



# **TACOMA PUBLIC UTILITIES**

## **UTILITY BOARD MEETING**

### **2023/2024 DRAFT PRELIMINARY BIENNIUM BUDGET**

**Wednesday October 12, 2022**



# **Tacoma Public Utilities**

## **Public Utility Board**

Carlos M. Watson, Chair

John O'Loughlin, Vice-Chair

Holland Cohen, Secretary

William Bridges, Member

Elly Claus-McGahan, Member

## **Executive Team**

Jackie Flowers –

Director of Utilities/Chief Executive Officer

Chris Robinson –

Tacoma Power Superintendent/Chief Operating Officer

Scott Dewhirst –

Tacoma Water Superintendent

Dale W. King –

Tacoma Rail Superintendent

Prepared by:

Management Services Office

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**City of Tacoma, Washington  
Department of Public Utilities  
2023/2024 Draft Preliminary Biennium Budget**

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**City of Tacoma, Washington  
Department of Public Utilities  
2023/2024 Draft Preliminary Biennium Budget**

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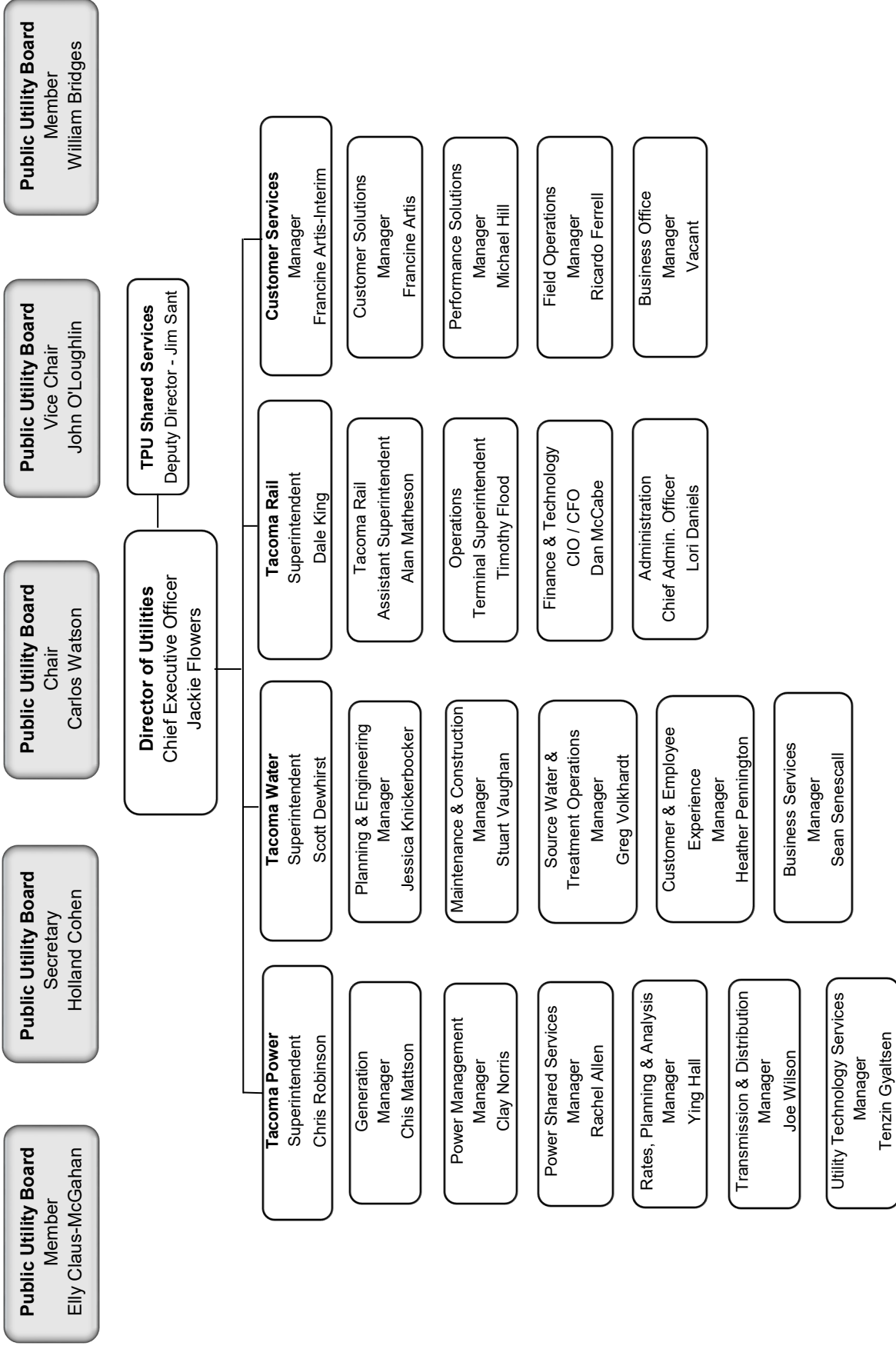
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# CITY OF TACOMA - DEPARTMENT OF PUBLIC UTILITIES



# **TACOMA PUBLIC UTILITIES**

**2023/2024**

## **Draft Preliminary Budget**

### **REVIEW CALENDAR**

Utility Board Review – TPU Budget Overview & Status Update: TPU, Customer Services, Rail and Water	April 27, 2022
Utility Board Review – Budget Overview: Tacoma Power	May 11, 2022
Utility Board Review – Residential Utility Assistance Program Proposed Changes	May 11, 2022
Utility Board Review – Updated TPU Rate & Financial Policies	June 29, 2022
Utility Board Review – Rail Revenue and Rates	July 13, 2022
Utility Board Review – Power Cost of Service Analysis & Rates	July 27, 2022
Utility Board Review – Water Cost of Service Analysis and Rates	August 10, 2022
Utility Board Review – Preliminary Budget Review: Customer Services and Rail	August 24, 2022
GPFC Review	September 20, 2022
Utility Board Review – Power and Water Budget and Rate Proposals	September 28, 2022
Public Hearing with TPU Budget and Rate Proposals	September 28, 2022
Utility Board/City Council Joint Presentation – Preliminary Biennial Budget & Rates	October 11, 2022

### **REMAINING EVENTS**

Consideration of Preliminary Budget by Utility Board	October 26, 2022
Consideration of City of Tacoma Budget by City Council	November 2022



**CITY OF TACOMA  
DEPARTMENT OF PUBLIC UTILITIES**

**DEPARTMENT SUMMARY**

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

Memorandum budgets have been prepared for the Customer Services and Administrative/Support Services Divisions. Except for a portion of the Customer Services' budget, which is reimbursed by the City's Environmental Services, all planned Service Division expenses have been allocated to and are included in the three Operating Funds' budgets.

The following is a summary of the appropriations by fund.

**2021-2022 BUDGET**

	<b>Personnel Costs</b>	<b>Supplies, Services &amp; Other Charges</b>	<b>Taxes</b>	<b>Debt Service</b>	<b>Capital Outlay</b>	<b>2021-2022 Total</b>
Tacoma Power Division	\$209,120,827	\$487,738,278	\$112,391,296	\$65,845,389	\$60,237,000	<b>\$935,332,791</b>
Tacoma Water Division	63,354,823	61,418,580	28,177,391	50,597,584	79,331,221	<b>282,879,598</b>
Tacoma Rail Division	37,305,788	24,638,372	7,639,000	1,768,498	6,980,000	<b>78,331,658</b>
<b>Operating Funds</b>	<b>309,781,438</b>	<b>573,795,230</b>	<b>148,207,687</b>	<b>118,211,471</b>	<b>146,548,221</b>	<b>1,296,544,047</b>
Fleet Services Fund	7,974,817	3,034,130	0	0	592,774	<b>11,601,721</b>
Family Need Fund	0	2,500,000	0	0	0	<b>2,500,000</b>
Self-Insurance Fund	0	5,716,200	0	0	0	<b>5,716,200</b>
<b>Other Funds</b>	<b>7,974,817</b>	<b>11,250,330</b>	<b>0</b>	<b>0</b>	<b>592,774</b>	<b>19,817,921</b>
<b>Total TPU 2021-2022</b>	<b>\$317,756,255</b>	<b>\$585,045,560</b>	<b>\$148,207,687</b>	<b>\$118,211,471</b>	<b>\$147,140,995</b>	<b>\$1,316,361,968</b>

**2023-2024 BUDGET**

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

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

Job Classifications and Salary Information:

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

**CITY OF TACOMA  
DEPARTMENT OF PUBLIC UTILITIES**

**COMPARATIVE BUDGET**

<b>Fund</b>	<b>Biennial Budget 2021-2022</b>	<b>Biennial Budget 2023-2024</b>	<b>\$ Increase or Decrease</b>	<b>% Increase or Decrease</b>	<b>% 2023-2024 Total Dept.</b>
Tacoma Power	\$935,332,791	\$1,091,284,937	\$155,952,146	16.7%	73.6%
Tacoma Water	282,879,598	297,368,506	14,488,908	5.1%	20.1%
Tacoma Rail	78,331,658	70,257,615	(8,074,043)	(10.3%)	4.7%
Fleet Services	11,601,721	11,835,376	233,655	2.0%	0.8%
Family Need	2,500,000	7,000,000	4,500,000	180.0%	0.5%
Self-Insurance Claim	5,716,200	5,678,200	(38,000)	(0.7%)	0.4%
<b>Total Department</b>	<b>\$1,316,361,968</b>	<b>\$1,483,424,634</b>	<b>\$167,062,666</b>	<b>12.7%</b>	<b>100.0%</b>

DEPARTMENT OF PUBLIC UTILITIES	2019-20	2021-22	2023-24
Taxes	Biennium Actual	Biennium Budget	Biennium Budget

### **TAX PAYMENTS**

City of Tacoma:

Gross Earnings Tax	\$92,446,802	\$91,440,829	\$100,605,117
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State of Washington:

Utility & Business Tax	39,765,768	42,109,714	43,585,219
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Other \*

14,242,810	14,657,144	16,524,071
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Subtotal

<b>146,455,381</b>	<b>148,207,687</b>	<b>160,714,407</b>
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Federal Taxes (FICA)

16,039,619	17,199,152	17,545,846
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Federal Railroad Taxes (RR)

4,550,973	4,649,046	4,502,843
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Subtotal

<b>20,590,592</b>	<b>21,848,198</b>	<b>22,048,689</b>
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<b>Total Taxes</b>	<b>\$167,045,973</b>	<b>\$170,055,884</b>	<b>\$182,763,096</b>
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Note: State Sales Tax is included in O & M Budget line items for materials.

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

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

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

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

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

<b>Total TPU General Government Expenses</b>	<b>\$47,243,333</b>	<b>\$56,742,414</b>
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**TACOMA POWER**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

### **REVENUE**

Operating Revenue			
Sales of Electric Energy	\$837,604,760	\$863,264,996	\$957,839,988
Rate Stabilization Fund	10,000,000	0	0
Anticipated Additional Revenue	0	13,942,506	30,749,496
Other Electric Revenue	43,834,483	49,199,161	52,474,672
Telecommunications Revenue	31,842,650	0	0
<b>Total Operating Revenue</b>	<b>923,281,892</b>	<b>926,406,663</b>	<b>1,041,064,156</b>
Other Income	28,015,872	13,500,794	23,788,317
Appropriation from Fund Balance	0	(4,574,666)	26,432,464

<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$935,332,791</b>	<b>\$1,091,284,937</b>
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### **EXPENDITURES**

Personnel Costs	\$193,639,195	\$209,120,827	\$263,203,666
Supplies, Services & Other Charges	510,595,874	487,738,278	553,891,726
Taxes - Current Revenue Estimate	113,188,706	110,814,030	120,041,555
Taxes - Anticipated Additional Revenue	0	1,577,266	3,451,713
Debt Service	58,134,653	65,845,389	68,059,277
Capital Outlay	42,717,919	60,237,000	82,637,000

<b>Total Expenditures</b>	<b>\$918,276,347</b>	<b>\$935,332,791</b>	<b>\$1,091,284,937</b>
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### **CAPITAL OUTLAY FINANCING DETAIL**

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

<b>Total Capital Outlay</b>		<b>\$149,898,000</b>	<b>\$179,379,000</b>
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<b>PERSONNEL - Budgeted FTEs</b>	<b>838.28 / 838.28</b>	<b>798.2 / 818.2</b>	<b>865.8 / 885.3</b>
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Includes 2021-22 Mid Biennium Adjustment

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

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

#### **REVENUE SUMMARY**

Sales of Electric Energy	\$837,604,760	\$863,264,996	\$957,839,988
Rate Stabilization Fund	10,000,000	0	0
Anticipated Additional Revenue	0	13,942,506	30,749,496
Other Electric Revenue	43,834,483	49,199,161	52,474,672
Telecommunications Revenue	31,842,650	0	0

<b>Total Operating Revenue</b>	<b>923,281,892</b>	<b>926,406,663</b>	<b>1,041,064,156</b>
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Other Income	28,015,872	13,500,794	23,788,317
Appropriation from Fund Balance	0	(4,574,666)	26,432,464

<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$935,332,791</b>	<b>\$1,091,284,937</b>
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#### **REVENUE DETAIL**

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

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

##### **Other Sales**

Bulk Power Sales	97,035,897	104,798,779	175,446,212
Rate Stabilization Fund	10,000,000	0	0
Accrued Unbilled Revenue	1,289,047	0	0
<b>Total Other Sales</b>	<b>108,324,944</b>	<b>104,798,779</b>	<b>175,446,212</b>

Anticipated Additional Revenue	0	13,942,506	30,749,496
<b>Total Sales of Electric Energy</b>	<b>847,604,760</b>	<b>877,207,502</b>	<b>988,589,484</b>



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

#### **Other Electric Revenue**

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

#### **Telecommunications Revenue**

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

#### **Other Income**

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

#### **Other Available Funds**

Appropriation from Fund Balance	0	(4,574,666)	26,432,464
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<b>Total Revenue &amp; Available Funds</b>	<b>\$951,297,764</b>	<b>\$935,332,791</b>	<b>\$1,091,284,937</b>
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

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

Power Administration	\$163,828,550	\$178,589,806	\$195,421,295
Click!	31,417,285	0	0
Generation	90,527,063	87,688,266	111,939,267
Power Management	372,391,092	364,495,650	402,528,460
Power Shared Services	26,117,194	34,442,328	41,059,640
Rates, Planning & Analysis	8,993,157	6,307,819	7,669,106
Transmission & Distribution	90,423,831	99,092,185	132,914,903
Utility Technology Services	33,725,604	38,634,347	49,055,989

<b>Total for Division</b>	<b>\$817,423,775</b>	<b>\$809,250,401</b>	<b>\$940,588,660</b>
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#### **SUMMARY - Operation & Maintenance by Category**

Salaries & Wages	\$174,276,635	\$189,076,133	\$236,128,654
Employee Benefits	58,602,481	70,076,858	82,422,988
Capital Credit & Labor To/From Others	(39,239,921)	(50,032,164)	(55,347,976)
<b>Total Personnel Costs</b>	<b>193,639,195</b>	<b>209,120,827</b>	<b>263,203,666</b>
Supplies	308,191,346	295,662,996	320,095,596
Services	88,884,318	69,857,118	89,974,489
Other Charges	51,993,132	52,142,531	60,899,298
Assessments	61,527,079	70,075,633	82,922,343
Taxes	113,188,706	112,391,296	123,493,268

<b>Total for Division</b>	<b>\$817,423,775</b>	<b>\$809,250,401</b>	<b>\$940,588,660</b>
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<b>TACOMA POWER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **TAX PAYMENTS**

City of Tacoma:

Gross Earnings Tax (7.5%)	\$70,794,438	\$67,883,273	\$ 75,303,878
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State of Washington:

Utility & Business Tax	29,740,945	30,443,275	30,820,295
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Other\*

County/Schools/Fire Protection Dist.	3,268,031	4,508,900	5,513,240
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Franchise Administrative Fees	8,031,398	7,978,582	8,404,142
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Click! Franchise-Like Fees	1,353,893	0	0
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Subtotal	<b>113,188,706</b>	<b>110,814,030</b>	<b>120,041,555</b>
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Anticipated Additional Revenue\*\*

Gross Earnings Tax (7.5%)		1,040,132	2,280,148
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Utility & Business Tax		537,134	1,171,565
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	1,577,266	3,451,713
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Total City & Utility Tax	<b>113,188,706</b>	<b>112,391,296</b>	<b>123,493,268</b>
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Federal Taxes (FICA)	12,452,745	12,986,642	15,993,540
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<b>Total Tacoma Power Taxes</b>	<b>\$125,641,451</b>	<b>\$125,377,938</b>	<b>\$139,486,808</b>
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Note: State Sales Tax is included in O & M Budget line items for materials.

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

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

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

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

#### **DEBT SERVICE SUMMARY**

Interest	\$41,299,653	\$49,585,389	\$54,619,277
Principal	16,835,000	16,260,000	13,440,000

<b>Total Debt Service</b>	<b>\$58,134,653</b>	<b>\$65,845,389</b>	<b>\$68,059,277</b>
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#### **DEBT SERVICE DETAIL**

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

<b>Total Debt Service</b>	<b>\$58,134,653</b>	<b>\$65,845,389</b>	<b>\$68,059,277</b>
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Tacoma Power	2021-2022	2023-2024
Capital Outlay	Biennium Budget	Biennium Budget

## **SUMMARY**

### **General Plant**

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

### **Generation**

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

### **Power Management**

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

### **Transmission & Distribution**

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

### **Utility Technology Services**

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

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

### **General Plant Capital Projects**

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

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

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

### **Generation Capital Projects**

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

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

### **Generation A & R**

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

### **Power Management Capital Projects**

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

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

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

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

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

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

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

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

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



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

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**TACOMA WATER**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

## **REVENUE**

Operating Revenue			
Water Sales	\$183,015,678	\$188,769,851	\$196,915,298
Anticipated Additional Revenue	0	5,704,355	11,980,391
Other Operating Revenue	8,088,231	7,939,267	7,362,448
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,473</b>	<b>216,258,137</b>
Non-Operating Revenue			
Interest	3,422,787	600,000	800,000
BABS Interest Federal Subsidy	5,618,931	5,594,130	5,603,040
Miscellaneous	768,935	1,157,602	721,093
Transfers from other Funds:			
Capital Reserve Fund	10,642,992	41,719,154	12,291,156
System Development Charge Fund	0	6,760,852	35,077,277
Appropriation from Fund Balance	0	24,634,386	26,617,803
<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

## **EXPENDITURES**

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

## **CAPITAL OUTLAY FINANCING DETAIL**

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

<b>PERSONNEL - Budgeted FTEs</b>	<b>287.8 / 290.8</b>	<b>300.8 / 308.8</b>	<b>325.0 / 325.0</b>
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Includes 2021-22 Mid Biennium Adjustment  
Prior years may have been reclassified or restated to reflect organizational changes.

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

### **REVENUE SUMMARY**

Water Sales	\$183,015,678	\$188,769,851	\$196,915,298
Anticipated Additional Revenue	0	5,704,355	11,980,391
Other Operating Revenue	8,088,231	7,939,267	7,362,448
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,473</b>	<b>216,258,137</b>
Non-Operating Revenue	20,453,645	55,831,738	54,492,566
Appropriation from Fund Balance	0	24,634,386	26,617,803
<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

### **REVENUE DETAIL**

#### **Water Sales**

Residential	\$122,708,323	\$118,838,087	\$135,422,336
Pulp Mill	13,992,405	13,916,765	14,629,756
Wholesale	5,069,878	5,519,244	5,796,800
Other Water Sales	41,245,072	50,495,755	41,066,406
	183,015,678	188,769,851	196,915,298
Anticipated Additional Revenue	0	5,704,355	11,980,391
<b>Total Water Sales</b>	<b>183,015,678</b>	<b>194,474,206</b>	<b>208,895,689</b>
Cascade Water Alliance	5,036,541	4,766,667	4,466,766
Miscellaneous Water Revenue	3,051,690	3,172,600	2,895,682
<b>Total Other Operating Revenue</b>	<b>8,088,231</b>	<b>7,939,267</b>	<b>7,362,448</b>
<b>Total Operating Revenue</b>	<b>191,103,910</b>	<b>202,413,473</b>	<b>216,258,137</b>
<b>Other Income</b>			
Interest	3,422,787	600,000	800,000
BABS Interest Federal Subsidy	5,618,931	5,594,130	5,603,040
Miscellaneous	768,935	1,157,602	721,093
Transfers from Other Funds:			
Capital Reserve Fund	10,642,992	41,719,154	12,291,156
System Development Charge	0	6,760,852	35,077,277
<b>Total Non-Operating Revenue</b>	<b>20,453,645</b>	<b>55,831,738</b>	<b>54,492,566</b>
Appropriation from Fund Balance	0	24,634,386	26,617,803
<b>Total Revenue &amp; Available Funds</b>	<b>\$211,557,555</b>	<b>\$282,879,598</b>	<b>\$297,368,506</b>

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

**SUMMARY - Operation & Maintenance by Section**

Water Administration	\$61,611,810	\$66,646,419	\$73,873,617
Distribution Engineering	5,488,482	0	0
Distribution Operations	23,109,596	0	0
Quality	13,436,636	0	0
Supply	16,556,832	0	0
Asset and Information Management	6,507,510	0	0
Rates and Financial Planning	3,607,050	0	0
Water Administration, Strategy & Safety	0	963,618	1,066,671
Maintenance & Construction	0	36,967,833	42,304,297
Business Services	0	12,693,587	16,657,750
Customer & Employee Experience	0	6,809,960	9,475,397
Planning & Engineering	0	13,446,717	15,201,359
Source Water & Treatment Ops	0	15,422,659	19,938,329

<b>Total for Division</b>	<b>\$130,317,915</b>	<b>\$152,950,794</b>	<b>\$178,517,421</b>
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**SUMMARY - Operation & Maintenance by Category**

Salaries & Wages	\$48,610,502	\$56,386,365	\$66,166,267
Employee Benefits	18,318,941	23,681,787	27,056,432
Capital Credit & Labor To/From Others	(15,458,891)	(16,713,329)	(20,078,949)
<b>Total Personnel Costs</b>	<b>51,470,551</b>	<b>63,354,823</b>	<b>73,143,749</b>
Supplies	15,677,918	16,962,270	21,176,396
Services	11,309,863	13,085,398	17,193,264
Other Charges	3,125,102	4,914,673	4,615,731
Assessments	22,311,449	26,456,239	31,908,141
Taxes	26,423,032	28,177,391	30,480,140

<b>Total for Division</b>	<b>\$130,317,915</b>	<b>\$152,950,794</b>	<b>\$178,517,421</b>
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<b>TACOMA WATER</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **TAX PAYMENTS**

City of Tacoma:			
Gross Earnings Tax (8.0%)	\$15,835,741	\$15,735,417	\$16,362,659
State of Washington:			
Utility & Business Taxes	9,002,661	9,426,027	9,949,866
Other*	1,584,631	2,263,052	2,560,961
Subtotal	<b>26,423,032</b>	<b>27,424,496</b>	<b>28,873,486</b>
Anticipated Additional Revenue**			
Gross Earnings Tax (8.0%)		463,007	958,432
Utility & Business Taxes		289,888	602,494
Other*		0	45,728
		752,895	1,606,654
Total City and Utility Tax	<b>26,423,032</b>	<b>28,177,391</b>	<b>30,480,140</b>
Federal Taxes (FICA)	3,586,874	4,212,510	5,093,101
<b>Total Tacoma Water Taxes</b>	<b>\$30,009,907</b>	<b>\$32,389,901</b>	<b>\$35,573,241</b>

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

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

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

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



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

### **DEBT SERVICE SUMMARY**

Interest	\$27,489,333	\$25,663,759	\$24,795,311
Principal	25,389,764	24,933,825	21,303,856

<b>Total Debt Service</b>	<b>\$52,879,097</b>	<b>\$50,597,584</b>	<b>\$46,099,167</b>
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### **DEBT SERVICE DETAIL**

#### **BONDS**

2005 Bonds	Interest	\$500	\$500	\$500
\$5,000 remaining after refund	Principal	0	0	417

2009 Build America Bonds	Interest	8,830,660	8,830,661	8,830,661
\$76,775,000				

2010 Build America Bonds	Interest	8,154,712	8,154,705	8,145,676
\$74,985,000			0	2,567,917

2010 Refunding of 2001 Bonds	Interest	1,360,107	0	0
\$26,395,000	Principal	8,032,083	0	0

2013 Refunding of 2003 Bonds	Interest	5,948,400	5,948,400	5,948,400
\$74,355,000	Principal	0	0	0

2015 Refunding Bonds	Interest	1,140,175	825,230	472,500
\$18,430,000	Principal	3,127,500	3,439,583	3,795,000

2020 Bank Loan Refunding of 2010	Interest	149,163	295,000	52,865
\$17,466,514	Principal	374,147	9,078,785	3,776,064

#### **LOANS**

Public Works Trust Fund Loans	Interest	172,689	120,344	82,927
	Principal	5,393,527	4,167,701	3,024,071

State Drinking Water Fund Loans	Interest	1,732,926	1,488,919	1,261,783
	Principal	8,462,507	8,247,756	8,140,387

<b>Total Debt Service</b>	<b>\$52,879,097</b>	<b>\$50,597,584</b>	<b>\$46,099,167</b>
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<b>TACOMA WATER</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY**

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

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

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

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

### **Water Source**

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

<b>TACOMA WATER</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **Water Treatment**

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

### **Water Distribution**

PRV Rebuilds	\$0	\$195,000
FRP: Franchise Required Projects	350,000	820,000
MRP: Proposition 3/Proposition A Projects	200,000	0
MRP: Projects of Opportunity	7,866,243	12,534,924
WDP: Water Division Projects	200,000	200,000
MRP: Curran Road Improvements	0	260,000
Main Retirements	50,000	0
Lead Gooseneck Replacement Program	400,000	0

<b>TACOMA WATER</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
Hydrant Installation and Replacements	460,000	460,000
Service Renewal and Replacements	4,674,051	1,312,000
Valve Installation and Replacements	655,000	325,000
Capital Meters	260,000	490,552
Blowoff Installation and Replacements	335,000	200,000
Water Bottle Refill Stations	28,867	0
Portable Test Meter	10,000	0
MRP: Modern Driven Projects	381,533	520,421
Vactor Truck	0	600,000
Curran Road Acquisition	2,708,686	0
Large Meter Test Bench	30,000	0
Non-Program AMI Costs	0	2,055,932
<b>Water Distribution Total</b>	<b>\$18,609,380</b>	<b>\$19,973,829</b>
<b>Total Capital Outlay</b>	<b>\$79,331,221</b>	<b>\$72,751,918</b>

**TACOMA RAIL**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

### **REVENUE**

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

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

Personnel Costs	\$32,119,405	\$37,305,788	\$36,458,545
Supplies, Services & Other Charges	23,730,146	24,638,372	19,472,807
Taxes	6,843,642	7,639,000	6,740,999
Debt Service	1,640,487	1,768,498	1,865,264
Capital Outlay	4,764,130	6,980,000	5,720,000

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

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

<b>Total Capital Outlay</b>		<b>\$10,240,000</b>	<b>\$14,070,000</b>
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<b>PERSONNEL - Budgeted FTEs</b>	<b>126.0 / 126.0</b>	<b>127.0 / 127.0</b>	<b>114.0 / 114.0</b>
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **REVENUE SUMMARY**

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

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

##### **Switching Revenue**

Line Hauls & Local	\$56,722,963	\$65,987,032	\$63,159,188
Demurrage	3,982,808	2,640,000	3,000,000
	60,705,771	68,627,032	66,159,188
Anticipated Additional Revenue	0	0	0
<b>Total Switching Revenue</b>	<b>60,705,771</b>	<b>68,627,032</b>	<b>66,159,188</b>

Locomotive Servicing	9,053,448	7,200,000	2,454,000
Miscellaneous Revenue	560,464	522,000	426,600
<b>Total Miscellaneous Revenue</b>	<b>9,613,912</b>	<b>7,722,000</b>	<b>2,880,600</b>
<b>Total Operating Revenue</b>	<b>70,319,683</b>	<b>76,349,032</b>	<b>69,039,788</b>

##### **Other Income**

Rent & Other Income	2,077,715	962,400	962,400
Interest Income	505,085	390,000	235,400
<b>Total Non-Operating Revenue</b>	<b>2,582,800</b>	<b>1,352,400</b>	<b>1,197,800</b>

Appropriation from Fund Balance	0	630,226	20,027
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<b>Total Revenue &amp; Available Funds</b>	<b>\$72,902,483</b>	<b>\$78,331,658</b>	<b>\$70,257,615</b>
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Division Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Section**

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

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

Salaries & Wages	\$23,506,588	\$26,559,347	\$25,516,008
Employee Benefits	9,446,976	11,366,441	10,768,129
Capital Credit & Labor To/From Others	(834,160)	(620,000)	174,408
<b>Total Personnel Costs</b>	<b>32,119,405</b>	<b>37,305,788</b>	<b>36,458,545</b>
Supplies	2,434,662	2,767,091	2,444,634
Services	11,390,674	13,215,254	7,615,820
Other Charges	6,192,053	3,766,653	4,451,564
Assessments	3,712,758	4,889,375	4,960,789
Taxes	6,843,642	7,639,000	6,740,999

<b>Total for Division</b>	<b>\$62,693,193</b>	<b>\$69,583,160</b>	<b>\$62,672,351</b>
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<b>TACOMA RAIL</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **TAX PAYMENTS**

City of Tacoma:

Gross Earnings Tax (8.0%)	\$5,816,623	\$6,319,000	\$5,700,000
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State of Washington:

Utility & Business Tax	1,022,162	1,315,000	1,040,999
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Other Taxes	4,857	5,000	0
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Subtotal	<b>6,843,642</b>	<b>7,639,000</b>	<b>6,740,999</b>
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Federal Railroad Taxes	4,550,973	4,649,046	4,502,843
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<b>Total Tacoma Rail Taxes</b>	<b>\$11,394,615</b>	<b>\$12,288,046</b>	<b>\$11,243,842</b>
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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.

TACOMA RAIL	2019-20	2021-22	2023-24
Debt Service	Biennium Actual	Biennium Budget	Biennium Budget

#### **DEBT SERVICE SUMMARY**

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

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

Rail Bank Loans	Principal	1,640,487	1,768,498	1,865,264
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<b>Total Debt Service</b>	<b>\$1,640,487</b>	<b>\$1,768,498</b>	<b>\$1,865,264</b>
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<b>TACOMA RAIL</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

### **SUMMARY**

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

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

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

N/A	\$0	\$0
<b>General Plant Total</b>	<b>\$0</b>	<b>\$0</b>

### **Communications**

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

### **Facility Upgrades**

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

<b>TACOMA RAIL</b>	<b>2021-2022</b>	<b>2023-2024</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **Rail Equipment/Vehicles**

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

#### **Track Improvement Projects**

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

<b>Total Capital Outlay</b>	<b>\$10,240,000</b>	<b>\$14,070,000</b>
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**FLEET SERVICES FUND**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

### **REVENUE**

Replacement Fees	\$6,841,148	\$592,774	\$993,668
Administrative Overhead	2,827,858	2,444,110	2,379,000
Fees for Services	6,035,900	8,514,837	8,245,280
<b>Total Operating Revenue</b>	<b>15,704,905</b>	<b>11,551,721</b>	<b>11,617,948</b>
Other Income	908,041	50,000	0
Appropriation from Fund Balance	-	0	217,428
<b>Total Revenue &amp; Available Funds</b>	<b>\$16,612,946</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>

### **EXPENDITURES**

Personnel Costs	\$6,318,437	\$7,974,817	\$8,162,831
Supplies	(24,855)	212,196	19,228
Services	599,172	987,962	1,117,609
Other Charges	12,652,425	864,085	504,992
Assessments	1,237,070	969,887	819,619
<b>Total Operations &amp; Maintenance</b>	<b>20,782,249</b>	<b>11,008,947</b>	<b>10,624,280</b>
<b>Capital Outlay</b>	<b>11,430,698</b>	<b>592,774</b>	<b>1,211,096</b>
<b>Total Expenditures</b>	<b>\$32,212,947</b>	<b>\$11,601,721</b>	<b>\$11,835,376</b>

<b>PERSONNEL - Budgeted FTEs</b>	<b>30.0 / 30.0</b>	<b>32.0 / 32.0</b>	<b>32.0 / 32.0</b>
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**SELF-INSURANCE FUND**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

### **REVENUE**

#### Sources of Revenue

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

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

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

<b>Total Expenditures</b>	<b>\$1,893,621</b>	<b>\$5,716,200</b>	<b>\$5,678,200</b>
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**FAMILY NEED FUND**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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<b>FAMILY NEED FUND</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Recapitulation of Biennial Budget</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

#### **RECEIPTS**

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

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

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

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

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**ADMINISTRATIVE OFFICES  
and  
TPU SUPPORT SERVICES**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

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

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

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

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

#### **Management Services Office (575200)**

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

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

#### **Public Records Office (575201)**

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

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

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

\*All costs assessed to General Government

#### **Public Affairs (575701)**

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

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

#### **Market Development (572000)**

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

#### **Account Executives (572100)**

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

#### **Communications (575700)**

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

<b>Total for TPU Administration</b>	<b>\$17,246,416</b>	<b>\$22,062,163</b>	<b>\$25,457,593</b>
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<b>PERSONNEL - Budgeted FTEs</b>	<b>45.0 / 45.0</b>	<b>54.0 / 54.0</b>	<b>55.0 / 55.0</b>
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<b>TPU SUPPORT SERVICES</b>	<b>2019-20</b>	<b>2021-22</b>	<b>2023-24</b>
<b>Section Consolidation</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**SUMMARY - Operation & Maintenance by Category**

**TPU Safety (575800)**

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

<b>PERSONNEL - Budgeted FTEs</b>	<b>2.0 / 2.0</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>
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**TPU Real Property Services (576800)**

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

<b>PERSONNEL - Budgeted FTEs</b>	<b>7.25 / 7.25</b>	<b>7.25 / 7.25</b>	<b>0.0 / 0.0</b>
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**TPU UTS Software & Desktop Support (579800)**

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

<b>PERSONNEL - Budgeted FTEs</b>	<b>7.0 / 7.0</b>	<b>5.0 / 5.0</b>	<b>5.0 / 5.0</b>
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TPU SUPPORT SERVICES	2019-20	2021-22	2023-24
Section Consolidation	Biennium Actual	Biennium Budget	Biennium Budget

**SUMMARY - Operation & Maintenance by Category**

**Copier Services (577400)**

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

<b>PERSONNEL - Budgeted FTEs</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>	<b>0.0 / 0.0</b>
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**CUSTOMER SERVICES DIVISION**

**TACOMA PUBLIC UTILITIES**

**2023/2024**

**DRAFT PRELIMINARY BIENNIUM BUDGET**

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

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

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

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

##### **Customer Service Administration**

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

577200 TPU CS Contact Cnter	7,556,462	10,347,347	13,478,016
578100 TPU Cust Svc Lobby	2,077,789	2,154,803	2,340,732
579900 TPU Cust SvcBsnsOff	2,664,432	2,497,640	2,625,354

##### **Customer Service Customer Solutions**

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

##### **Customer Services Operations**

578500 TPU CS Billing	3,958,558	2,634,732	3,297,614
578900 TPU Cust Svc Op Adm	1,400,750	1,617,309	1,671,054
579100 TPU Cust Svc Mail	3,034,009	3,564,051	4,321,252
579200 TPU Cust Svc Fld Inv	4,191,196	4,829,541	5,504,746
579300 TPU TMB Mail Service	585,245	677,891	956,135
579400 TPU Cust Svc Mtr Rdg	4,413,222	4,803,678	4,948,478

##### **Customer Service Performance Solutions**

577100 TPU Cust Svc Trng	886,479	1,484,995	1,771,693
578800 TPU CS Perf Solution	2,791,745	3,979,249	4,348,929
579500 TPU Cust SvcSuppSvc	1,215,963	1,238,252	1,404,367
579600 TPU CS Switchboard	155,369	181,409	224,367

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

<b>Total for Customer Services</b>	<b>\$45,229,167</b>	<b>\$50,941,641</b>	<b>\$60,070,167</b>
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<b>PERSONNEL - Budgeted FTEs</b>	<b>155.9 / 155.9</b>	<b>158.2 / 158.2</b>	<b>172.1 / 173.6</b>
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