504,439	\$3,004,071
Employee Benefits	752,868	1,109,851	1,231,643
Capital Credit & Labor To/From Others	(250,622)	(278,500)	(278,000)
<b>Total Personnel Costs</b>	<b>2,643,871</b>	<b>3,335,790</b>	<b>3,957,715</b>
Supplies	92,046	94,674	75,994
Services	774,382	777,000	790,000
Other Charges	588,153	518,843	704,805
Assessments	203,101	262,466	258,281
<b>Total</b>	<b>\$4,301,552</b>	<b>\$4,988,772</b>	<b>\$5,786,794</b>

<b>Total for TPU Administration</b>	<b>\$17,246,416</b>	<b>\$22,062,163</b>	<b>\$25,457,593</b>
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**PERSONNEL - Budgeted FTEs**

Permanent/Appointive	45.0 / 45.0	54.0 / 54.0	55.0 / 55.0
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<b>TPU SUPPORT SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Category**

**TPU UTS Software & Desktop Support (579800)**

Salaries & Wages	\$1,264,549	\$1,167,788	\$1,311,374
Employee Benefits	386,389	429,889	474,094
Capital Credit & Labor To/From Others	(735,103)	0	(105,481)
<b>Total Personnel Costs</b>	<b>915,835</b>	<b>1,597,677</b>	<b>1,679,986</b>
Supplies	80,589	119,734	166,564
Services	94,512	1,313,109	1,848,894
Other Charges	379,389	609,120	800,701
<b>Total for TPU UTS Software &amp; Desktop Support</b>	<b>\$1,470,325</b>	<b>\$3,639,640</b>	<b>\$4,496,145</b>

**PERSONNEL - Budgeted FTEs**

Permanent/Appointive	7.0 / 7.0	5.0 / 5.0	5.0 / 5.0
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**Copier Services (577400)**

Salaries & Wages	\$0	\$0	\$0
Employee Benefits	0	0	0
Capital Credit & Labor To/From Others	11,493	50,000	50,000
<b>Total Personnel Costs</b>	<b>11,493</b>	<b>50,000</b>	<b>50,000</b>
Supplies	57,577	90,000	90,000
Services	157,678	320,000	350,000
Other Charges	302,226	457,684	457,680
Assessments	0	0	0
<b>Total for Copier Services</b>	<b>\$528,973</b>	<b>\$917,684</b>	<b>\$947,680</b>

**PERSONNEL - Budgeted FTEs**

Permanent/Appointive	0.0 / 0.0	0.0 / 0.0	0.0 / 0.0
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<b>TPU SUPPORT SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Category**

**TPU Safety (575800)**

Salaries & Wages	\$263,709	\$0	\$0
Employee Benefits	62,514	0	0
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>326,223</b>	<b>0</b>	<b>0</b>
Supplies	8,894	0	0
Services	152,036	0	0
Other Charges	1,697	0	0
Assessments	21,786	0	0
<b>Total for TPU Safety</b>	<b>\$510,637</b>	<b>\$0</b>	<b>\$0</b>

**PERSONNEL - Budgeted FTEs**

Permanent/Appointive	2.0 / 2.0	0.0 / 0.0	0.0 / 0.0
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**TPU Real Property Services (576800)**

Salaries & Wages	\$187,993	\$1,447,299	\$0
Employee Benefits	77,879	603,291	0
Capital Credit & Labor To/From Others	1,578,092	0	0
<b>Total Personnel Costs</b>	<b>1,843,964</b>	<b>2,050,591</b>	<b>0</b>
Supplies	19,085	9,300	0
Services	2,405	3,400	0
Other Charges	164,541	186,833	0
Assessments	104,756	147,321	0
<b>Total for TPU Real Property Services</b>	<b>\$2,134,751</b>	<b>\$2,397,445</b>	<b>\$0</b>

**PERSONNEL - Budgeted FTEs**

Permanent/Appointive	7.25 / 7.25	7.25 / 7.25	0.0 / 0.0
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<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Category**

Salaries & Wages	\$24,089,175	\$25,792,306	\$30,049,865
Employee Benefits	10,121,397	11,848,911	13,484,322
Capital Credit & Labor To/From Others	(475,620)	(974,000)	(200,000)
<b>Total Personnel Costs</b>	<b>33,734,952</b>	<b>36,667,217</b>	<b>43,334,187</b>
Supplies	965,223	1,179,966	1,255,904
Services	2,303,988	3,545,399	3,535,550
Other Charges	3,964,988	4,961,751	6,699,063
Assessments	4,007,659	4,440,308	5,245,463
<b>Total Operation &amp; Maintenance</b>	<b>44,976,810</b>	<b>50,794,641</b>	<b>60,070,167</b>
<b>Capital Outlay</b>	<b>252,356</b>	<b>147,000</b>	<b>0</b>

<b>Total for Customer Services</b>	<b>\$45,229,167</b>	<b>\$50,941,641</b>	<b>\$60,070,167</b>
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**SUMMARY - Operation & Maintenance by Cost Center**

**Customer Service Administration**

579700 TPU CS Admin	\$5,709,446	\$5,552,816	\$7,286,461
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**Customer Services Business Office**

577200 TPU CS Contact Center	7,556,462	10,347,347	13,478,016
578100 TPU CS Lobby	2,077,789	2,154,803	2,340,732
579900 TPU CS Business Office Admin	2,664,432	2,497,640	2,625,354

**Customer Service Customer Solutions**

572400 TPU CusSvc-PayG CLSD	568,273	0	0
572500 TPU CS Customer Solutions	2,691,389	3,182,666	3,896,695
579000 TPU CS Business Solutions	1,076,482	2,048,264	1,994,275

**Customer Field Services Operations**

578500 TPU CS Billing	3,958,558	2,634,732	3,297,614
578900 TPU CS Field Operations Admin	1,400,750	1,617,309	1,671,054
579100 TPU CS Mail	3,034,009	3,564,051	4,321,252
579200 TPU CS Field Investigations	4,191,196	4,829,541	5,511,206
579300 TPU CS Mail, TMB	585,245	677,891	956,135
579400 TPU CS Meter Reading	4,413,222	4,803,678	4,942,018

**Customer Service Business Enablement**

577100 TPU CS Training & Perf Opt	886,479	1,484,995	1,771,693
578800 TPU CS Business Enablement	2,791,745	3,979,249	4,348,929
579500 TPU CS Administrative Support	1,215,963	1,238,252	1,404,367
579600 TPU CS Switchboard	155,369	181,409	224,367

<b>Total Operation &amp; Maintenance</b>	<b>44,976,810</b>	<b>50,794,641</b>	<b>60,070,167</b>
<b>Capital Outlay</b>	<b>252,356</b>	<b>147,000</b>	<b>0</b>

<b>Total for Customer Services</b>	<b>\$45,229,167</b>	<b>\$50,941,641</b>	<b>\$60,070,167</b>
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<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU Customer Service Admin (579700)**

Salaries & Wages	\$648,042	\$678,482	\$707,974
Employee Benefits	175,438	201,956	215,686
Capital Credit & Labor To/From Others	12,467	0	0
<b>Total Personnel Costs</b>	<b>835,948</b>	<b>880,438</b>	<b>923,660</b>
Supplies	33,778	44,069	21,246
Services	586,655	437,687	912,174
Other Charges	753,425	519,615	1,138,712
Assessments	3,499,641	3,671,007	4,290,669
<b>Total</b>	<b>\$5,709,446</b>	<b>\$5,552,816</b>	<b>\$7,286,461</b>

#### **TPU CS Contact Center (577200)**

Salaries & Wages	\$4,808,145	\$6,369,306	\$7,951,228
Employee Benefits	2,207,161	3,176,022	3,840,776
Capital Credit & Labor To/From Others	(5,517)	(8,000)	0
<b>Total Personnel Costs</b>	<b>7,009,789</b>	<b>9,537,329</b>	<b>11,792,005</b>
Supplies	80,317	26,757	117,804
Services	106,957	296,600	240,400
Other Charges	359,398	486,661	1,327,807
<b>Total</b>	<b>\$7,556,462</b>	<b>\$10,347,347</b>	<b>\$13,478,016</b>

#### **TPU CS Lobby (578100)**

Salaries & Wages	\$1,258,694	\$1,163,845	\$1,274,511
Employee Benefits	541,194	531,168	548,617
Capital Credit & Labor To/From Others	(5,927)	0	0
<b>Total Personnel Costs</b>	<b>1,793,961</b>	<b>1,695,014</b>	<b>1,823,128</b>
Supplies	20,769	25,017	22,208
Services	19,902	19,200	45,500
Other Charges	243,156	415,573	449,896
<b>Total</b>	<b>\$2,077,789</b>	<b>\$2,154,803</b>	<b>\$2,340,732</b>



<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU CS Business Office Admin (579900)**

Salaries & Wages	\$1,722,669	\$1,537,504	\$1,674,129
Employee Benefits	622,101	599,569	629,506
Capital Credit & Labor To/From Others	(128,808)	(66,000)	0
<b>Total Personnel Costs</b>	<b>2,215,963</b>	<b>2,071,073</b>	<b>2,303,636</b>
Supplies	45,199	45,767	35,458
Services	314,600	320,000	143,000
Other Charges	88,670	60,800	143,260
<b>Total</b>	<b>\$2,664,432</b>	<b>\$2,497,640</b>	<b>\$2,625,354</b>

#### **TPU Customer Service - PayGo CLOSED (572400)**

Salaries & Wages	\$293,777	\$0	\$0
Employee Benefits	124,177	0	0
Capital Credit & Labor To/From Others	116,074	0	0
<b>Total Personnel Costs</b>	<b>534,029</b>	<b>0</b>	<b>0</b>
Supplies	4,456	0	0
Services	0	0	0
Other Charges	29,788	0	0
<b>Total</b>	<b>\$568,273</b>	<b>\$0</b>	<b>\$0</b>

#### **TPU CS Customer Solutions (572500)**

Salaries & Wages	\$1,779,285	\$2,069,687	\$2,455,285
Employee Benefits	680,304	917,297	1,056,114
Capital Credit & Labor To/From Others	721	0	0
<b>Total Personnel Costs</b>	<b>2,460,310</b>	<b>2,986,984</b>	<b>3,511,399</b>
Supplies	42,860	57,442	54,634
Services	132,528	25,000	226,524
Other Charges	55,691	113,239	104,138
<b>Total</b>	<b>\$2,691,389</b>	<b>\$3,182,666</b>	<b>\$3,896,695</b>

<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU CS Business Solutions (579000)**

Salaries & Wages	\$702,951	\$1,310,984	\$1,290,810
Employee Benefits	296,655	605,594	562,092
Capital Credit & Labor To/From Others	(7,330)	0	0
<b>Total Personnel Costs</b>	<b>992,276</b>	<b>1,916,578</b>	<b>1,852,902</b>
Supplies	14,647	26,086	20,958
Services	0	14,000	5,000
Other Charges	69,559	91,600	115,415
<b>Total</b>	<b>\$1,076,482</b>	<b>\$2,048,264</b>	<b>\$1,994,275</b>

#### **TPU CS Billing (578500)**

Salaries & Wages	\$2,827,314	\$1,671,672	\$2,077,452
Employee Benefits	1,213,046	758,491	941,694
Capital Credit & Labor To/From Others	(321,614)	(150,000)	(40,000)
<b>Total Personnel Costs</b>	<b>3,718,746</b>	<b>2,280,163</b>	<b>2,979,147</b>
Supplies	42,410	30,835	26,770
Services	2,467	3,300	2,000
Other Charges	194,936	320,433	289,697
<b>Total</b>	<b>\$3,958,558</b>	<b>\$2,634,732</b>	<b>\$3,297,614</b>

#### **TPU CS Field Operations Admin (578900)**

Salaries & Wages	\$657,786	\$609,141	\$496,612
Employee Benefits	199,994	204,300	182,373
Capital Credit & Labor To/From Others	(1,552)	0	0
<b>Total Personnel Costs</b>	<b>856,229</b>	<b>813,441</b>	<b>678,985</b>
Supplies	8,496	8,669	8,018
Services	952	450	360
Other Charges	27,055	25,448	28,897
Assessments	508,018	769,301	954,794
<b>Total</b>	<b>\$1,400,750</b>	<b>\$1,617,309</b>	<b>\$1,671,054</b>

<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU CS Mail (579100)**

Salaries & Wages	\$784,215	\$809,340	\$945,269
Employee Benefits	380,612	425,559	440,480
Capital Credit & Labor To/From Others	5,214	0	0
<b>Total Personnel Costs</b>	<b>1,170,040</b>	<b>1,234,900</b>	<b>1,385,749</b>
Supplies	186,034	230,310	380,424
Services	122,325	97,461	297,323
Other Charges	1,555,610	2,001,381	2,257,756
<b>Total</b>	<b>\$3,034,009</b>	<b>\$3,564,051</b>	<b>\$4,321,252</b>

#### **TPU CS Field Investigation (579200)**

Salaries & Wages	\$2,609,033	\$2,936,121	\$3,329,253
Employee Benefits	1,116,347	1,341,928	1,482,682
Capital Credit & Labor To/From Others	57,789	0	(64,000)
<b>Total Personnel Costs</b>	<b>3,783,169</b>	<b>4,278,049</b>	<b>4,747,935</b>
Supplies	68,693	50,919	128,190
Services	282,268	428,805	475,831
Other Charges	57,067	71,768	159,250
<b>Total</b>	<b>\$4,191,196</b>	<b>\$4,829,541</b>	<b>\$5,511,206</b>

#### **TPU CS Mail, TMB (579300)**

Salaries & Wages	\$314,772	\$359,572	\$499,325
Employee Benefits	175,418	203,744	274,024
Capital Credit & Labor To/From Others	163	0	0
<b>Total Personnel Costs</b>	<b>490,353</b>	<b>563,316</b>	<b>773,349</b>
Supplies	29,553	34,800	45,200
Services	20,166	28,816	80,164
Other Charges	45,174	50,958	57,422
<b>Total</b>	<b>\$585,245</b>	<b>\$677,891</b>	<b>\$956,135</b>

<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU CS Meter Reading (579400)**

Salaries & Wages	\$2,769,163	\$2,780,918	\$2,733,188
Employee Benefits	1,263,471	1,380,379	1,371,156
Capital Credit & Labor To/From Others	(108,836)	(750,000)	0
<b>Total Personnel Costs</b>	<b>3,923,798</b>	<b>3,411,297</b>	<b>4,104,344</b>
Supplies	115,119	106,738	30,000
Services	270,605	1,183,774	680,824
Other Charges	103,699	101,868	126,850
<b>Total</b>	<b>\$4,413,222</b>	<b>\$4,803,678</b>	<b>\$4,942,018</b>

#### **TPU CS Training & Perf Optimization (577100)**

Salaries & Wages	\$543,848	\$944,682	\$1,130,224
Employee Benefits	210,156	404,886	480,172
Capital Credit & Labor To/From Others	(3,473)	0	0
<b>Total Personnel Costs</b>	<b>750,532</b>	<b>1,349,567</b>	<b>1,610,396</b>
Supplies	14,372	15,838	16,336
Services	9,469	20,550	20,550
Other Charges	112,106	99,040	124,411
<b>Total</b>	<b>\$886,479</b>	<b>\$1,484,995</b>	<b>\$1,771,693</b>

#### **TPU CS Business Enablement (578800)**

Salaries & Wages	\$1,530,508	\$1,712,733	\$2,473,495
Employee Benefits	539,407	675,355	998,289
Capital Credit & Labor To/From Others	(86,092)	0	(96,000)
<b>Total Personnel Costs</b>	<b>1,983,823</b>	<b>2,388,088</b>	<b>3,375,784</b>
Supplies	212,115	418,089	309,470
Services	429,552	663,256	400,800
Other Charges	166,255	509,815	262,875
<b>Total</b>	<b>\$2,791,745</b>	<b>\$3,979,249</b>	<b>\$4,348,929</b>

<b>CUSTOMER SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **TPU CS Administrative Support (579500)**

Salaries & Wages	\$739,569	\$725,779	\$864,197
Employee Benefits	322,331	357,051	386,679
Capital Credit & Labor To/From Others	1,101	0	0
<b>Total Personnel Costs</b>	<b>1,063,001</b>	<b>1,082,830</b>	<b>1,250,876</b>
Supplies	44,432	56,270	37,264
Services	5,541	6,500	5,100
Other Charges	102,989	92,652	111,127
<b>Total</b>	<b>\$1,215,963</b>	<b>\$1,238,252</b>	<b>\$1,404,367</b>

#### **TPU CS Switchboard (579600)**

Salaries & Wages	\$99,403	\$112,540	\$146,912
Employee Benefits	53,584	65,609	73,981
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>152,987</b>	<b>178,149</b>	<b>220,893</b>
Supplies	1,973	2,360	1,924
Services	0	0	0
Other Charges	409	900	1,550
<b>Total</b>	<b>\$155,369</b>	<b>\$181,409</b>	<b>\$224,367</b>

<b>Total for Division</b>	<b>\$44,976,810</b>	<b>\$50,794,641</b>	<b>\$60,070,167</b>
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#### **PERSONNEL - Budgeted FTEs**

Permanent/Appointive	137.9 / 137.9	141.2 / 141.2	161.1 / 162.6
Project	17.0 / 17.0	16.0 / 16.0	11.0 / 11.0
Temporary	1.0 / 1.0	1.0 / 1.0	0.0 / 0.0
<b>Total Budgeted FTEs</b>	<b>155.9 / 155.9</b>	<b>158.2 / 158.2</b>	<b>172.1 / 173.6</b>