Public Utility Board

Bryan Flint, Chair

Mark Patterson, Vice-Chair

Christine Cooley, Secretary

Carlos Watson, Member

Joe Bushnell, 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

Prepared by:

Management Services Office

Jim Sant
Ebony Peebles
Nick Smith
Maria Kossan
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**DEPARTMENT OF PUBLIC UTILITIES**

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<th>Page(s)</th>
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<td>10-11</td>
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<td>Division/Sections Consolidation</td>
<td>12</td>
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<td>Debt Service Requirements</td>
<td>14</td>
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<td>Capital Outlay</td>
<td>15-19</td>
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<table>
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<td>Recapitulation of Biennial Budget</td>
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<td>Revenue</td>
<td>24</td>
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<tr>
<td>Division/Sections Consolidation</td>
<td>25</td>
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<td>Taxes</td>
<td>26</td>
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<tr>
<td>Debt Service Requirements</td>
<td>27</td>
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<td>Capital Outlay</td>
<td>28-30</td>
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**TACOMA RAIL**

<table>
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<td>33</td>
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<tr>
<td>Revenue</td>
<td>34</td>
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<tr>
<td>Division/Sections Consolidation</td>
<td>35</td>
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<tr>
<td>Taxes</td>
<td>36</td>
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<tr>
<td>Debt Service Requirements</td>
<td>37</td>
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<tr>
<td>Capital Outlay</td>
<td>38-39</td>
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<table>
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<th>Recapitulation of Biennial Budget</th>
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<tbody>
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TACOMA PUBLIC UTILITIES

2021/2022

Draft Preliminary Budget

REVIEW CALENDAR

Utility Board Review – TPU Budget Status Update and Preview

Utility Board Review – Tacoma Water Rate & Financial Policy Preview

Utility Board Review – Tacoma Rail Rate & Financial Policy Preview

Utility Board Review – Tacoma Power Rate Policy Discussion

Director Review – Customer Services

Director Review – Rail

Director Review – Water

Utility Board Review – Customer Services

Utility Board Review – Water and Rail

Director Review – Power

Utility Board Review – Power

GPFC – Rail, Water & Power Rates

Utility Board/City Council Joint Presentation – Preliminary Biennial Budget & Rates

REMAINING EVENTS

Consideration of Preliminary Budget by Utility Board

Consideration of City of Tacoma Budget by City Council
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.

The following is a summary of the appropriations by fund.

### 2019-2020 BUDGET

<table>
<thead>
<tr>
<th>Fund</th>
<th>Personnel Costs</th>
<th>Supplies, Services &amp; Other Charges</th>
<th>Taxes</th>
<th>Debt Service</th>
<th>Capital Outlay</th>
<th>2019-2020 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tacoma Power Division</td>
<td>$185,415,658</td>
<td>$510,242,691</td>
<td>$114,377,816</td>
<td>$59,122,802</td>
<td>$89,672,000</td>
<td>$958,830,967</td>
</tr>
<tr>
<td>Tacoma Water Division</td>
<td>57,949,725</td>
<td>57,146,959</td>
<td>24,866,802</td>
<td>53,216,486</td>
<td>35,111,569</td>
<td>228,291,541</td>
</tr>
<tr>
<td>Tacoma Rail Division</td>
<td>33,984,306</td>
<td>23,024,900</td>
<td>7,016,314</td>
<td>1,640,486</td>
<td>9,700,000</td>
<td>75,366,006</td>
</tr>
<tr>
<td>Operating Funds</td>
<td>277,349,689</td>
<td>590,414,550</td>
<td>146,260,932</td>
<td>113,979,774</td>
<td>134,483,569</td>
<td>1,262,488,514</td>
</tr>
<tr>
<td>Fleet Services Fund</td>
<td>6,767,495</td>
<td>2,831,263</td>
<td>0</td>
<td>0</td>
<td>16,780,500</td>
<td>26,379,258</td>
</tr>
<tr>
<td>Family Need Fund</td>
<td>0</td>
<td>2,500,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Self-Insurance Fund</td>
<td>0</td>
<td>6,712,450</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6,712,450</td>
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<tr>
<td>Other Funds</td>
<td>6,767,495</td>
<td>12,043,713</td>
<td>0</td>
<td>0</td>
<td>16,780,500</td>
<td>35,591,708</td>
</tr>
<tr>
<td><strong>Total TPU 2019-2020</strong></td>
<td><strong>$284,117,184</strong></td>
<td><strong>$602,458,263</strong></td>
<td><strong>$146,260,932</strong></td>
<td><strong>$113,979,774</strong></td>
<td><strong>$151,264,069</strong></td>
<td><strong>$1,298,080,222</strong></td>
</tr>
</tbody>
</table>

### 2021-2022 BUDGET

<table>
<thead>
<tr>
<th>Fund</th>
<th>Personnel Costs</th>
<th>Supplies, Services &amp; Other Charges</th>
<th>Taxes</th>
<th>Debt Service</th>
<th>Capital Outlay</th>
<th>2021-2022 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tacoma Power Division</td>
<td>$206,541,211</td>
<td>$487,387,064</td>
<td>$112,742,510</td>
<td>$65,845,389</td>
<td>$60,237,000</td>
<td>$932,753,175</td>
</tr>
<tr>
<td>Tacoma Water Division</td>
<td>62,124,823</td>
<td>62,181,005</td>
<td>27,414,965</td>
<td>50,597,583</td>
<td>79,331,221</td>
<td>281,649,598</td>
</tr>
<tr>
<td>Tacoma Rail Division</td>
<td>37,305,788</td>
<td>24,638,372</td>
<td>7,639,000</td>
<td>1,768,498</td>
<td>6,980,000</td>
<td>78,331,658</td>
</tr>
<tr>
<td>Operating Funds</td>
<td>305,971,822</td>
<td>574,206,442</td>
<td>147,796,475</td>
<td>118,211,470</td>
<td>146,548,221</td>
<td>1,292,734,430</td>
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<tr>
<td>Fleet Services Fund</td>
<td>7,974,817</td>
<td>3,626,905</td>
<td>0</td>
<td>0</td>
<td>592,774</td>
<td>12,194,495</td>
</tr>
<tr>
<td>Family Need Fund</td>
<td>0</td>
<td>2,500,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2,500,000</td>
</tr>
<tr>
<td>Self-Insurance Fund</td>
<td>0</td>
<td>5,716,200</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5,716,200</td>
</tr>
<tr>
<td>Other Funds</td>
<td>7,974,817</td>
<td>11,843,105</td>
<td>0</td>
<td>0</td>
<td>592,774</td>
<td>20,410,695</td>
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<tr>
<td><strong>Total TPU 2021-2022</strong></td>
<td><strong>$313,946,639</strong></td>
<td><strong>$586,049,546</strong></td>
<td><strong>$147,796,475</strong></td>
<td><strong>$118,211,470</strong></td>
<td><strong>$147,140,995</strong></td>
<td><strong>$1,313,145,125</strong></td>
</tr>
</tbody>
</table>

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

Job Classifications and Salary Information:
Visit www.cityoftacoma.org/empage.aspx for current job classification specs with salary data.
## CITY OF TACOMA
### DEPARTMENT OF PUBLIC UTILITIES
### COMPARATIVE BUDGET

<table>
<thead>
<tr>
<th>Fund</th>
<th>Biennial Budget 2019-2020</th>
<th>Biennial Budget 2021-2022</th>
<th>$ Increase or Decrease</th>
<th>% Increase or Decrease</th>
<th>% 2021-2022 Total Dept.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tacoma Power</td>
<td>$958,830,967</td>
<td>$932,753,175</td>
<td>($26,077,792)</td>
<td>(2.7%)</td>
<td>71.0%</td>
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<tr>
<td>Tacoma Water</td>
<td>228,291,541</td>
<td>281,649,598</td>
<td>53,358,057</td>
<td>23.4%</td>
<td>21.5%</td>
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<tr>
<td>Tacoma Rail</td>
<td>75,366,006</td>
<td>78,331,658</td>
<td>2,965,652</td>
<td>3.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Fleet Services</td>
<td>26,379,258</td>
<td>12,194,495</td>
<td>(14,184,763)</td>
<td>(53.8%)</td>
<td>0.9%</td>
</tr>
<tr>
<td>Family Need</td>
<td>2,500,000</td>
<td>2,500,000</td>
<td>0</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Self-Insurance Claim</td>
<td>6,712,450</td>
<td>5,716,200</td>
<td>(996,250)</td>
<td>(14.8%)</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Total Department</strong></td>
<td><strong>$1,298,080,222</strong></td>
<td><strong>$1,313,145,125</strong></td>
<td><strong>$15,064,903</strong></td>
<td><strong>1.2%</strong></td>
<td><strong>100.0%</strong></td>
</tr>
<tr>
<td>TAX PAYMENTS</td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
<td></td>
<td></td>
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<tr>
<td>--------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
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<tr>
<td>City of Tacoma:</td>
<td></td>
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<tr>
<td>Gross Earnings Tax</td>
<td>$88,665,925</td>
<td>$90,817,645</td>
<td>$91,666,516</td>
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<tr>
<td>State of Washington:</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility &amp; Business Tax</td>
<td>38,041,890</td>
<td>39,867,810</td>
<td>42,127,177</td>
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<tr>
<td>Other *</td>
<td>14,987,570</td>
<td>15,516,477</td>
<td>14,002,782</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>141,695,385</strong></td>
<td><strong>146,201,932</strong></td>
<td><strong>147,796,475</strong></td>
<td></td>
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<tr>
<td>Federal Taxes (FICA)</td>
<td>15,077,361</td>
<td>16,440,940</td>
<td>17,199,152</td>
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<tr>
<td>Federal Railroad Taxes (RR)</td>
<td>4,310,435</td>
<td>4,430,662</td>
<td>4,649,046</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>19,387,796</strong></td>
<td><strong>20,871,602</strong></td>
<td><strong>21,848,198</strong></td>
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<tr>
<td><strong>Total Taxes</strong></td>
<td><strong>$161,083,181</strong></td>
<td><strong>$167,073,534</strong></td>
<td><strong>$169,644,673</strong></td>
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</tr>
</tbody>
</table>

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.
### DEPARTMENT OF PUBLIC UTILITIES

**General Government Expenses**

<table>
<thead>
<tr>
<th>Division</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Biennium Budget</td>
<td>Biennium Budget</td>
</tr>
<tr>
<td>City Clerk</td>
<td>$225,938</td>
<td>$240,213</td>
</tr>
<tr>
<td>City Council</td>
<td>179,837</td>
<td>215,847</td>
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<tr>
<td>City Manager's Office</td>
<td>121,393</td>
<td>184,264</td>
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<tr>
<td>CMO Equity</td>
<td>527,858</td>
<td>1,030,321</td>
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<tr>
<td>Government Relations</td>
<td>92,119</td>
<td>52,656</td>
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<tr>
<td>Hearing Examiner</td>
<td>55,755</td>
<td>51,692</td>
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<td>HUB</td>
<td>154,804</td>
<td>141,232</td>
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<td>LEAP</td>
<td>162,171</td>
<td>130,905</td>
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<td>TTEP</td>
<td>313,075</td>
<td>312,627</td>
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<td>Office of Management and Budget</td>
<td>74,858</td>
<td>100,975</td>
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<td>Continuous Improvement</td>
<td>387,984</td>
<td>501,839</td>
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<tr>
<td>Public Disclosure</td>
<td>515,483</td>
<td>595,666</td>
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<tr>
<td>Safety*</td>
<td>1,051,173</td>
<td>1,235,243</td>
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<tr>
<td>TFD Emergency Management</td>
<td>119,252</td>
<td>164,831</td>
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</table>

**Total Miscellaneous General Government Expenses**

<table>
<thead>
<tr>
<th>Division</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td>7,769,410</td>
<td>8,191,165</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>7,123,207</td>
<td>7,411,883</td>
</tr>
<tr>
<td><strong>IT</strong></td>
<td>22,247,545</td>
<td>22,365,814</td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td>3,048,738</td>
<td>3,073,785</td>
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</tbody>
</table>

**Total TPU General Government Expenses**

<table>
<thead>
<tr>
<th>Division</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Total TPU General Government Expenses** | $44,170,600 | $46,000,958 |

*Safety was a TPU function in 19-20
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### REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales of Electric Energy</td>
<td>$813,024,621</td>
<td>$825,769,355</td>
<td>$863,264,996</td>
</tr>
<tr>
<td>Anticipated Additional Revenue</td>
<td>0</td>
<td>16,541,545</td>
<td>17,078,143</td>
</tr>
<tr>
<td>Other Electric Revenue</td>
<td>36,730,445</td>
<td>39,743,995</td>
<td>49,199,161</td>
</tr>
<tr>
<td>Telecommunications Revenue</td>
<td>51,883,640</td>
<td>54,732,255</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>901,638,706</strong></td>
<td><strong>936,787,150</strong></td>
<td><strong>929,542,300</strong></td>
</tr>
<tr>
<td>Other Income</td>
<td>16,795,177</td>
<td>12,864,759</td>
<td>13,529,482</td>
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<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>9,179,057</td>
<td>(10,318,607)</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td><strong>$918,433,883</strong></td>
<td><strong>$958,830,967</strong></td>
<td><strong>$932,753,175</strong></td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$181,640,627</td>
<td>$185,415,658</td>
<td>$206,541,211</td>
</tr>
<tr>
<td>Supplies, Services &amp; Other Charges</td>
<td>447,507,543</td>
<td>510,242,691</td>
<td>487,387,064</td>
</tr>
<tr>
<td>Taxes - Current Revenue Estimate</td>
<td>110,603,079</td>
<td>112,496,480</td>
<td>110,816,181</td>
</tr>
<tr>
<td>Taxes - Anticipated Additional Revenue</td>
<td>0</td>
<td>1,881,336</td>
<td>1,926,329</td>
</tr>
<tr>
<td>Debt Service</td>
<td>80,163,269</td>
<td>59,122,802</td>
<td>65,845,389</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>57,817,049</td>
<td>89,672,000</td>
<td>60,237,000</td>
</tr>
<tr>
<td>Cash Defeasance</td>
<td>27,155,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$904,886,567</strong></td>
<td><strong>$958,830,967</strong></td>
<td><strong>$932,753,175</strong></td>
</tr>
</tbody>
</table>

### CAPITAL OUTLAY FINANCING DETAIL

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded From Operating Fund</td>
<td></td>
<td></td>
<td>$60,237,000</td>
</tr>
<tr>
<td>Funded From New Bonds</td>
<td></td>
<td>60,051,000</td>
<td>89,661,000</td>
</tr>
<tr>
<td><strong>Total Capital Outlay</strong></td>
<td></td>
<td></td>
<td><strong>$149,723,000</strong></td>
</tr>
</tbody>
</table>

### PERSONNEL - Budgeted FTEs

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>857.27 / 860.02</td>
<td>838.28 / 838.28</td>
<td>798.2 / 798.2</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Source</th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales of Electric Energy</td>
<td>$813,024,621</td>
<td>$825,769,355</td>
<td>$863,264,996</td>
</tr>
<tr>
<td>Anticipated Additional Revenue</td>
<td>0</td>
<td>16,541,545</td>
<td>17,078,143</td>
</tr>
<tr>
<td>Other Electric Revenue</td>
<td>36,730,445</td>
<td>39,743,995</td>
<td>49,199,161</td>
</tr>
<tr>
<td>Telecommunications Revenue</td>
<td>51,883,640</td>
<td>54,732,255</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>901,638,706</strong></td>
<td><strong>936,787,150</strong></td>
<td><strong>929,542,300</strong></td>
</tr>
<tr>
<td>Other Income</td>
<td>16,795,177</td>
<td>12,864,759</td>
<td>13,529,482</td>
</tr>
<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>9,179,057</td>
<td>(10,318,607)</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td><strong>$918,433,883</strong></td>
<td><strong>$958,830,967</strong></td>
<td><strong>$932,753,175</strong></td>
</tr>
</tbody>
</table>

## REVENUE DETAIL

### Sales of Electric Energy

<table>
<thead>
<tr>
<th>Source</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$342,857,786</td>
<td>$366,568,235</td>
<td>$363,405,622</td>
</tr>
<tr>
<td>Private Off-Street Lighting</td>
<td>2,705,231</td>
<td>3,061,854</td>
<td>2,816,295</td>
</tr>
<tr>
<td>Small General</td>
<td>58,382,172</td>
<td>57,254,711</td>
<td>58,125,420</td>
</tr>
<tr>
<td>General</td>
<td>205,723,926</td>
<td>208,176,072</td>
<td>220,957,858</td>
</tr>
<tr>
<td>High Voltage General</td>
<td>40,228,631</td>
<td>45,607,004</td>
<td>51,644,499</td>
</tr>
<tr>
<td>Contract Industrial - Firm</td>
<td>45,773,304</td>
<td>47,244,762</td>
<td>48,910,948</td>
</tr>
<tr>
<td>New Large Load</td>
<td>0</td>
<td>0</td>
<td>10,456,714</td>
</tr>
<tr>
<td>Street Lighting &amp; Traffic Signals</td>
<td>2,661,149</td>
<td>2,016,509</td>
<td>2,148,861</td>
</tr>
<tr>
<td><strong>Total Retail Sales</strong></td>
<td><strong>698,332,198</strong></td>
<td><strong>729,929,147</strong></td>
<td><strong>758,466,217</strong></td>
</tr>
</tbody>
</table>

### Other Sales

<table>
<thead>
<tr>
<th>Source</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk Power Sales</td>
<td>112,548,945</td>
<td>95,840,208</td>
<td>104,798,779</td>
</tr>
<tr>
<td>Accrued Unbilled Revenue</td>
<td>2,143,478</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Other Sales</strong></td>
<td><strong>114,692,423</strong></td>
<td><strong>95,840,208</strong></td>
<td><strong>104,798,779</strong></td>
</tr>
<tr>
<td>Anticipated Additional Revenue</td>
<td>0</td>
<td>16,541,545</td>
<td>17,078,143</td>
</tr>
<tr>
<td><strong>Total Sales of Electric Energy</strong></td>
<td><strong>813,024,621</strong></td>
<td><strong>842,310,900</strong></td>
<td><strong>880,343,139</strong></td>
</tr>
<tr>
<td>TACOMA POWER</td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Other Electric Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent from Electric Property</td>
<td>3,452,028</td>
<td>2,704,477</td>
<td>4,285,672</td>
</tr>
<tr>
<td>Rainier Connect IRU</td>
<td>0</td>
<td>0</td>
<td>6,500,000</td>
</tr>
<tr>
<td>BPA Efficiency Incentive</td>
<td>0</td>
<td>0</td>
<td>7,500,000</td>
</tr>
<tr>
<td>Interdepartmental Rent</td>
<td>4,769,877</td>
<td>4,924,037</td>
<td>4,597,966</td>
</tr>
<tr>
<td>Service Connection Fees</td>
<td>2,548,995</td>
<td>2,451,276</td>
<td>1,825,504</td>
</tr>
<tr>
<td>Green Power</td>
<td>110,010</td>
<td>111,948</td>
<td>114,575</td>
</tr>
<tr>
<td>Late Payment Fees</td>
<td>477,111</td>
<td>573,785</td>
<td>1,009,911</td>
</tr>
<tr>
<td>Income from Campgrounds</td>
<td>3,122,716</td>
<td>3,008,934</td>
<td>3,310,662</td>
</tr>
<tr>
<td>Wheeling</td>
<td>20,176,383</td>
<td>23,374,353</td>
<td>17,665,990</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>105,889</td>
<td>77,787</td>
<td>217,512</td>
</tr>
<tr>
<td><strong>Total Other Electric Revenue</strong></td>
<td><strong>36,730,445</strong></td>
<td><strong>39,743,995</strong></td>
<td><strong>49,199,161</strong></td>
</tr>
</tbody>
</table>

| Telecommunications Revenue | | | |
| CATV | 33,588,544 | 32,758,843 | |
| Broadband | 2,132,513 | 2,446,773 | |
| Internet | 14,674,655 | 18,427,102 | |
| Miscellaneous | 1,487,927 | 1,099,537 | |
| **Total Telecommunications** | **51,883,640** | **54,732,255** | **0** |

| Other Income | | | |
| Interest | 5,980,616 | 3,645,145 | 3,955,752 |
| Federal Subsidy for BABS/CREBS interest | 7,511,835 | 7,418,000 | 7,458,448 |
| Miscellaneous | 3,302,725 | 1,801,614 | 2,115,282 |
| **Total Other Income** | **16,795,177** | **12,864,759** | **13,529,482** |

| Other Available Funds | | | |
| Appropriation from Fund Balance | 0 | 9,179,057 | (10,318,607) |

| Total Revenue & Available Funds | **$918,433,883** | **$958,830,967** | **$932,753,175** |
## SUMMARY - Operation & Maintenance by Section

<table>
<thead>
<tr>
<th>Section</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Administration</td>
<td>$143,407,678</td>
<td>$135,193,579</td>
<td>$177,105,215</td>
</tr>
<tr>
<td>Click!</td>
<td>56,662,690</td>
<td>54,455,682</td>
<td>0</td>
</tr>
<tr>
<td>Generation</td>
<td>80,769,600</td>
<td>90,658,243</td>
<td>89,063,986</td>
</tr>
<tr>
<td>Power Management</td>
<td>328,421,683</td>
<td>363,789,727</td>
<td>364,140,650</td>
</tr>
<tr>
<td>Power Shared Services</td>
<td>19,303,215</td>
<td>26,129,294</td>
<td>29,855,488</td>
</tr>
<tr>
<td>Rates, Planning &amp; Analysis</td>
<td>7,575,216</td>
<td>10,053,019</td>
<td>10,013,531</td>
</tr>
<tr>
<td>Transmission &amp; Distribution</td>
<td>80,344,119</td>
<td>93,495,737</td>
<td>97,134,898</td>
</tr>
<tr>
<td>Utility Technology Services</td>
<td>23,267,049</td>
<td>36,260,883</td>
<td>39,357,018</td>
</tr>
<tr>
<td><strong>Total for Division</strong></td>
<td><strong>$739,751,249</strong></td>
<td><strong>$810,036,165</strong></td>
<td><strong>$806,670,785</strong></td>
</tr>
</tbody>
</table>

## SUMMARY - Operation & Maintenance by Category

<table>
<thead>
<tr>
<th>Category</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$163,579,905</td>
<td>$169,701,179</td>
<td>$186,496,133</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>59,863,030</td>
<td>58,229,067</td>
<td>70,077,242</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(41,802,308)</td>
<td>(42,514,588)</td>
<td>(50,032,164)</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td><strong>181,640,627</strong></td>
<td><strong>185,415,658</strong></td>
<td><strong>206,541,211</strong></td>
</tr>
<tr>
<td>Supplies</td>
<td>282,007,970</td>
<td>298,920,868</td>
<td>295,662,996</td>
</tr>
<tr>
<td>Services</td>
<td>77,585,187</td>
<td>98,853,564</td>
<td>69,505,904</td>
</tr>
<tr>
<td>Other Charges</td>
<td>30,459,365</td>
<td>46,185,874</td>
<td>52,142,531</td>
</tr>
<tr>
<td>Assessments</td>
<td>57,455,022</td>
<td>66,282,385</td>
<td>70,075,633</td>
</tr>
<tr>
<td>Taxes</td>
<td>110,603,079</td>
<td>114,377,816</td>
<td>112,742,510</td>
</tr>
<tr>
<td><strong>Total for Division</strong></td>
<td><strong>$739,751,249</strong></td>
<td><strong>$810,036,165</strong></td>
<td><strong>$806,670,785</strong></td>
</tr>
</tbody>
</table>
### TAX PAYMENTS

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Tacoma:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Earnings Tax (7.5%)</td>
<td>$68,526,831</td>
<td>$68,950,770</td>
<td>$67,885,424</td>
</tr>
<tr>
<td><strong>State of Washington:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility &amp; Business Tax</td>
<td>28,496,084</td>
<td>29,555,802</td>
<td>30,443,275</td>
</tr>
<tr>
<td><em><em>Other</em>:</em>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County/Schools/Fire Protection Dist.</td>
<td>3,930,028</td>
<td>4,188,800</td>
<td>4,508,900</td>
</tr>
<tr>
<td>Franchise Administrative Fees</td>
<td>7,268,015</td>
<td>7,498,155</td>
<td>7,978,582</td>
</tr>
<tr>
<td>Click! Franchise-Like Fees</td>
<td>2,382,121</td>
<td>2,302,953</td>
<td>0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$110,603,079</td>
<td>$112,496,480</td>
<td>$110,816,181</td>
</tr>
<tr>
<td><strong>Anticipated Additional Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Earnings Tax (7.5%)</td>
<td>1,240,616</td>
<td>1,270,326</td>
<td></td>
</tr>
<tr>
<td>Utility &amp; Business Tax</td>
<td>640,720</td>
<td>656,003</td>
<td></td>
</tr>
<tr>
<td><strong>Total City &amp; Utility Tax</strong></td>
<td>$111,843,695</td>
<td>$114,146,389</td>
<td>$111,472,189</td>
</tr>
<tr>
<td>Federal Taxes (FICA)</td>
<td>11,854,808</td>
<td>12,611,278</td>
<td>12,986,642</td>
</tr>
<tr>
<td><strong>Total Tacoma Power Taxes</strong></td>
<td>$122,457,887</td>
<td>$126,989,094</td>
<td>$125,729,152</td>
</tr>
</tbody>
</table>

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.
## DEBT SERVICE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>$38,493,269</td>
<td>$42,287,802</td>
<td>$49,585,389</td>
</tr>
<tr>
<td>Principal</td>
<td>68,825,000</td>
<td>16,835,000</td>
<td>16,260,000</td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td><strong>$107,318,269</strong></td>
<td><strong>$59,122,802</strong></td>
<td><strong>$65,845,389</strong></td>
</tr>
</tbody>
</table>

## DEBT SERVICE DETAIL

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
<td>Interest</td>
</tr>
<tr>
<td></td>
<td>17,383,647</td>
<td>2,728,552</td>
<td>11,366,194</td>
<td>3,232,222</td>
<td>4,382,400</td>
<td>941,864</td>
<td>0</td>
<td>0</td>
<td>(1,541,610)</td>
</tr>
<tr>
<td></td>
<td>Principal</td>
<td>Principal</td>
<td>Principal</td>
<td>Principal</td>
<td>Principal</td>
<td>Principal</td>
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</tr>
<tr>
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<td>0</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bond Type</th>
<th>Total Debt Service</th>
<th>Total Debt Service</th>
<th>Total Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$107,318,269</td>
<td>$59,122,802</td>
<td>$65,845,389</td>
</tr>
<tr>
<td>TACOMA POWER Capital Outlay</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------</td>
<td>------------------------</td>
<td></td>
</tr>
</tbody>
</table>

**SUMMARY**

**Click! Network**

- **Capital Projects:** $0 \_ $0
- **Additions and Replacements:** 1,797,000 \_ 0
- **Click! Total:** 1,797,000 \_ 0

**General Plant**

- **Capital Projects:** 36,757,000 \_ 45,954,000
- **Additions and Replacements:** 2,404,000 \_ 1,425,000
- **General Plant Total:** 39,161,000 \_ 47,379,000

**Generation**

- **Capital Projects:** 17,950,000 \_ 28,560,000
- **Additions and Replacements:** 4,622,000 \_ 1,758,000
- **Generation Total:** 22,572,000 \_ 30,318,000

**Power Management**

- **Capital Projects:** 14,713,000 \_ 11,389,000
- **Power Management Total:** 14,713,000 \_ 11,389,000

**Transmission & Distribution**

- **Capital Projects:** 9,587,000 \_ 5,041,000
- **Additions and Replacements:** 41,492,000 \_ 42,108,000
- **Transmission & Distribution Total:** 51,079,000 \_ 47,149,000

**Utility Technology Services**

- **Capital Projects:** 16,729,000 \_ 10,720,000
- **Additions and Replacements:** 3,672,000 \_ 2,943,000
- **Utility Technology Services Total:** 20,401,000 \_ 13,663,000

**Sub-Total** $149,723,000 \_ $149,898,000

**Projects Funded from New Bonds** (60,051,000) \_ (89,661,000)

**Total Operating Fund Capital Outlay** $89,672,000 \_ $60,237,000
<table>
<thead>
<tr>
<th>CLICK! Network A &amp; R</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadband Services - Comm</td>
<td>$150,000</td>
<td>$0</td>
</tr>
<tr>
<td>Click! Equipment</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td>Customer Related Equip - Comm</td>
<td>694,000</td>
<td>0</td>
</tr>
<tr>
<td>FTTH ONT/OLT &amp; Cabinets</td>
<td>100,000</td>
<td>0</td>
</tr>
<tr>
<td>Headend Replace &amp; Upgrades - Comm</td>
<td>150,000</td>
<td>0</td>
</tr>
<tr>
<td>HFC Network Infrastructure Enhancements - Power</td>
<td>80,000</td>
<td>0</td>
</tr>
<tr>
<td>Network Infill MDU - Comm</td>
<td>149,000</td>
<td>0</td>
</tr>
<tr>
<td>Network Upgrades &amp; Replacements - Power</td>
<td>164,000</td>
<td>0</td>
</tr>
<tr>
<td>New Service Drop Capitalization - Comm</td>
<td>200,000</td>
<td>0</td>
</tr>
<tr>
<td>Node Upgrades</td>
<td>60,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Click! Network Total</strong></td>
<td><strong>$1,797,000</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Plant Capital Projects</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2021/22 Fleet Capital</td>
<td>$0</td>
<td>$14,800,000</td>
</tr>
<tr>
<td>Advanced Metering Infrastructure (AMI)</td>
<td>24,325,000</td>
<td>22,918,000</td>
</tr>
<tr>
<td>Capital Funding</td>
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<td>ECC Battery Monitoring</td>
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<tr>
<td>Facilities ABN Main Fan Modernization</td>
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<tr>
<td>Tacoma Power Storage Facility</td>
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<td>Service Division Capital-Customer Service</td>
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<td>TPU ABN Main Floor Data Center Power System Upgrade</td>
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<td>TPU ABN West Vault Electrical Equipment Replacement</td>
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<td>TPU ABS Transfer Switch Replacement</td>
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<td>Tacoma Power Facility Elevator Controls Upgrade</td>
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<tr>
<td><strong>General Plant Total</strong></td>
<td><strong>$39,161,000</strong></td>
<td><strong>$47,379,000</strong></td>
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</table>

<table>
<thead>
<tr>
<th>General Plant A &amp; R</th>
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<tr>
<td>Facilities Critical Operations Power Systems</td>
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<td>General Plant</td>
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<td>Tacoma Power Security Upgrade</td>
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<td><strong>General Plant Total</strong></td>
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<table>
<thead>
<tr>
<th>Generation Capital Projects</th>
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<tbody>
<tr>
<td>Alder Cooling Water Pipe Replacements (2&quot; Pipe)</td>
<td>$177,000</td>
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<td>Cowlitz Falls Downstream Fish Passage</td>
<td>0</td>
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<tr>
<td>Cowlitz Falls Fish Facility Start-Up (Downstream Fish Passage)</td>
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<tr>
<td>Cowlitz Fish Release Site Development - Tilton &amp; Upper Cowlitz</td>
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<tr>
<td>Cowlitz Mossyrock Dam Guard Valve and Stop Logs</td>
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<tr>
<td>Cowlitz Mossyrock PDS-6 Replacement</td>
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<td>289,000</td>
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<tr>
<td>Cowlitz Trout Hatchery Remodel</td>
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<tr>
<td>Cushman #1 Dam ROV Replacement</td>
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<tr>
<td>Cushman #2 Spillway Gate Remote Operation</td>
<td>237,000</td>
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<td>Cushman #2 Station Service Upgrades (EG, ATS &amp; SWGR)</td>
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<td>Project Description</td>
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<td>-----------------------------------------------------------------------------------</td>
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<td>Cushman #2 U31, U32 Unit Rebuild</td>
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<td>Cushman Barrier Dam Repair Cont.</td>
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<td>Cushman FSC Juvenile Fish Collector Upgrades</td>
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<td>Cushman Powerhouse Cranes - Crane Upgrades</td>
<td>141,000</td>
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<td>LaGrande Units 1 - 4 Excitation AC Supply Replacement</td>
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<td>LaGrande Units 1 - 4 Protection Relay Replacement</td>
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<td>LaGrande Downstream Fish Barrier - FERC</td>
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<td>Mayfield Unit 41 Exciter Replacement</td>
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<td>Mayfield Units 42, 43, 44 Generator Breaker Replacement</td>
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<tr>
<td>Mayfield Fish Passage Modification</td>
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<td>Mayfield Water System Replacements &amp; Upgrades</td>
<td>920,000</td>
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<td>Mossyrock Dam ROV &amp; Guard Valve Upgrades</td>
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<tr>
<td>Mossyrock Units 51 &amp; 52 Generator Breakers</td>
<td>2,495,000</td>
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<td>Nisqually Alder U11 Generator Rewind</td>
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<td>Strong Motion Accelerometer (SMA) Replacement and Upgrade</td>
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<td>Wynoochee Dam Electrical Power System Upgrade</td>
<td>557,000</td>
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<td>ADA Improvements</td>
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<td>Cowlitz Project Generation</td>
<td>208,000</td>
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<td>Hydro Wildlife</td>
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<tr>
<td>Nisqually Project Recreation</td>
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<td>Plant Engineering</td>
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<td>TPU Facility Energy Conservation</td>
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<td>Water and Sewer Systems</td>
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<tr>
<td>Wynoochee River Project Generation</td>
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<td><strong>Generation Total</strong></td>
<td><strong>$22,572,000</strong></td>
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**Power Management Capital Projects**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>2019/20</th>
<th>2021/22</th>
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<tbody>
<tr>
<td>2019/20 Conservation Portfolio</td>
<td>$14,713,000</td>
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<td>2021/22 Conservation Portfolio</td>
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<td>Energy Imbalance Market (EIM)</td>
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<tr>
<td>Energy Trading and Risk Management system (ETRM)</td>
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<td><strong>$11,389,000</strong></td>
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## Transmission & Distribution Capital Projects

<table>
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<tr>
<th>Project</th>
<th>2019-20</th>
<th>2021-22</th>
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<tr>
<td>#6 Copper Conductor Replacement</td>
<td>$1,500,000</td>
<td>$1,550,000</td>
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<td>Distribution Efficiency Program</td>
<td>180,000</td>
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<td>Distribution Substation Transformer Replacement Program</td>
<td>2,878,000</td>
<td>2,145,000</td>
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<tr>
<td>Distribution System Upgrades</td>
<td>1,488,000</td>
<td>678,000</td>
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<tr>
<td>Mayfield Bank 1 Transformer Replacement</td>
<td>3,267,000</td>
<td>0</td>
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<tr>
<td>Narrows and North Bay Tower Fall Protection</td>
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<td>178,000</td>
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<tr>
<td>Replace Digital Fault Recorders</td>
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<td>Transmission Line Auto Sectionalizing</td>
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## Transmission & Distribution A & R

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<tbody>
<tr>
<td>Central Business District</td>
<td>2,726,000</td>
<td>2,981,000</td>
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<tr>
<td>Distribution Transformer Purchase</td>
<td>3,362,000</td>
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<td>HFC Infill Construction</td>
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<td>HFC Road Projects - Power Apps</td>
<td>1,029,000</td>
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<td>Meters and Devices</td>
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<td>New Services</td>
<td>4,823,000</td>
<td>3,822,000</td>
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<td>Overhead Dist &amp; Trans</td>
<td>14,998,000</td>
<td>14,834,000</td>
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<td>Distribution UG/PM Switchgear Replacement</td>
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<td>Protection &amp; Controls</td>
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<td>Rental Light</td>
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<td>Substation</td>
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<td>T&amp;D Tools and Materials</td>
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<td>Underground</td>
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**Transmission & Distribution Total**

<table>
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<tr>
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## Utility Technology Services Capital Projects

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<tr>
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<th>2021-22</th>
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<tbody>
<tr>
<td>Asset Analytics</td>
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<tr>
<td>Asset Investment Planning Software</td>
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<td>Automated Fleet Fuel Management</td>
<td>443,168</td>
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<td>Automated Testing</td>
<td>222,664</td>
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<td>Avista Decision Support System Integration</td>
<td>500,310</td>
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<td>Customer Engagement Portal</td>
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<td>779,168</td>
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<td>Facility/Comm Systems Monitoring</td>
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<tr>
<td>Financial Planning Software</td>
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<td>ITSM/ITAM Tool Enhancements</td>
<td>346,701</td>
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<td>Land Mobile Radio</td>
<td>2,045,241</td>
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<tr>
<td>Market Integration Tools</td>
<td>1,701,438</td>
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<td>Physical Access Control System Replacement</td>
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<td>1,331,603</td>
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<td>Power GIS Modernization</td>
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<td>Technology Contingency</td>
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<td>2021-22</td>
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<tr>
<td>---------------------------------------------</td>
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<tr>
<td>TPU Auditorium TV Tacoma Upgrade</td>
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<td>TPU Conference Rooms Tech Refresh</td>
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<td>TPU Operations Center Ph2</td>
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<tr>
<td>Wan Modernization</td>
<td>1,962,821</td>
<td>2,102,451</td>
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<td>Workforce Connect</td>
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<tr>
<td>Workplace Giving Automation</td>
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<tr>
<td><strong>Utility Technology Services A &amp; R</strong></td>
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<tr>
<td>Analytics &amp; Data Management</td>
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<td>Communications</td>
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<td>Cybersecurity and Resilience</td>
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<td>System Administration</td>
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<td>Telephony</td>
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<td><strong>Utility Technology Services Total</strong></td>
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<td><strong>$13,663,000</strong></td>
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<tr>
<td><strong>Total Capital Outlay</strong></td>
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<td><strong>$149,898,000</strong></td>
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# TACOMA WATER

## Recapitulation of Biennial Budget

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
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<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
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<td></td>
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<tr>
<td>Water Sales</td>
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<tr>
<td>Anticipated Additional Revenue</td>
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<td>6,363,724</td>
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<tr>
<td>Other Operating Revenue</td>
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<td>7,992,092</td>
<td>7,939,267</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
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<td>182,726,596</td>
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<tr>
<td><strong>Non-Operating Revenue</strong></td>
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<td>Interest</td>
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<td>BABS Interest Federal Subsidy</td>
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<td>Capital Reserve Fund</td>
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<td>System Development Charge Fund</td>
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<tr>
<td>Appropriation from Fund Balance</td>
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<td><strong>Total Revenue &amp; Available Funds</strong></td>
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<td><strong>EXPENDITURES</strong></td>
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<td>Personnel Costs</td>
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<td>Supplies, Services &amp; Other Charges</td>
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## Capital Outlay Financing Detail

<table>
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<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
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</thead>
<tbody>
<tr>
<td>Funded from Operating Fund</td>
<td>$13,108,674</td>
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<tr>
<td>Funded from Capital Reserve Fund</td>
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<td>Funded from System Development Charge Fund</td>
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<td>6,760,852</td>
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<tr>
<td>Funded from Existing Bonds</td>
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<td><strong>Total Capital Outlay</strong></td>
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## Personnel - Budgeted FTEs

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<tr>
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<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
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<td><strong>Personnel - Budgeted FTEs</strong></td>
<td>272.5 / 274.5</td>
<td>287.8 / 290.8</td>
<td>300.8 / 300.8</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Biennium</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actual Biennium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Biennium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Water Sales</strong></td>
<td>$166,047,374</td>
<td>$168,370,780</td>
<td>$188,769,850</td>
</tr>
<tr>
<td>Anticipated Additional Revenue</td>
<td>0</td>
<td>6,363,724</td>
<td>5,704,357</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>15,581,712</td>
<td>7,992,092</td>
<td>7,939,267</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>181,629,086</td>
<td>182,726,596</td>
<td>202,413,474</td>
</tr>
<tr>
<td>Non-Operating Revenue</td>
<td>8,513,424</td>
<td>28,608,901</td>
<td>55,831,738</td>
</tr>
<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>16,956,044</td>
<td>23,404,386</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td>$190,142,510</td>
<td>$228,291,541</td>
<td>$281,649,598</td>
</tr>
</tbody>
</table>

## REVENUE DETAIL

### Water Sales

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$106,411,332</td>
<td>$116,422,335</td>
<td>$122,427,929</td>
</tr>
<tr>
<td>Pulp Mill</td>
<td>13,195,870</td>
<td>13,808,205</td>
<td>14,337,051</td>
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<tr>
<td>Wholesale</td>
<td>6,322,478</td>
<td>5,418,301</td>
<td>5,685,926</td>
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<tr>
<td>Other Water Sales</td>
<td>40,117,694</td>
<td>32,721,939</td>
<td>46,318,944</td>
</tr>
<tr>
<td><strong>Total Water Sales</strong></td>
<td>166,047,374</td>
<td>174,734,504</td>
<td>194,474,207</td>
</tr>
<tr>
<td>Anticipated Additional Revenue</td>
<td>0</td>
<td>6,363,724</td>
<td>5,704,357</td>
</tr>
</tbody>
</table>

### Other Income

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>2,299,294</td>
<td>600,000</td>
<td>600,000</td>
</tr>
<tr>
<td>BABS Interest Federal Subsidy</td>
<td>5,555,737</td>
<td>5,540,624</td>
<td>5,594,130</td>
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<tr>
<td>Miscellaneous</td>
<td>658,393</td>
<td>465,384</td>
<td>1,157,602</td>
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<tr>
<td>Transfers from Other Funds:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Capital Reserve Fund</td>
<td>0</td>
<td>22,002,893</td>
<td>41,719,154</td>
</tr>
<tr>
<td>System Development Charge</td>
<td>0</td>
<td>0</td>
<td>6,760,852</td>
</tr>
<tr>
<td><strong>Total Non-Operating Revenue</strong></td>
<td>8,513,424</td>
<td>28,608,901</td>
<td>55,831,738</td>
</tr>
<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>16,956,044</td>
<td>23,404,386</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td>$190,142,510</td>
<td>$228,291,541</td>
<td>$281,649,598</td>
</tr>
<tr>
<td>Division Consolidation</td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------</td>
<td>------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td><strong>SUMMARY - Operation &amp; Maintenance by Section</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Administration</td>
<td>$57,860,121</td>
<td>$59,436,902</td>
<td>$0</td>
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<tr>
<td>Water Administration, Strategy &amp; Safety</td>
<td>0</td>
<td>0</td>
<td>66,380,037</td>
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<tr>
<td>Distribution Engineering</td>
<td>5,039,361</td>
<td>6,475,944</td>
<td>0</td>
</tr>
<tr>
<td>Distribution Operations</td>
<td>20,723,596</td>
<td>26,275,717</td>
<td>0</td>
</tr>
<tr>
<td>Quality</td>
<td>12,950,852</td>
<td>15,530,433</td>
<td>0</td>
</tr>
<tr>
<td>Supply</td>
<td>18,173,531</td>
<td>19,345,826</td>
<td>0</td>
</tr>
<tr>
<td>Asset and Information Management</td>
<td>6,438,406</td>
<td>8,264,560</td>
<td>0</td>
</tr>
<tr>
<td>Rates and Financial Planning</td>
<td>2,379,537</td>
<td>4,634,104</td>
<td>0</td>
</tr>
<tr>
<td>Maintenance &amp; Construction</td>
<td>0</td>
<td>0</td>
<td>36,967,833</td>
</tr>
<tr>
<td>Business Services</td>
<td>0</td>
<td>0</td>
<td>12,693,587</td>
</tr>
<tr>
<td>Customer &amp; Employee Experience</td>
<td>0</td>
<td>0</td>
<td>6,809,960</td>
</tr>
<tr>
<td>Planning &amp; Engineering</td>
<td>0</td>
<td>0</td>
<td>13,446,717</td>
</tr>
<tr>
<td>Source Water &amp; Treatment Ops</td>
<td>0</td>
<td>0</td>
<td>15,422,659</td>
</tr>
<tr>
<td><strong>Total for Division</strong></td>
<td>$123,565,404</td>
<td>$139,963,486</td>
<td>$151,720,793</td>
</tr>
</tbody>
</table>

| **SUMMARY - Operation & Maintenance by Category** | | | |
| Salaries & Wages | $43,696,852 | $51,164,691 | $55,531,451 |
| Employee Benefits | 17,439,360 | 19,861,443 | 23,306,701 |
| Capital Credit & Labor To/From Others | (12,661,788) | (13,076,408) | (16,713,329) |
| **Total Personnel Costs** | 48,474,424 | 57,949,725 | 62,124,823 |
| Supplies | 13,638,353 | 16,204,628 | 16,962,270 |
| Services | 12,983,588 | 14,294,791 | 13,847,823 |
| Other Charges | 3,336,177 | 3,464,542 | 4,914,673 |
| Assessments | 20,243,672 | 23,182,998 | 26,456,239 |
| Taxes | 24,889,190 | 24,866,802 | 27,414,965 |
| **Total for Division** | $123,565,404 | $139,963,486 | $151,720,793 |
### TAX PAYMENTS

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>City of Tacoma:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Earnings Tax (8.0%)</td>
<td>$14,839,274</td>
<td>$14,132,161</td>
<td>$15,735,417</td>
</tr>
<tr>
<td>State of Washington:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility &amp; Business Taxes</td>
<td>8,647,916</td>
<td>8,380,257</td>
<td>9,426,027</td>
</tr>
<tr>
<td>Other*</td>
<td>1,402,000</td>
<td>1,525,255</td>
<td>1,510,300</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>24,889,190</strong></td>
<td><strong>24,037,673</strong></td>
<td><strong>26,671,744</strong></td>
</tr>
<tr>
<td><strong>Anticipated Additional Revenue</strong></td>
<td><strong>509,098</strong></td>
<td><strong>456,349</strong></td>
<td><strong>743,221</strong></td>
</tr>
<tr>
<td>Gross Earnings Tax (8.0%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility &amp; Business Taxes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other*</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total City and Utility Tax</strong></td>
<td><strong>24,889,190</strong></td>
<td><strong>24,866,802</strong></td>
<td><strong>27,414,965</strong></td>
</tr>
<tr>
<td>Federal Taxes (FICA)</td>
<td>3,222,553</td>
<td>3,825,955</td>
<td>4,212,510</td>
</tr>
<tr>
<td><strong>Total Tacoma Water Taxes</strong></td>
<td><strong>28,111,743</strong></td>
<td><strong>28,692,757</strong></td>
<td><strong>31,627,475</strong></td>
</tr>
</tbody>
</table>

* 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.

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.
### DEBT SERVICE SUMMARY

<table>
<thead>
<tr>
<th>Year</th>
<th>Interest</th>
<th>Principal</th>
<th>Total Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>$29,744,843</td>
<td>24,330,222</td>
<td>$54,075,065</td>
</tr>
<tr>
<td>2019-20</td>
<td>$27,890,453</td>
<td>25,326,033</td>
<td>$53,216,486</td>
</tr>
<tr>
<td>2021-22</td>
<td>$25,663,759</td>
<td>24,933,825</td>
<td>$50,597,584</td>
</tr>
</tbody>
</table>

### DEBT SERVICE DETAIL

#### BONDS

<table>
<thead>
<tr>
<th>Bond Type</th>
<th>Interest</th>
<th>Principal</th>
<th>Total Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005 Bonds</td>
<td>$503</td>
<td>0</td>
<td>$500</td>
</tr>
<tr>
<td>$5,000 remaining after refund</td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>2009 Build America Bonds</td>
<td>8,822,167</td>
<td>8,830,661</td>
<td>8,830,661</td>
</tr>
<tr>
<td>$76,775,000</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2010 Refunding of 2001 Bonds</td>
<td>2,347,875</td>
<td>4,785,425</td>
<td>8,154,705</td>
</tr>
<tr>
<td>$26,395,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010 Build America Bonds</td>
<td>8,154,794</td>
<td>8,154,705</td>
<td>8,154,705</td>
</tr>
<tr>
<td>$74,985,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013 Refunding of 2003 Bonds</td>
<td>5,948,400</td>
<td>0</td>
<td>5,948,400</td>
</tr>
<tr>
<td>$74,355,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015 Refunding Bonds</td>
<td>1,473,937</td>
<td>5,825,838</td>
<td>825,230</td>
</tr>
<tr>
<td>$18,430,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020 Bank Loan Refunding of 2010</td>
<td>0</td>
<td>0</td>
<td>295,000</td>
</tr>
<tr>
<td>$17,466,514</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### LOANS

<table>
<thead>
<tr>
<th>Loan Type</th>
<th>Interest</th>
<th>Principal</th>
<th>Total Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works Trust Fund Loans</td>
<td>227,497</td>
<td>5,393,531</td>
<td>120,344</td>
</tr>
<tr>
<td>State Drinking Water Fund Loans</td>
<td>2,104,449</td>
<td>8,325,428</td>
<td>1,488,919</td>
</tr>
<tr>
<td>2018 Interest During Construction</td>
<td>665,222</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Total Debt Service

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Debt Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>$54,075,065</td>
</tr>
<tr>
<td>2019-20</td>
<td>$53,216,486</td>
</tr>
<tr>
<td>2021-22</td>
<td>$50,597,584</td>
</tr>
</tbody>
</table>
## SUMMARY

<table>
<thead>
<tr>
<th>General Plant</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$16,795,574</td>
<td>$38,867,535</td>
</tr>
<tr>
<td>Water Source</td>
<td>8,329,371</td>
<td>18,557,947</td>
</tr>
<tr>
<td>Water Treatment</td>
<td>4,173,620</td>
<td>3,296,359</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>32,067,914</td>
<td>18,609,380</td>
</tr>
</tbody>
</table>

Sub-Total                                     | $61,366,479 | $79,331,221 |

Projects Funded from Existing Bonds         | (26,254,910) | 0             |
Projects Funded from Water Operating Reserve Fund | 0           | 30,851,215       |
Projects Funded from Water Capital Reserve Fund | 0           | 41,719,154       |
Projects Funded from System Development Charge Fund | 0           | 6,760,852        |

Total Operating Fund Capital Outlay          | 35,111,569   | 79,331,221      |

### General Plant

| UTS and Customer Service Projects     | $2,506,266 | $1,953,208 |
| Advanced Meter Infrastructure (AMI)  | 13,108,675 | 23,762,856 |
| Non-Program AMI Costs                | 0          | 5,176,800  |
| Land Purchases and Contingency       | 500,000    | 1,374,000  |
| Unanticipated Capital Project Contingency | 680,633   | 1,200,000  |
| Fleet Additions and Replacements     | 0          | 5,400,671  |

General Plant Total                      | $16,795,574 | $38,867,535 |

### Water Source

<p>| Cathodic Protection                   | $500,000   | $350,000  |
| Well Renewal and Replacement         | 400,000    | 0         |
| Supply Tools                          | 50,000     | 0         |
| Supply System Improvements            | 702,825    | 0         |
| Hood Street Reservoir Seismic Improvements | 1,047,600 | 3,056,700 |
| Water Operations Building Renovations and Seismic Improvements | 4,129,800 | 4,429,395 |
| Replace PL1 at Puyallup River         | 200,000    | 0         |
| Seismic Improvement to Steel Reservoirs | 304,146    | 0         |
| Addition of Isolation Valve at Indian Hill Reservoir | 100,000 | 0 |
| Well 12A Pipe Supports                | 100,000    | 0         |
| Add Seismic Valves to Alaska Street Reservoir | 195,000 | 0 |
| McMillin PS#1 and McMillin Gate House Genset Replacement | 200,000 | 0 |
| Re-Architecture of SCADA Network for connection to TPU Ops LAN | 400,000 | 0 |
| South Tacoma Pump Station and Hood Street Facilities Improvemer | 0 | 1,540,000 |
| Groundwater Prioritization            | 0          | 2,770,000  |</p>
<table>
<thead>
<tr>
<th>Project Description</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pipeline 1 Pressurization</td>
<td>0</td>
<td>750,000</td>
</tr>
<tr>
<td>Tacoma Water SCADA Modernization</td>
<td>0</td>
<td>275,000</td>
</tr>
<tr>
<td>Tehlaeh 950 Reservoir and 1010 Pump Station</td>
<td>0</td>
<td>5,386,852</td>
</tr>
<tr>
<td><strong>Water Source Total</strong></td>
<td><strong>$8,329,371</strong></td>
<td><strong>$18,557,947</strong></td>
</tr>
<tr>
<td>Built Forestland Assets</td>
<td>$75,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Palmer Area Improvements</td>
<td>50,000</td>
<td>385,000</td>
</tr>
<tr>
<td>Muckleshoot Agreement</td>
<td>500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Corrosion Control GPL Wells</td>
<td>2,000,000</td>
<td>1,090,000</td>
</tr>
<tr>
<td>Portable Sample Stations</td>
<td>0</td>
<td>5,000</td>
</tr>
<tr>
<td>Dedicated Distribution System Sample Stations</td>
<td>48,000</td>
<td>32,000</td>
</tr>
<tr>
<td>MIT Kapowsin Remediation</td>
<td>594,902</td>
<td>457,433</td>
</tr>
<tr>
<td>Water Treatment Tools and Equipment</td>
<td>200,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>1st Diversion:</strong></td>
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<td></td>
</tr>
<tr>
<td>North Fork Wells PFC Capacitors</td>
<td>0</td>
<td>51,448</td>
</tr>
<tr>
<td>North Fork Wells Renewal and Replacement</td>
<td>299,746</td>
<td>225,463</td>
</tr>
<tr>
<td>North Fork Wells Control Valves</td>
<td>53,052</td>
<td>23,873</td>
</tr>
<tr>
<td>North Fork 7 Motor</td>
<td>15,916</td>
<td>0</td>
</tr>
<tr>
<td>HCP Culvert Replacement</td>
<td>24,444</td>
<td>0</td>
</tr>
<tr>
<td>Watershed Tools and Equipment</td>
<td>43,452</td>
<td>43,450</td>
</tr>
<tr>
<td>Watershed Betterments</td>
<td>86,905</td>
<td>86,900</td>
</tr>
<tr>
<td>Major Treatment Equipment</td>
<td>123,839</td>
<td>141,864</td>
</tr>
<tr>
<td>Security Gates and Cameras</td>
<td>58,364</td>
<td>58,370</td>
</tr>
<tr>
<td>Fleet Additions and Replacements</td>
<td>0</td>
<td>145,558</td>
</tr>
<tr>
<td><strong>Water Treatment Total</strong></td>
<td><strong>$4,173,620</strong></td>
<td><strong>$3,296,359</strong></td>
</tr>
<tr>
<td>FRP: Franchise Required Projects</td>
<td>$200,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>MRP: Proposition 3/Proposition A Projects</td>
<td>200,000</td>
<td>200,000</td>
</tr>
<tr>
<td>MRP: Projects of Opportunity</td>
<td>0</td>
<td>7,866,243</td>
</tr>
<tr>
<td>WDP: Water Division Projects</td>
<td>1,867,250</td>
<td>200,000</td>
</tr>
<tr>
<td>MRP: Main Replacement Projects</td>
<td>9,333,398</td>
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</tr>
<tr>
<td>MRP: Galvanized Main Replacement Projects</td>
<td>2,307,596</td>
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</tr>
<tr>
<td>MRP: Sound Transit Light Rail Ext MLK</td>
<td>3,297,204</td>
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</tr>
<tr>
<td>MRP: Curran Road Improvements</td>
<td>2,196,414</td>
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</tr>
<tr>
<td>Main Retirements</td>
<td>100,000</td>
<td>50,000</td>
</tr>
<tr>
<td>LID/Contract Contributions</td>
<td>200,000</td>
<td>0</td>
</tr>
<tr>
<td>Lead Gooseneck Replacement Program</td>
<td>5,527,052</td>
<td>400,000</td>
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<tr>
<td>Hydrant Installation and Replacements</td>
<td>460,000</td>
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<tr>
<td>TACOMA WATER 2019-20 2021-22 Biennium Budget</td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Service Renewal and Replacements</td>
<td>4,685,000</td>
<td>4,674,051</td>
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<tr>
<td>Valve Installation and Replacements</td>
<td>655,000</td>
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<tr>
<td>Capital Meters</td>
<td>650,000</td>
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<td>Blowoff Installation and Replacements</td>
<td>335,000</td>
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<td>Water Bottle Refill Stations</td>
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<td>28,867</td>
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<tr>
<td>Portable Test Meter</td>
<td>0</td>
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<tr>
<td>MRP: Modern Driven Projects</td>
<td>0</td>
<td>381,533</td>
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<tr>
<td>Curran Road Acquisition</td>
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<td>2,708,686</td>
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<td>Large Meter Test Bench</td>
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<tr>
<td><strong>Water Distribution Total</strong></td>
<td><strong>$32,067,914</strong></td>
<td><strong>$18,609,380</strong></td>
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<tr>
<td><strong>Total Capital Outlay</strong></td>
<td><strong>$61,366,479</strong></td>
<td><strong>$79,331,221</strong></td>
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</table>
TACOMA RAIL

TACOMA PUBLIC UTILITIES

2021/2022

DRAFT PRELIMINARY BIENNIAL BUDGET
# TACOMA RAIL

Recapitulation of Biennial Budget

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Switching Revenue</td>
<td>$57,289,711</td>
<td>$64,371,705</td>
<td>$68,627,032</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>6,592,400</td>
<td>8,048,000</td>
<td>7,722,000</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>63,882,111</td>
<td>72,419,705</td>
<td>76,349,032</td>
</tr>
<tr>
<td>Other Income</td>
<td>2,365,159</td>
<td>2,946,301</td>
<td>1,982,626</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td>$66,247,269</td>
<td>$75,366,006</td>
<td>$78,331,658</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>EXPENDITURES</strong></td>
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<tr>
<td>Personnel Costs</td>
<td>$32,751,908</td>
<td>$33,984,306</td>
<td>$37,305,788</td>
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<td>Supplies, Services &amp; Other Charges</td>
<td>21,251,821</td>
<td>23,024,900</td>
<td>24,638,372</td>
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<td>Taxes</td>
<td>6,203,116</td>
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<td>Debt Service</td>
<td>1,640,493</td>
<td>1,640,486</td>
<td>1,768,498</td>
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<td>Capital Outlay</td>
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<td>9,700,000</td>
<td>6,980,000</td>
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<td><strong>Total Expenditures</strong></td>
<td>$62,925,760</td>
<td>$75,366,006</td>
<td>$78,331,658</td>
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<td></td>
<td></td>
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<tr>
<td><strong>CAPITAL OUTLAY FINANCING DETAIL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funded from Operating Fund</td>
<td>$9,700,000</td>
<td>$6,980,000</td>
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<tr>
<td>Funded from Anticipated Bank Loan Proceeds/Grants</td>
<td>2,550,000</td>
<td>3,260,000</td>
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<tr>
<td><strong>Total Capital Outlay</strong></td>
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<td>$12,250,000</td>
<td>$10,240,000</td>
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<tr>
<td><strong>PERSONNEL - Budgeted FTEs</strong></td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>118.0 / 118.0</td>
<td>126.0 / 126.0</td>
<td>127.0 / 127.0</td>
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## REVENUE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
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</thead>
<tbody>
<tr>
<td>Switching Revenue</td>
<td>$57,289,711</td>
<td>$64,371,705</td>
<td>$68,627,032</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>6,592,400</td>
<td>8,048,000</td>
<td>7,722,000</td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>63,882,111</td>
<td>72,419,705</td>
<td>76,349,032</td>
</tr>
<tr>
<td>Other Income</td>
<td>2,365,159</td>
<td>2,946,301</td>
<td>1,982,626</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td><strong>$66,247,269</strong></td>
<td><strong>$75,366,006</strong></td>
<td><strong>$78,331,658</strong></td>
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</tbody>
</table>

## REVENUE DETAIL

### Switching Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line Hauls &amp; Local</td>
<td>$54,582,342</td>
<td>$61,656,705</td>
<td>$65,987,032</td>
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<td>Demurrage</td>
<td>2,707,369</td>
<td>2,715,000</td>
<td>2,640,000</td>
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<tr>
<td><strong>Total Switching Revenue</strong></td>
<td><strong>57,289,711</strong></td>
<td><strong>64,371,705</strong></td>
<td><strong>68,627,032</strong></td>
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### Anticipated Additional Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Switching Revenue</strong></td>
<td><strong>57,289,711</strong></td>
<td><strong>64,371,705</strong></td>
<td><strong>68,627,032</strong></td>
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</tbody>
</table>

### Locomotive Servicing

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous Revenue</td>
<td>6,088,308</td>
<td>7,350,000</td>
<td>7,200,000</td>
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<tr>
<td><strong>Total Miscellaneous Revenue</strong></td>
<td><strong>6,592,400</strong></td>
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<td><strong>7,722,000</strong></td>
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</table>

### Total Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>63,882,111</td>
<td>72,419,705</td>
<td>76,349,032</td>
</tr>
</tbody>
</table>

### Other Income

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent &amp; Other Income</td>
<td>2,110,400</td>
<td>2,220,000</td>
<td>962,400</td>
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<tr>
<td>Interest Income</td>
<td>254,759</td>
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<td>390,000</td>
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<td><strong>Total Non-Operating Revenue</strong></td>
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<td><strong>2,445,000</strong></td>
<td><strong>1,352,400</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
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</thead>
<tbody>
<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>501,301</td>
<td>630,226</td>
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<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td><strong>$66,247,269</strong></td>
<td><strong>$75,366,006</strong></td>
<td><strong>$78,331,658</strong></td>
</tr>
<tr>
<td></td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>SUMMARY - Operation &amp; Maintenance by Section</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rail Administration</td>
<td>$18,988,567</td>
<td>$21,346,001</td>
<td>$21,325,796</td>
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<tr>
<td>Operations</td>
<td>22,926,590</td>
<td>24,502,263</td>
<td>26,589,274</td>
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<tr>
<td>Mechanical</td>
<td>12,728,731</td>
<td>13,089,567</td>
<td>16,013,329</td>
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<tr>
<td>Construction</td>
<td>5,562,957</td>
<td>5,087,688</td>
<td>5,654,760</td>
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<tr>
<td><strong>Total for Division</strong></td>
<td>$60,206,845</td>
<td>$64,025,520</td>
<td>$69,583,160</td>
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<tr>
<td><strong>SUMMARY - Operation &amp; Maintenance by Category</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$22,138,345</td>
<td>$25,690,332</td>
<td>$26,559,347</td>
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<tr>
<td>Employee Benefits</td>
<td>11,888,553</td>
<td>9,896,974</td>
<td>11,366,441</td>
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<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(1,274,990)</td>
<td>(1,603,000)</td>
<td>(620,000)</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>32,751,908</td>
<td>33,984,306</td>
<td>37,305,788</td>
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<tr>
<td>Supplies</td>
<td>2,782,681</td>
<td>2,899,812</td>
<td>2,767,091</td>
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<td>Services</td>
<td>8,680,485</td>
<td>9,547,202</td>
<td>13,215,254</td>
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<td>Other Charges</td>
<td>6,555,280</td>
<td>6,529,080</td>
<td>3,766,652</td>
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<td>Assessments</td>
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<td>4,889,375</td>
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<tr>
<td>Taxes</td>
<td>6,203,116</td>
<td>7,016,314</td>
<td>7,639,000</td>
</tr>
<tr>
<td><strong>Total for Division</strong></td>
<td>$60,206,845</td>
<td>$64,025,520</td>
<td>$69,583,160</td>
</tr>
<tr>
<td>TAX PAYMENTS</td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>City of Tacoma:</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Gross Earnings Tax (8.0%)</td>
<td>$5,299,820</td>
<td>$5,985,000</td>
<td>$6,319,000</td>
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<tr>
<td><strong>State of Washington:</strong></td>
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<tr>
<td>Utility &amp; Business Tax</td>
<td>897,890</td>
<td>1,030,000</td>
<td>1,315,000</td>
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<tr>
<td>Other Taxes</td>
<td>5,406</td>
<td>1,314</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>6,203,116</td>
<td>7,016,314</td>
<td>7,639,000</td>
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<td>Federal Railroad Taxes</td>
<td>4,310,435</td>
<td>4,430,662</td>
<td>4,649,046</td>
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<tr>
<td><strong>Total Tacoma Rail Taxes</strong></td>
<td>$10,513,552</td>
<td>$11,446,976</td>
<td>$12,288,046</td>
</tr>
</tbody>
</table>

Note: State Sales Tax is included in O & M Budget line items for materials.
Federal Railroad Taxes are paid in lieu of FICA and Retirement and are included in personnel services.
## DEBT SERVICE SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Principal</td>
<td>1,640,493</td>
<td>1,640,486</td>
<td>1,768,498</td>
</tr>
<tr>
<td>Total Debt Service</td>
<td>$1,640,493</td>
<td>$1,640,486</td>
<td>$1,768,498</td>
</tr>
</tbody>
</table>

## DEBT SERVICE DETAIL

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail Bank Loans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>1,640,493</td>
<td>1,640,486</td>
<td>1,768,498</td>
</tr>
<tr>
<td>Total Debt Service</td>
<td>$1,640,493</td>
<td>$1,640,486</td>
<td>$1,768,498</td>
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## SUMMARY

<table>
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<tr>
<th>Category</th>
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</tr>
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<td>General Plant</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>$41,084</td>
<td>$0</td>
</tr>
<tr>
<td>Communications</td>
<td>400,000</td>
<td>0</td>
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<tr>
<td>Facility Upgrades</td>
<td>3,300,000</td>
<td>4,085,000</td>
</tr>
<tr>
<td>Rail Equipment/Vehicles</td>
<td>2,675,000</td>
<td>1,510,000</td>
</tr>
<tr>
<td>Track Improvements</td>
<td>5,833,916</td>
<td>4,645,000</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>$12,250,000</td>
<td>$10,240,000</td>
</tr>
</tbody>
</table>

Projects Funded from Grants           | ($2,100,000) | ($2,660,000) |
Projects Funded from Rail Bank Loan Proceeds | (450,000) | 0 |
Projects Funded from Anticipated Bank Loan Proceeds | 0 | (600,000) |

**Total Operating Fund Capital Outlay** | $9,700,000 | $6,980,000 |

### General Plant

- **TPU Auditorium TV Upgrade**<br>$41,084 | $0
- **General Plant Total**<br>$41,084 | $0

### Communications

- **Radio Repeater Upgrades**<br>$400,000 | $0
- **Communications Total**<br>$400,000 | $0

### Facility Upgrades

<table>
<thead>
<tr>
<th>Category</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cameras</td>
<td>$0</td>
<td>$190,000</td>
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<tr>
<td>West Barn Roof</td>
<td>0</td>
<td>195,000</td>
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<tr>
<td>West Shop Floors</td>
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<td>500,000</td>
</tr>
<tr>
<td>ITS Project</td>
<td>300,000</td>
<td>300,000</td>
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<tr>
<td>Secondary Fueling Upgrades</td>
<td>2,900,000</td>
<td>2,900,000</td>
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<tr>
<td>Locomotive Load Box</td>
<td>50,000</td>
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</tr>
<tr>
<td>Stormwater Treatment and Filtration</td>
<td>50,000</td>
<td>0</td>
</tr>
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</table>
- **Facility Upgrades Total**<br>$3,300,000 | $4,085,000 |
<table>
<thead>
<tr>
<th><strong>Rail Equipment/Vehicles</strong></th>
<th><strong>2019-20</strong></th>
<th><strong>2021-22</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Track Ballast Tamper</td>
<td>$0</td>
<td>$400,000</td>
</tr>
<tr>
<td>Locomotive Repower</td>
<td>2,500,000</td>
<td>750,000</td>
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<tr>
<td>Vehicles</td>
<td>150,000</td>
<td>360,000</td>
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<tr>
<td>Lift Truck (Fork Lift)</td>
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<tr>
<td><strong>Rail Equipment/Vehicles Total</strong></td>
<td><strong>$2,675,000</strong></td>
<td><strong>$1,510,000</strong></td>
</tr>
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<table>
<thead>
<tr>
<th><strong>Track Improvement Projects</strong></th>
<th><strong>2019-20</strong></th>
<th><strong>2021-22</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yard Track Upgrades</td>
<td>$0</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Bootjack/Transfer Lead Upgrades</td>
<td>0</td>
<td>245,000</td>
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<tr>
<td>Taylor Way Wye Curve Relay</td>
<td>0</td>
<td>125,000</td>
</tr>
<tr>
<td>Lincoln Track Upgrades (Blair)</td>
<td>0</td>
<td>675,000</td>
</tr>
<tr>
<td>Port Road - Lianga Curve</td>
<td>0</td>
<td>700,000</td>
</tr>
<tr>
<td>Port Road - HITW Stub</td>
<td>0</td>
<td>100,000</td>
</tr>
<tr>
<td>US Oil Crossings</td>
<td>0</td>
<td>700,000</td>
</tr>
<tr>
<td>Tidelands Infrastructure Improvements</td>
<td>1,633,916</td>
<td>1,000,000</td>
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<tr>
<td>Tote Yard Upgrades</td>
<td>1,000,000</td>
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<tr>
<td>Marine View Drive Rail Relay</td>
<td>1,700,000</td>
<td>0</td>
</tr>
<tr>
<td>Marine View Drive Crossing Signals</td>
<td>1,250,000</td>
<td>0</td>
</tr>
<tr>
<td>Taylor Way Crossings</td>
<td>250,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Track Improvement Projects Total</strong></td>
<td><strong>$5,833,916</strong></td>
<td><strong>$4,645,000</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total Capital Outlay</strong></th>
<th><strong>2019-20</strong></th>
<th><strong>2021-22</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$12,250,000</td>
<td>$10,240,000</td>
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</tbody>
</table>
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FLEET SERVICES FUND

TACOMA PUBLIC UTILITIES

2021/2022

DRAFT PRELIMINARY BIENNIAL BUDGET
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<table>
<thead>
<tr>
<th>FLEET SERVICES</th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement Fees</td>
<td>$4,995,043</td>
<td>$6,979,830</td>
<td>$592,774</td>
</tr>
<tr>
<td>Administrative Overhead</td>
<td>2,730,422</td>
<td>2,827,007</td>
<td>2,444,110</td>
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<tr>
<td>Fees for Services</td>
<td>4,727,897</td>
<td>6,721,751</td>
<td>9,107,611</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>$12,453,362</td>
<td>$16,528,588</td>
<td>$12,144,495</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,065,084</td>
<td>50,000</td>
<td>50,000</td>
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<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>9,800,670</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenue &amp; Available Funds</strong></td>
<td>$13,518,447</td>
<td>$26,379,258</td>
<td>$12,194,495</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>$5,982,492</td>
<td>$6,767,495</td>
<td>$7,974,817</td>
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<tr>
<td>Supplies</td>
<td>128,860</td>
<td>237,576</td>
<td>212,196</td>
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<tr>
<td>Services</td>
<td>644,174</td>
<td>506,928</td>
<td>987,962</td>
</tr>
<tr>
<td>Other Charges</td>
<td>783,867</td>
<td>738,193</td>
<td>1,456,860</td>
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<tr>
<td>Assessments</td>
<td>1,359,841</td>
<td>1,348,567</td>
<td>969,887</td>
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<tr>
<td><strong>Total Operations &amp; Maintenance</strong></td>
<td>$8,899,234</td>
<td>$9,598,758</td>
<td>$11,601,721</td>
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<tr>
<td>Capital Outlay</td>
<td>7,979,211</td>
<td>16,780,500</td>
<td>592,774</td>
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<td><strong>Total Expenditures</strong></td>
<td>$16,878,445</td>
<td>$26,379,258</td>
<td>$12,194,495</td>
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<tr>
<td><strong>PERSONNEL - Budgeted FTEs</strong></td>
<td>29.0 / 29.0</td>
<td>30.0 / 30.0</td>
<td>32.0 / 32.0</td>
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SELF-INSURANCE FUND

TACOMA PUBLIC UTILITIES

2021/2022

DRAFT PRELIMINARY BIENNIAL BUDGET
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## REVENUE

<table>
<thead>
<tr>
<th>Sources of Revenue</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers - Tacoma Power</td>
<td>$3,100,000</td>
<td>$2,000,000</td>
<td>$2,075,512</td>
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<tr>
<td>Transfers - Tacoma Water</td>
<td>480,000</td>
<td>480,000</td>
<td>480,000</td>
</tr>
<tr>
<td>Transfers - Tacoma Rail</td>
<td>866,667</td>
<td>1,200,000</td>
<td>480,000</td>
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<tr>
<td>Interest</td>
<td>195,381</td>
<td>150,000</td>
<td>200,000</td>
</tr>
<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>2,882,450</td>
<td>2,480,688</td>
</tr>
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</table>

Total Revenue & Available Funds: $4,642,048 $6,712,450 $5,716,200

## EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Labor Costs</td>
<td>$8,352</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,168</td>
<td>1,700</td>
<td>600</td>
</tr>
<tr>
<td>Services</td>
<td>537,160</td>
<td>1,506,500</td>
<td>1,506,500</td>
</tr>
<tr>
<td>Other Charges</td>
<td>3,560,913</td>
<td>5,012,250</td>
<td>4,012,100</td>
</tr>
<tr>
<td>Assessments</td>
<td>278,892</td>
<td>192,000</td>
<td>197,000</td>
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</tbody>
</table>

Total Expenditures: $4,386,485 $6,712,450 $5,716,200
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FAMILY NEED FUND

TACOMA PUBLIC UTILITIES

2021/2022

DRAFT PRELIMINARY BIENNIAL BUDGET
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<table>
<thead>
<tr>
<th>FAMILY NEED FUND</th>
<th>Recapitulation of Biennial Budget</th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>RECEIPTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Public Contributions</td>
<td>$42,887</td>
<td>$0</td>
<td>$0</td>
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</tr>
<tr>
<td>Tacoma Power Contribution</td>
<td>200,000</td>
<td>1,000,000</td>
<td>2,000,000</td>
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<tr>
<td>Interest</td>
<td>47,412</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Appropriation from Fund Balance</td>
<td>0</td>
<td>1,500,000</td>
<td>500,000</td>
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<tr>
<td><strong>Total Receipts</strong></td>
<td><strong>$290,298</strong></td>
<td><strong>$2,500,000</strong></td>
<td><strong>$2,500,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

| **EXPENDITURES** |                                  |                         |                         |                         |
| Family Need      | **$392,883**                     | **$2,500,000**          | **$2,500,000**          |
| **Total Expenditures** | **$392,883**                     | **$2,500,000**          | **$2,500,000**          |

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.
ADMINISTRATIVE OFFICES
and
TPU SUPPORT SERVICES

TACOMA PUBLIC UTILITIES

2021/2022

DRAFT PRELIMINARY BIENNIAL BUDGET
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<table>
<thead>
<tr>
<th>TPU ADMINISTRATION</th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section Consolidation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUMMARY - Operation & Maintenance by Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$8,753,754</td>
<td>$10,356,363</td>
<td>$11,907,126</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>2,923,068</td>
<td>3,540,857</td>
<td>4,635,306</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(187,755)</td>
<td>(210,050)</td>
<td>(238,500)</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>11,489,067</td>
<td>13,687,170</td>
<td>16,303,932</td>
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<tr>
<td>Supplies</td>
<td>355,165</td>
<td>391,530</td>
<td>454,877</td>
</tr>
<tr>
<td>Services</td>
<td>2,108,883</td>
<td>2,571,767</td>
<td>2,113,268</td>
</tr>
<tr>
<td>Other Charges</td>
<td>1,761,961</td>
<td>2,158,353</td>
<td>2,247,623</td>
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<tr>
<td>Assessments</td>
<td>639,839</td>
<td>725,376</td>
<td>824,056</td>
</tr>
<tr>
<td><strong>Total for TPU Administration</strong></td>
<td>$16,354,915</td>
<td>$19,534,196</td>
<td>$21,943,755</td>
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</tbody>
</table>

**Director & Board (575100)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,591,053</td>
<td>$1,166,200</td>
<td>$1,238,316</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>276,388</td>
<td>296,604</td>
<td>334,243</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>33,671</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>1,901,111</td>
<td>1,502,804</td>
<td>1,612,559</td>
</tr>
<tr>
<td>Supplies</td>
<td>73,910</td>
<td>72,585</td>
<td>102,079</td>
</tr>
<tr>
<td>Services</td>
<td>339,823</td>
<td>354,000</td>
<td>302,500</td>
</tr>
<tr>
<td>Other Charges</td>
<td>478,330</td>
<td>581,149</td>
<td>579,431</td>
</tr>
<tr>
<td>Assessments</td>
<td>79,942</td>
<td>70,677</td>
<td>100,036</td>
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<tr>
<td><strong>Total</strong></td>
<td>$2,873,117</td>
<td>$2,581,215</td>
<td>$2,696,605</td>
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</tbody>
</table>

**Management Services Office (575200)**

<table>
<thead>
<tr>
<th>Category</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$2,006,674</td>
<td>$2,210,036</td>
<td>$2,279,452</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>744,972</td>
<td>773,326</td>
<td>867,342</td>
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<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(867)</td>
<td>12,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>2,750,779</td>
<td>2,995,362</td>
<td>3,146,794</td>
</tr>
<tr>
<td>Supplies</td>
<td>33,540</td>
<td>42,451</td>
<td>69,795</td>
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<tr>
<td>Services</td>
<td>65,269</td>
<td>144,000</td>
<td>131,335</td>
</tr>
<tr>
<td>Other Charges</td>
<td>162,883</td>
<td>184,102</td>
<td>184,097</td>
</tr>
<tr>
<td>Assessments</td>
<td>169,016</td>
<td>164,713</td>
<td>172,537</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,181,489</td>
<td>$3,530,629</td>
<td>$3,704,558</td>
</tr>
<tr>
<td>Section Consolidation</td>
<td>2017-18 Biennium Actual</td>
<td>2019-20 Biennium Budget</td>
<td>2021-22 Biennium Budget</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Public Records Office (575201)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$672,870</td>
<td>$849,463</td>
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<tr>
<td>Employee Benefits</td>
<td>262,369</td>
<td>383,411</td>
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<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
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<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>0</td>
<td>935,239</td>
<td>1,232,874</td>
</tr>
<tr>
<td>Supplies</td>
<td>83,281</td>
<td>19,998</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>81,200</td>
<td>43,000</td>
<td></td>
</tr>
<tr>
<td>Other Charges</td>
<td>121,048</td>
<td>138,515</td>
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</tr>
<tr>
<td>Assessments</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$0</td>
<td>$1,220,768</td>
<td>$1,434,387</td>
</tr>
</tbody>
</table>

| Public Records - Body Worn Cams (575202)* | | | |
| Salaries & Wages | $485,505 | | |
| Employee Benefits | 269,049 | | |
| Capital Credit & Labor To/From Others | 0 | | |
| **Total Personnel Costs** | 0 | 0 | 754,554 |
| Supplies | 50,000 | | |
| Services | 0 | | |
| Other Charges | 0 | | |
| Assessments | 0 | | |
| **Total** | $0 | $0 | $804,554 |

*All costs assessed to General Government

<p>| Public Affairs (575701) | | | |
| Salaries &amp; Wages | $1,469,718 | $2,025,678 | $2,064,610 |
| Employee Benefits | 490,713 | 695,234 | 746,998 |
| Capital Credit &amp; Labor To/From Others | 240 | 0 | 0 |
| <strong>Total Personnel Costs</strong> | 1,960,671 | 2,720,912 | 2,811,608 |
| Supplies | 71,243 | 69,401 | 63,595 |
| Services | 508,154 | 531,650 | 426,614 |
| Other Charges | 177,864 | 247,809 | 489,695 |
| Assessments | 75,362 | 130,390 | 133,763 |
| <strong>Total</strong> | $2,793,295 | $3,700,162 | $3,925,274 |</p>
<table>
<thead>
<tr>
<th>TPU ADMINISTRATION</th>
<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section Consolidation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Market Development (572000)**

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,745,552</td>
<td>$1,485,110</td>
<td>$1,611,659</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>628,409</td>
<td>485,549</td>
<td>578,125</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(6,183)</td>
<td>(300,000)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>2,367,778</td>
<td>1,670,659</td>
<td>2,189,785</td>
</tr>
<tr>
<td>Supplies</td>
<td>55,348</td>
<td>29,576</td>
<td>38,298</td>
</tr>
<tr>
<td>Services</td>
<td>519,452</td>
<td>426,000</td>
<td>392,827</td>
</tr>
<tr>
<td>Other Charges</td>
<td>169,238</td>
<td>183,257</td>
<td>283,744</td>
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<tr>
<td>Assessments</td>
<td>79,425</td>
<td>88,529</td>
<td>93,090</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,191,240</td>
<td>$2,398,021</td>
<td>$2,997,744</td>
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</tbody>
</table>

**Account Executives (572100)**

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<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$577,998</td>
<td>$676,267</td>
<td>$873,682</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>218,192</td>
<td>239,806</td>
<td>346,287</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>10,400</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>806,591</td>
<td>916,072</td>
<td>1,219,968</td>
</tr>
<tr>
<td>Supplies</td>
<td>9,467</td>
<td>13,485</td>
<td>16,438</td>
</tr>
<tr>
<td>Services</td>
<td>81,479</td>
<td>48,973</td>
<td>39,992</td>
</tr>
<tr>
<td>Other Charges</td>
<td>73,948</td>
<td>45,357</td>
<td>53,298</td>
</tr>
<tr>
<td>Assessments</td>
<td>53,093</td>
<td>44,368</td>
<td>62,164</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,024,578</td>
<td>$1,068,255</td>
<td>$1,391,860</td>
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</table>

**Communications (575700)**

<table>
<thead>
<tr>
<th>Description</th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,362,760</td>
<td>$2,120,201</td>
<td>$2,504,439</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>564,393</td>
<td>787,968</td>
<td>1,109,851</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
<td>(225,016)</td>
<td>37,950</td>
<td>(278,500)</td>
</tr>
<tr>
<td><strong>Total Personnel Costs</strong></td>
<td>1,702,137</td>
<td>2,946,120</td>
<td>3,335,790</td>
</tr>
<tr>
<td>Supplies</td>
<td>111,657</td>
<td>80,751</td>
<td>94,674</td>
</tr>
<tr>
<td>Services</td>
<td>594,705</td>
<td>985,944</td>
<td>777,000</td>
</tr>
<tr>
<td>Other Charges</td>
<td>699,697</td>
<td>795,631</td>
<td>518,843</td>
</tr>
<tr>
<td>Assessments</td>
<td>183,000</td>
<td>226,700</td>
<td>262,466</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$3,291,196</td>
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<td>$4,988,772</td>
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**Total for TPU Administration**

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$16,354,915</td>
<td>$19,534,196</td>
<td>$21,943,755</td>
</tr>
</tbody>
</table>

**PERSONNEL - Budgeted FTEs**

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
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<td>45.0 / 45.0</td>
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<td>TPU SUPPORT SERVICES</td>
<td>2017-18 Biennium Actual</td>
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<td>2021-22 Biennium Budget</td>
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**SUMMARY - Operation & Maintenance by Category**

**TPU Safety (575800)**

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<th>2021-22</th>
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<tbody>
<tr>
<td>Salaries &amp; Wages</td>
<td>$354,144</td>
<td>$1,342,690</td>
<td>$1,447,299</td>
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<tr>
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<td>141,052</td>
<td>514,320</td>
<td>603,291</td>
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<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
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<td>0</td>
<td>0</td>
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<tr>
<td><strong>Total Personnel Costs</strong></td>
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<td>495,196</td>
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<td>Supplies</td>
<td>17,390</td>
<td>19,400</td>
<td>9,300</td>
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<tr>
<td>Services</td>
<td>500,000</td>
<td>164,549</td>
<td>186,833</td>
</tr>
<tr>
<td>Other Charges</td>
<td>16,000</td>
<td>114,432</td>
<td>147,321</td>
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<td>Assessments</td>
<td>22,587</td>
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<td>119,734</td>
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<td><strong>Total for TPU Safety</strong></td>
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**PERSONNEL - Budgeted FTEs**

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<th>2019-20</th>
<th>2021-22</th>
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<td><strong>TPU Real Property Services (576800)</strong></td>
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<td>Salaries &amp; Wages</td>
<td>$138,969</td>
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<td>$1,447,299</td>
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<td>Employee Benefits</td>
<td>68,574</td>
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<td>603,291</td>
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<td>1,857,010</td>
<td>2,050,591</td>
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<td>9,300</td>
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<tr>
<td>Services</td>
<td>7,891</td>
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<td>3,400</td>
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<tr>
<td>Other Charges</td>
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<td>186,833</td>
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**PERSONNEL - Budgeted FTEs**

<table>
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<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TPU UTS Software &amp; Desktop Support (579800)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$1,102,326</td>
<td>$1,456,677</td>
<td>$1,167,788</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>392,407</td>
<td>521,614</td>
<td>429,889</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
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<td>-(282,219)</td>
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<tr>
<td><strong>Total Personnel Costs</strong></td>
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<td>1,696,072</td>
<td>1,597,677</td>
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<tr>
<td>Supplies</td>
<td>54,600</td>
<td>32,772</td>
<td>119,734</td>
</tr>
<tr>
<td>Services</td>
<td>786,306</td>
<td>255,000</td>
<td>1,313,109</td>
</tr>
<tr>
<td>Other Charges</td>
<td>215,034</td>
<td>518,098</td>
<td>609,120</td>
</tr>
<tr>
<td><strong>Total for TPU UTS Software &amp; Desktop Support</strong></td>
<td>$2,189,890</td>
<td>$2,501,942</td>
<td>$3,639,640</td>
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**PERSONNEL - Budgeted FTEs**

<table>
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<tr>
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<td>-(282,219)</td>
<td>0</td>
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<tr>
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<td>1,696,072</td>
<td>1,597,677</td>
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<td>518,098</td>
<td>609,120</td>
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<td>$3,639,640</td>
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<th>2019-20</th>
<th>2021-22</th>
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<tbody>
<tr>
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<td></td>
<td></td>
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<tr>
<td>Salaries &amp; Wages</td>
<td>$1,102,326</td>
<td>$1,456,677</td>
<td>$1,167,788</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>392,407</td>
<td>521,614</td>
<td>429,889</td>
</tr>
<tr>
<td>Capital Credit &amp; Labor To/From Others</td>
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<td>-(282,219)</td>
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<td><strong>Total Personnel Costs</strong></td>
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<td>1,696,072</td>
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<td>Supplies</td>
<td>54,600</td>
<td>32,772</td>
<td>119,734</td>
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<tr>
<td>Services</td>
<td>786,306</td>
<td>255,000</td>
<td>1,313,109</td>
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<td>Other Charges</td>
<td>215,034</td>
<td>518,098</td>
<td>609,120</td>
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<td>$2,501,942</td>
<td>$3,639,640</td>
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**PERSONNEL - Budgeted FTEs**
### SUMMARY - Operation & Maintenance by Category

**Copier Services (577400)**

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<tr>
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<td>50,000</td>
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<td>50,000</td>
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<td>457,684</td>
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<td><strong>Total for Copier Services</strong></td>
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<td>$887,517</td>
<td>$917,684</td>
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**PERSONNEL - Budgeted FTEs**

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<th>2019-20</th>
<th>2021-22</th>
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<td>0.0 / 0.0 / 0.0</td>
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**TPU IT Dedicated Resources (575900)**

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<th>2019-20</th>
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<tr>
<td><strong>Total Personnel Costs</strong></td>
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<tr>
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<td>Services</td>
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<tr>
<td>Other Charges</td>
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<td>0</td>
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<td>$0</td>
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**PERSONNEL - Budgeted FTEs**

<table>
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<th>2017-18</th>
<th>2019-20</th>
<th>2021-22</th>
</tr>
</thead>
<tbody>
<tr>
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<td>0.0 / 0.0 / 0.0</td>
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### CUSTOMER SERVICES

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<th>2017-18 Biennium Actual</th>
<th>2019-20 Biennium Budget</th>
<th>2021-22 Biennium Budget</th>
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<tbody>
<tr>
<td><strong>SUMMARY - Operation &amp; Maintenance by Category</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>$21,148,825</td>
<td>$23,538,872</td>
<td>$25,792,306</td>
</tr>
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<td>Employee Benefits</td>
<td>9,376,756</td>
<td>9,981,044</td>
<td>11,961,154</td>
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<td>Capital Credit &amp; Labor To/From Others</td>
<td>(314,232)</td>
<td>(696,101)</td>
<td>(974,000)</td>
</tr>
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<td><strong>Total Personnel Costs</strong></td>
<td><strong>30,211,349</strong></td>
<td><strong>32,823,815</strong></td>
<td><strong>36,779,460</strong></td>
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<td>Supplies</td>
<td>916,148</td>
<td>1,099,847</td>
<td>1,179,965</td>
</tr>
<tr>
<td>Services</td>
<td>1,804,764</td>
<td>2,353,154</td>
<td>3,545,399</td>
</tr>
<tr>
<td>Other Charges</td>
<td>3,957,339</td>
<td>4,958,880</td>
<td>4,961,751</td>
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<tr>
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<td>4,302,389</td>
<td>4,440,308</td>
</tr>
<tr>
<td><strong>Total Operation &amp; Maintenance</strong></td>
<td><strong>40,894,086</strong></td>
<td><strong>45,538,085</strong></td>
<td><strong>50,906,883</strong></td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>2,186,677</td>
<td>584,420</td>
<td>147,000</td>
</tr>
<tr>
<td><strong>Total for Customer Services</strong></td>
<td><strong>43,080,763</strong></td>
<td><strong>46,122,505</strong></td>
<td><strong>51,053,883</strong></td>
</tr>
</tbody>
</table>

**PERSONNEL - Budgeted FTEs**

|  | 147.0 / 147.0 | 155.9 / 155.9 | 158.2 / 158.2 |

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**SUMMARY - Operation & Maintenance by Cost Center**

**Customer Services Administration**

- 579500 TPU CS Support Services: $1,267,114 / $1,192,665 / $1,242,979
- 579600 TPU CS Switchboard: 141,894 / 159,493 / 182,377
- 579700 TPU CS Administration: 5,195,542 / 5,692,970 / 5,554,969

**Customer Services Performance Solutions**

- 578800 TPU CS Performance Solutions: 2,187,266 / 2,866,501 / 3,987,742
- 577100 TPU CS Training: 864,137 / 1,133,184 / 1,489,425

**Customer Services Operations**

- 578500 TPU CS Billing: 3,585,909 / 4,463,426 / 2,643,828
- 578900 TPU CS Operations Admin: 1,402,013 / 1,337,183 / 1,619,065
- 579100 TPU CS Mail Svcs: 3,078,672 / 3,628,121 / 3,565,127
- 579200 TPU CS Field Investigation: 4,221,802 / 4,135,498 / 4,831,438
- 579300 TPU TMB Mail Services: 597,317 / 657,922 / 677,891
- 579400 TPU CS Meter Reading: 3,837,499 / 3,883,741 / 4,810,656

**Customer Services Customer Solutions**

- 572400 TPU CS PayGo: 541,448 / 580,165 / 0
- 572500 TPU CS Customer Solutions: 1,161,022 / 2,194,876 / 3,193,798
- 579000 TPU CS Business Solutions: 1,053,204 / 1,226,458 / 2,054,909

**Customer Services Business Office**

- 577200 TPU CS Contact Center: 6,950,227 / 7,353,134 / 10,388,186
- 578100 TPU CS Lobby Svcs: 1,906,102 / 2,299,093 / 2,160,537
- 579900 TPU CS Bus Office Admin: 2,902,920 / 2,733,655 / 2,503,957

| **Total Operation & Maintenance** | **40,894,086** | **45,538,085** | **50,906,883** |
| **Capital Outlay** | 2,186,677 | 584,420 | 147,000 |
| **Total for Customer Services** | **43,080,763** | **46,122,505** | **51,053,883** |

**PERSONNEL - Budgeted FTEs**

|  | 147.0 / 147.0 | 155.9 / 155.9 | 158.2 / 158.2 |