

# BIENNIAL BUDGET

## BUDGET PERFORMANCE REPORT

1ST QTR.–2020

POWER

WATER

RAIL





**TACOMA PUBLIC UTILITIES  
2019/2020 BIENNIAL BUDGET PERFORMANCE REPORTS\*  
1st QUARTER 2020**

**Table of Contents**

	<b>Page</b>
<b>Tacoma Power Budget Performance Report</b>	<b>1 - 6</b>
<b>Tacoma Power Revenues &amp; Expenditures Graphs</b>	<b>7</b>
<b>Tacoma Water Budget Performance Report</b>	<b>8 – 10</b>
<b>Tacoma Water Revenues &amp; Expenditures Graphs</b>	<b>11</b>
<b>Tacoma Rail Budget Performance Report</b>	<b>12 - 13</b>
<b>Tacoma Rail Revenues &amp; Expenditures Graphs</b>	<b>14</b>
<b>TPU Fleet Services Budget Performance Report</b>	<b>15</b>
<b>TPU Fleet Services Revenues &amp; Expenditures Graphs</b>	<b>16</b>
<b>TPU Self-Insurance Fund Revenues &amp; Expenditures Graph</b>	<b>17</b>
<b>TPU Family Need Fund Revenues &amp; Expenditures Graph</b>	<b>18</b>
<b>TPU Administrative Offices Budget Performance Report &amp; Expenditures Graph</b>	<b>19</b>
<b>TPU Support Services Budget Performance Report &amp; Expenditures Graph</b>	<b>20</b>
<b>TPU Customer Services Budget Performance Report &amp; Expenditures Graph</b>	<b>21</b>

*\* Unaudited reports focusing on operating transactions in the operating fund, excluding some non budgetary entries made for accounting purposes.*





**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>REVENUE LESS EXPENDITURES</b>	<b>\$ 16,884,032</b>	<b>\$ 28,383,246</b>	<b>\$ 11,499,214</b>	<b>\$ 16,884,002</b>	<b>\$ 1,243,087</b>	<b>\$ (15,640,915)</b>		
<b><u>SALES OF ELECTRICAL ENERGY</u></b>								
RETAIL SALES								
RESIDENTIAL	\$ 59,782,213	\$ 56,445,845	\$ (3,336,368)	\$ 244,566,091	\$ 236,995,610	\$ (7,570,481)	(3.1%)	\$ 370,226,732
PRIVATE OFF-STREET LIGHTING	391,046	345,707	(45,339)	1,956,314	1,798,184	(158,130)	(8.1%)	3,155,153
SMALL GENERAL SERVICE	8,170,826	8,156,120	(14,706)	37,084,749	37,880,315	795,566	2.1%	57,694,435
GENERAL POWER	28,475,764	27,541,787	(933,977)	136,195,932	134,957,287	(1,238,645)	(0.9%)	217,676,783
HIGH VOLTAGE GENERAL POWER	6,357,891	6,770,905	413,014	29,473,179	30,414,592	941,413	3.2%	47,226,409
CONTRACT INDUSTRIAL POWER - FIRM	5,813,141	5,948,609	135,468	29,862,651	29,679,114	(183,537)	(0.6%)	48,427,860
STREET LIGHTING & TRAFFIC SIGNALS	252,319	267,682	15,363	1,313,757	1,580,262	266,505	20.3%	2,063,320
ACCRUED UNBILLED REVENUE	-	0	0	-	1,816,954	1,816,954	-	-
TOTAL RETAIL SALES	109,243,200	105,476,655	(3,766,545)	480,452,673	475,122,318	(5,330,355)	(1.1%)	746,470,692
<b><u>BULK POWER SALES</u></b>								
BULK POWER SALES	16,982,511	19,818,127	2,835,616	61,828,561	57,238,808	(4,589,753)	(7.4%)	95,840,208
BULK POWER SALES - RATE STABILIZATION FUND	0	0	0	0	10,000,000	10,000,000	-	0
TOTAL BULK POWER SALES	16,982,511	19,818,127	2,835,616	61,828,561	67,238,808	5,410,247	8.8%	95,840,208
TOTAL SALES OF ELECTRICAL ENERGY	126,225,711	125,294,782	(930,929)	542,281,234	542,361,126	79,892	0.0%	842,310,900
<b><u>TELECOMMUNICATIONS REVENUES</u></b>	7,277,178	6,195,145	(1,082,033)	33,911,585	31,694,249	(2,217,336)	(6.5%)	54,732,255
<b><u>OTHER OPERATING REVENUE</u></b>								
RENTAL OF ELECTRIC PROPERTY	343,056	726,473	383,417	1,675,311	2,787,875	1,112,564	66.4%	2,704,477
SERVICE FEES	644,463	3,365,072	2,720,609	3,147,233	5,596,128	2,448,895	77.8%	5,080,623
WHEELING REVENUE	3,027,044	2,675,460	(351,584)	14,293,220	13,090,229	(1,202,991)	(8.4%)	23,374,352
CAMPGROUND FEES	381,675	265,651	(116,024)	1,863,908	1,759,225	(104,683)	(5.6%)	3,008,934
MISCELLANEOUS REVENUES	707,251	719,812	12,562	3,453,856	3,727,994	274,139	7.9%	5,575,608
TOTAL OTHER OPERATING REVENUES	5,103,489	7,752,469	2,648,980	24,433,528	26,961,451	2,527,923	10.3%	39,743,995
<b>TOTAL OPERATING REVENUES</b>	<b>138,606,378</b>	<b>139,242,396</b>	<b>636,018</b>	<b>600,626,347</b>	<b>601,016,826</b>	<b>390,479</b>	<b>0.1%</b>	<b>936,787,151</b>
<b><u>NON-OPERATING REVENUES</u></b>								
INTEREST	466,693	841,998	375,305	2,245,067	5,081,649	2,836,583	126.3%	3,645,145
FEDERAL INTEREST SUBSIDY FOR BABS & CREBS	927,250	988,660	61,410	4,636,250	4,581,449	(54,801)	(1.2%)	7,418,000
OTHER	228,530	402,536	174,006	1,116,025	1,849,490	733,466	65.7%	1,801,614
<b>TOTAL NON-OPERATING REVENUES</b>	<b>1,622,473</b>	<b>2,233,194</b>	<b>610,721</b>	<b>7,997,342</b>	<b>11,512,588</b>	<b>3,515,247</b>	<b>44.0%</b>	<b>12,864,759</b>
<b>TOTAL REVENUES</b>	<b>140,228,850</b>	<b>141,475,590</b>	<b>1,246,739</b>	<b>608,623,688</b>	<b>612,529,414</b>	<b>3,905,726</b>	<b>0.6%</b>	<b>949,651,910</b>
<b><u>OTHER AVAILABLE FUNDS</u></b>								
APPROPRIATION FROM FUND BALANCE	450,390	-	(450,390)	7,827,888	-	(7,827,888)	(100.0%)	9,179,057
<b>TOTAL REVENUES AND AVAILABLE FUNDS</b>	<b>\$ 140,679,240</b>	<b>\$ 141,475,590</b>	<b>\$ 796,349</b>	<b>\$ 616,451,576</b>	<b>\$ 612,529,414</b>	<b>\$ (3,922,162)</b>	<b>(0.6%)</b>	<b>\$ 958,830,967</b>



**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<b><u>OPERATING EXPENDITURES</u></b>								
<b><u>ADMINISTRATION</u></b>								
SUPERINTENDENT'S OFFICE	\$ 3,870,542	\$ 4,915,148	\$ (1,044,606)	\$ 16,518,091	\$ 20,080,026	\$ (3,561,935)	(21.6%)	\$ 25,689,485
ASSESSMENTS	7,994,756	7,604,092	390,664	39,277,915	37,486,138	1,791,777	4.6%	63,262,183
GROSS EARNINGS TAX	9,837,176	10,283,076	(445,900)	42,386,387	42,292,411	93,976	0.2%	65,953,238
(1) VACANCY FACTOR	(2,496,403)	0	(2,496,403)	(12,222,117)	0	(12,222,117)	-	(19,711,327)
<b>ADMINISTRATION TOTAL</b>	<b>19,206,071</b>	<b>22,802,316</b>	<b>(3,596,246)</b>	<b>85,960,276</b>	<b>99,858,575</b>	<b>(13,898,299)</b>	<b>(16.2%)</b>	<b>135,193,579</b>
<b><u>RATES, FINANCIAL PLANNING &amp; ANALYSIS</u></b>								
RPA MANAGEMENT	168,265	155,271	12,994	841,335	770,952	70,384	8.4%	1,346,129
PROJECT MANAGEMENT OFFICE	227,226	116,700	110,526	1,116,977	714,343	402,635	36.0%	1,777,655
FINANCIAL & BUSINESS PLANNING	98,518	237,761	(139,243)	473,175	1,042,554	(569,379)	(120.3%)	768,729
STRATEGIC ASSET MANAGEMENT	238,580	269,860	(31,279)	1,682,958	1,373,615	309,344	18.4%	2,398,700
ENERGY RISK MANAGEMENT	181,594	152,785	28,810	901,888	838,917	62,971	7.0%	1,446,670
RATES & FORECASTING	272,874	174,040	98,834	1,496,513	921,338	575,175	38.4%	2,315,136
<b>RATES, FINANCIAL PLANNING &amp; ANALYSIS TOTAL</b>	<b>1,187,058</b>	<b>1,106,416</b>	<b>80,641</b>	<b>6,512,847</b>	<b>5,661,717</b>	<b>851,129</b>	<b>13.1%</b>	<b>10,053,019</b>
<b><u>POWER SHARED SERVICES</u></b>								
PSS ADMINISTRATION	250,152	273,486	(23,334)	1,195,208	1,351,583	(156,374)	(13.1%)	1,945,664
PSS STRATEGY	382,965	209,773	173,191	1,889,159	1,410,923	478,236	25.3%	3,038,053
PSS TRAINING & DEVELOPMENT	189,064	233,901	(44,838)	1,079,396	1,232,396	(153,000)	(14.2%)	1,646,587
PSS RELIABILITY & COMPLIANCE	340,291	293,137	47,154	1,675,524	1,467,296	208,228	12.4%	2,696,398
PSS FACILITIES	374,814	499,829	(125,015)	2,190,217	2,022,165	168,053	7.7%	3,311,060
PSS SECURITY OPERATIONS	305,908	254,434	51,474	1,503,407	1,400,770	102,637	6.8%	2,421,131
PSS MECHANICAL MAINTENANCE	264,416	205,301	59,115	1,394,940	1,326,500	68,440	4.9%	2,188,187
PSS BUILDING MAINTENANCE	581,901	512,586	69,315	2,859,166	2,689,297	169,869	5.9%	4,580,869
PSS GROUNDS MAINTENANCE	545,357	565,815	(20,458)	2,668,274	2,627,344	40,930	1.5%	4,301,346
<b>POWER SHARED SERVICES TOTAL</b>	<b>3,234,867</b>	<b>3,048,262</b>	<b>186,605</b>	<b>16,455,293</b>	<b>15,528,274</b>	<b>927,019</b>	<b>5.6%</b>	<b>26,129,294</b>



**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>TRANSMISSION &amp; DISTRIBUTION (T &amp; D)</b>								
TD ADMINISTRATION	\$ 284,020	\$ 354,428	\$ (70,409)	\$ 1,336,415	\$ 1,857,567	\$ (521,152)	(39.0%)	\$ 2,143,475
TD SAFETY	96,848	85,585	11,263	448,591	456,503	(7,912)	(1.8%)	709,735
TD LINE CLEARANCE TREE TRIMMING	954,659	738,387	216,272	4,760,962	4,350,582	410,380	8.6%	7,624,939
TD C & M LINE OPERATIONS	1,805,751	1,779,050	26,701	8,525,431	10,125,741	(1,600,311)	(18.8%)	13,936,683
TD TROUBLE CREWS	409,128	435,834	(26,705)	2,014,608	2,037,423	(22,815)	(1.1%)	3,241,993
TD SYSTEM MAINTENANCE & SUBSTATIONS	2,196,833	1,900,926	295,907	11,618,050	9,721,716	1,896,334	16.3%	18,245,549
TD LINE MAINTENANCE PLANNING	98,310	104,658	(6,348)	462,137	502,930	(40,793)	(8.8%)	737,571
TD ASSET MANAGEMENT	133,112	117,021	16,091	645,768	615,451	30,316	4.7%	1,045,103
* TD HFC NETWORK CONSTRUCTION (49%)	110,134	141,937	(31,803)	537,150	602,018	(64,868)	(12.1%)	867,554
* TD HFC NETWORK ENGINEERING (49%)	38,096	48,768	(10,671)	233,349	201,047	32,301	13.8%	347,637
TD UTILITY STAFF SUPPORT	510,166	516,960	(6,794)	2,618,999	2,662,547	(43,549)	(1.7%)	4,149,496
TD ELECTRICAL INSPECTION	414,205	379,477	34,729	2,042,215	1,967,090	75,125	3.7%	3,284,831
TD METER, RELAY & LINE SERVICES	995,318	833,255	162,063	4,454,325	4,084,476	369,848	8.3%	7,440,274
TD NEW SERVICES ENGINEERING	212,535	253,059	(40,523)	1,027,956	1,160,335	(132,380)	(12.9%)	1,652,958
TD ENGINEERING PRODUCTS & SERVICES	554,291	523,366	30,925	2,699,846	2,535,411	164,435	6.1%	4,362,720
TD PROTECTION & CONTROL ENGINEERING	262,330	215,435	46,895	1,289,323	1,130,917	158,406	12.3%	2,061,313
TD PROJECTS & SERVICES	162,788	153,169	9,620	767,932	686,315	81,616	10.6%	1,247,297
TD SUBSTATION ENGINEERING	201,202	152,907	48,294	953,918	733,935	219,983	23.1%	1,539,523
TD CENTRAL BUSINESS DISTRICT ENGR	31,779	58,181	(26,401)	148,787	271,802	(123,014)	(82.7%)	244,125
TD LINE ENGINEERING	227,600	224,348	3,252	1,058,226	980,727	77,500	7.3%	1,727,526
TD SYSTEM OPERATIONS	1,293,647	1,336,030	(42,383)	6,378,414	6,003,087	375,327	5.9%	10,244,355
TD SYSTEM PLANNING & ANALYSIS	397,816	272,700	125,116	2,218,553	1,352,635	865,917	39.0%	3,386,501
TD TOOL & EQUIPMENT ROOMS	28,967	31,143	(2,175)	146,529	138,492	8,037	5.5%	233,431
TD BUSINESS & FINANCIAL MGMT	214,151	237,196	(23,044)	1,113,905	1,031,526	82,379	7.4%	1,756,359
TD WAREHOUSE	294,350	(1,016,011)	1,310,361	1,459,972	44,372	1,415,601	97.0%	2,336,021
DISTRIBUTED WAREHOUSE COSTS	(294,350)	1,016,011	(1,310,361)	(1,459,973)	(15,527)	(1,444,445)	(98.9%)	(2,336,021)
<b>TRANSMISSION &amp; DISTRIBUTION TOTAL</b>	<b>11,633,688</b>	<b>10,893,817</b>	<b>739,870</b>	<b>57,501,386</b>	<b>55,239,118</b>	<b>2,262,268</b>	<b>3.9%</b>	<b>92,230,946</b>



**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>GENERATION</b>								
GENERATION ADMINISTRATION	\$ 898,709	\$ 893,412	\$ 5,296	\$ 4,394,970	\$ 4,562,813	\$ (167,843)	(3.8%)	\$ 7,062,904
GENERATION EXTRAORDINARY MAINTENANCE	1,309,328	(1,699,813)	3,009,141	3,307,015	4,769,790	(1,462,775)	(44.2%)	7,235,000
PRODUCTION ENGINEERING	650,682	604,326	46,356	3,067,655	3,089,560	(21,905)	(0.7%)	4,983,701
PLANT ENGINEERING & CONSTRUCTION SERVICES	725,884	973,916	(248,032)	3,515,980	4,361,276	(845,296)	(24.0%)	5,693,638
CONTRACT SERVICES	151,614	(380,708)	532,322	736,820	753,740	(16,920)	(2.3%)	1,191,662
CRAFT SHOPS	227,002	229,809	(2,807)	1,109,055	975,696	133,359	12.0%	1,790,066
NATURAL RESOURCES	4,432,761	1,620,801	2,811,960	21,964,652	22,814,307	(849,656)	(3.9%)	35,250,935
NISQUALLY PROJECT	607,655	546,698	60,957	2,999,603	2,938,110	61,493	2.1%	4,822,567
ALDER PARK	169,962	127,141	42,821	828,988	759,365	69,624	8.4%	1,327,624
CUSHMAN PROJECT	856,467	776,494	79,973	4,203,569	3,879,509	324,060	7.7%	6,742,966
COWLITZ PROJECT	1,237,344	992,372	244,972	6,095,028	5,836,867	258,162	4.2%	9,792,059
TAIDNAPAM PARK	158,217	125,721	32,496	775,209	751,279	23,931	3.1%	1,243,866
MOSSYROCK PARK	148,537	77,272	71,266	718,725	660,688	58,037	8.1%	1,154,740
MAYFIELD LAKE PARK	84,598	71,292	13,306	407,898	467,129	(59,231)	(14.5%)	650,892
WYNOOCHEE PROJECT	218,217	179,562	38,655	1,065,473	987,152	78,321	7.4%	1,715,622
<b>GENERATION TOTAL</b>	<b>11,876,978</b>	<b>5,138,295</b>	<b>6,738,682</b>	<b>55,190,640</b>	<b>57,607,279</b>	<b>(2,416,639)</b>	<b>(4.4%)</b>	<b>90,658,243</b>
<b>POWER MANAGEMENT</b>								
POWER MANAGEMENT ADMINISTRATION	446,019	451,155	(5,137)	2,160,833	1,874,328	286,505	13.3%	3,477,889
POWER CONTRACTS, COMPLIANCE & TRANSMISSION	103,835	104,869	(1,034)	507,694	591,740	(84,046)	(16.6%)	819,200
REAL-TIME ENERGY TRADING	552,284	446,504	105,781	2,625,992	2,403,599	222,393	8.5%	4,207,845
NEAR TERM ENERGY TRADING & OPERATIONS	43,241,395	42,940,212	301,183	208,580,360	225,784,388	(17,204,027)	(8.2%)	334,106,584
PM OT SYSTEMS	336,448	252,931	83,517	1,280,449	1,364,167	(83,718)	(6.5%)	2,289,793
RESOURCE OPERATIONS	256,054	236,254	19,801	1,302,738	798,107	504,631	38.7%	2,070,901
SUPPLY PLANNING & ANALYSIS	312,808	419,161	(106,353)	1,518,682	1,734,247	(215,565)	(14.2%)	2,457,105
CONSERVATION PLANNING & ANALYSIS	188,247	99,029	89,218	928,318	660,674	267,644	28.8%	1,493,059
ENERGY CONSERVATION ADMINISTRATION	164,743	244,284	(79,541)	809,793	887,262	(77,469)	(9.6%)	1,304,022
COMMERCIAL ENERGY CONSERVATION	563,657	464,010	99,647	2,746,043	2,429,921	316,122	11.5%	4,437,015
RESIDENTIAL ENERGY SERVICES	349,978	308,978	41,000	1,745,877	1,804,396	(58,519)	(3.4%)	2,795,811
CONSERVATION INFORMATION CENTER	319,836	259,202	60,634	1,565,941	1,376,710	189,232	12.1%	2,525,449
COMMUNITY PROGRAMS	227,276	127,227	100,048	1,123,228	877,389	245,839	21.9%	1,805,056
<b>POWER MANAGEMENT TOTAL</b>	<b>47,062,580</b>	<b>46,353,816</b>	<b>708,765</b>	<b>226,895,948</b>	<b>242,586,926</b>	<b>(15,690,978)</b>	<b>(6.9%)</b>	<b>363,789,727</b>





**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b><u>CLICK! COMMERCIAL NETWORK</u></b>								
ADMINISTRATION (94%)	\$ 410,531	\$ 369,075	\$ 41,456	\$ 1,996,004	\$ 1,878,429	\$ 117,574	5.9%	\$ 3,227,596
GROSS EARNINGS TAX	562,193	478,264	83,929	2,624,711	2,454,082	170,629	6.5%	4,238,148
MARKETING & BUSINESS OPERATIONS ADMIN	62,461	65,026	(2,565)	305,771	307,604	(1,833)	(0.6%)	493,156
MARKETING ADMIN	229,558	89,651	139,908	1,123,636	692,220	431,417	38.4%	1,812,310
MARKETING SERVICES	3,543,333	2,477,364	1,065,969	17,885,818	16,334,015	1,551,803	8.7%	27,851,982
ISP ADVANTAGE	101,504	80,366	21,138	1,776,520	493,217	1,283,303	72.2%	2,081,032
CUSTOMER SALES AND SERVICE	143,072	169,946	(26,875)	880,101	1,048,758	(168,658)	(19.2%)	1,309,315
BUSINESS SYSTEMS	150,144	84,771	65,372	722,033	592,165	129,868	18.0%	1,150,264
TECHNICAL OPERATIONS ADMIN (80%)	77,891	33,488	44,403	377,519	252,830	124,689	33.0%	611,193
SERVICE INSTALLATION (98%)	474,099	637,073	(162,974)	2,327,176	2,058,273	268,903	11.6%	3,748,001
CONVERTER INVENTORY CONTROL	90,310	3,827	86,483	445,617	166,802	278,814	62.6%	715,646
NETWORK OPERATIONS (51%)	193,765	91,749	102,016	950,100	571,855	378,245	39.8%	1,528,946
BROADBAND SERVICES (99%)	220,597	143,655	76,942	1,089,847	947,328	142,519	13.1%	1,751,637
NETWORK ENGINEERING (95%)	55,638	12,603	43,034	287,879	227,737	60,141	20.9%	454,792
NETWORK SERVICE ASSURANCE (51%)	100,334	67,444	32,890	488,346	455,205	33,141	6.8%	783,228
<b>CLICK! COMMERCIAL NETWORK TOTAL</b>	<b>6,415,429</b>	<b>4,804,301</b>	<b>1,611,127</b>	<b>33,281,075</b>	<b>28,480,521</b>	<b>4,800,554</b>	<b>14.4%</b>	<b>51,757,247</b>
TD HFC NETWORK CONSTRUCTION (51%)	114,629	147,730	(33,101)	559,074	626,590	(67,515)	(12.1%)	902,964
TD HFC NETWORK ENGINEERING (51%)	39,651	50,758	(11,107)	242,873	209,253	33,620	13.8%	361,827
<b>CLICK! COMMERCIAL PLUS T&amp;D HFC COSTS TOTAL</b>	<b>6,569,709</b>	<b>5,002,790</b>	<b>1,566,919</b>	<b>34,083,023</b>	<b>29,316,364</b>	<b>4,766,658</b>	<b>14.0%</b>	<b>53,022,037</b>
<b><u>CLICK! POWER APPLICATIONS</u></b>								
ADMINISTRATION (6%)	26,204	23,558	2,646	127,404	119,900	7,505	5.9%	206,017
TECHNICAL OPERATIONS ADMIN (20%)	19,473	8,372	11,101	94,380	63,207	31,172	33.0%	152,798
SERVICE INSTALLATION (2%)	9,675	13,001	(3,326)	47,493	42,006	5,488	11.6%	76,490
NETWORK OPERATIONS (49%)	186,166	88,151	98,015	912,841	549,429	363,412	39.8%	1,468,988
BROADBAND SERVICES (1%)	2,228	1,451	777	11,009	9,569	1,440	13.1%	17,693
NETWORK ENGINEERING (5%)	2,928	663	2,265	15,152	11,986	3,165	20.9%	23,936
NETWORK SERVICE ASSURANCE (49%)	96,399	64,799	31,600	469,195	437,354	31,841	6.8%	752,513
<b>CLICK! POWER APPLICATIONS TOTAL</b>	<b>343,075</b>	<b>199,996</b>	<b>143,079</b>	<b>1,677,473</b>	<b>1,233,451</b>	<b>444,022</b>	<b>26.5%</b>	<b>2,698,435</b>



**TACOMA POWER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

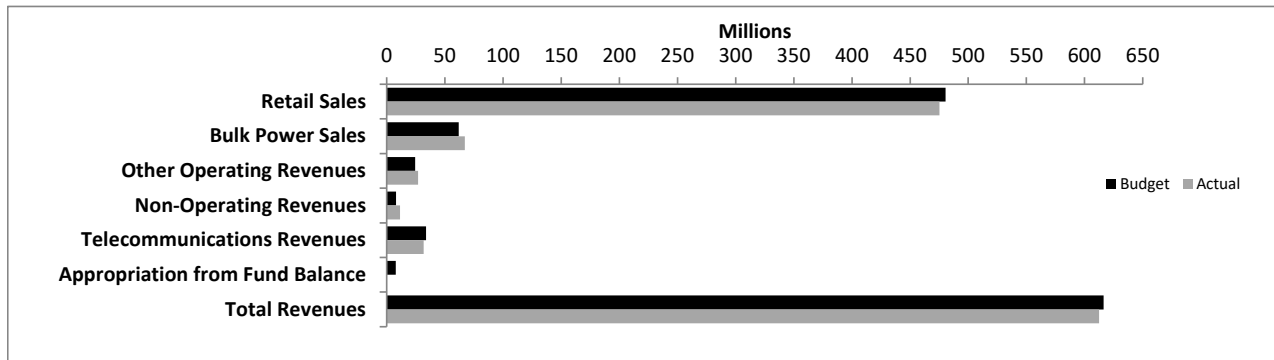
	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>UTILITY TECHNOLOGY SERVICES (UTS)</b>								
UTS ADMINISTRATION	\$ 662,655	\$ 486,850	\$ 175,805	\$ 3,302,762	\$ 3,095,620	\$ 207,142	6.3%	\$ 5,290,726
UTS DESKTOP SUPPORT	199,703	244,594	(44,890)	1,039,314	1,109,271	(69,957)	(6.7%)	1,638,424
UTS OPERATIONAL APPLICATION USER SUPPORT	485,725	626,859	(141,134)	2,246,581	2,217,794	28,787	1.3%	3,688,755
UTS OPERATIONAL INFORMATION SYSTEMS	486,228	374,508	111,720	2,392,902	2,608,770	(215,868)	(9.0%)	3,838,087
UTS CYBERSECURITY SYSTEMS	443,380	530,085	(86,705)	2,374,178	2,114,525	259,654	10.9%	3,690,819
UTS ENERGY MANAGEMENT SYSTEMS	151,201	72,964	78,238	753,641	580,389	173,253	23.0%	1,198,845
UTS NETWORKING, TELECOM & TRANSPORT SVCS	746,771	563,489	183,282	3,316,836	3,097,609	219,227	6.6%	5,557,149
UTS NETWORK & COMM SYSTEM ENGINEERING	530,173	483,277	46,896	2,593,543	2,641,869	(48,327)	(1.9%)	4,176,563
UTS PROJECT MANAGEMENT OFFICE	293,489	286,693	6,797	1,610,254	1,244,029	366,224	22.7%	2,490,721
UTS SERVICE MANAGEMENT OFFICE	388,399	361,380	27,018	1,855,033	1,737,018	118,015	6.4%	3,020,229
UTS AMI PROGRAM OFFICE	211,934	444,324	(232,390)	1,034,761	1,101,248	(66,487)	(6.4%)	1,670,564
<b>UTILITY TECHNOLOGY SERVICES TOTAL</b>	<b>4,599,659</b>	<b>4,475,021</b>	<b>124,638</b>	<b>22,519,805</b>	<b>21,548,142</b>	<b>971,663</b>	<b>4.3%</b>	<b>36,260,883</b>
<b>OPERATION &amp; MAINTENANCE TOTAL</b>	<b>\$ 105,713,684</b>	<b>\$ 99,020,730</b>	<b>\$ 6,692,954</b>	<b>\$ 506,796,691</b>	<b>\$ 528,579,847</b>	<b>\$ (21,783,156)</b>	<b>(4.3%)</b>	<b>\$ 810,036,165</b>
DEBT SERVICE	6,872,524	7,013,358	(140,834)	36,725,883	37,445,273	(719,390)	(2.0%)	59,122,802
(2) CAPITAL OUTLAY - OPERATING FUND	11,209,000	7,058,255	4,150,745	56,045,000	45,261,207	10,783,793	19.2%	89,672,000
<b>TOTAL CURRENT FUND EXPENDITURES</b>	<b>\$ 123,795,208</b>	<b>\$ 113,092,343</b>	<b>\$ 10,702,865</b>	<b>\$ 599,567,574</b>	<b>\$ 611,286,327</b>	<b>\$ (11,718,753)</b>	<b>(2.0%)</b>	<b>\$ 958,830,967</b>

\* 51% of these T & D cost centers are included in Click!'s Commercial Network section.

(1) Represents a budget reduction for the vacancies that occur during the course of the biennium.

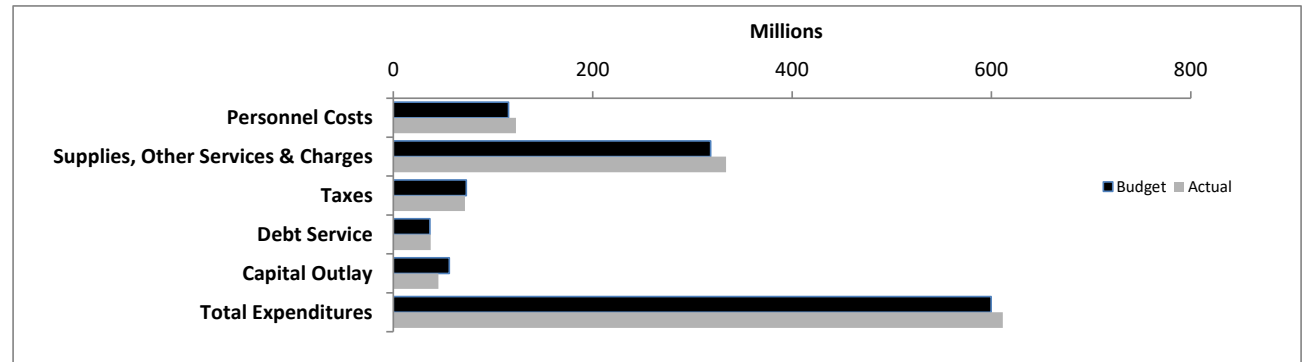
(2) Reflects a timing difference between capital outlay expenditures and reimbursements.

# Tacoma Power Revenues



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Retail Sales	\$480,452,673	\$475,122,318	99%	\$746,470,692	64%
Bulk Power Sales	61,828,561	67,238,808	109%	95,840,208	70%
Other Operating Revenues	24,433,528	26,961,451	110%	39,743,995	68%
Non-Operating Revenues	7,997,342	11,512,588	144%	12,864,759	89%
Telecommunications Revenues	33,911,585	31,694,249	93%	54,732,255	58%
Appropriation from Fund Balance	7,827,888	-	0%	9,179,057	0%
<b>Total Revenues</b>	<b>\$616,451,576</b>	<b>\$612,529,414</b>	<b>99%</b>	<b>\$958,830,967</b>	<b>64%</b>

# Tacoma Power Expenditures



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$115,460,746	\$122,997,978	107%	\$185,415,658	66%
Supplies, Other Services & Charges	318,216,111	333,712,101	105%	510,242,691	65%
Taxes	73,119,834	71,869,768	98%	114,377,816	63%
Debt Service	36,725,883	37,445,273	102%	59,122,802	63%
Capital Outlay	56,045,000	45,261,207	81%	89,672,000	50%
<b>Total Expenditures</b>	<b>\$599,567,574</b>	<b>\$611,286,327</b>	<b>102%</b>	<b>\$958,830,967</b>	<b>64%</b>

62.5% of Biennial Budget Completed



**TACOMA WATER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<b>REVENUE LESS EXPENDITURES</b>	<b>\$ (422,720)</b>	<b>\$ (1,932,602)</b>	<b>\$ (1,509,882)</b>	<b>\$ (11,556,965)</b>	<b>\$ 5,196,248</b>	<b>\$ 16,753,213</b>		
<b><u>OPERATING REVENUES - WATER SALES</u></b>								
RESIDENTIAL	\$ 12,189,288	\$ 12,018,176	\$ (171,112)	\$ 69,723,892	\$ 71,575,694	\$ 1,851,802	2.7%	\$ 116,422,335
COMMERCIAL	2,439,914	2,534,551	94,637	13,412,530	14,440,488	1,027,958	7.7%	22,192,237
LARGE VOLUME	452,898	462,082	9,184	2,594,853	2,719,848	124,995	4.8%	4,286,723
PULP MILL	1,609,069	1,746,198	137,129	8,427,934	8,629,219	201,285	2.4%	13,808,205
PRIVATE FIRE	788,042	847,375	59,333	3,714,649	4,280,134	565,485	15.2%	6,055,959
PARKS & IRRIGATION	219,265	313,055	93,790	3,472,326	3,908,524	436,198	12.6%	6,550,742
WHOLESALE	444,528	420,857	(23,671)	3,198,670	3,208,096	9,426	0.3%	5,418,301
ACCRUED UNBILLED REVENUE	-	-	-	-	(111,782)	(111,782)	100.0%	-
TOTAL WATER SALES	18,143,004	18,342,294	199,290	104,544,854	108,650,220	4,105,366	3.9%	174,734,502
<b><u>OTHER OPERATING REVENUES</u></b>								
CASCADE WATER ALLIANCE	621,585	621,585	1	3,171,788	3,171,789	2	0.0%	5,036,541
OTHER OPERATING REVENUE	548,214	551,556	3,341	1,723,551	1,914,203	190,652	11.1%	2,365,551
OTHER SURCHARGE	73,750	70,505	(3,245)	368,750	412,821	44,071	12.0%	590,000
TOTAL OTHER OPERATING REVENUES	1,243,549	1,243,646	97	5,264,089	5,498,813	234,724	4.5%	7,992,092
<b>TOTAL OPERATING REVENUES</b>	<b>19,386,553</b>	<b>19,585,940</b>	<b>199,387</b>	<b>109,808,943</b>	<b>114,149,033</b>	<b>4,340,090</b>	<b>4.0%</b>	<b>182,726,594</b>
<b><u>NON-OPERATING REVENUES</u></b>								
INTEREST	81,250	448,609	367,359	356,250	2,361,037	2,004,787	562.7%	600,000
BABS INTEREST FEDERAL SUDSIDY	692,578	699,266	6,688	3,462,890	3,492,618	29,728	0.9%	5,540,624
OTHER NON-OPERATING REVENUE	57,889	21,578	(36,311)	291,718	295,925	4,207	1.4%	465,384
TOTAL NON-OPERATING REVENUES	831,717	1,169,452	337,736	4,110,858	6,149,580	2,038,722	49.6%	6,606,008
<b>TOTAL REVENUES</b>	<b>20,218,269</b>	<b>20,755,392</b>	<b>537,123</b>	<b>113,919,800</b>	<b>120,298,613</b>	<b>6,378,812</b>	<b>5.6%</b>	<b>189,332,602</b>
<b><u>OTHER AVAILABLE FUNDS</u></b>								
CAPITAL RESERVE FUND - TRANSFER	4,989,012	896,711	(4,092,300)	7,035,860	4,873,888	(2,161,972)	(30.7%)	22,002,895
APPROPRIATION FROM FUND BALANCE	2,564,925	-	(2,564,925)	9,261,269	-	(9,261,269)	-	16,956,044
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>\$ 27,772,206</b>	<b>\$ 21,652,103</b>	<b>\$ (6,120,103)</b>	<b>\$ 130,216,929</b>	<b>\$ 125,172,500</b>	<b>\$ (5,044,429)</b>	<b>(3.9%)</b>	<b>\$ 228,291,541</b>



**TACOMA WATER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b><u>OPERATING EXPENDITURES</u></b>								
<b><u>ADMINISTRATION</u></b>								
PERSONNEL COSTS	\$ 106,968	\$ 130,465	\$ (23,496)	\$ 519,484	\$ 574,027	\$ (54,543)	(10.5%)	\$ 840,389
SUPPLIES, OTHER SERVICES & CHARGES	113,035	219,047	(106,012)	594,142	99,270	494,872	83.3%	933,247
RWSS CRO EXPENSES	1,506,687	1,383,494	123,193	7,524,183	6,944,464	579,719	7.7%	12,044,243
ASSESSMENTS	3,000,175	2,897,184	102,991	14,762,576	14,186,621	575,955	3.9%	23,763,101
GROSS EARNINGS TAX	1,539,670	1,607,522	(67,852)	8,776,294	9,627,159	(850,865)	(9.7%)	14,641,259
OTHER TAXES	1,091,561	1,111,173	(19,612)	6,141,012	6,300,055	(159,043)	(2.6%)	10,225,543
<b>ADMINISTRATION TOTAL</b>	<b>7,358,096</b>	<b>7,348,884</b>	<b>9,212</b>	<b>38,317,691</b>	<b>37,731,597</b>	<b>586,095</b>	<b>1.5%</b>	<b>62,447,782</b>
<b><u>DISTRIBUTION ENGINEERING</u></b>								
PERSONNEL COSTS	675,783	703,060	(27,277)	3,204,954	2,895,529	309,425	9.7%	5,202,303
SUPPLIES, OTHER SERVICES & CHARGES	171,949	83,215	88,734	757,794	523,390	234,404	30.9%	1,273,641
<b>DISTRIBUTION ENGINEERING TOTAL</b>	<b>847,732</b>	<b>786,275</b>	<b>61,457</b>	<b>3,962,749</b>	<b>3,418,919</b>	<b>543,830</b>	<b>13.7%</b>	<b>6,475,944</b>
<b><u>DISTRIBUTION OPERATIONS</u></b>								
PERSONNEL COSTS	2,717,213	2,236,417	480,795	13,221,556	10,512,378	2,709,179	20.5%	21,373,195
SUPPLIES, OTHER SERVICES & CHARGES	605,734	670,171	(64,437)	3,085,320	3,491,441	(406,121)	(13.2%)	4,902,522
WATER WAREHOUSE	129,754	65,146	64,608	670,986	421,261	249,726	37.2%	1,060,248
DISTRIBUTED WAREHOUSE COSTS	(129,754)	(65,146)	(64,608)	(670,987)	(421,261)	(249,726)	(37.2%)	(1,060,248)
<b>DISTRIBUTION OPERATIONS TOTAL</b>	<b>3,322,947</b>	<b>2,906,588</b>	<b>416,359</b>	<b>16,306,876</b>	<b>14,003,819</b>	<b>2,303,057</b>	<b>14.1%</b>	<b>26,275,717</b>
<b><u>WATER QUALITY</u></b>								
PERSONNEL COSTS	1,311,328	1,148,045	163,283	6,285,418	5,503,867	781,551	12.4%	10,175,552
SUPPLIES, OTHER SERVICES & CHARGES	673,710	420,724	252,985	3,333,753	2,742,066	591,686	17.7%	5,354,881
<b>WATER QUALITY TOTAL</b>	<b>1,985,038</b>	<b>1,568,770</b>	<b>416,269</b>	<b>9,619,170</b>	<b>8,245,933</b>	<b>1,373,237</b>	<b>14.3%</b>	<b>15,530,433</b>
<b><u>WATER SUPPLY</u></b>								
PERSONNEL COSTS	1,763,802	1,433,698	330,105	8,372,838	7,327,596	1,045,243	12.5%	13,628,965
SUPPLIES, OTHER SERVICES & CHARGES	673,983	496,011	177,972	3,694,913	2,963,652	731,261	19.8%	5,716,861
<b>WATER SUPPLY TOTAL</b>	<b>2,437,785</b>	<b>1,929,709</b>	<b>508,076</b>	<b>12,067,752</b>	<b>10,291,248</b>	<b>1,776,504</b>	<b>14.7%</b>	<b>19,345,826</b>

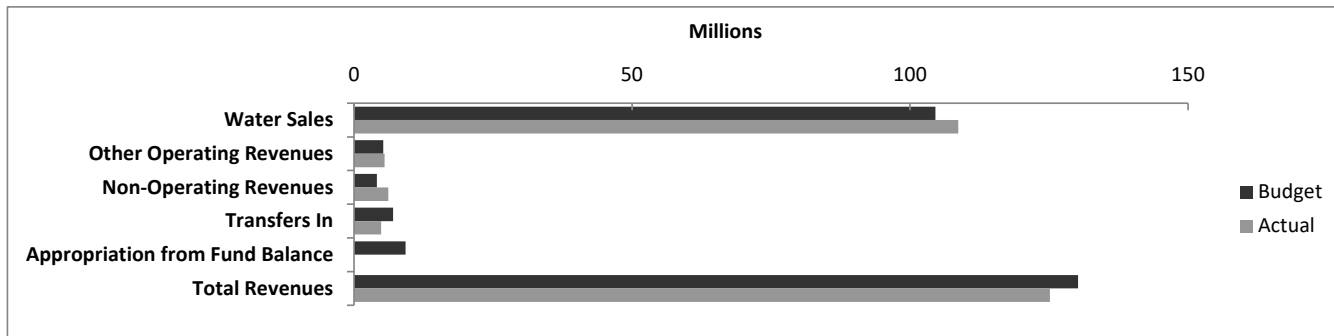


**TACOMA WATER**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<b>ASSET &amp; INFORMATION MANAGEMENT</b>								
PERSONNEL COSTS	\$ 757,803	\$ 630,558	\$ 127,245	\$ 3,736,450	\$ 3,103,955	\$ 632,495	16.9%	\$ 6,005,058
SUPPLIES, OTHER SERVICES & CHARGES	206,768	108,907	97,861	1,639,199	773,972	865,227	52.8%	2,259,502
<b>ASSET &amp; INFORMATION MANAGEMENT</b>	<b>964,570</b>	<b>739,465</b>	<b>225,106</b>	<b>5,375,649</b>	<b>3,877,927</b>	<b>1,497,722</b>	<b>27.9%</b>	<b>8,264,560</b>
<b>FINANCE &amp; ANALYTICS</b>								
PERSONNEL COSTS	509,438	410,352	99,086	2,215,828	1,924,848	290,980	13.1%	3,735,143
SUPPLIES, OTHER SERVICES & CHARGES	115,115	28,383	86,731	553,617	213,451	340,166	61.4%	898,961
<b>FINANCE &amp; ANALYTICS TOTAL</b>	<b>624,553</b>	<b>438,735</b>	<b>185,818</b>	<b>2,769,446</b>	<b>2,138,299</b>	<b>631,146</b>	<b>22.8%</b>	<b>4,634,104</b>
(1) VACANCY FACTOR	(376,360)	-	(376,360)	(1,881,800)	-	(1,881,800)	(100.0%)	(3,010,880)
<b>OPERATION &amp; MAINTENANCE TOTAL</b>	<b>\$ 17,164,361</b>	<b>\$ 15,718,426</b>	<b>\$ 1,445,936</b>	<b>\$ 86,537,533</b>	<b>\$ 79,707,741</b>	<b>\$ 6,829,791</b>	<b>7.9%</b>	<b>\$ 139,963,486</b>
DEBT SERVICE	6,641,619	6,641,622	(4)	33,291,631	33,299,902	(8,272)	(0.0%)	53,216,486
CAPITAL OUTLAY - OPERATING FUND	4,388,946	1,224,658	3,164,288	21,944,731	6,968,608	14,976,122	68.2%	35,111,569
<b>TOTAL OPERATING FUND EXPENDITURES</b>	<b>\$ 28,194,926</b>	<b>\$ 23,584,705</b>	<b>\$ 4,610,220</b>	<b>\$ 141,773,894</b>	<b>\$ 119,976,252</b>	<b>\$ 21,797,642</b>	<b>15.4%</b>	<b>\$ 228,291,541</b>

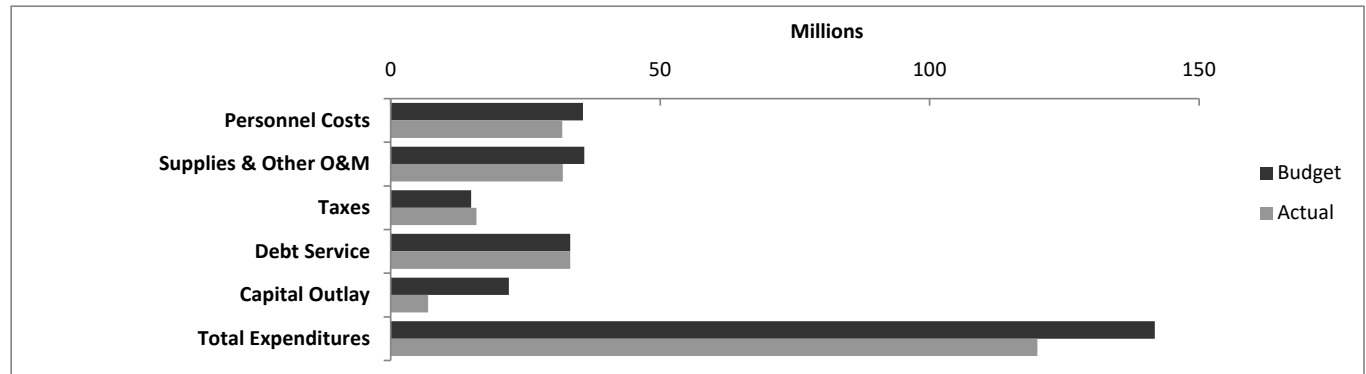
(1) Represents a budget reduction for the vacancies that occur during the course of the bienium.

## Tacoma Water Revenues



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Water Sales	\$104,544,854	\$108,650,220	104%	\$174,734,502	62%
Other Operating Revenues	5,264,089	5,498,813	104%	7,992,092	69%
Non-Operating Revenues	4,110,858	6,149,580	150%	6,606,008	93%
Transfers In	7,035,860	4,873,888	69%	22,002,895	22%
Appropriation from Fund Balance	9,261,269	0	0%	16,956,044	0%
<b>Total Revenues</b>	<b>\$130,216,929</b>	<b>\$125,172,500</b>	<b>96%</b>	<b>\$228,291,541</b>	<b>55%</b>

## Tacoma Water Expenditures



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$35,674,729	\$31,842,199	89%	\$57,949,725	55%
Supplies & Other O&M	35,945,498	31,938,328	89%	57,146,959	56%
Taxes	14,917,306	15,927,214	107%	24,866,802	64%
Debt Service	33,291,631	33,299,902	100%	53,216,486	63%
Capital Outlay	21,944,731	6,968,608	32%	35,111,569	20%
<b>Total Expenditures</b>	<b>\$141,773,894</b>	<b>\$119,976,252</b>	<b>85%</b>	<b>\$228,291,541</b>	<b>53%</b>

62.5% of Biennial Budget Completed



**TACOMA RAIL**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (1,824,227)</b>	<b>\$ 273,539</b>	<b>\$ 2,097,767</b>	<b>\$ 1,946,259</b>	<b>\$ 3,312,534</b>	<b>\$ 1,366,274</b>		
<b>OPERATING REVENUES</b>								
SWITCHING REVENUES								
LINE HAULS AND LOCAL	\$ 7,572,201	\$ 7,259,054	\$ (313,147)	\$ 37,806,485	\$ 37,150,261	\$ (656,224)	(1.7%)	\$ 61,656,705
DEMURRAGE FEES	287,500	458,290	170,790	1,852,500	2,317,328	464,828	25.1%	2,715,000
TOTAL SWITCHING REVENUES	7,859,701	7,717,344	(142,357)	39,658,985	39,467,589	(191,396)	(0.5%)	64,371,705
LOCOMOTIVE SERVICING	750,000	1,203,397	453,397	5,100,000	6,005,814	905,814	17.8%	7,350,000
OTHER REVENUES	87,250	62,916	(24,334)	436,250	321,855	(114,395)	(26.2%)	698,000
TOTAL MISCELLANEOUS REVENUES	837,250	1,266,312	429,062	5,536,250	6,327,668	791,418	14.3%	8,048,000
<b>TOTAL OPERATING REVENUES</b>	8,696,951	8,983,656	286,705	45,195,235	45,795,257	600,022	1.3%	72,419,705
<b>NON-OPERATING REVENUES</b>								
RENT AND MISCELLANEOUS INCOME	285,000	234,442	(50,558)	1,365,000	1,302,389	(62,611)	(4.6%)	2,220,000
INTEREST	28,750	69,854	41,104	138,750	347,172	208,422	150.2%	225,000
<b>TOTAL NON-OPERATING REVENUES</b>	313,750	304,297	(9,453)	1,503,750	1,649,561	145,811	9.7%	2,445,000
<b>OTHER AVAILABLE FUNDS</b>								
APPROPRIATION FROM FUND BALANCE	119,112	-	(119,112)	143,964	-	(143,964)	(100.0%)	501,301
<b>TOTAL REVENUES</b>	<b>\$ 9,129,813</b>	<b>\$ 9,287,953</b>	<b>\$ 158,140</b>	<b>\$ 46,842,949</b>	<b>\$ 47,444,818</b>	<b>\$ 601,869</b>	<b>1.3%</b>	<b>\$ 75,366,006</b>



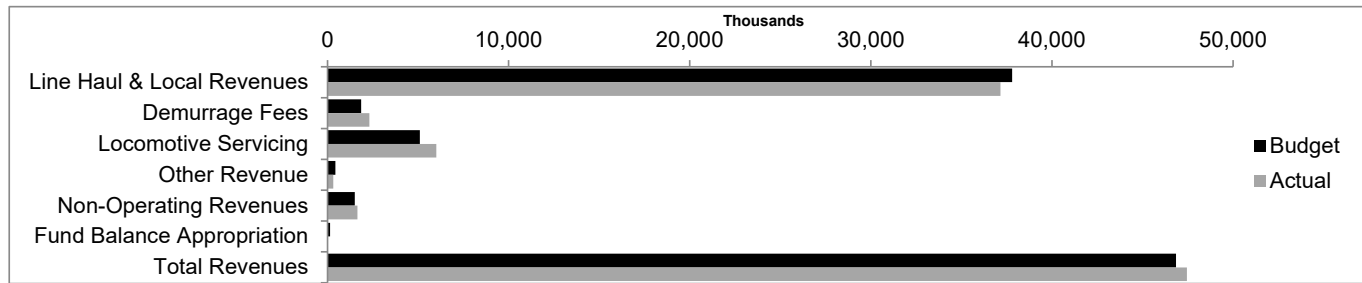


**TACOMA RAIL**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>OPERATING EXPENDITURES</b>								
<b>ADMINISTRATION</b>								
PERSONNEL COSTS	\$ 716,669	\$ 766,830	\$ (50,162)	\$ 3,385,700	\$ 3,365,412	\$ 20,287	0.6%	\$ 5,421,406
SUPPLIES, OTHER SERVICES & CHARGES	433,834	539,206	(105,372)	2,057,972	2,215,618	(157,646)	(7.7%)	3,359,475
ASSESSMENTS	513,742	499,909	13,833	2,507,580	2,371,006	136,574	5.4%	4,048,806
VOLUME INCENTIVE	166,665	-	166,665	749,994	541,665	208,329	(100.0%)	1,500,000
GROSS EARNINGS TAX	754,626	742,106	12,520	3,721,122	3,785,085	(63,963)	(1.7%)	5,985,000
OTHER TAXES	130,374	123,707	6,667	640,200	632,490	7,710	1.2%	1,031,314
<b>ADMINISTRATION TOTAL</b>	<b>2,715,910</b>	<b>2,671,758</b>	<b>44,152</b>	<b>13,062,567</b>	<b>12,911,276</b>	<b>151,291</b>	<b>1.2%</b>	<b>21,346,001</b>
<b>OPERATIONS</b>								
PERSONNEL COSTS	2,739,337	2,606,610	132,727	13,344,235	12,757,421	586,814	4.4%	21,508,246
SUPPLIES, OTHER SERVICES & CHARGES	376,846	402,239	(25,393)	1,863,479	1,835,322	28,157	1.5%	2,994,017
<b>OPERATIONS TOTAL</b>	<b>3,116,183</b>	<b>3,008,849</b>	<b>107,334</b>	<b>15,207,714</b>	<b>14,592,743</b>	<b>614,971</b>	<b>4.0%</b>	<b>24,502,263</b>
<b>MECHANICAL</b>								
PERSONNEL COSTS	611,795	593,298	18,496	2,964,749	2,874,078	90,671	3.1%	4,791,133
SUPPLIES, OTHER SERVICES & CHARGES	391,065	391,931	(867)	1,955,224	1,593,412	361,812	18.5%	3,128,434
FUEL	646,250	953,251	(307,001)	3,231,250	4,842,195	(1,610,945)	(49.9%)	5,170,000
<b>MECHANICAL TOTAL</b>	<b>1,649,110</b>	<b>1,938,481</b>	<b>(289,371)</b>	<b>8,151,223</b>	<b>9,309,685</b>	<b>(1,158,462)</b>	<b>(14.2%)</b>	<b>13,089,567</b>
<b>CONSTRUCTION</b>								
PERSONNEL COSTS	292,595	288,649	3,946	1,400,736	1,310,884	89,852	6.4%	2,263,520
SUPPLIES, OTHER SERVICES & CHARGES	354,072	475,128	(121,056)	1,761,952	1,760,615	1,337	0.1%	2,824,168
<b>CONSTRUCTION TOTAL</b>	<b>646,667</b>	<b>763,777</b>	<b>(117,110)</b>	<b>3,162,688</b>	<b>3,071,498</b>	<b>91,190</b>	<b>2.9%</b>	<b>5,087,688</b>
<b>OPERATION &amp; MAINTENANCE TOTAL</b>	<b>\$ 8,127,870</b>	<b>\$ 8,382,865</b>	<b>\$ (254,995)</b>	<b>\$ 39,584,192</b>	<b>\$ 39,885,202</b>	<b>\$ (301,010)</b>	<b>(0.8%)</b>	<b>\$ 64,025,520</b>
LONG-TERM DEBT	67,686	67,685	1	887,929	887,929	0	0.0%	1,640,486
CAPITAL OUTLAY - OPERATING FUND	2,758,485	563,864	2,194,621	4,424,569	3,359,154	1,065,415	24.1%	9,700,000
<b>TOTAL OPERATING FUND EXPENDITURES</b>	<b>\$ 10,954,041</b>	<b>\$ 9,014,414</b>	<b>\$ 1,939,627</b>	<b>\$ 44,896,690</b>	<b>\$ 44,132,285</b>	<b>\$ 764,405</b>	<b>1.7%</b>	<b>\$ 75,366,006</b>

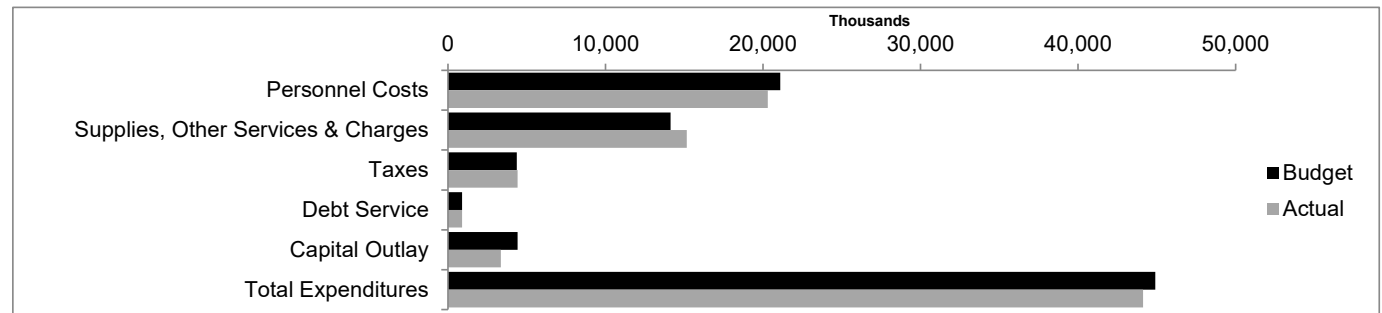
The Biennium Budget reflects increases to revenues and expenses approved in the mid-biennium budget adjustment.

# Tacoma Rail Revenues



	1/20 - 3/20 Budget	1/20 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Line Haul & Local Revenues	\$37,806,485	\$37,150,261	98%	\$61,656,705	60%
Demurrage Fees	1,852,500	2,317,328	125%	2,715,000	85%
Locomotive Servicing	5,100,000	6,005,814	118%	7,350,000	82%
Other Revenue	436,250	321,855	74%	698,000	46%
Non-Operating Revenues	1,503,750	1,649,561	110%	2,445,000	67%
Fund Balance Appropriation	143,964	-	0%	501,301	0%
<b>Total Revenues</b>	<b>\$46,842,949</b>	<b>\$47,444,818</b>	<b>101%</b>	<b>\$75,366,006</b>	<b>63%</b>

# Tacoma Rail Expenditures



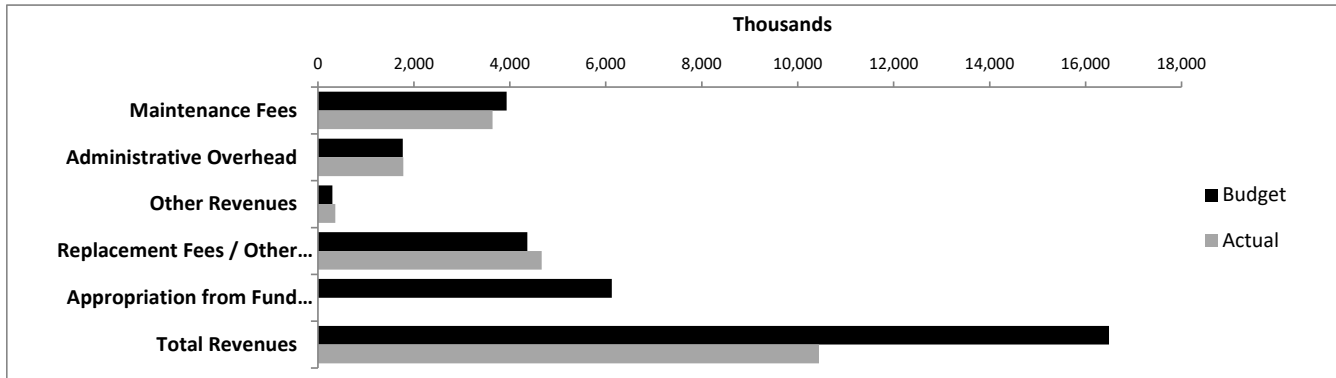
	1/20 - 3/20 Budget	1/20 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$21,095,420	\$20,307,795	96%	\$33,984,306	60%
Supplies, Other Services & Charges	14,127,450	15,159,832	107%	23,024,900	66%
Taxes	4,361,322	4,417,575	101%	7,016,314	63%
Debt Service	887,929	887,929	100%	1,640,486	54%
Capital Outlay	4,424,569	3,359,154	76%	9,700,000	35%
<b>Total Expenditures</b>	<b>\$44,896,690</b>	<b>\$44,132,285</b>	<b>98%</b>	<b>\$75,366,006</b>	<b>59%</b>

62.5% of Biennial Budget Completed

**TPU FLEET SERVICES FUND**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

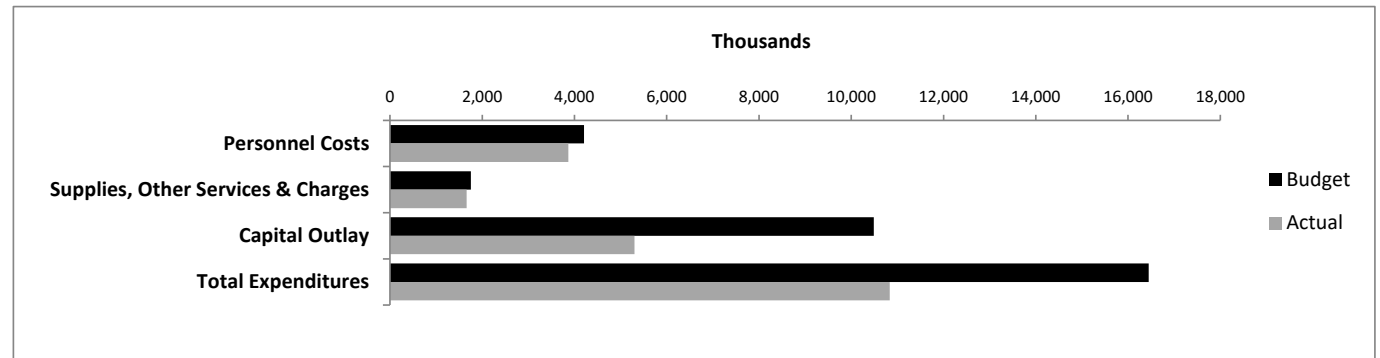
	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE/ (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE/ (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<b>REVENUES LESS EXPENDITURES</b>	<b>\$ (30,686)</b>	<b>\$ 401,618</b>	<b>\$ 432,304</b>	<b>\$ 42,813</b>	<b>\$ (387,479)</b>	<b>\$ (430,293)</b>		
<b><u>OPERATING REVENUES</u></b>								
MAINTENANCE REVENUE	\$ 787,094	\$ 724,077	\$ (63,017)	\$ 3,935,469	\$ 3,641,348	\$ (294,121)	(7.5%)	\$ 6,296,751
ADMINISTRATIVE OVERHEAD	353,376	354,430	1,054	1,766,879	1,777,361	10,482	0.6%	2,827,007
FUEL AND FUEL LOADING	21,875	15,562	(6,313)	109,375	77,354	(32,021)	(29.3%)	175,000
POOL CAR RENTAL	31,250	26,386	(4,864)	156,250	164,071	7,821	5.0%	250,000
<b>TOTAL OPERATING REVENUES</b>	<b>1,193,595</b>	<b>1,120,455</b>	<b>(73,140)</b>	<b>5,967,974</b>	<b>5,660,134</b>	<b>(307,840)</b>	<b>(5.2%)</b>	<b>9,548,758</b>
<b><u>OTHER REVENUES</u></b>								
INTEREST INCOME	5,000	28,671	23,671	35,000	118,527	83,527	238.6%	50,000
<b>TOTAL REVENUES</b>	<b>1,198,595</b>	<b>1,149,126</b>	<b>(49,469)</b>	<b>6,002,974</b>	<b>5,778,662</b>	<b>(224,312)</b>	<b>(3.7%)</b>	<b>9,598,758</b>
<b><u>CAPITAL REVENUES</u></b>								
CAPITAL REPLACEMENT FEES	872,479	894,923	22,444	4,362,394	4,572,479	210,085	4.8%	6,979,830
OTHER CAPITAL REVENUES	-	4,723	4,723	-	93,201	93,201	100.0%	-
<b><u>OTHER AVAILABLE FUNDS</u></b>								
APPROPRIATION FROM CASH	1,225,084	-	(1,225,084)	6,125,419	-	(6,125,419)	(100.0%)	9,800,670
<b>TOTAL REVENUES AND AVAILABLE FUNDS</b>	<b>\$ 3,296,157</b>	<b>\$ 2,048,771</b>	<b>\$ (1,247,386)</b>	<b>\$ 16,490,786</b>	<b>\$ 10,444,342</b>	<b>\$ (6,046,444)</b>	<b>(36.7%)</b>	<b>\$ 26,379,258</b>
<b><u>OPERATING EXPENDITURES</u></b>								
<b><u>REPAIRS AND SERVICING</u></b>								
PERSONNEL COSTS	\$ 618,323	\$ 612,012	\$ 6,311	\$ 3,020,072	\$ 2,716,586	\$ 303,486	10.0%	\$ 4,875,041
GENERAL SUPPLIES & EXPENSE	91,849	95,865	(4,016)	452,860	478,406	(25,546)	(5.6%)	728,408
<b>REPAIRS AND SERVICING TOTAL</b>	<b>710,172</b>	<b>707,877</b>	<b>2,295</b>	<b>3,472,931</b>	<b>3,194,992</b>	<b>277,940</b>	<b>8.0%</b>	<b>5,603,449</b>
<b><u>STORES OPERATION</u></b>								
PERSONNEL COSTS	77,682	70,929	6,753	381,263	362,340	18,923	5.0%	614,308
GENERAL SUPPLIES & EXPENSE	10,238	(585)	10,823	50,480	(6,220)	56,700	112.3%	81,194
<b>STORES OPERATION TOTAL</b>	<b>87,920</b>	<b>70,344</b>	<b>17,576</b>	<b>431,743</b>	<b>356,120</b>	<b>75,623</b>	<b>17.5%</b>	<b>695,502</b>
<b><u>ADMINISTRATION</u></b>								
PERSONNEL COSTS	174,324	189,372	(15,049)	804,420	786,747	17,672	2.2%	1,278,145
GENERAL SUPPLIES & EXPENSE	214,568	243,096	(28,528)	1,039,582	1,013,446	26,135	2.5%	1,683,286
<b><u>MOTOR POOL</u></b>								
GENERAL SUPPLIES & EXPENSE	42,297	20,113	22,184	211,485	178,625	32,860	15.5%	338,376
<b>ADMINISTRATION TOTAL</b>	<b>431,189</b>	<b>452,581</b>	<b>(21,393)</b>	<b>2,055,486</b>	<b>1,978,819</b>	<b>76,667</b>	<b>3.7%</b>	<b>3,299,807</b>
<b>OPERATION &amp; MAINTENANCE TOTAL</b>	<b>\$ 1,229,281</b>	<b>\$ 1,230,802</b>	<b>\$ (1,521)</b>	<b>\$ 5,960,161</b>	<b>\$ 5,529,931</b>	<b>\$ 430,230</b>	<b>7.2%</b>	<b>\$ 9,598,758</b>
CAPITAL OUTLAY	2,097,563	416,351	1,681,212	10,487,813	5,301,891	5,185,922	49.4%	16,780,500
<b>TOTAL CURRENT FUND EXPENDITURES</b>	<b>\$ 3,326,843</b>	<b>\$ 1,647,153</b>	<b>\$ 1,679,690</b>	<b>\$ 16,447,973</b>	<b>\$ 10,831,822</b>	<b>\$ 5,616,152</b>	<b>34.1%</b>	<b>\$ 26,379,258</b>

## TPU Fleet Services Fund Revenues



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Maintenance Fees	\$3,935,469	\$3,641,348	93%	\$6,296,751	58%
Administrative Overhead	1,766,879	1,777,361	101%	2,827,007	63%
Other Revenues	300,625	359,953	120%	475,000	76%
Replacement Fees / Other Capital	4,362,394	4,665,681	107%	6,979,830	67%
Appropriation from Fund Balance	6,125,419	-	0%	9,800,670	0%
Total Revenues	\$16,490,786	\$10,444,342	63%	\$26,379,258	40%

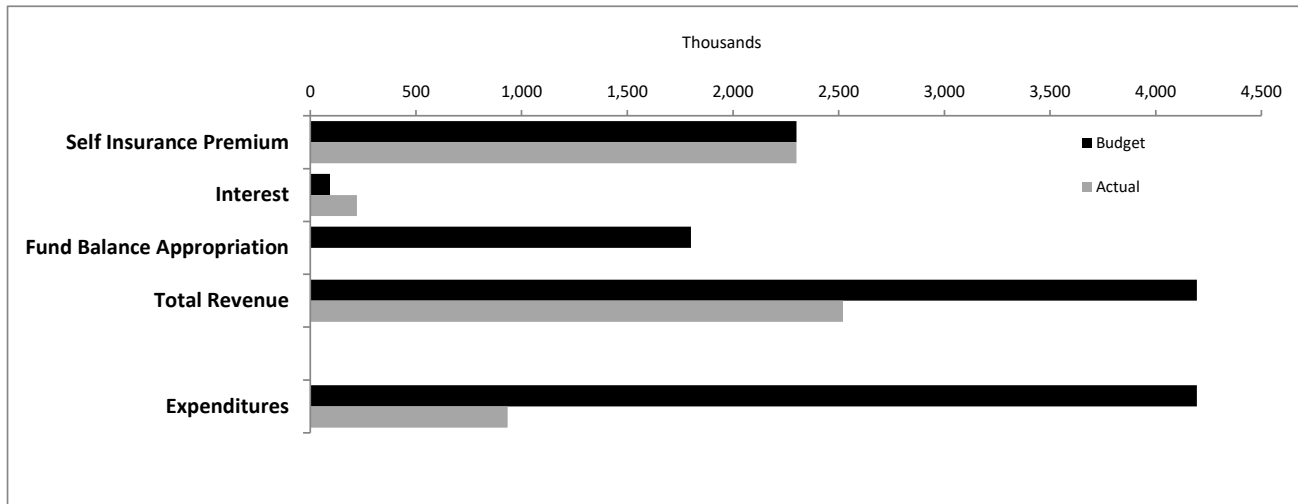
## TPU Fleet Services Fund Expenditures



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$4,205,754	\$3,865,673	92%	\$6,767,494	57%
Supplies, Other Services & Charges	1,754,407	1,664,257	95%	2,831,264	59%
Capital Outlay	10,487,813	5,301,891	51%	16,780,500	32%
Total Expenditures	\$16,447,973	\$10,831,822	66%	\$26,379,258	41%

62.5% of Biennial Budget Completed

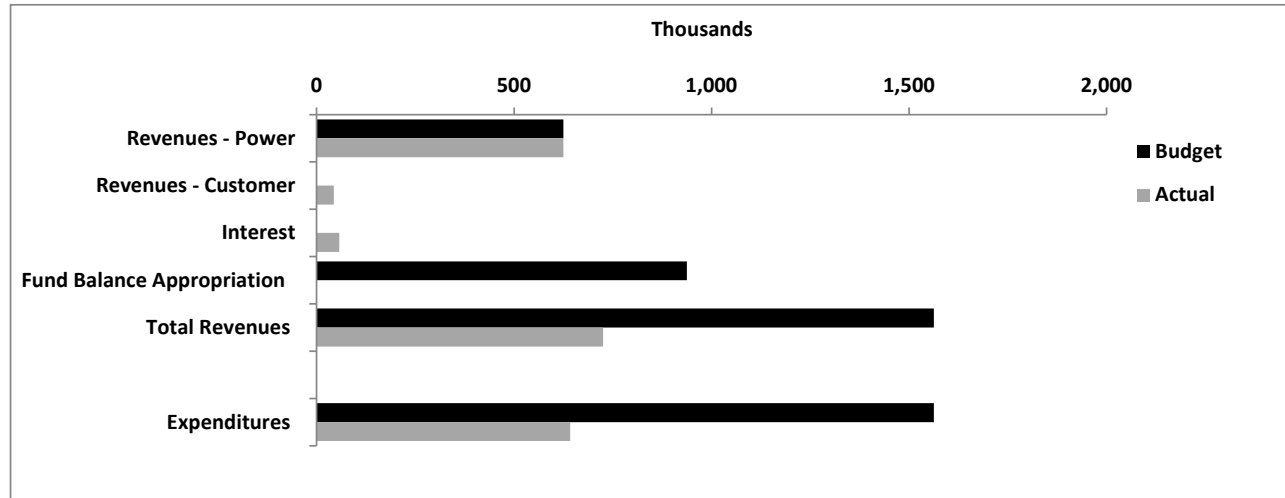
**TPU SELF INSURANCE FUND**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Self Insurance Premium	\$2,300,000	\$2,300,000	100%	\$3,680,000	62%
Interest	93,750	220,789	236%	150,000	147%
Fund Balance Appropriation	1,801,531	-	0%	2,882,450	0%
Total Revenue	\$4,195,281	\$2,520,789	60%	\$6,712,450	38%
Expenditures	\$4,195,281	\$934,216	22%	\$6,712,450	14%

**62.5% of Biennial Budget Completed**

**TPU FAMILY NEED FUND**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**



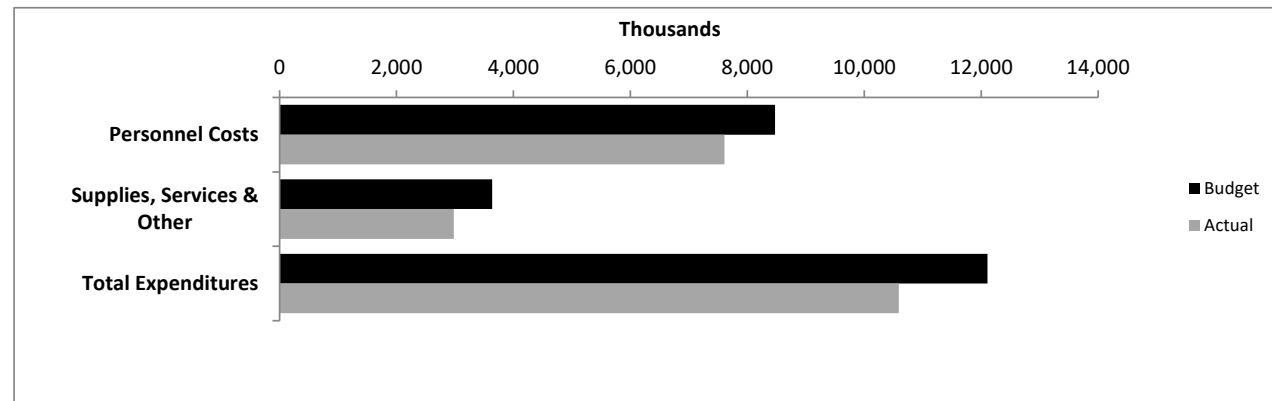
	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Revenues - Power	\$625,000	\$625,000	100%	\$1,000,000	63%
Revenues - Customer	-	43,562	N/A	N/A	N/A
Interest	-	57,246	N/A	N/A	N/A
Fund Balance Appropriation	937,500	-	N/A	1,500,000	N/A
Total Revenues	\$1,562,500	\$725,808	46%	\$2,500,000	29%
Expenditures	\$1,562,500	\$642,133	41%	\$2,500,000	26%

**62.5% of Biennial Budget Completed**

**TPU ADMINISTRATIVE OFFICES**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
DIRECTOR'S OFFICE	\$ 342,090	\$ 233,541	\$ 108,549	\$ 1,614,945	\$ 1,396,155	\$ 218,790	13.5%	\$ 2,581,215
MANAGEMENT SERVICES	449,609	413,129	36,481	2,189,301	1,883,204	306,097	14.0%	3,530,629
PUBLIC RECORDS OFFICE	157,997	148,608	9,389	746,777	665,309	81,468	10.9%	1,220,768
PUBLIC AFFAIRS & COMMUNICATIONS	1,551,849	1,320,530	231,319	7,558,037	6,644,255	913,781	12.1%	12,201,584
<b>TOTAL ADMIN OFFICES</b>	<b>\$ 2,501,545</b>	<b>\$ 2,115,807</b>	<b>\$ 385,738</b>	<b>\$ 12,109,060</b>	<b>\$ 10,588,923</b>	<b>\$ 1,520,137</b>	<b>12.6%</b>	<b>\$ 19,534,196</b>

## TPU Administrative Offices Expenditures



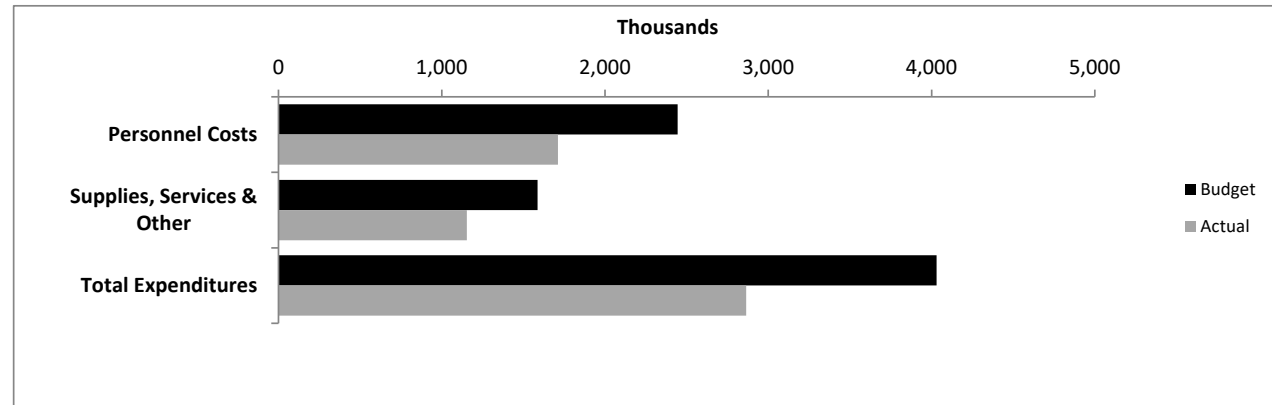
62.5% of Biennial Budget Completed

	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$8,473,237	\$7,607,964	90%	\$13,687,170	56%
Supplies, Services & Other	3,635,823	2,980,959	82%	5,847,026	51%
Total Expenditures	\$12,109,060	\$10,588,923	87%	\$19,534,196	54%

**TPU SUPPORT SERVICES**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
TPU SAFETY	\$ 166,551	\$ 66,185	\$ 100,366	\$ 551,521	\$ 297,448	\$ 254,073	46.1%	\$ 1,051,173
TPU REAL PROPERTY SERVICES	277,059	274,541	2,518	1,355,107	1,276,567	78,539	5.8%	2,186,280
TPU UTS SOFTWARE SUPPORT	314,539	229,946	84,593	1,569,724	890,361	679,364	43.3%	2,501,942
TPU COPIER SERVICES	110,940	78,718	32,222	554,698	400,839	153,859	27.7%	887,517
<b>TOTAL TPU SUPPORT SERVICES</b>	<b>\$ 869,089</b>	<b>\$ 649,390</b>	<b>\$ 219,699</b>	<b>\$ 4,031,050</b>	<b>\$ 2,865,215</b>	<b>\$ 1,165,835</b>	<b>28.9%</b>	<b>\$ 6,626,912</b>

## TPU Support Services Expenditures



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$2,443,965	\$1,711,392	70%	\$4,108,278	42%
Supplies, Services & Other	1,587,085	1,153,822	73%	2,518,634	46%
Total Expenditures	\$4,031,050	\$2,865,215	71%	\$6,626,912	43%

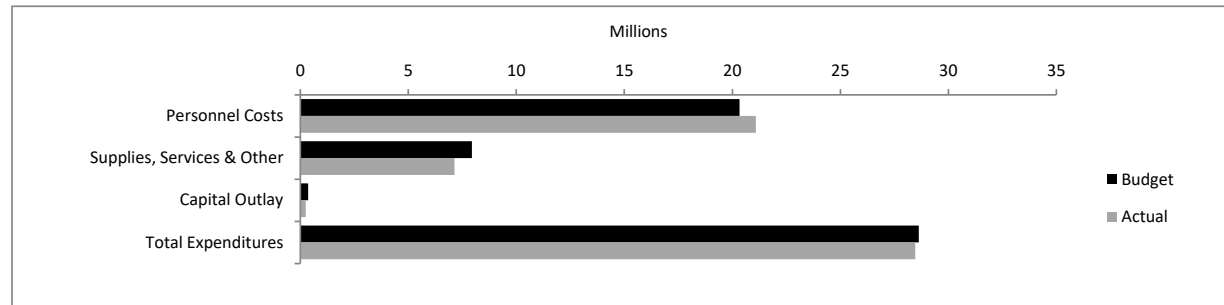
62.5% of Biennial Budget Completed



**TPU CUSTOMER SERVICES**  
**2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT**  
**March 31, 2020**

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<b>CUSTOMER SERVICES</b>								
SUPPORT SERVICES	\$ 151,281	\$ 155,682	\$ (4,401)	\$ 738,823	\$ 749,322	\$ (10,499)	(1.4%)	\$ 1,192,665
SWITCHBOARD	20,537	19,276	1,261	97,881	94,218	3,664	3.7%	159,493
ADMINISTRATION	715,347	788,402	(73,055)	3,546,928	3,694,280	(147,352)	(4.2%)	5,692,970
PERFORMANCE SOLUTIONS	369,443	302,909	66,534	1,779,172	1,843,073	(63,901)	(3.6%)	2,866,501
CUSTOMER SERVICE TRAINING	143,458	135,554	7,904	702,810	603,578	99,231	14.1%	1,133,184
OPERATIONS ADMINISTRATION	168,981	168,393	588	830,240	824,953	5,287	0.6%	1,337,183
MAIL SERVICES	538,773	400,978	137,795	2,674,824	2,277,600	397,224	14.9%	4,286,043
FIELD INVESTIGATION	518,865	540,787	(21,922)	2,578,902	2,651,170	(72,268)	(2.8%)	4,135,498
METER READING	492,248	569,165	(76,918)	2,406,998	2,714,859	(307,861)	(12.8%)	3,883,741
PAYGO	73,306	69,287	4,019	360,248	348,699	11,549	3.2%	580,165
CUSTOMER SOLUTIONS	279,211	358,260	(79,048)	1,357,241	1,688,332	(331,091)	(24.4%)	2,194,876
PHONE SERVICES	934,292	922,517	11,775	4,550,259	4,703,683	(153,423)	(3.4%)	7,353,134
LOBBY SERVICES	292,252	282,424	9,828	1,422,337	1,254,219	168,118	11.8%	2,299,093
BACK OFFICE	566,104	506,574	59,530	2,765,114	2,479,210	285,904	10.3%	4,463,426
BUSINESS SOLUTIONS	155,562	139,557	16,005	759,773	668,425	91,348	12.0%	1,226,458
BUSINESS OFFICE ADMINISTRATION	345,600	303,936	41,664	1,696,853	1,627,415	69,438	4.1%	2,733,655
<b>CAPITAL OUTLAY</b>	73,053	93,724	(20,672)	365,263	248,852	116,411	31.9%	584,420
<b>CUSTOMER SERVICES TOTAL</b>	<b>\$ 5,838,313</b>	<b>\$ 5,757,425</b>	<b>\$ 80,888</b>	<b>\$ 28,633,665</b>	<b>\$ 28,471,887</b>	<b>\$ 161,778</b>	<b>0.6%</b>	<b>\$ 46,122,505</b>

## TPU Customer Services Expenditures



	1/19 - 3/20 Budget	1/19 - 3/20 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Bien. Budget
Personnel Costs	\$20,327,871	\$21,086,119	104%	\$32,823,815	64%
Supplies, Services & Other	7,940,532	7,136,917	90%	12,714,270	56%
Capital Outlay	365,263	248,852	68%	584,420	43%
Total Expenditures	\$28,633,665	\$28,471,887	99%	\$46,122,505	62%

62.5% of Biennial Budget Completed

**Quarter 1, 2020**  
**Performance Metrics Report**  
**Tacoma Public Utilities**

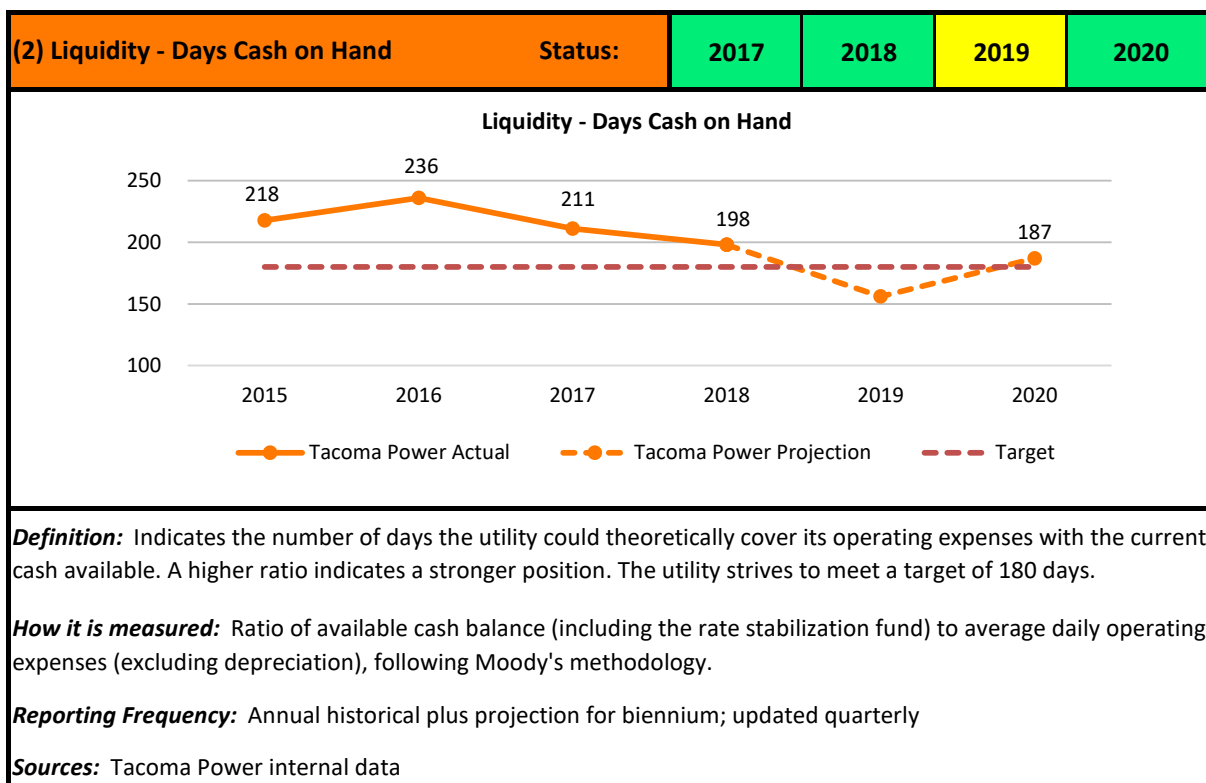
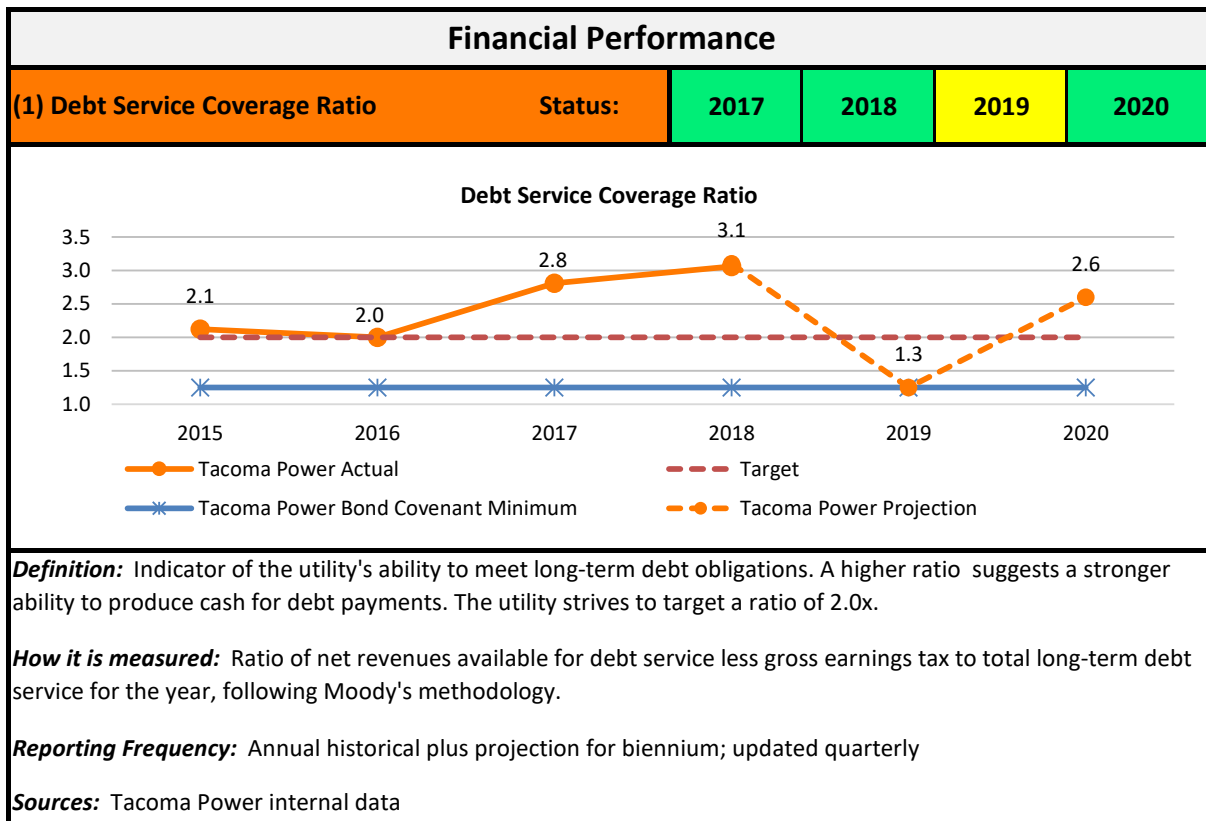


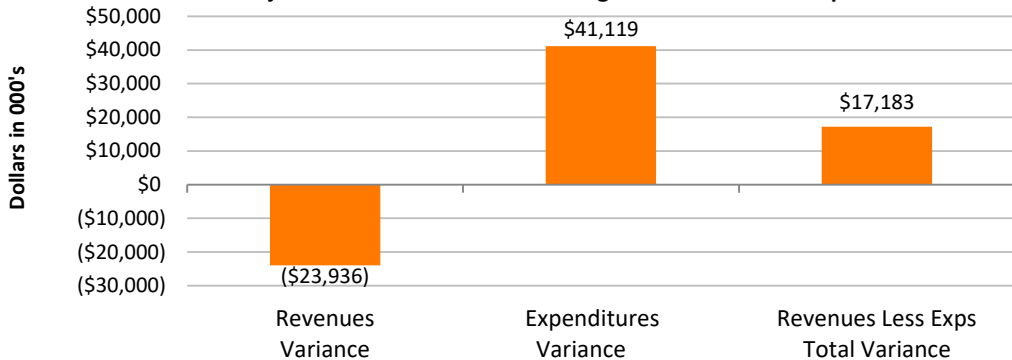
Financial Performance:		Power	Water		Rail
1	Debt Service Coverage	↑	1	Debt Service Coverage	
2	Liquidity - Days Cash on Hand	↑	2	Liquidity - Days Cash on Hand	
3	Budget Performance	↑	3	Budget Performance	
Operational Excellence:		Power	Water		Rail
4	Residential Bill Comparison		4	Residential Bill Comparison	
5	O&M Cost per Customer	↑	5	O&M Cost per Account	
6	Outage Duration		6	Unplanned Service Disruptions	
7	Outage Frequency		7	Distribution System Leakage	
8	Non-Carbon Power Resources		8	Regulatory Compliance	
9	Power Conservation	↓	9	Water Conservation	↑
Commitment to Cust & Employees:		Power	Water		Rail
10	Customer Satisfaction		10	Customer Satisfaction	
11	Employee Satisfaction		11	Employee Satisfaction	
12	Employee Safety		12	Employee Safety	↑
13	Call Center Responsiveness		13	Call Center Responsiveness	
			14	Technical Service Complaints	

# Quarter 1, 2020

Tacoma Power - Financial Performance			Tacoma Water - Financial Performance			Tacoma Rail - Financial Performance		
1	<b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>≥ 2.0x policy minimum</li> <li>&lt; policy min but above bond covenant</li> <li>Below 1.25x bond covenant</li> </ul>	1	<b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>≥ 1.5x policy minimum</li> <li>&lt; policy min but above bond covenant</li> <li>Below 1.25x bond covenant</li> </ul>	1	<b>Debt Service Coverage</b>	<ul style="list-style-type: none"> <li>≥ 1.5x policy minimum</li> <li>NA</li> <li>Below 1.5x policy minimum</li> </ul>
2	<b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>≥ 160 days (150-250 desired range)</li> <li>Between 90 and 160 days</li> <li>Below 90 days</li> </ul>	2	<b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>≥ 60 days minimum</li> <li>Between 36 and 60 days (60% of min)</li> <li>Below 36 days</li> </ul>	2	<b>Days Cash on Hand</b>	<ul style="list-style-type: none"> <li>≥ 60 days</li> <li>Between 36 and 60 days (60% of min)</li> <li>Below 36 days</li> </ul>
3	<b>Budget Performance</b>	<ul style="list-style-type: none"> <li>Positive variance to budget</li> <li>Negative var within 5% of exp budget</li> <li>Negative var &gt; 5% of exp budget</li> </ul>	3	<b>Budget Performance</b>	<ul style="list-style-type: none"> <li>Positive variance to budget</li> <li>Negative var within 5% of exp budget</li> <li>Negative var &gt; 5% of exp budget</li> </ul>	3	<b>Budget Performance</b>	<ul style="list-style-type: none"> <li>Positive variance to budget</li> <li>Negative var within 5% of exp budget</li> <li>Negative var &gt; 5% of exp budget</li> </ul>
Tacoma Power - Operational Excellence			Tacoma Water - Operational Excellence			Tacoma Rail - Operational Excellence		
4	<b>Residential Bill Comparison</b>	<ul style="list-style-type: none"> <li>Below (better than) regional mean</li> <li>Up to 10% over regional mean</li> <li>≥ 10% over regional mean</li> </ul>	4	<b>Residential Bill Comparison</b>	<ul style="list-style-type: none"> <li>Below (better than) regional mean</li> <li>Up to 10% over regional mean</li> <li>≥ 10% over regional mean</li> </ul>	4	<b>Railroad Tariffs Comparison</b>	<ul style="list-style-type: none"> <li>Below (better than) NOPB tariffs</li> <li>Between NOPB and PTTRA</li> <li>Above PTTRA tariffs</li> </ul>
5	<b>O&amp;M Cost per Customer</b>	<ul style="list-style-type: none"> <li>Below (better than) West Region median</li> <li>Up to 10% over West Region median</li> <li>&gt; 10% over West Region median</li> </ul>	5	<b>O&amp;M Cost per Account</b>	<ul style="list-style-type: none"> <li>Within 3rd best quartile</li> <li>Up to 10% over industry median</li> <li>&gt; 10% over industry median</li> </ul>	5	<b>Operating Ratio</b>	<ul style="list-style-type: none"> <li>&lt; 95% operating ratio</li> <li>Between 95% and 105%</li> <li>&gt; 105%</li> </ul>
6	<b>Outage Duration</b>	<ul style="list-style-type: none"> <li>≤ 90% of target (lower is better)</li> <li>Between 90% and 100% of target</li> <li>Above target</li> </ul>	6	<b>Unplanned Service Disruptions</b>	<ul style="list-style-type: none"> <li>Below industry median (lower is better)</li> <li>Within 3rd best quartile</li> <li>Within least favorable quartile</li> </ul>	6	<b>Revenue Moves per Shift</b>	<ul style="list-style-type: none"> <li>&gt; 55 car or platform moves per shift</li> <li>Between 50 and 55</li> <li>Below 50</li> </ul>
7	<b>Outage Frequency</b>	<ul style="list-style-type: none"> <li>≤ 90% of target (lower is better)</li> <li>Between 90% and 100% of target</li> <li>Above target</li> </ul>	7	<b>Distribution System Leakage</b>	<ul style="list-style-type: none"> <li>≤ 10% leakage (state regulatory max)</li> <li>Between 10% and 15%</li> <li>At or above 15%</li> </ul>	7	<b>On-Time Switching</b>	<ul style="list-style-type: none"> <li>&gt; 85% fulfillment</li> <li>Between 75% and 85%</li> <li>Below 75%</li> </ul>
8	<b>Non-Carbon Power Resources</b>	<ul style="list-style-type: none"> <li>≥ 100% 'green' resources to retail load</li> <li>Between 90% and 100%</li> <li>Below 90%</li> </ul>	8	<b>Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>100% compliance</li> <li>NA</li> <li>Anything short of 100% compliance</li> </ul>	8a	<b>Diesel Conversion</b>	<ul style="list-style-type: none"> <li>Locomotive upgrades at latest EPA std</li> <li>NA</li> <li>Within 3rd best quartile</li> </ul>
9	<b>Power Conservation</b>	<ul style="list-style-type: none"> <li>≥ 100% of conservation target</li> <li>NA</li> <li>Below 100% of target</li> </ul>	9	<b>Water Conservation</b>	<ul style="list-style-type: none"> <li>≥ cumulative conservation target</li> <li>Between 2017 baseline of 0% &amp; target</li> <li>Below 2017 baseline of 0%</li> </ul>	8b	<b>Storm Water Remediation</b>	<ul style="list-style-type: none"> <li>Runoff is compliant per Dept of Ecology</li> <li>NA</li> <li>Non-compliant with storm water permit</li> </ul>
Tacoma Power - Commitment to Cust. & Employees			Tacoma Water - Commitment to Cust. & Employees			Tacoma Rail - Commitment to Cust. & Employees		
10	<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 70% satisfaction</li> <li>Between 60% and 70%</li> <li>Below 60%</li> </ul>	10	<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 70% satisfaction</li> <li>Between 60% and 70%</li> <li>Below 60%</li> </ul>	9	<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 3.0 mean score</li> <li>Between 2.0 and 3.0</li> <li>Below 2.0</li> </ul>
11	<b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 70% satisfaction</li> <li>Between 60% and 70%</li> <li>Below 60%</li> </ul>	11	<b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 70% satisfaction</li> <li>Between 60% and 70%</li> <li>Below 60%</li> </ul>	10	<b>Employee Satisfaction</b>	<ul style="list-style-type: none"> <li>≥ 70% satisfaction</li> <li>Between 60% and 70%</li> <li>Below 60%</li> </ul>
12	<b>Employee Safety</b>	<ul style="list-style-type: none"> <li>≤ APPA median</li> <li>Between 100% and 150% of median</li> <li>&gt; 150% of median</li> </ul>	12	<b>Employee Safety</b>	<ul style="list-style-type: none"> <li>≤ Bureau of Labor Stats 5 year mean</li> <li>Between 100% and 150% of mean</li> <li>&gt; 150% of mean</li> </ul>	11	<b>Employee Safety</b>	<ul style="list-style-type: none"> <li>≤ industry mean</li> <li>Between 100% and 150% of mean</li> <li>&gt; 150% of mean</li> </ul>
13	<b>Call Center Responsiveness</b>	<ul style="list-style-type: none"> <li>≥ 75%</li> <li>Between 65% and 75%</li> <li>Below 65%</li> </ul>	13	<b>Call Center Responsiveness</b>	<ul style="list-style-type: none"> <li>≥ 75% target</li> <li>Between 65% and 75%</li> <li>Below 65%</li> </ul>			
			14	<b>Technical Service Complaints</b>	<ul style="list-style-type: none"> <li>Below (better than) industry median</li> <li>Up to 10% over industry median</li> <li>&gt; 10% over industry median</li> </ul>			

## Performance Metrics Summary



(3) Revenues Less Expenditures Projection vs. Budget		Status:	Biennium Projection								
<p>Projected 2019-20 Variance to Budget - Revenues Less Expenditures</p>  <table><tr><th>Category</th><th>Variance (Dollars in 000's)</th></tr><tr><td>Revenues Variance</td><td>(\$23,936)</td></tr><tr><td>Expenditures Variance</td><td>\$41,119</td></tr><tr><td>Revenues Less Exps Total Variance</td><td>\$17,183</td></tr></table>				Category	Variance (Dollars in 000's)	Revenues Variance	(\$23,936)	Expenditures Variance	\$41,119	Revenues Less Exps Total Variance	\$17,183
Category	Variance (Dollars in 000's)										
Revenues Variance	(\$23,936)										
Expenditures Variance	\$41,119										
Revenues Less Exps Total Variance	\$17,183										
<p><b>Definition:</b> Measures Tacoma Power's projected biennial financial performance as compared to its approved budget. The measure compares projected "revenues less expenditures" for the biennium. A projection which is favorable to budget is preferable.</p> <p><b>How it is measured:</b> Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less expenditures. Projections consider actual to-date results plus generally conservative assumptions for future performance.</p> <p><b>Reporting Frequency:</b> Quarterly updates of biennium projection</p> <p><b>Sources:</b> Tacoma Power internal data</p>											

## Operational Excellence

### (4) Residential Monthly Bill 1,000 kWh

Status:

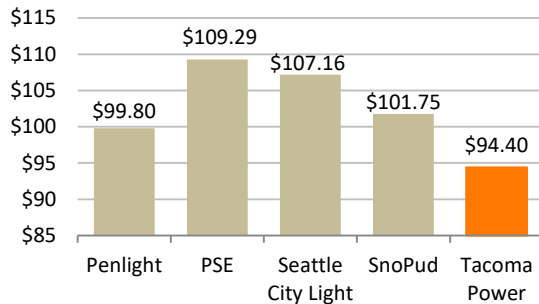
2015

2016

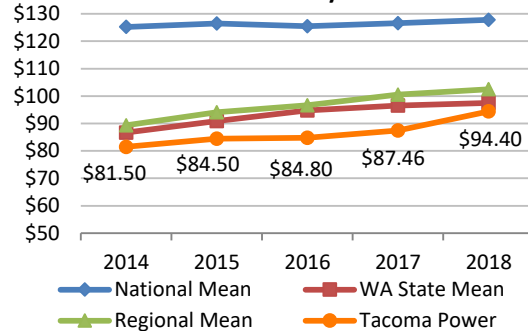
2017

2018

#### 2018 Residential Monthly Bill: Regional



#### Residential Monthly Bill Trend



**Definition:** Measures and compares the monthly power bill for residential customers based on usage of 1,000 kilowatt hours. A lower bill is favorable for customers, all other things being equal.

**How it is measured:** Each utility's effective price per kWh is calculated (as revenue divided by megawatt-hours) and multiplied by 1,000 kWh.

**Reporting Frequency:** Annual

**Sources:** The federally mandated Energy Information Administration forms EIA-861 and EIA-861S.

### (5) Total O & M Cost per Retail Customer (excl. Power Supply)

Status:

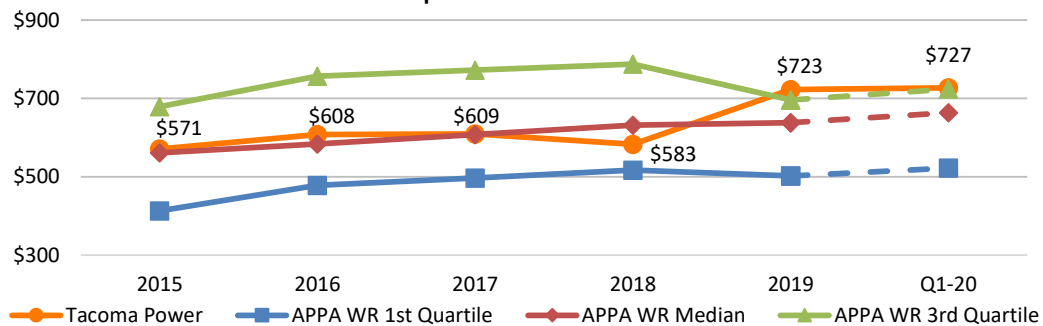
Q1

Q2

Q3

Q4

#### O&M Cost (Excl. Power Supply Exp.) per Retail Customer

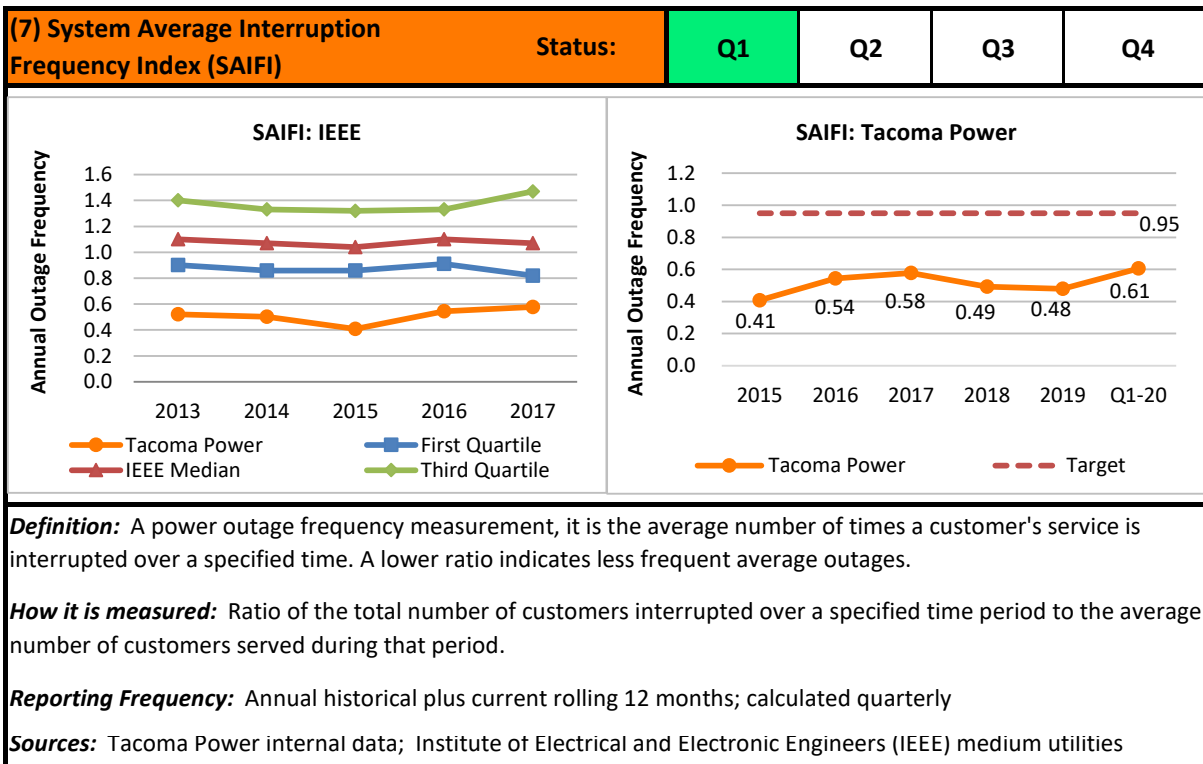
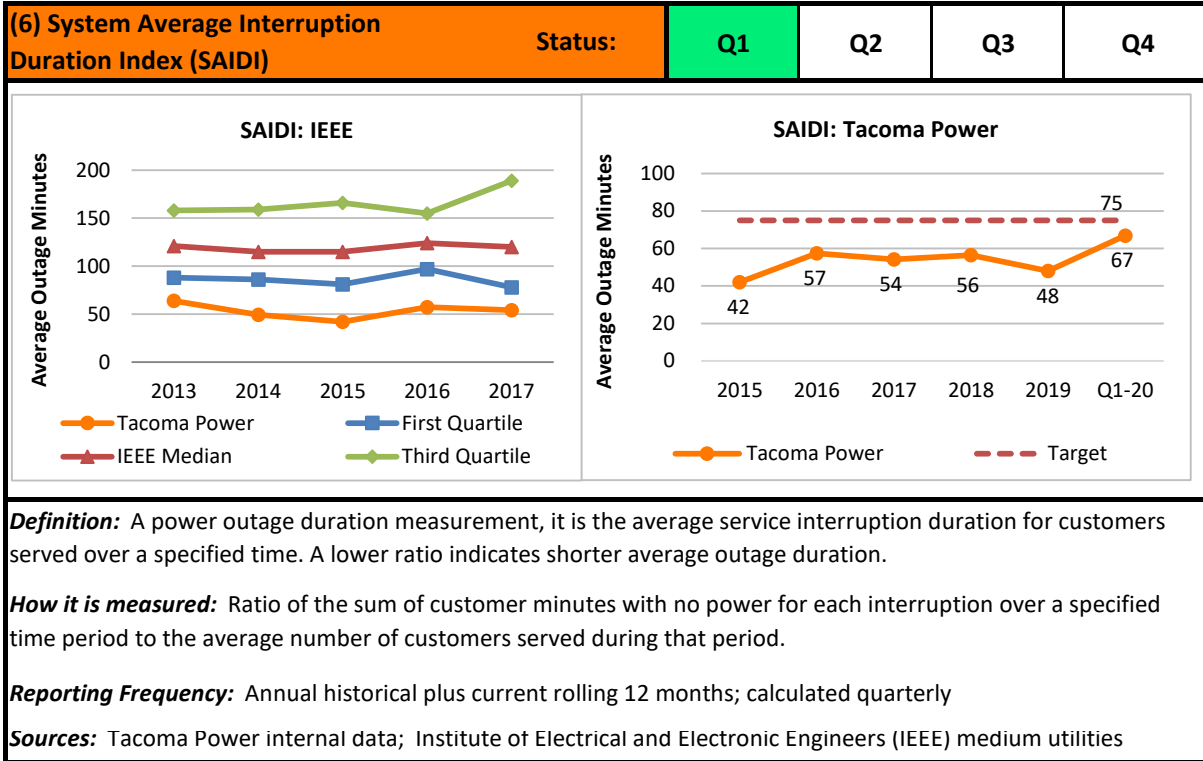


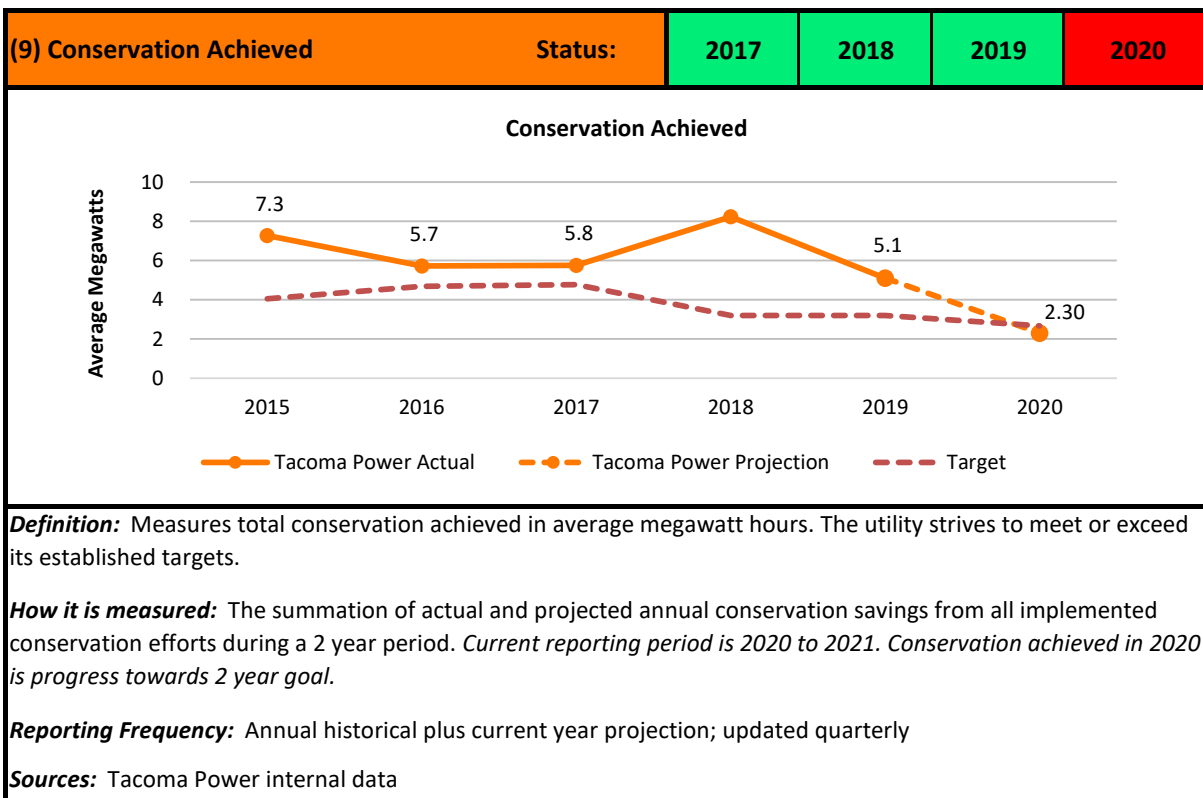
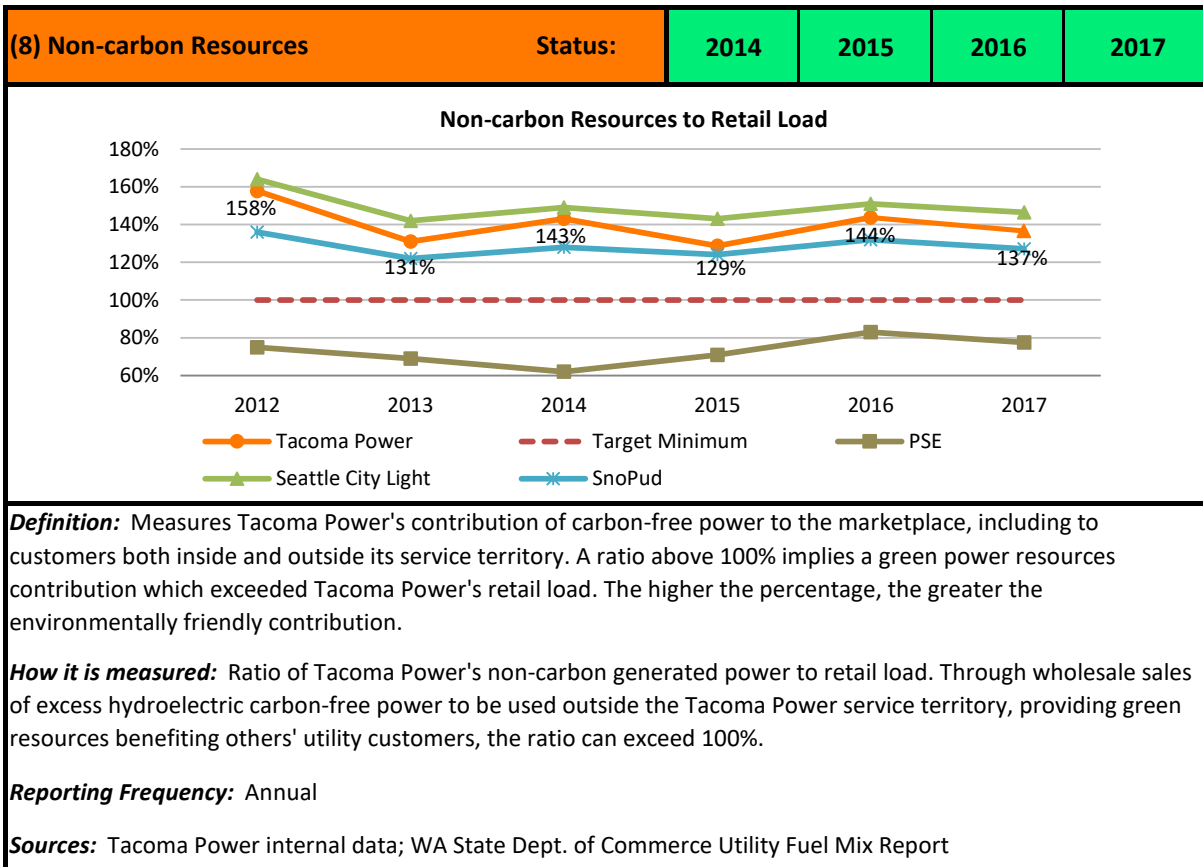
**Definition:** Measures the utility's operation and maintenance (O&M) cost, excluding power supply costs which vary greatly by utility, per retail customer account.

**How it is measured:** Ratio of electric O&M expenses (excluding the costs of power supply/conservation) to the total number of retail customer accounts.

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Power internal data; American Public Power Association (APPA) Selected Financial and Operating Ratios of Public Power Systems. APPA benchmark is West Region (WR) and the 2019 WR Median is escalated 4% annually thereafter.







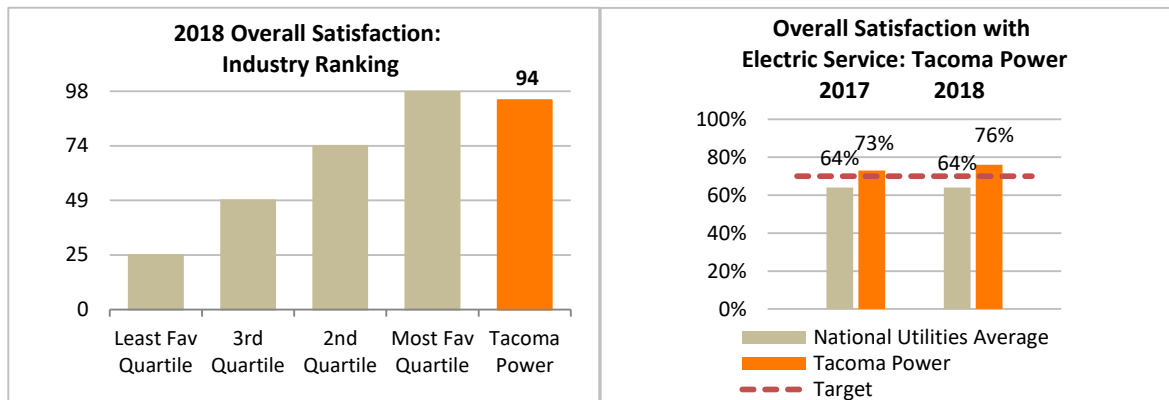
## Commitment to Customers & Employees

### (10) Customer Satisfaction

Status:

2017

2018



**Definition:** Measures customers' overall satisfaction with electric service provided by Tacoma Power. Based on a customer survey using a 0 to 10 scale, with 10 being most highly satisfied. A higher score indicates greater overall satisfaction.

**How it is measured:** Percentage of total responses receiving a score of 8, 9 or 10.

**Reporting Frequency:** Updated with each newly conducted survey; expected to be annual

**Sources:** Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey; Market Strategies International (MSI) National Energy Utility Benchmarking

### (11) Employee Satisfaction

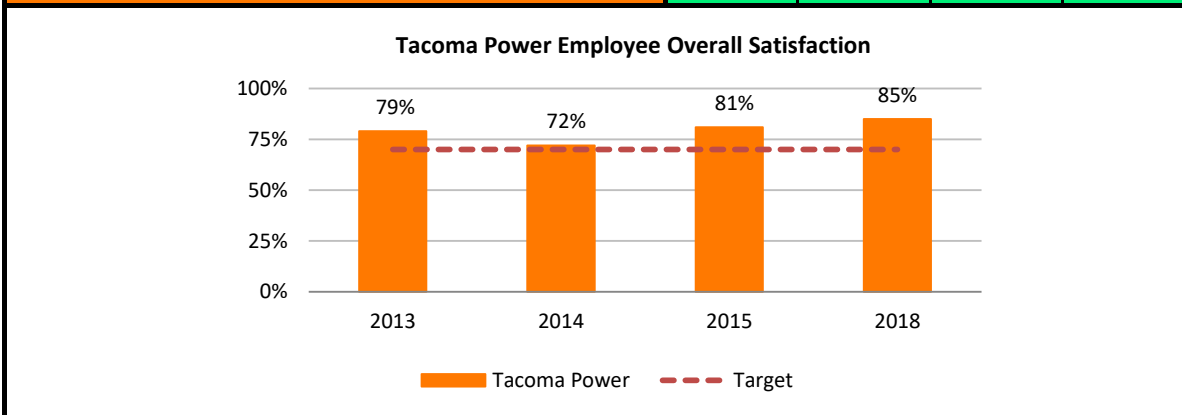
Status:

2013

2014

2015

2018

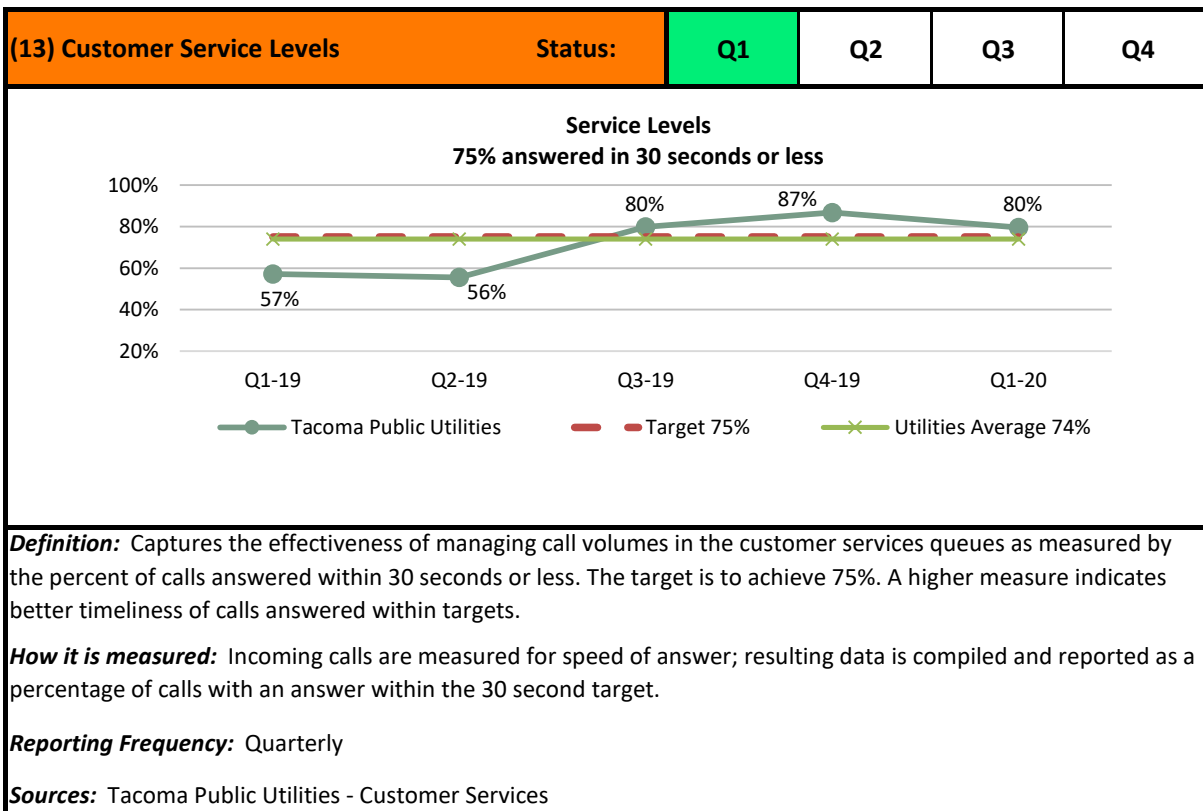
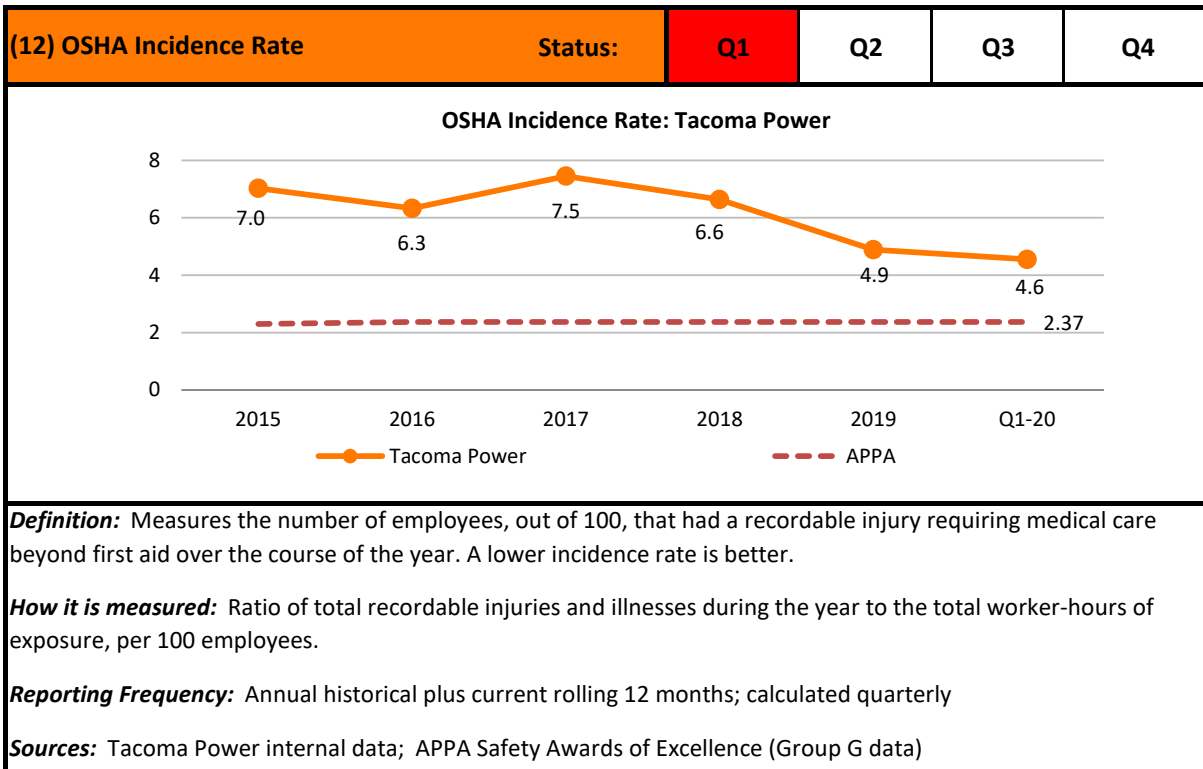


**Definition:** Measures employees' overall satisfaction with working at Tacoma Power based on an independently conducted employee survey. A higher score indicates greater overall employee satisfaction.

**How it is measured:** Percentage of total responses receiving a score of 4 or 5, using a 1 to 5 scale with 5 being extremely satisfied.

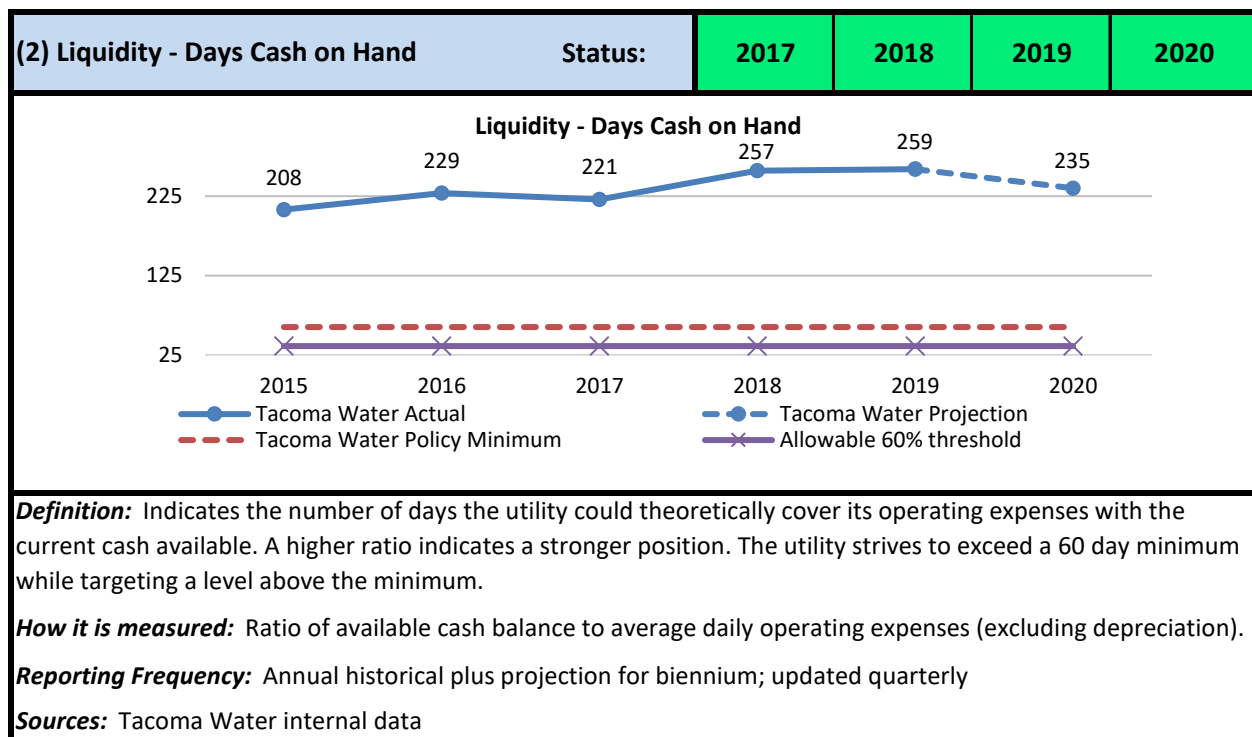
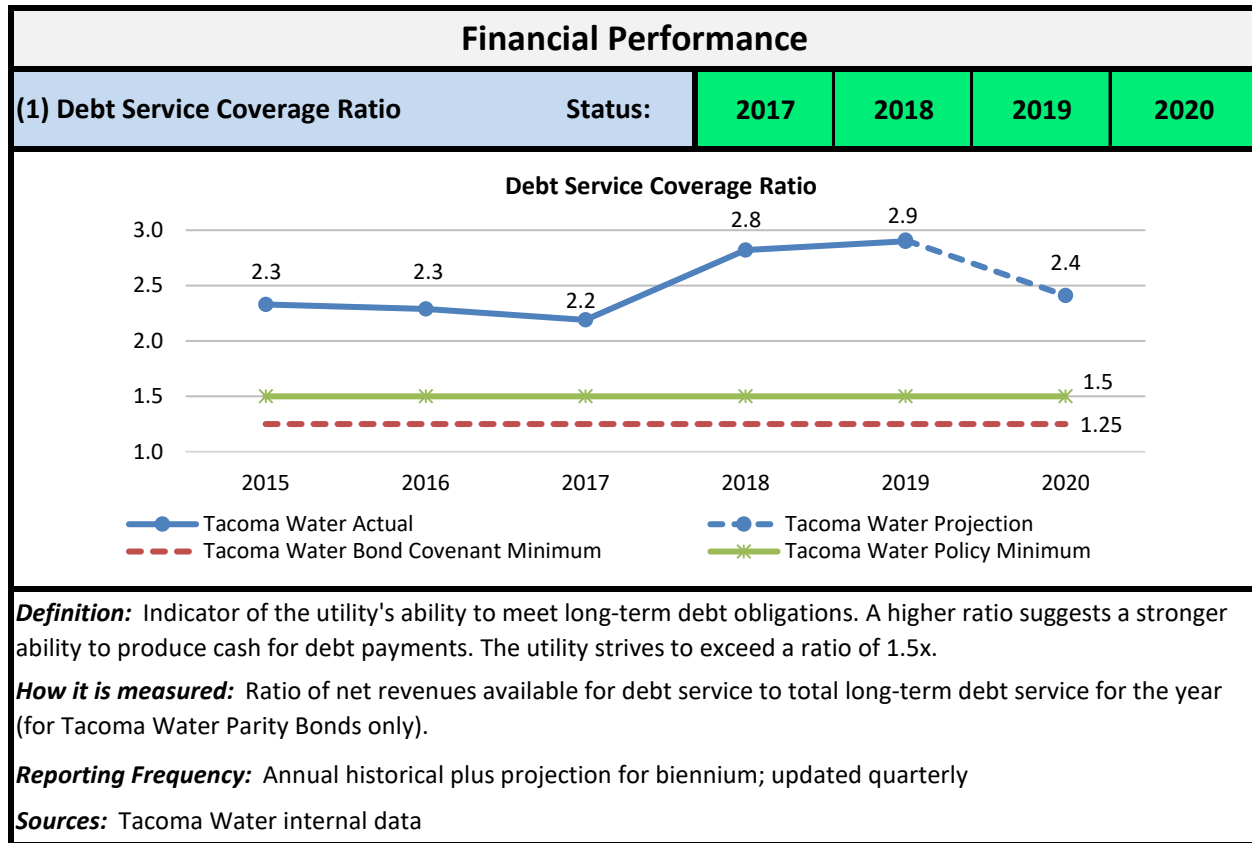
**Reporting Frequency:** Updated with each newly conducted survey; expected to be annual

**Sources:** TPU All-Employee Engagement Survey





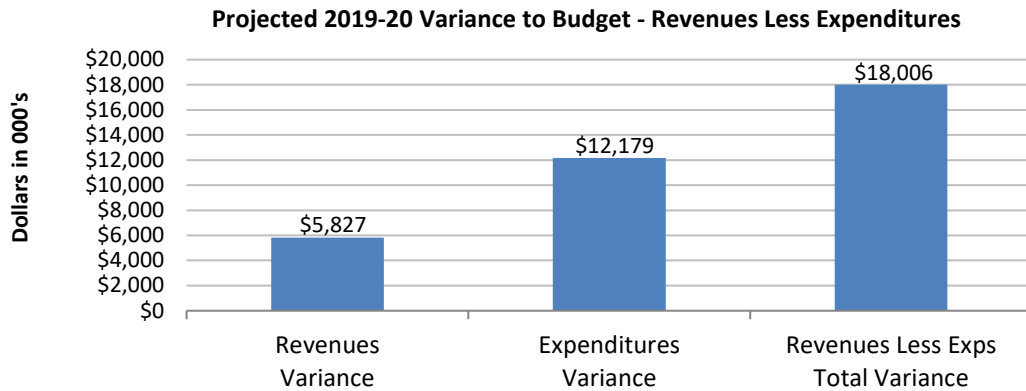
## Performance Metrics Summary



### (3) Revenues Less Expenditures Projection vs. Budget

Status:

Biennium Projection



**Definition:** Measures Tacoma Water's projected biennial financial performance as compared to its approved budget. The measure compares projected "revenues less expenditures" for the biennium. A projection which is favorable to budget is preferable.

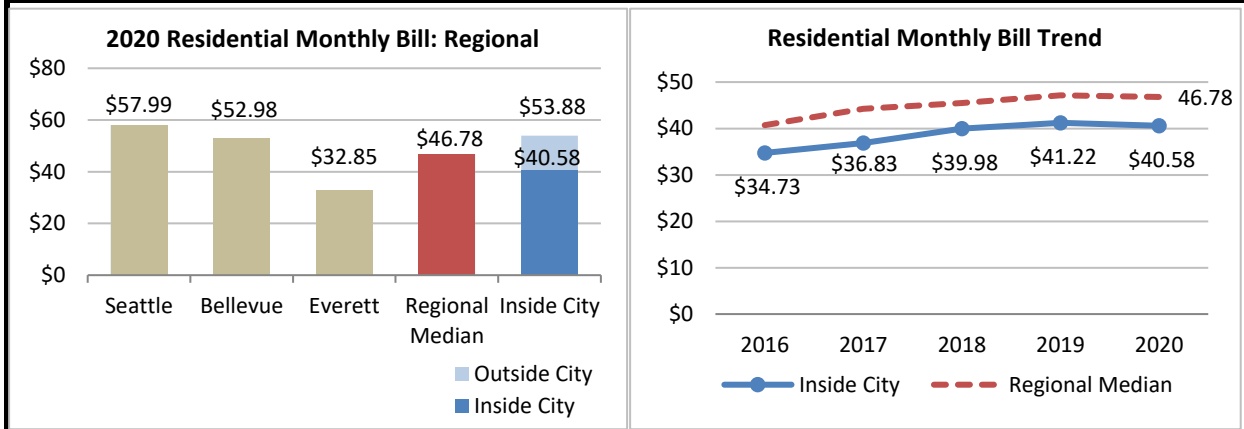
**How it is measured:** Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less expenditures. Projections consider actual to-date results plus generally conservative assumptions for future performance.

**Reporting Frequency:** Quarterly updates of biennium projection

**Sources:** Tacoma Water internal data

## Operational Excellence

(4) Average Residential Monthly Bill		Status:	2017	2018	2019	2020
--------------------------------------	--	---------	------	------	------	------



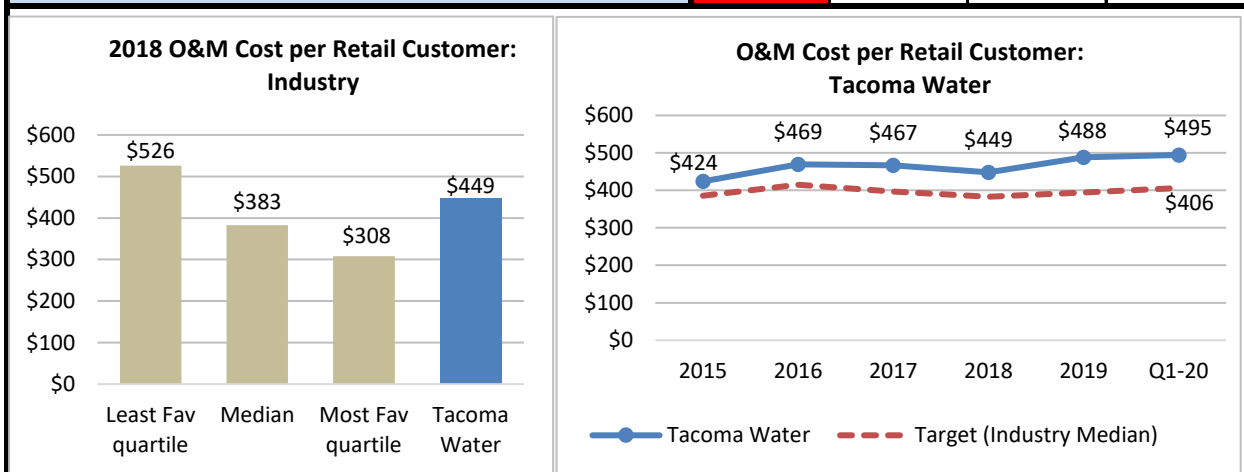
**Definition:** Measures and compares the monthly weighted average water bill for residential customers.

**How it is measured:** Total cost of the monthly fixed charge for 5/8" meter plus the volumetric charge based on average residential demand for that year.

**Reporting Frequency:** Annual, or as rates change

**Sources:** Tacoma Water internal data and published rate schedules of the regional water utilities shown.

(5) Total O & M Cost per Retail Customer		Status:	Q1	Q2	Q3	Q4
--	--	---------	----	----	----	----

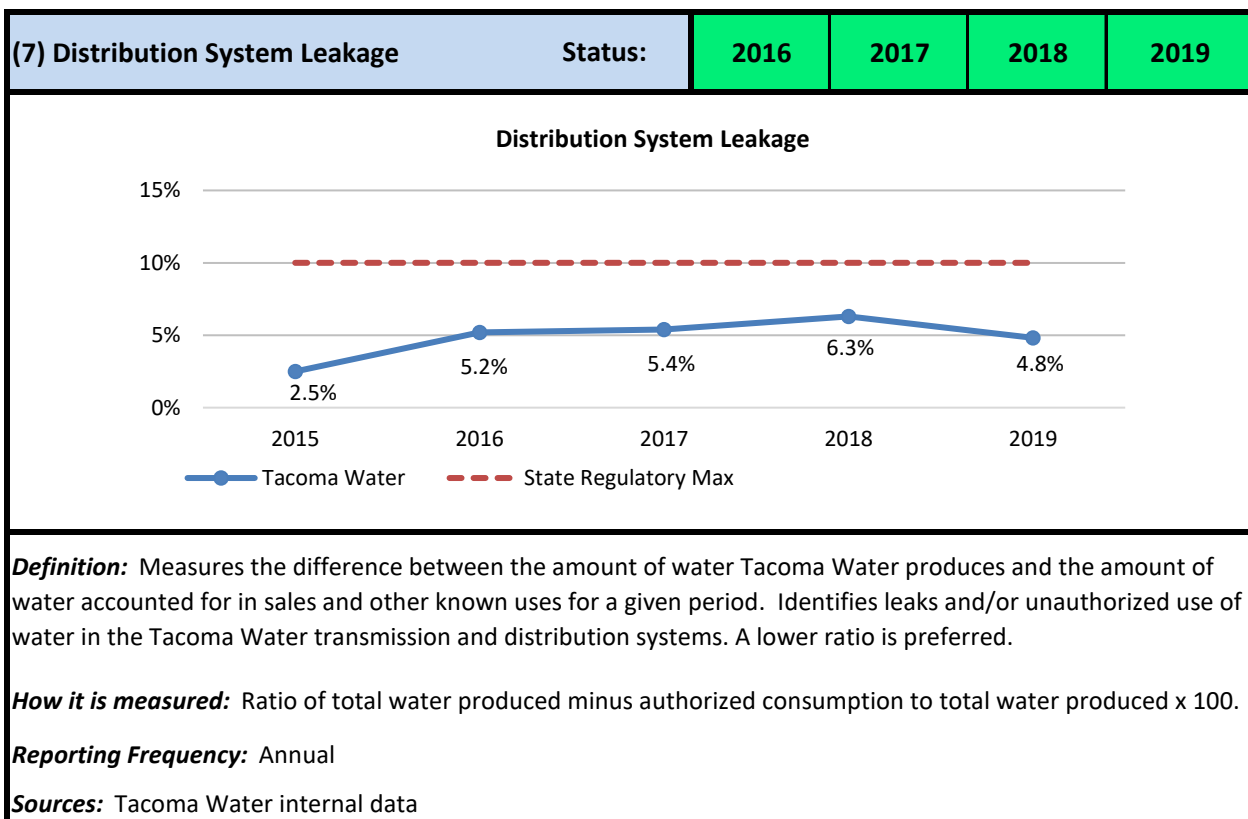
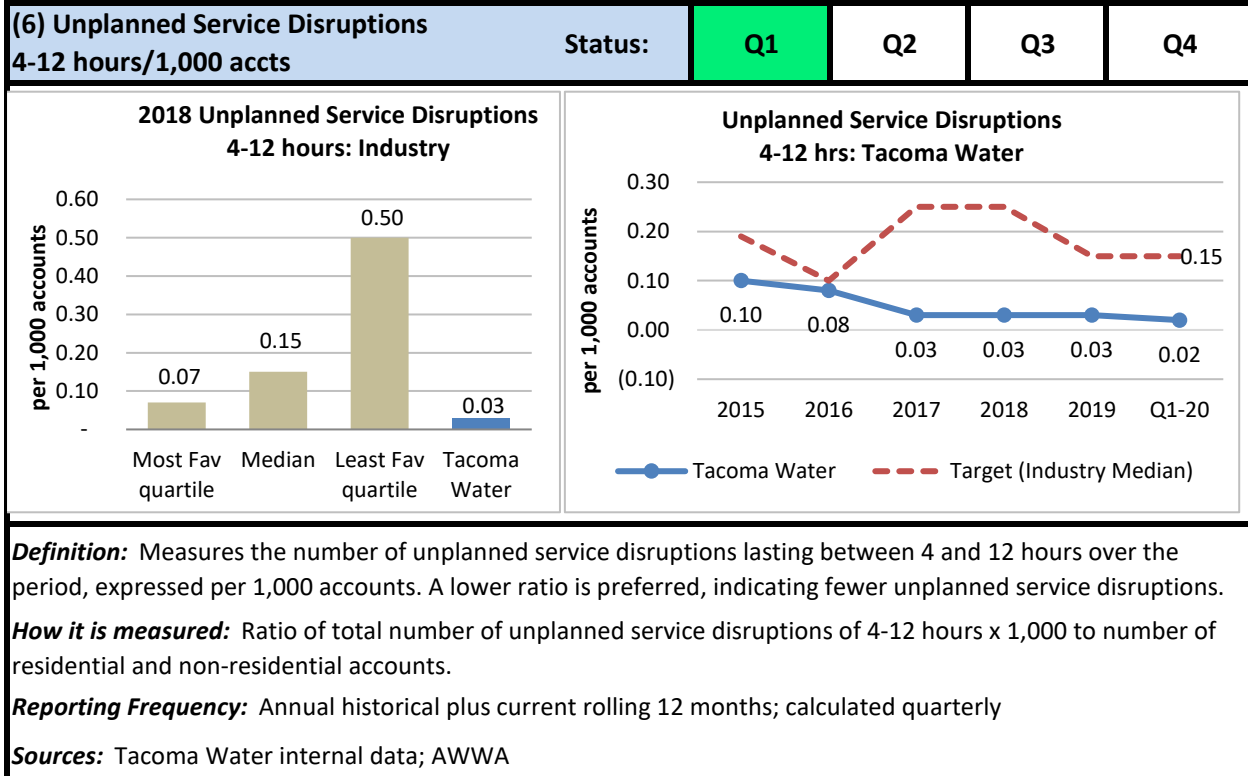


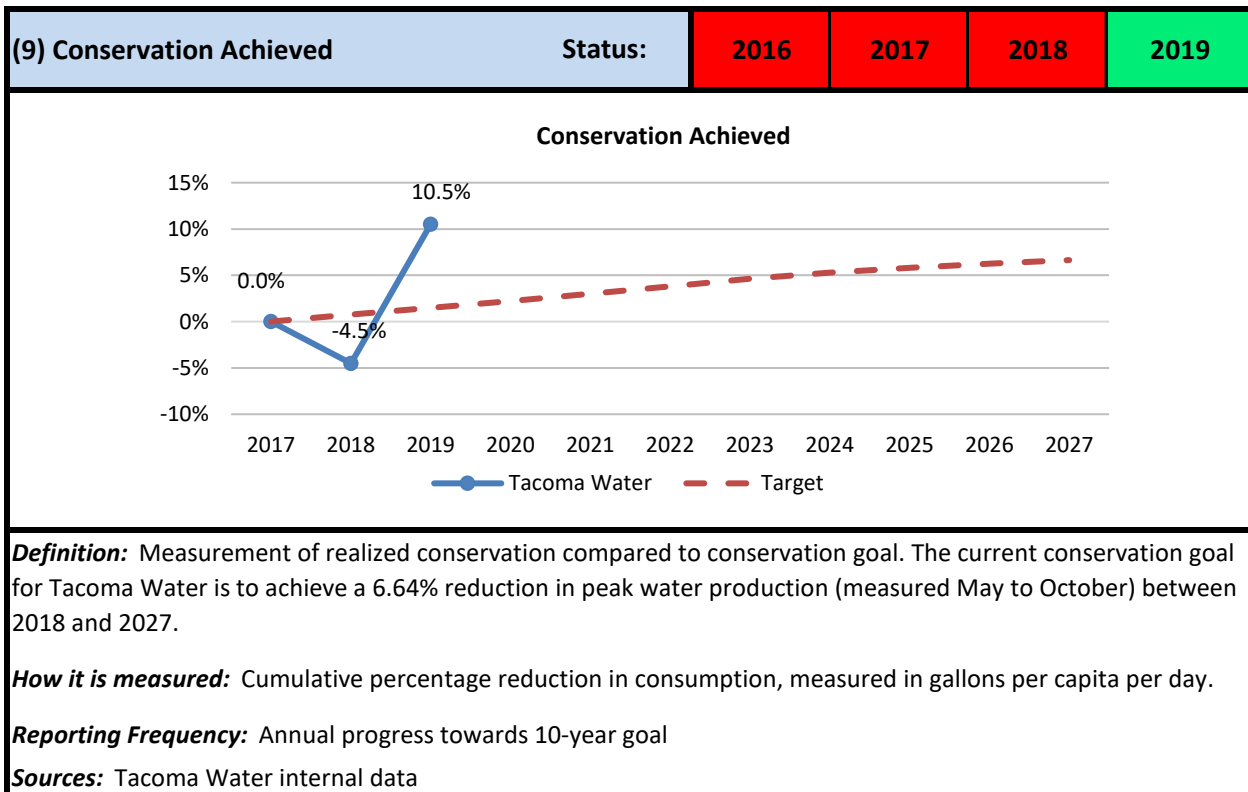
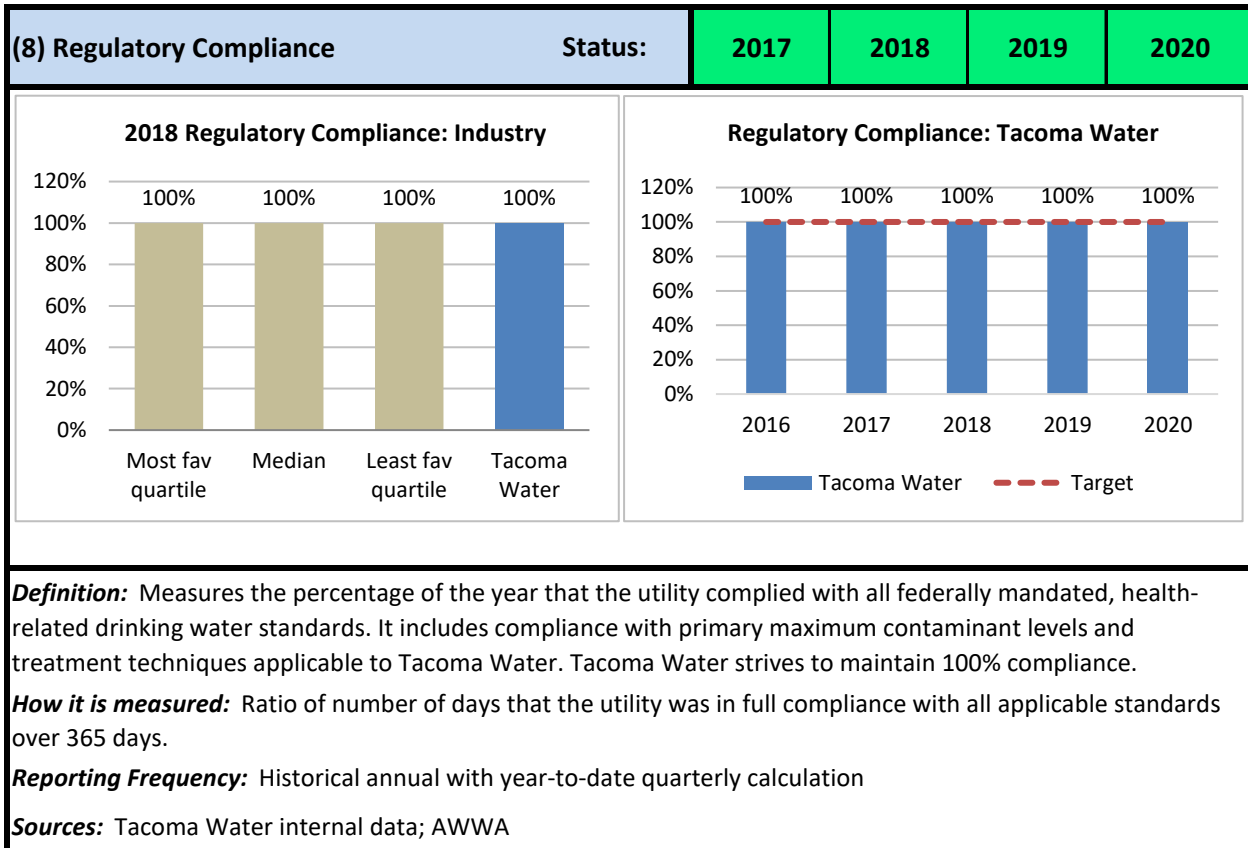
**Definition:** Measures the utility's operation and maintenance (O&M) cost per retail customer account.

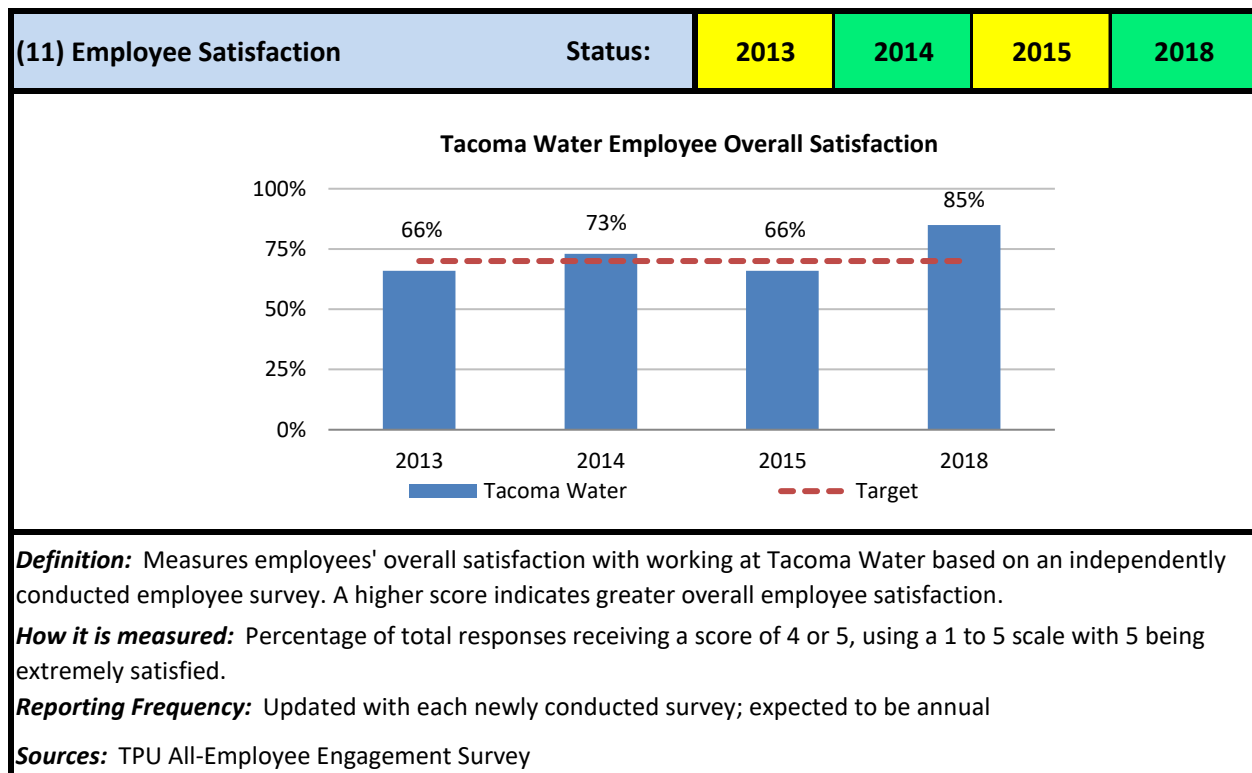
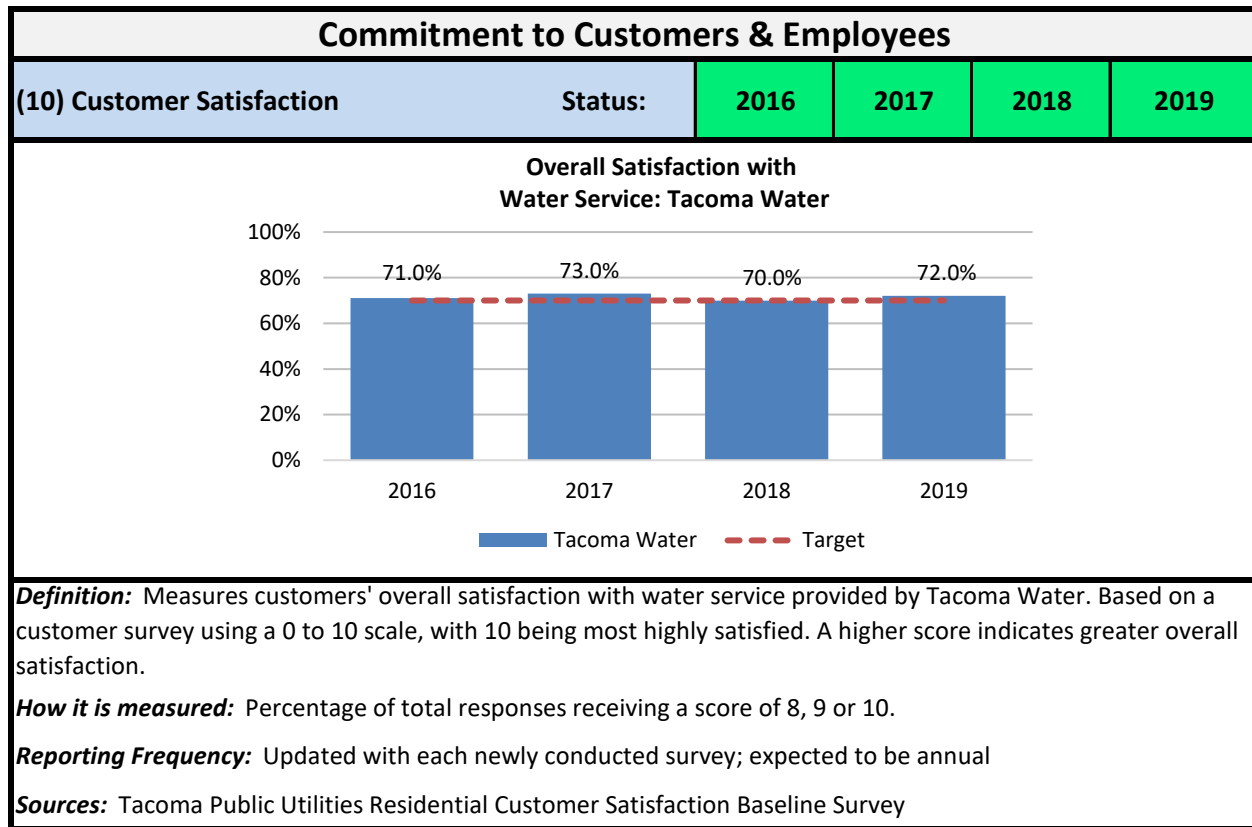
**How it is measured:** Ratio of total O&M costs minus depreciation to the total number of retail customer accounts.

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Water internal data; AWWA. The 2018 Industry median is escalated 3% annually thereafter to reflect basic cost inflation.









**(12) OSHA Incidence Rate**

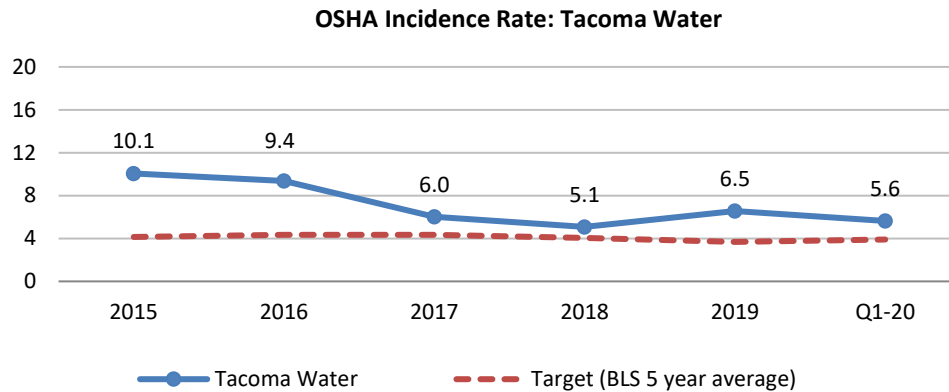
Status:

Q1

Q2

Q3

Q4



**Definition:** Measures the number of employees, out of 100, that had a recordable injury requiring medical care beyond first aid over the course of the year. A lower incidence rate is better.

**How it is measured:** Ratio of total recordable injuries and illnesses during the year to the total worker-hours of exposure, per 100 employees.

**Reporting Frequency:** Annual historical plus current rolling 12 months; calculated quarterly

**Sources:** Tacoma Water internal data, Bureau of Labor Statistics (BLS)

**(13) Customer Service Levels**

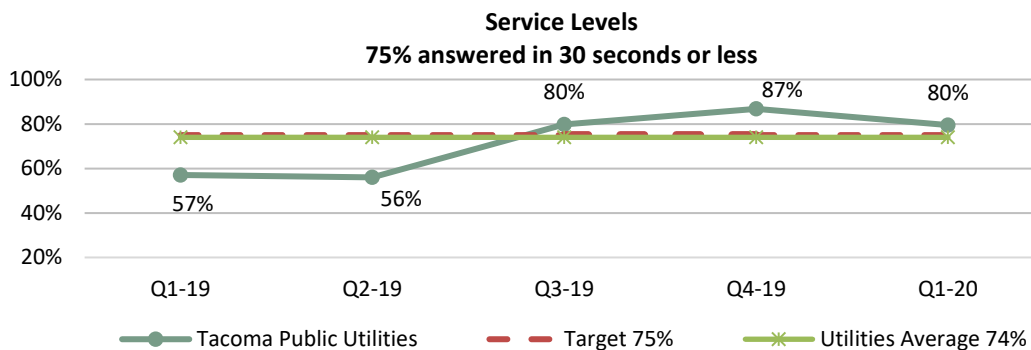
Status:

Q1

Q2

Q3

Q4

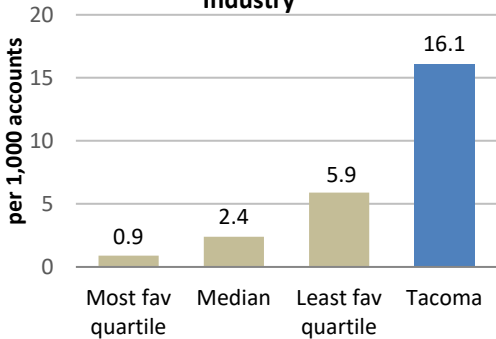
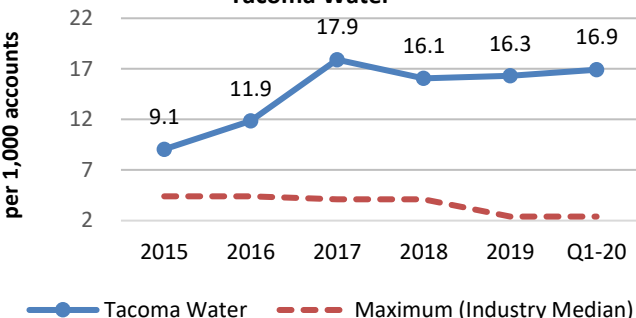


**Definition:** Captures the effectiveness of managing call volumes in the customer services queues as measured by the percent of calls answered within 30 seconds or less. The target is to achieve 75%. A higher measure indicates better timeliness of calls answered within targets.

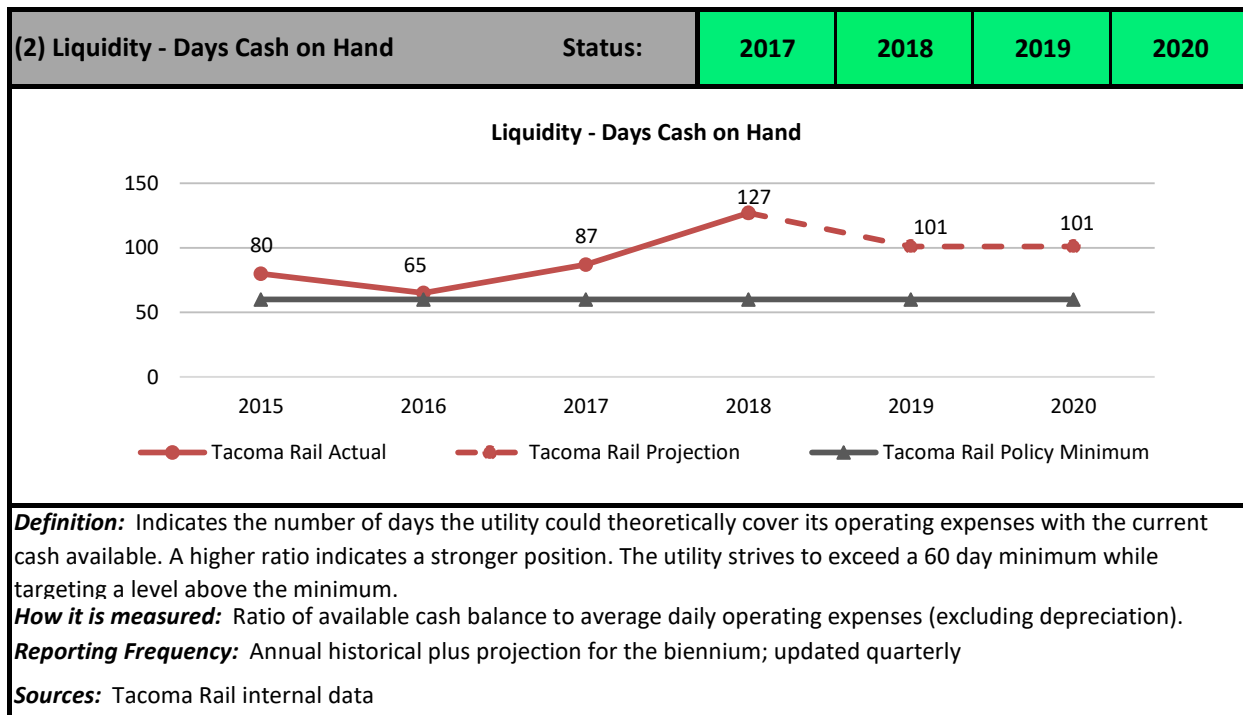
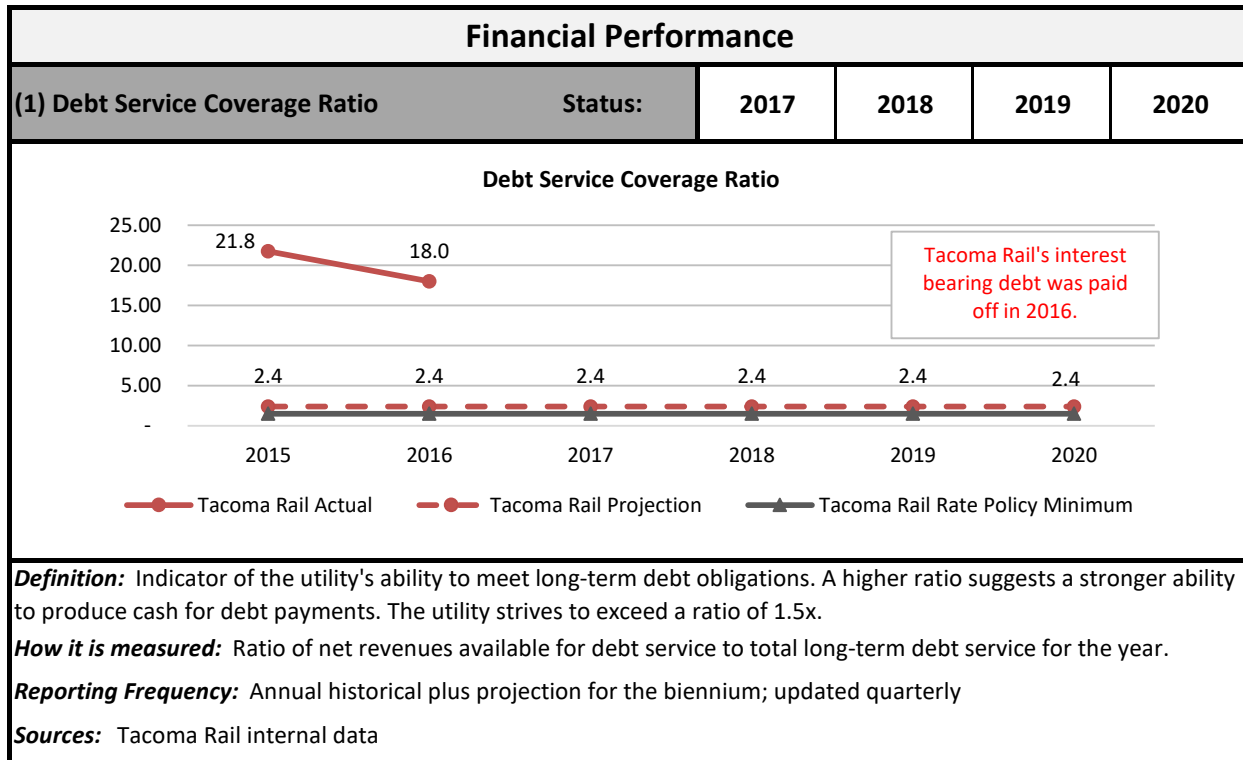
**How it is measured:** Incoming calls are measured for speed of answer; resulting data is compiled and reported as a percentage of calls with an answer within the 30 second target.

**Reporting Frequency:** Quarterly

**Sources:** Tacoma Public Utilities - Customer Services

(14) Technical Service Complaints		Status:	Q1	Q2	Q3	Q4																								
<div><div>2018 Tech. service complaints: Industry</div><div><table><caption>2018 Tech. service complaints: Industry</caption><thead><tr><th>Category</th><th>per 1,000 accounts</th></tr></thead><tbody><tr><td>Most fav quartile</td><td>0.9</td></tr><tr><td>Median</td><td>2.4</td></tr><tr><td>Least fav quartile</td><td>5.9</td></tr><tr><td>Tacoma</td><td>16.1</td></tr></tbody></table></div></div>		Category	per 1,000 accounts	Most fav quartile	0.9	Median	2.4	Least fav quartile	5.9	Tacoma	16.1	<div><div>Tech. service complaints: Tacoma Water</div><div><table><caption>Tech. service complaints: Tacoma Water</caption><thead><tr><th>Year</th><th>per 1,000 accounts</th></tr></thead><tbody><tr><td>2015</td><td>9.1</td></tr><tr><td>2016</td><td>11.9</td></tr><tr><td>2017</td><td>17.9</td></tr><tr><td>2018</td><td>16.1</td></tr><tr><td>2019</td><td>16.3</td></tr><tr><td>Q1-20</td><td>16.9</td></tr></tbody></table><div>Tacoma WaterMaximum (Industry Median)</div></div></div>					Year	per 1,000 accounts	2015	9.1	2016	11.9	2017	17.9	2018	16.1	2019	16.3	Q1-20	16.9
Category	per 1,000 accounts																													
Most fav quartile	0.9																													
Median	2.4																													
Least fav quartile	5.9																													
Tacoma	16.1																													
Year	per 1,000 accounts																													
2015	9.1																													
2016	11.9																													
2017	17.9																													
2018	16.1																													
2019	16.3																													
Q1-20	16.9																													
<p><b>Definition:</b> Measures technical quality complaint frequency per 1,000 customer accounts over the reporting period. Such complaints consist of water quality, taste, odor, appearance, water pressure and service disruptions. A lower number of complaints would be expected to correlate to higher customer satisfaction.</p> <p><b>How it is measured:</b> Ratio of total number of technical service complaints x 1,000 to number of residential and non-residential accounts.</p> <p><b>Reporting Frequency:</b> Annual historical plus current rolling 12 months; calculated quarterly</p> <p><b>Sources:</b> Tacoma Water, AWWA</p>																														

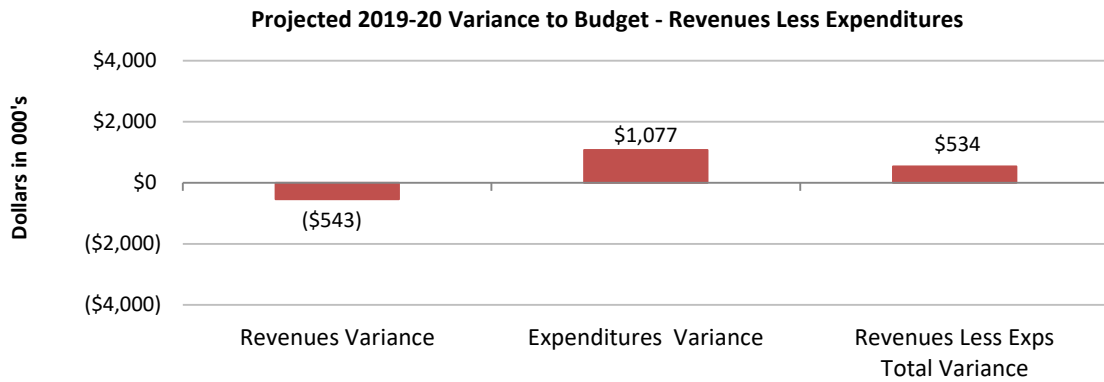
## Performance Metrics Summary



### (3) Revenues Less Expenditures Projection vs. Budget

Status:

Biennium Projection

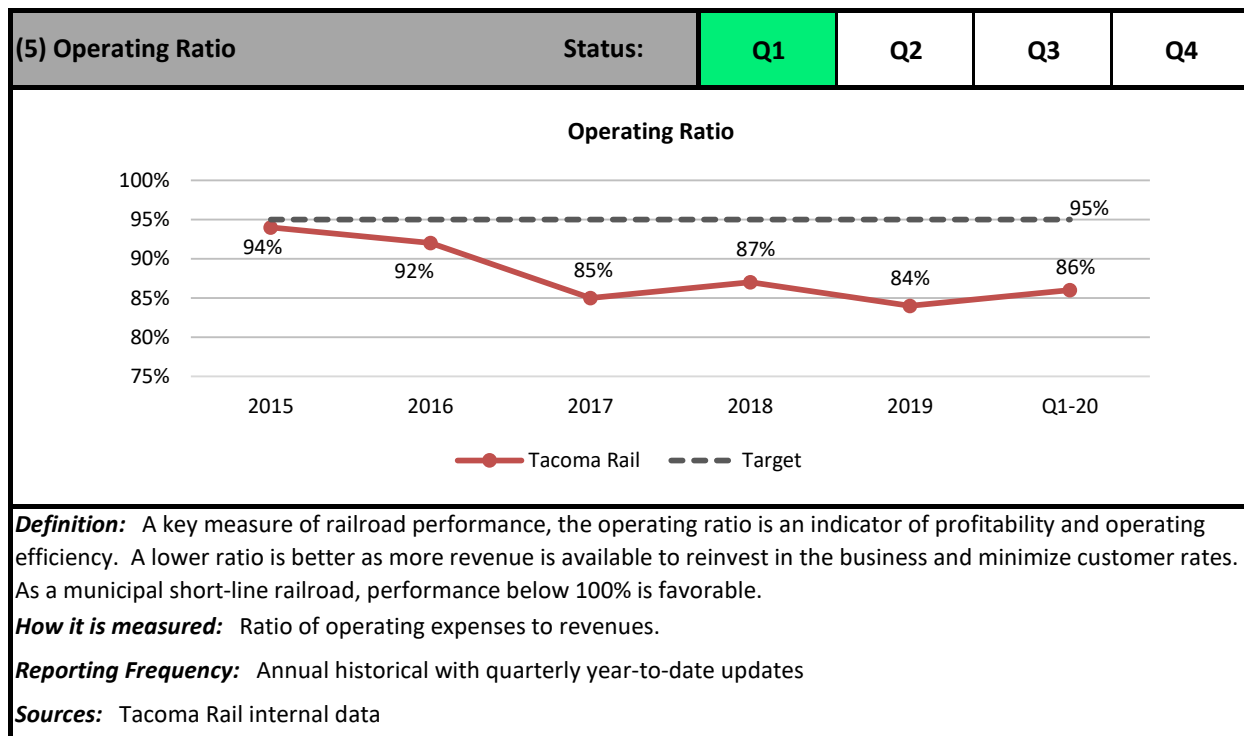
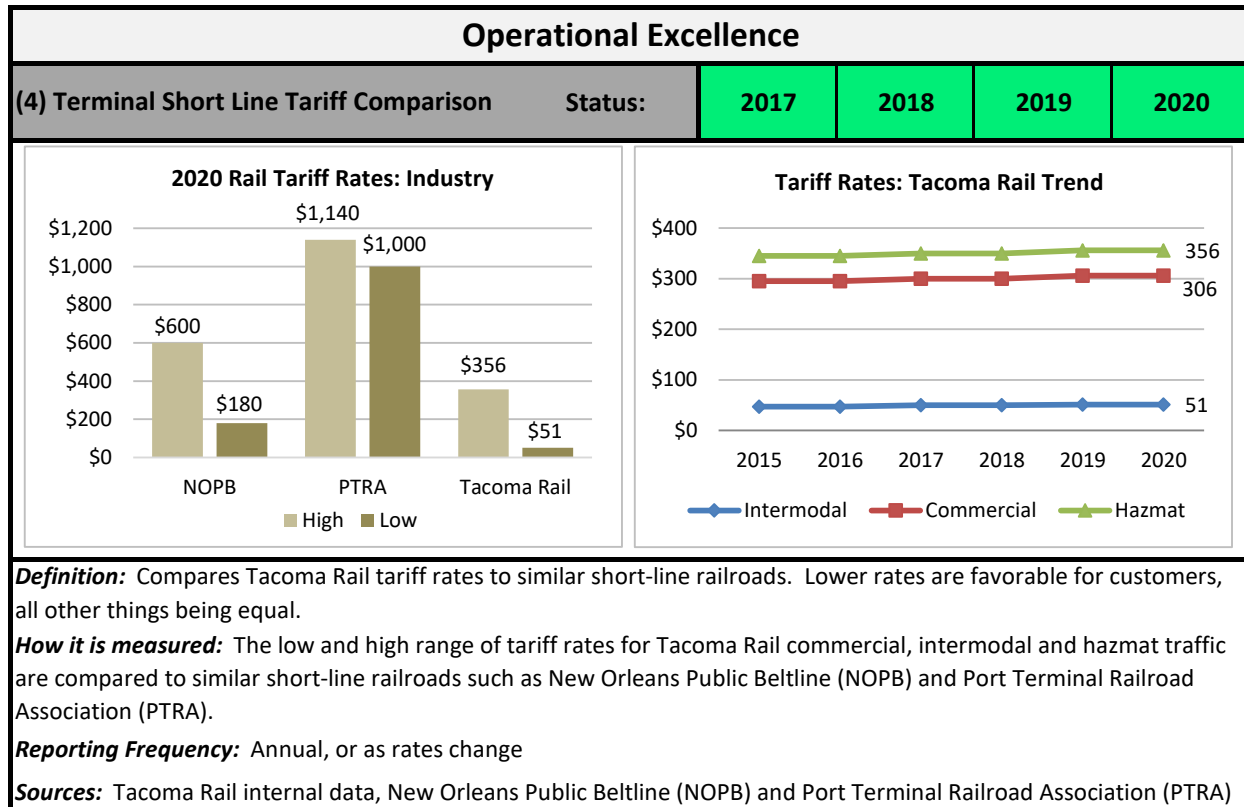


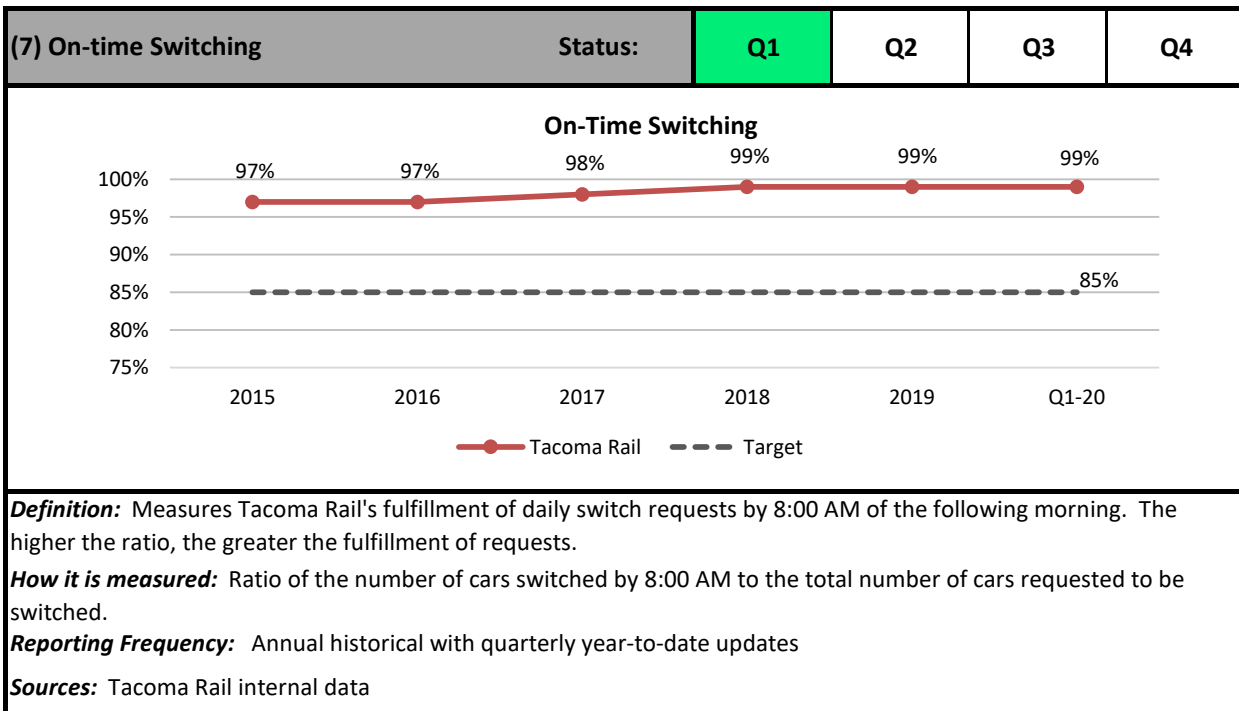
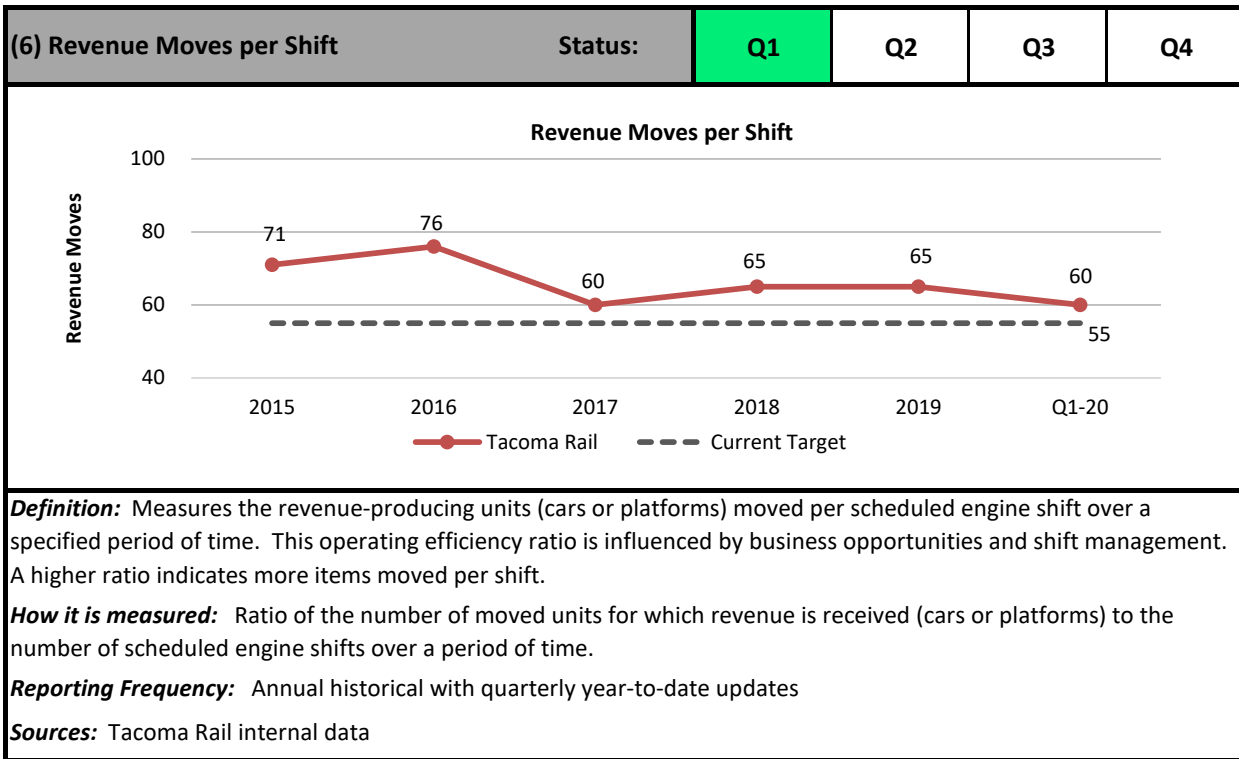
**Definition:** Measures Tacoma Rail's projected biennial financial performance as compared to its approved budget. The measure compares projected "revenues less expenditures" for the biennium. A projection which is favorable to budget is preferable.

**How it is measured:** Projected revenues less projected expenditures for the biennium are compared to budgeted revenues less expenditures. Projections consider actual to-date results plus assumptions for future performance.

**Reporting Frequency:** Quarterly updates of biennium projection

**Sources:** Tacoma Rail internal data

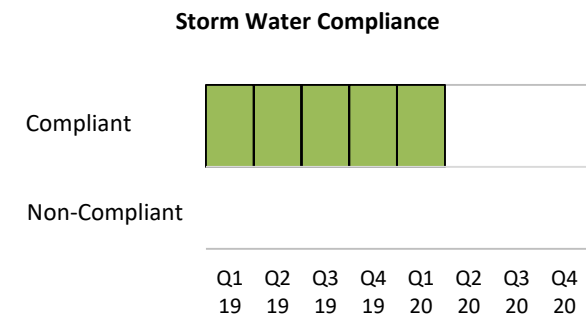
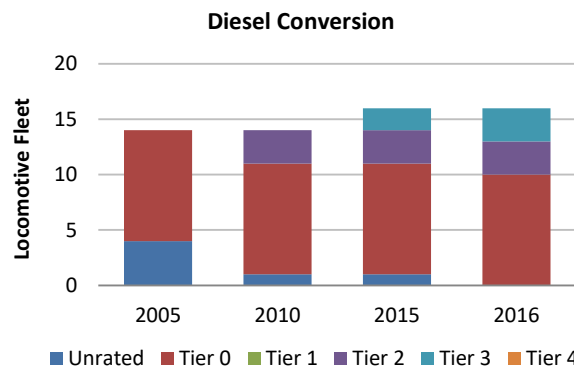




**(8) Diesel Conversion & Storm Water Remediation**

**Status:**

**2020**

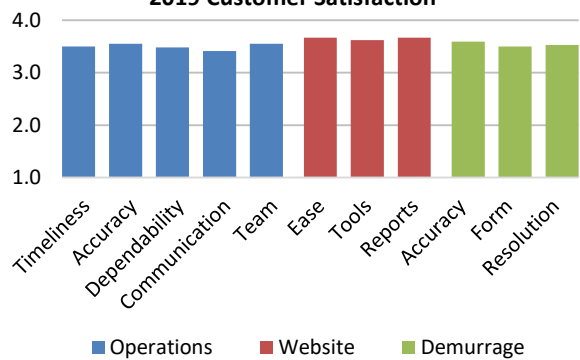
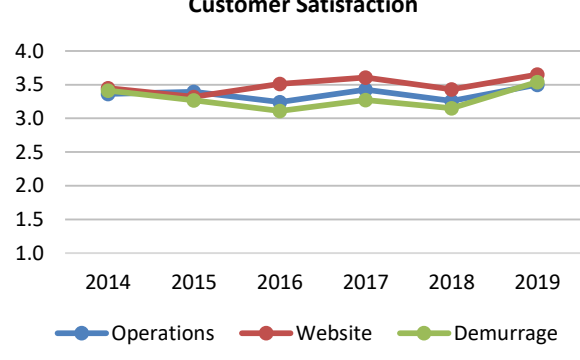


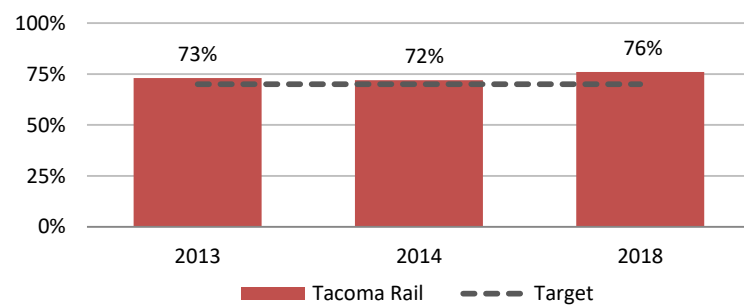
**Definition:** 1) Diesel locomotive conversion increases the emission tier levels of Tacoma Rail's locomotive fleet. A higher tier level equates to reduced emissions. 2) Tacoma Rail strives to be compliant with its Industrial Storm Water Permit which includes testing for zinc, copper, oil, turbidity and pH levels in storm water runoff.

**How it is measured:** For diesel conversion, as Tacoma Rail acquires or repowers its locomotive fleet, the locomotives achieve a higher EPA tier level. For Storm Water compliance, per Washington State Department of Ecology standards, tests of water flows at storm water collection locations at Tacoma Rail are conducted and summarized in a detailed report.

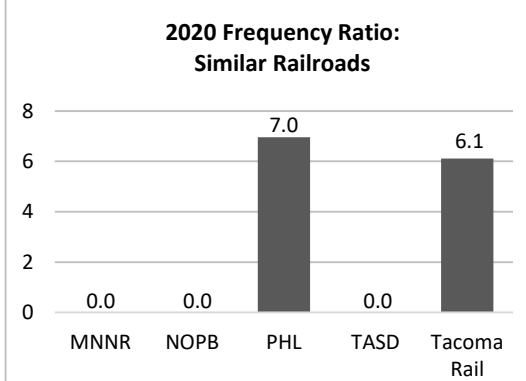
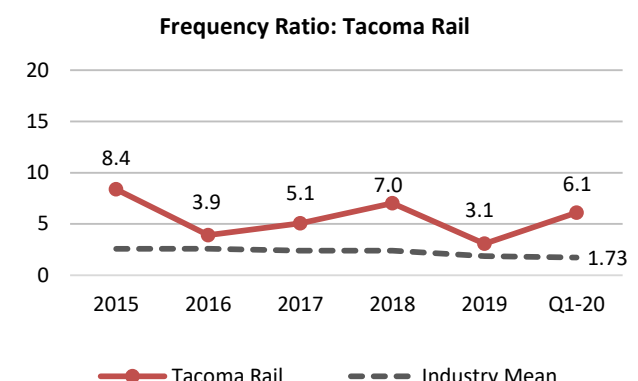
**Reporting Frequency:** 5 years (Diesel), Quarterly (Storm Water)

**Sources:** Tacoma Rail internal data (Diesel); Washington State Department of Ecology (Storm Water)

Commitment to Customers & Employees						
(9) Customer Satisfaction		Status:	2017	2018	2019	2020
<div><div><p>2019 Customer Satisfaction</p><p>■ Operations ■ Website ■ Demurrage</p></div><div><p>Customer Satisfaction</p><p>● Operations ● Website ● Demurrage</p></div></div>						
<p><b>Definition:</b> Measures customers' overall satisfaction with services provided by Tacoma Rail in the areas of operations, demurrage services and the customer-facing website. Based on a customer survey using a 1 to 4 scale, with 3 being satisfied and 4 being very satisfied. A higher score indicates greater overall satisfaction in key areas.</p> <p><b>How it is measured:</b> Mean of the weighted average score of question categories in the survey.</p> <p><b>Reporting Frequency:</b> Updated with each newly conducted annual survey</p> <p><b>Sources:</b> Tacoma Rail internal data</p>						

(10) Employee Satisfaction	Status:	2013	2014	2018	2020
<p><b>Tacoma Rail Employee Overall Satisfaction</b></p>  <p>■ Tacoma Rail --- Target</p> <p><b>Definition:</b> Measures employees' overall satisfaction with working at Tacoma Rail based on an independently conducted employee survey. A higher score indicates greater overall employee satisfaction.</p> <p><b>How it is measured:</b> Percentage of total responses receiving a score of 4 or 5, using a 1 to 5 scale with 5 being extremely satisfied.</p> <p><b>Reporting Frequency:</b> Updated with each newly conducted study; expected to be annual</p> <p><b>Sources:</b> TPU All-Employee Engagement Survey</p>					



(11) Frequency Ratio (Injury Rate)		Status:	Q1	Q2	Q3	Q4																																
<div><p>2020 Frequency Ratio: Similar Railroads</p><table><caption>2020 Frequency Ratio: Similar Railroads</caption><thead><tr><th>Railroad</th><th>Frequency Ratio</th></tr></thead><tbody><tr><td>MNNR</td><td>0.0</td></tr><tr><td>NOPB</td><td>0.0</td></tr><tr><td>PHL</td><td>7.0</td></tr><tr><td>TASD</td><td>0.0</td></tr><tr><td>Tacoma Rail</td><td>6.1</td></tr></tbody></table></div>		Railroad	Frequency Ratio	MNNR	0.0	NOPB	0.0	PHL	7.0	TASD	0.0	Tacoma Rail	6.1	<div><p>Frequency Ratio: Tacoma Rail</p><table><caption>Frequency Ratio: Tacoma Rail</caption><thead><tr><th>Year</th><th>Tacoma Rail</th><th>Industry Mean</th></tr></thead><tbody><tr><td>2015</td><td>8.4</td><td>1.73</td></tr><tr><td>2016</td><td>3.9</td><td>1.73</td></tr><tr><td>2017</td><td>5.1</td><td>1.73</td></tr><tr><td>2018</td><td>7.0</td><td>1.73</td></tr><tr><td>2019</td><td>3.1</td><td>1.73</td></tr><tr><td>Q1-20</td><td>6.1</td><td>1.73</td></tr></tbody></table></div>				Year	Tacoma Rail	Industry Mean	2015	8.4	1.73	2016	3.9	1.73	2017	5.1	1.73	2018	7.0	1.73	2019	3.1	1.73	Q1-20	6.1	1.73
Railroad	Frequency Ratio																																					
MNNR	0.0																																					
NOPB	0.0																																					
PHL	7.0																																					
TASD	0.0																																					
Tacoma Rail	6.1																																					
Year	Tacoma Rail	Industry Mean																																				
2015	8.4	1.73																																				
2016	3.9	1.73																																				
2017	5.1	1.73																																				
2018	7.0	1.73																																				
2019	3.1	1.73																																				
Q1-20	6.1	1.73																																				
<p><b>Definition:</b> Standardized American Short Line &amp; Regional Railroad Association (ASLRRA) safety metric. Railroads report the number of OJI incidents and employee on-duty hours. A lower metric is better.</p> <p><b>How it is measured:</b> Railroad employee on-duty safety metrics by railroad per 200,000 hours worked.</p> <p><b>Reporting Frequency:</b> Annual historical with quarterly year-to-date updates</p> <p><b>Sources:</b> Tacoma Rail internal data; ASLRRA; Minnesota Commercial Railway (MNNR); New Orleans Public Beltline (NOPB); Pacific Harbor Line (PHL); Terminal Railway Alabama State Docks (TASD)</p>																																						