

BIENNIAL BUDGET

BUDGET PERFORMANCE REPORT

4TH QTR.—2019

POWER

WATER

RAIL



**TACOMA PUBLIC UTILITIES
2019/2020 BIENNIAL BUDGET PERFORMANCE REPORTS*
4th QUARTER 2019**

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



TACOMA POWER
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	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
REVENUE LESS EXPENDITURES	\$ (5,284,209)	\$ (7,854,019)	\$ (2,569,810)	\$ (30)	\$ (27,140,159)	\$ (27,140,129)		
<u>SALES OF ELECTRICAL ENERGY</u>								
RETAIL SALES								
RESIDENTIAL	\$ 43,870,864	\$ 45,101,087	\$ 1,230,223	\$ 184,783,878	\$ 180,549,765	\$ (4,234,113)	(2.3%)	\$ 370,226,732
PRIVATE OFF-STREET LIGHTING	382,819	384,543	1,724	1,565,268	1,452,477	(112,791)	(7.2%)	3,155,153
SMALL GENERAL SERVICE	6,861,211	7,415,478	554,267	28,913,923	29,724,195	810,272	2.8%	57,694,435
GENERAL POWER	25,729,459	27,862,670	2,133,211	107,720,168	107,415,500	(304,668)	(0.3%)	217,676,783
HIGH VOLTAGE GENERAL POWER	5,787,870	6,128,085	340,215	23,115,288	23,643,687	528,399	2.3%	47,226,409
CONTRACT INDUSTRIAL POWER - FIRM	6,050,780	6,086,226	35,446	24,049,510	23,730,505	(319,005)	(1.3%)	48,427,860
STREET LIGHTING & TRAFFIC SIGNALS	270,783	278,122	7,339	1,061,438	1,312,579	251,141	23.7%	2,063,320
ACCRUED UNBILLED REVENUE	-	1,816,954	1,816,954	-	1,816,954	1,816,954	-	-
TOTAL RETAIL SALES	88,953,786	95,073,165	6,119,379	371,209,473	369,645,663	(1,563,810)	(0.4%)	746,470,692
<u>BULK POWER SALES</u>								
BULK POWER SALES	9,935,284	5,250,004	(4,685,280)	44,846,050	37,420,681	(7,425,369)	(16.6%)	95,840,208
BULK POWER SALES - RATE STABILIZATION FUND	0	10,000,000	10,000,000	0	10,000,000	10,000,000	-	0
TOTAL BULK POWER SALES	9,935,284	15,250,004	5,314,720	44,846,050	47,420,681	2,574,631	5.7%	95,840,208
TOTAL SALES OF ELECTRICAL ENERGY	98,889,070	110,323,169	11,434,099	416,055,523	417,066,344	1,010,821	0.2%	842,310,900
<u>TELECOMMUNICATIONS REVENUES</u>	6,472,453	6,235,987	(236,466)	26,634,407	25,499,104	(1,135,303)	(4.3%)	54,732,255
<u>OTHER OPERATING REVENUE</u>								
RENTAL OF ELECTRIC PROPERTY	333,064	66,547	(266,516)	1,332,255	2,061,402	729,147	54.7%	2,704,477
SERVICE FEES	625,693	428,746	(196,946)	2,502,770	2,231,056	(271,714)	(10.9%)	5,080,623
WHEELING REVENUE	2,816,544	2,656,336	(160,208)	11,266,176	10,414,768	(851,408)	(7.6%)	23,374,352
CAMPGROUND FEES	370,558	385,289	14,731	1,482,233	1,493,574	11,341	0.8%	3,008,934
MISCELLANEOUS REVENUES	686,651	757,281	70,630	2,746,605	3,008,182	261,577	9.5%	5,575,608
TOTAL OTHER OPERATING REVENUES	4,832,510	4,294,200	(538,310)	19,330,039	19,208,982	(121,057)	(0.6%)	39,743,995
TOTAL OPERATING REVENUES	110,194,033	120,853,356	10,659,323	462,019,969	461,774,430	(245,539)	(0.1%)	936,787,151
<u>NON-OPERATING REVENUES</u>								
INTEREST	444,594	1,002,961	558,367	1,778,374	4,239,651	2,461,277	138.4%	3,645,145
FEDERAL INTEREST SUBSIDY FOR BABS & CREBS	927,250	843,710	(83,540)	3,709,000	3,592,789	(116,211)	(3.1%)	7,418,000
OTHER	221,874	266,819	44,945	887,495	1,446,954	559,459	63.0%	1,801,614
TOTAL NON-OPERATING REVENUES	1,593,717	2,113,490	519,773	6,374,869	9,279,395	2,904,526	45.6%	12,864,759
TOTAL REVENUES	111,787,750	122,966,846	11,179,096	468,394,838	471,053,825	2,658,987	0.6%	949,651,910
<u>OTHER AVAILABLE FUNDS</u>								
APPROPRIATION FROM FUND BALANCE	0	-	0	7,377,498	-	(7,377,498)	(100.0%)	9,179,057
TOTAL REVENUES AND AVAILABLE FUNDS	\$ 111,787,750	\$ 122,966,846	\$ 11,179,096	\$ 475,772,336	\$ 471,053,825	\$ (4,718,511)	(1.0%)	\$ 958,830,967



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	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<u>OPERATING EXPENDITURES</u>								
<u>ADMINISTRATION</u>								
SUPERINTENDENT'S OFFICE	\$ 3,016,353	\$ 3,626,909	\$ (610,556)	\$ 12,647,549	\$ 15,164,878	\$ (2,517,329)	(19.9%)	\$ 25,689,485
ASSESSMENTS	7,820,796	7,927,459	(106,663)	31,283,159	29,882,046	1,401,113	4.5%	63,262,183
GROSS EARNINGS TAX	7,778,621	7,902,728	(124,107)	32,549,211	32,009,335	539,876	1.7%	65,953,238
(1) VACANCY FACTOR	(2,431,429)	0	(2,431,429)	(9,725,714)	0	(9,725,714)	-	(19,711,327)
ADMINISTRATION TOTAL	16,184,341	19,457,095	(3,272,754)	66,754,205	77,056,258	(10,302,053)	(15.4%)	135,193,579
<u>RATES, FINANCIAL PLANNING & ANALYSIS</u>								
RPA MANAGEMENT	168,268	172,893	(4,625)	673,071	615,681	57,390	8.5%	1,346,129
PROJECT MANAGEMENT OFFICE	220,688	171,381	49,307	889,752	597,643	292,109	32.8%	1,777,655
FINANCIAL & BUSINESS PLANNING	93,664	257,196	(163,532)	374,657	804,793	(430,136)	(114.8%)	768,729
STRATEGIC ASSET MANAGEMENT	361,095	350,502	10,593	1,444,378	1,103,755	340,623	23.6%	2,398,700
ENERGY RISK MANAGEMENT	180,073	204,471	(24,397)	720,294	686,132	34,161	4.7%	1,446,670
RATES & FORECASTING	305,910	215,461	90,448	1,223,638	747,298	476,341	38.9%	2,315,136
RATES, FINANCIAL PLANNING & ANALYSIS TOTAL	1,329,697	1,371,904	(42,207)	5,325,789	4,555,301	770,488	14.5%	10,053,019
<u>POWER SHARED SERVICES</u>								
PSS ADMINISTRATION	236,264	233,365	2,899	945,057	1,078,097	(133,040)	(14.1%)	1,945,664
PSS STRATEGY	376,549	463,649	(87,100)	1,506,194	1,201,149	305,045	20.3%	3,038,053
PSS TRAINING & DEVELOPMENT	222,583	333,937	(111,354)	890,332	998,495	(108,162)	(12.1%)	1,646,587
PSS RELIABILITY & COMPLIANCE	333,808	301,929	31,879	1,335,233	1,174,159	161,074	12.1%	2,696,398
PSS FACILITIES	453,551	332,984	120,567	1,815,403	1,522,335	293,068	16.1%	3,311,060
PSS SECURITY OPERATIONS	299,375	402,933	(103,558)	1,197,500	1,146,336	51,163	4.3%	2,421,131
PSS MECHANICAL MAINTENANCE	282,631	326,236	(43,605)	1,130,524	1,121,199	9,325	0.8%	2,188,187
PSS BUILDING MAINTENANCE	567,316	538,395	28,921	2,277,265	2,176,712	100,553	4.4%	4,580,869
PSS GROUNDS MAINTENANCE	530,479	521,023	9,456	2,122,917	2,061,529	61,388	2.9%	4,301,346
POWER SHARED SERVICES TOTAL	3,302,556	3,454,451	(151,895)	13,220,425	12,480,012	740,414	5.6%	26,129,294



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TRANSMISSION & DISTRIBUTION (T & D)								
TD ADMINISTRATION	\$ 259,349	\$ 420,432	\$ (161,083)	\$ 1,052,396	\$ 1,503,139	\$ (450,743)	(42.8%)	\$ 2,143,475
TD SAFETY	85,486	96,382	(10,896)	351,743	370,918	(19,175)	(5.5%)	709,735
TD LINE CLEARANCE TREE TRIMMING	951,576	1,176,229	(224,653)	3,806,302	3,612,194	194,108	5.1%	7,624,939
TD C & M LINE OPERATIONS	1,679,420	2,081,954	(402,534)	6,719,680	8,346,691	(1,627,011)	(24.2%)	13,936,683
TD TROUBLE CREWS	401,370	413,096	(11,726)	1,605,480	1,601,589	3,891	0.2%	3,241,993
TD SYSTEM MAINTENANCE & SUBSTATIONS	2,346,054	2,027,461	318,594	9,421,217	7,820,790	1,600,427	17.0%	18,245,549
TD LINE MAINTENANCE PLANNING	89,335	92,951	(3,616)	363,827	398,272	(34,446)	(9.5%)	737,571
TD ASSET MANAGEMENT	128,164	106,141	22,023	512,656	498,431	14,226	2.8%	1,045,103
* TD HFC NETWORK CONSTRUCTION (49%)	106,755	96,386	10,370	427,016	460,080	(33,064)	(7.7%)	867,554
* TD HFC NETWORK ENGINEERING (49%)	48,813	47,387	1,426	195,252	152,280	42,973	22.0%	347,637
TD UTILITY STAFF SUPPORT	527,208	550,973	(23,765)	2,108,833	2,145,587	(36,755)	(1.7%)	4,149,496
TD ELECTRICAL INSPECTION	407,002	406,868	134	1,628,010	1,587,614	40,396	2.5%	3,284,831
TD METER, RELAY & LINE SERVICES	864,749	793,806	70,943	3,459,007	3,251,222	207,785	6.0%	7,440,274
TD NEW SERVICES ENGINEERING	202,802	227,165	(24,363)	815,420	907,276	(91,856)	(11.3%)	1,652,958
TD ENGINEERING PRODUCTS & SERVICES	536,389	481,020	55,369	2,145,555	2,012,045	133,510	6.2%	4,362,720
TD PROTECTION & CONTROL ENGINEERING	255,498	246,068	9,430	1,026,993	915,482	111,510	10.9%	2,061,313
TD PROJECTS & SERVICES	150,536	128,228	22,308	605,144	533,147	71,997	11.9%	1,247,297
TD SUBSTATION ENGINEERING	186,679	148,192	38,487	752,716	581,028	171,688	22.8%	1,539,523
TD CENTRAL BUSINESS DISTRICT ENGR	29,252	64,865	(35,613)	117,008	213,621	(96,613)	(82.6%)	244,125
TD LINE ENGINEERING	206,532	219,870	(13,339)	830,626	756,379	74,247	8.9%	1,727,526
TD SYSTEM OPERATIONS	1,269,942	1,234,773	35,169	5,084,767	4,667,057	417,710	8.2%	10,244,355
TD SYSTEM PLANNING & ANALYSIS	453,059	328,826	124,233	1,820,737	1,079,935	740,802	40.7%	3,386,501
TD TOOL & EQUIPMENT ROOMS	29,390	33,315	(3,924)	117,562	107,349	10,213	8.7%	233,431
TD BUSINESS & FINANCIAL MGMT	224,938	216,064	8,874	899,754	794,330	105,424	11.7%	1,756,359
TD WAREHOUSE	291,406	235,177	56,228	1,165,623	1,060,383	105,240	9.0%	2,336,021
DISTRIBUTED WAREHOUSE COSTS	(291,406)	(206,333)	(85,073)	(1,165,623)	(1,031,539)	(134,084)	(11.5%)	(2,336,021)
TRANSMISSION & DISTRIBUTION TOTAL	11,440,298	11,667,296	(226,998)	45,867,699	44,345,301	1,522,398	3.3%	92,230,946



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<u>GENERATION</u>								
GENERATION ADMINISTRATION	\$ 874,216	\$ 1,025,171	\$ (150,955)	\$ 3,496,261	\$ 3,669,401	\$ (173,140)	(5.0%)	\$ 7,062,904
GENERATION EXTRAORDINARY MAINTENANCE	499,422	6,095,445	(5,596,023)	1,997,686	6,469,602	(4,471,916)	(223.9%)	7,235,000
PRODUCTION ENGINEERING	601,243	598,234	3,009	2,416,973	2,485,234	(68,261)	(2.8%)	4,983,701
PLANT ENGINEERING & CONSTRUCTION SERVICES	697,527	999,948	(302,421)	2,790,096	3,387,360	(597,264)	(21.4%)	5,693,638
CONTRACT SERVICES	146,302	720,013	(573,711)	585,206	1,134,448	(549,242)	(93.9%)	1,191,662
CRAFT SHOPS	220,516	187,854	32,662	882,053	745,887	136,166	15.4%	1,790,066
NATURAL RESOURCES	4,381,973	7,342,450	(2,960,478)	17,531,890	21,193,506	(3,661,616)	(20.9%)	35,250,935
NISQUALLY PROJECT	597,987	669,105	(71,118)	2,391,948	2,391,412	536	0.0%	4,822,567
ALDER PARK	163,819	74,140	89,679	659,027	632,224	26,803	4.1%	1,327,624
CUSHMAN PROJECT	834,272	758,544	75,729	3,347,102	3,103,015	244,087	7.3%	6,742,966
COWLITZ PROJECT	1,213,171	1,214,780	(1,609)	4,857,685	4,844,495	13,190	0.3%	9,792,059
TAIDNAPAM PARK	153,751	136,893	16,858	616,992	625,557	(8,565)	(1.4%)	1,243,866
MOSSYROCK PARK	141,750	101,099	40,651	570,188	583,417	(13,229)	(2.3%)	1,154,740
MAYFIELD LAKE PARK	79,926	110,730	(30,804)	323,300	395,837	(72,537)	(22.4%)	650,892
WYNOOCHEE PROJECT	211,439	239,731	(28,292)	847,256	807,590	39,666	4.7%	1,715,622
GENERATION TOTAL	10,817,314	20,274,137	(9,456,823)	43,313,663	52,468,984	(9,155,321)	(21.1%)	90,658,243
<u>POWER MANAGEMENT</u>								
POWER MANAGEMENT ADMINISTRATION	426,954	389,739	37,214	1,714,814	1,423,172	291,642	17.0%	3,477,889
POWER CONTRACTS, COMPLIANCE & TRANSMISSION	100,965	126,511	(25,546)	403,859	486,871	(83,012)	(20.6%)	819,200
REAL-TIME ENERGY TRADING	512,177	795,310	(283,133)	2,073,708	1,957,095	116,612	5.6%	4,207,845
NEAR TERM ENERGY TRADING & OPERATIONS	40,177,538	44,286,383	(4,108,845)	165,338,966	182,844,176	(17,505,210)	(10.6%)	334,106,584
PM OT SYSTEMS	236,000	348,024	(112,024)	944,000	1,111,236	(167,235)	(17.7%)	2,289,793
RESOURCE OPERATIONS	261,671	571,852	(310,181)	1,046,683	561,853	484,830	46.3%	2,070,901
SUPPLY PLANNING & ANALYSIS	301,468	245,473	55,995	1,205,874	1,315,086	(109,212)	(9.1%)	2,457,105
CONSERVATION PLANNING & ANALYSIS	185,018	105,553	79,465	740,071	561,645	178,426	24.1%	1,493,059
ENERGY CONSERVATION ADMINISTRATION	161,262	124,082	37,180	645,050	642,978	2,072	0.3%	1,304,022
COMMERCIAL ENERGY CONSERVATION	545,597	566,035	(20,439)	2,182,386	1,965,911	216,475	9.9%	4,437,015
RESIDENTIAL ENERGY SERVICES	348,975	395,843	(46,868)	1,395,899	1,495,418	(99,519)	(7.1%)	2,795,811
CONSERVATION INFORMATION CENTER	311,526	394,471	(82,945)	1,246,105	1,117,508	128,598	10.3%	2,525,449
COMMUNITY PROGRAMS	223,988	252,672	(28,684)	895,952	750,161	145,791	16.3%	1,805,056
POWER MANAGEMENT TOTAL	43,793,139	48,601,948	(4,808,810)	179,833,368	196,233,110	(16,399,743)	(9.1%)	363,789,727



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<u>CLICK! COMMERCIAL NETWORK</u>								
ADMINISTRATION (94%)	\$ 396,369	\$ 388,954	\$ 7,414	\$ 1,585,473	\$ 1,509,355	\$ 76,118	4.8%	\$ 3,227,596
GROSS EARNINGS TAX	502,272	483,538	18,734	2,062,518	1,975,819	86,699	4.2%	4,238,148
MARKETING & BUSINESS OPERATIONS ADMIN	60,828	61,344	(516)	243,310	242,578	732	0.3%	493,156
MARKETING ADMIN	223,520	124,214	99,306	894,078	602,569	291,509	32.6%	1,812,310
MARKETING SERVICES	3,447,555	3,225,637	221,919	14,342,485	13,856,651	485,834	3.4%	27,851,982
ISP ADVANTAGE	418,754	123,539	295,215	1,675,016	412,852	1,262,164	75.4%	2,081,032
CUSTOMER SALES AND SERVICE	184,257	244,791	(60,534)	737,029	878,812	(141,783)	(19.2%)	1,309,315
BUSINESS SYSTEMS	141,122	101,339	39,784	571,889	507,394	64,495	11.3%	1,150,264
TECHNICAL OPERATIONS ADMIN (80%)	74,907	41,486	33,421	299,627	219,342	80,286	26.8%	611,193
SERVICE INSTALLATION (98%)	463,147	345,349	117,798	1,853,077	1,421,201	431,877	23.3%	3,748,001
CONVERTER INVENTORY CONTROL	88,752	34,579	54,173	355,307	162,975	192,332	54.1%	715,646
NETWORK OPERATIONS (51%)	188,880	106,096	82,784	756,335	480,106	276,229	36.5%	1,528,946
BROADBAND SERVICES (99%)	217,312	253,755	(36,442)	869,250	803,673	65,577	7.5%	1,751,637
NETWORK ENGINEERING (95%)	58,060	43,991	14,069	232,241	215,134	17,107	7.4%	454,792
NETWORK SERVICE ASSURANCE (51%)	96,493	92,966	3,527	388,012	387,761	250	0.1%	783,228
CLICK! COMMERCIAL NETWORK TOTAL	6,562,227	5,671,577	890,650	26,865,647	23,676,220	3,189,427	11.9%	51,757,247
TD HFC NETWORK CONSTRUCTION (51%)	111,113	100,320	10,793	444,445	478,859	(34,414)	(7.7%)	902,964
TD HFC NETWORK ENGINEERING (51%)	50,805	49,321	1,484	203,222	158,495	44,727	22.0%	361,827
CLICK! COMMERCIAL PLUS T&D HFC COSTS TOTAL	6,724,145	5,821,218	902,927	27,513,313	24,313,574	3,199,739	11.6%	53,022,037
<u>CLICK! POWER APPLICATIONS</u>								
ADMINISTRATION (6%)	25,300	24,827	473	101,200	96,342	4,859	4.8%	206,017
TECHNICAL OPERATIONS ADMIN (20%)	18,727	10,372	8,355	74,907	54,835	20,071	26.8%	152,798
SERVICE INSTALLATION (2%)	9,452	7,048	2,404	37,818	29,004	8,814	23.3%	76,490
NETWORK OPERATIONS (49%)	181,473	101,936	79,537	726,675	461,278	265,396	36.5%	1,468,988
BROADBAND SERVICES (1%)	2,195	2,563	(368)	8,780	8,118	662	7.5%	17,693
NETWORK ENGINEERING (5%)	3,056	2,315	740	12,223	11,323	900	7.4%	23,936
NETWORK SERVICE ASSURANCE (49%)	92,709	89,320	3,389	372,795	372,555	241	0.1%	752,513
CLICK! POWER APPLICATIONS TOTAL	332,911	238,380	94,531	1,334,399	1,033,455	300,944	22.6%	2,698,435



TACOMA POWER
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
DECEMBER 31, 2019

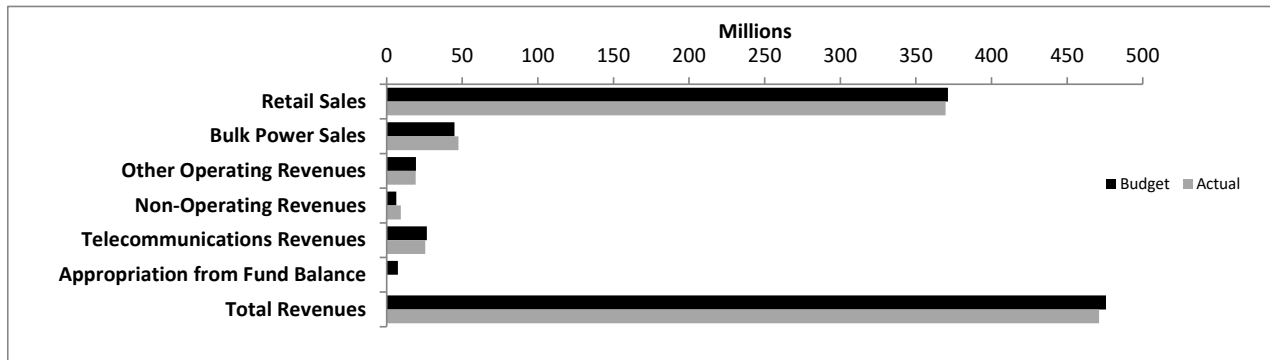
	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
UTILITY TECHNOLOGY SERVICES (UTS)								
UTS ADMINISTRATION	\$ 660,027	\$ 798,073	\$ (138,046)	\$ 2,640,107	\$ 2,608,771	\$ 31,336	1.2%	\$ 5,290,726
UTS DESKTOP SUPPORT	209,903	236,065	(26,163)	839,610	864,678	(25,067)	(3.0%)	1,638,424
UTS OPERATIONAL APPLICATION USER SUPPORT	438,964	485,930	(46,965)	1,760,857	1,590,935	169,921	9.6%	3,688,755
UTS OPERATIONAL INFORMATION SYSTEMS	475,543	889,977	(414,433)	1,906,673	2,234,262	(327,588)	(17.2%)	3,838,087
UTS CYBERSECURITY SYSTEMS	481,575	489,042	(7,467)	1,930,798	1,584,440	346,358	17.9%	3,690,819
UTS ENERGY MANAGEMENT SYSTEMS	149,910	92,886	57,024	602,440	507,425	95,015	15.8%	1,198,845
UTS NETWORKING, TELECOM & TRANSPORT SVCS	642,516	367,116	275,400	2,570,065	2,534,120	35,945	1.4%	5,557,149
UTS NETWORK & COMM SYSTEM ENGINEERING	515,217	339,131	176,086	2,063,369	2,158,592	(95,223)	(4.6%)	4,176,563
UTS PROJECT MANAGEMENT OFFICE	329,191	235,498	93,693	1,316,764	957,337	359,428	27.3%	2,490,721
UTS SERVICE MANAGEMENT OFFICE	366,659	363,434	3,225	1,466,635	1,375,638	90,997	6.2%	3,020,229
UTS AMI PROGRAM OFFICE	205,707	399,600	(193,893)	822,827	656,925	165,902	20.2%	1,670,564
UTILITY TECHNOLOGY SERVICES TOTAL	4,475,211	4,696,752	(221,540)	17,920,146	17,073,121	847,025	4.7%	36,260,883
OPERATION & MAINTENANCE TOTAL	\$ 98,399,613	\$ 115,583,182	\$ (17,183,568)	\$ 401,083,007	\$ 429,559,117	\$ (28,476,110)	(7.1%)	\$ 810,036,165
DEBT SERVICE	7,463,346	7,564,264	(100,918)	29,853,359	30,431,915	(578,556)	(1.9%)	59,122,802
(2) CAPITAL OUTLAY - OPERATING FUND	11,209,000	7,673,420	3,535,580	44,836,000	38,202,951	6,633,049	14.8%	89,672,000
TOTAL CURRENT FUND EXPENDITURES	\$ 117,071,959	\$ 130,820,866	\$ (13,748,906)	\$ 475,772,366	\$ 498,193,983	\$ (22,421,618)	(4.7%)	\$ 958,830,967

* 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.

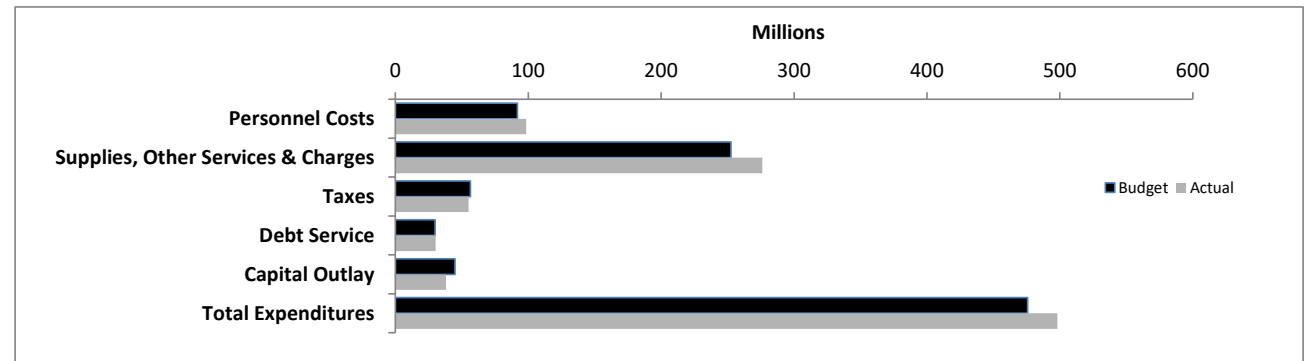
(2) Reflects a timing difference between capital outlay expenditures and reimbursements.

Tacoma Power Revenues



	1/19- 12/19 Budget	1/19- 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Retail Sales	\$371,209,473	\$369,645,663	100%	\$746,470,692	50%
Bulk Power Sales	44,846,050	47,420,681	106%	95,840,208	49%
Other Operating Revenues	19,330,039	19,208,982	99%	39,743,995	48%
Non-Operating Revenues	6,374,869	9,279,395	146%	12,864,759	72%
Telecommunications Revenues	26,634,407	25,499,104	96%	54,732,255	47%
Appropriation from Fund Balance	7,377,498	-	0%	9,179,057	0%
Total Revenues	\$475,772,336	\$471,053,825	99%	\$958,830,967	49%

Tacoma Power Expenditures



	1/19- 12/19 Budget	1/19- 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$91,945,593	\$98,389,459	107%	\$185,415,658	53%
Supplies, Other Services & Charges	252,609,787	276,151,666	109%	510,242,691	54%
Taxes	56,527,627	55,017,992	97%	114,377,816	48%
Debt Service	29,853,359	30,431,915	102%	59,122,802	51%
Capital Outlay	44,836,000	38,202,951	85%	89,672,000	43%
Total Expenditures	\$475,772,366	\$498,193,983	105%	\$958,830,967	52%

50.0% of Biennial Budget Completed



TACOMA WATER
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
REVENUE LESS EXPENDITURES	\$ (1,004,771)	\$ 1,333,445	\$ 2,338,216	\$ (11,134,245)	\$ 7,128,850	\$ 18,263,095		
<u>OPERATING REVENUES - WATER SALES</u>								
RESIDENTIAL	\$ 14,508,013	\$ 15,908,281	\$ 1,400,268	\$ 57,534,604	\$ 59,557,518	\$ 2,022,914	3.5%	\$ 116,422,335
COMMERCIAL	2,650,806	2,920,259	269,453	10,972,616	11,905,937	933,321	8.5%	22,192,237
LARGE VOLUME	505,515	525,645	20,130	2,141,955	2,257,765	115,810	5.4%	4,286,723
PULP MILL	1,719,352	1,767,486	48,134	6,818,865	6,883,021	64,156	0.9%	13,808,205
PRIVATE FIRE	612,782	897,316	284,534	2,926,607	3,432,759	506,152	17.3%	6,055,959
PARKS & IRRIGATION	773,078	889,034	115,956	3,253,061	3,595,469	342,408	10.5%	6,550,742
WHOLESALE	693,133	696,614	3,481	2,754,142	2,787,239	33,097	1.2%	5,418,301
ACCRUED UNBILLED REVENUE	-	(111,782)	(111,782)	-	(111,782)	(111,782)	100.0%	-
TOTAL WATER SALES	21,462,679	23,492,854	2,030,175	86,401,850	90,307,926	3,906,076	4.5%	174,734,502
<u>OTHER OPERATING REVENUES</u>								
CASCADE WATER ALLIANCE	637,551	637,551	0	2,550,203	2,550,204	1	0.0%	5,036,541
OTHER OPERATING REVENUE	214,000	279,546	65,546	1,175,337	1,362,647	187,310	15.9%	2,365,551
OTHER SURCHARGE	73,750	84,950	11,200	295,000	342,316	47,316	16.0%	590,000
TOTAL OTHER OPERATING REVENUES	925,301	1,002,047	76,746	4,020,540	4,255,167	234,627	5.8%	7,992,092
TOTAL OPERATING REVENUES	22,387,980	24,494,901	2,106,921	90,422,390	94,563,093	4,140,703	4.6%	182,726,594
<u>NON-OPERATING REVENUES</u>								
INTEREST	68,750	491,549	422,799	275,000	1,912,429	1,637,429	595.4%	600,000
BABS INTEREST FEDERAL SUDSIDY	692,578	564,024	(128,554)	2,770,312	2,793,351	23,039	0.8%	5,540,624
OTHER NON-OPERATING REVENUE	11,250	(21,868)	(33,118)	233,829	274,347	40,518	17.3%	465,384
TOTAL NON-OPERATING REVENUES	772,578	1,033,706	261,128	3,279,141	4,980,127	1,700,986	51.9%	6,606,008
TOTAL REVENUES	23,160,558	25,528,606	2,368,049	93,701,531	99,543,220	5,841,689	6.2%	189,332,602
<u>OTHER AVAILABLE FUNDS</u>								
CAPITAL RESERVE FUND - TRANSFER	846,848	838,532	(8,316)	2,046,848	3,977,176	1,930,328	94.3%	22,002,895
APPROPRIATION FROM FUND BALANCE	3,348,173	-	(3,348,173)	6,696,344	-	(6,696,344)	-	16,956,044
TOTAL REVENUES & AVAILABLE FUNDS	\$ 27,355,579	\$ 26,367,138	\$ (988,440)	\$ 102,444,723	\$ 103,520,397	\$ 1,075,674	1.1%	\$ 228,291,541



TACOMA WATER
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
<u>OPERATING EXPENDITURES</u>								
<u>ADMINISTRATION</u>								
PERSONNEL COSTS	\$ 103,129	\$ 115,330	\$ (12,201)	\$ 412,515	\$ 443,562	\$ (31,047)	(7.5%)	\$ 840,389
SUPPLIES, OTHER SERVICES & CHARGES	120,277	(149,644)	269,921	481,108	(119,777)	600,884	124.9%	933,247
RWSS CRO EXPENSES	1,504,374	1,381,788	122,586	6,017,497	5,560,970	456,526	7.6%	12,044,243
ASSESSMENTS	2,940,602	3,012,356	(71,754)	11,762,401	11,289,437	472,964	4.0%	23,763,101
GROSS EARNINGS TAX	1,791,205	2,005,309	(214,104)	7,236,624	8,019,638	(783,014)	(10.8%)	14,641,259
OTHER TAXES	1,254,935	1,335,676	(80,741)	5,049,451	5,188,882	(139,431)	(2.8%)	10,225,543
ADMINISTRATION TOTAL	7,714,522	7,700,816	13,706	30,959,595	30,382,712	576,883	1.9%	62,447,782
<u>DISTRIBUTION ENGINEERING</u>								
PERSONNEL COSTS	629,793	595,505	34,288	2,529,172	2,192,469	336,702	13.3%	5,202,303
SUPPLIES, OTHER SERVICES & CHARGES	146,461	138,622	7,840	585,845	440,175	145,670	24.9%	1,273,641
DISTRIBUTION ENGINEERING TOTAL	776,254	734,127	42,127	3,115,017	2,632,644	482,373	15.5%	6,475,944
<u>DISTRIBUTION OPERATIONS</u>								
PERSONNEL COSTS	2,626,086	2,189,226	436,860	10,504,344	8,275,960	2,228,383	21.2%	21,373,195
SUPPLIES, OTHER SERVICES & CHARGES	619,896	876,838	(256,941)	2,479,586	2,821,270	(341,684)	(13.8%)	4,902,522
WATER WAREHOUSE	135,308	70,132	65,177	541,233	356,115	185,118	34.2%	1,060,248
DISTRIBUTED WAREHOUSE COSTS	(135,308)	(70,132)	(65,177)	(541,233)	(356,115)	(185,118)	(34.2%)	(1,060,248)
DISTRIBUTION OPERATIONS TOTAL	3,245,982	3,066,063	179,919	12,983,929	11,097,231	1,886,699	14.5%	26,275,717
<u>WATER QUALITY</u>								
PERSONNEL COSTS	1,241,097	1,213,234	27,863	4,974,089	4,355,821	618,268	12.4%	10,175,552
SUPPLIES, OTHER SERVICES & CHARGES	665,011	754,414	(89,403)	2,660,043	2,321,342	338,701	12.7%	5,354,881
WATER QUALITY TOTAL	1,906,108	1,967,648	(61,540)	7,634,132	6,677,163	956,969	12.5%	15,530,433
<u>WATER SUPPLY</u>								
PERSONNEL COSTS	1,649,319	1,401,848	247,471	6,609,036	5,893,898	715,138	10.8%	13,628,965
SUPPLIES, OTHER SERVICES & CHARGES	755,232	571,991	183,242	3,020,930	2,467,641	553,289	18.3%	5,716,861
WATER SUPPLY TOTAL	2,404,552	1,973,839	430,712	9,629,966	8,361,539	1,268,428	13.2%	19,345,826

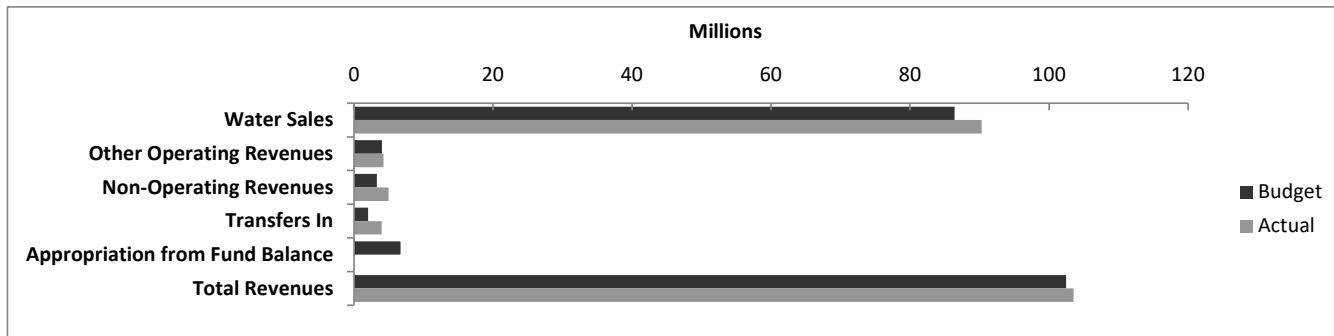


TACOMA WATER
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
<u>ASSET & INFORMATION MANAGEMENT</u>								
PERSONNEL COSTS	\$ 744,262	\$ 586,603	\$ 157,659	\$ 2,978,647	\$ 2,473,397	\$ 505,250	17.0%	\$ 6,005,058
SUPPLIES, OTHER SERVICES & CHARGES	358,108	123,508	234,600	1,432,432	665,065	767,367	53.6%	2,259,502
ASSET & INFORMATION MANAGEMENT	1,102,370	710,111	392,259	4,411,079	3,138,462	1,272,616	28.9%	8,264,560
<u>FINANCE & ANALYTICS</u>								
PERSONNEL COSTS	425,848	399,528	26,320	1,706,390	1,514,497	191,894	11.2%	3,735,143
SUPPLIES, OTHER SERVICES & CHARGES	109,626	59,828	49,798	438,503	185,068	253,435	57.8%	898,961
FINANCE & ANALYTICS TOTAL	535,473	459,356	76,118	2,144,893	1,699,564	445,329	20.8%	4,634,104
(1) VACANCY FACTOR	(376,360)	-	(376,360)	(1,505,440)	-	(1,505,440)	(100.0%)	(3,010,880)
OPERATION & MAINTENANCE TOTAL	\$ 17,308,901	\$ 16,611,960	\$ 696,941	\$ 69,373,172	\$ 63,989,316	\$ 5,383,856	7.8%	\$ 139,963,486
DEBT SERVICE	6,662,503	6,673,474	(10,971)	26,650,012	26,658,280	(8,268)	(0.0%)	53,216,486
CAPITAL OUTLAY - OPERATING FUND	4,388,946	1,748,259	2,640,687	17,555,785	5,743,950	11,811,834	67.3%	35,111,569
TOTAL OPERATING FUND EXPENDITURES	\$ 28,360,350	\$ 25,033,693	\$ 3,326,657	\$ 113,578,968	\$ 96,391,546	\$ 17,187,422	15.1%	\$ 228,291,541

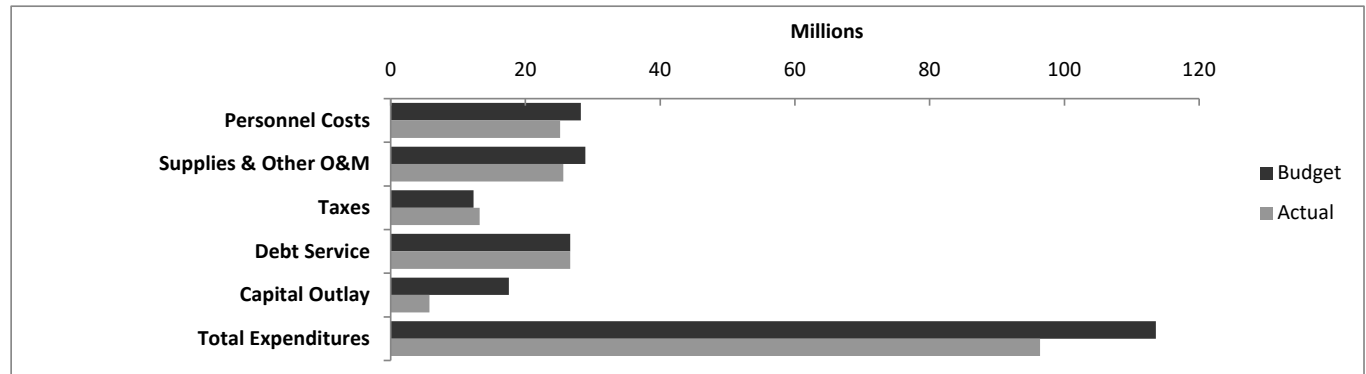
(1) Represents a budget reduction for the vacancies that occur during the course of the bienium.

Tacoma Water Revenues



	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Water Sales	\$86,401,850	\$90,307,926	105%	\$174,734,502	52%
Other Operating Revenues	4,020,540	4,255,167	106%	7,992,092	53%
Non-Operating Revenues	3,279,141	4,980,127	152%	6,606,008	75%
Transfers In	2,046,848	3,977,176	194%	22,002,895	18%
Appropriation from Fund Balance	6,696,344	0	0%	16,956,044	0%
Total Revenues	\$102,444,723	\$103,520,397	101%	\$228,291,541	45%

Tacoma Water Expenditures



	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$28,208,753	\$25,149,605	89%	\$57,949,725	43%
Supplies & Other O&M	28,878,343	25,631,192	89%	57,146,959	45%
Taxes	12,286,075	13,208,519	108%	24,866,802	53%
Debt Service	26,650,012	26,658,280	100%	53,216,486	50%
Capital Outlay	17,555,785	5,743,950	33%	35,111,569	16%
Total Expenditures	\$113,578,968	\$96,391,546	85%	\$228,291,541	42%

50.0% of Biennial Budget Completed



TACOMA RAIL
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
REVENUES LESS EXPENDITURES	\$ 2,737,197	\$ (45,539)	\$ (2,782,736)	\$ 2,770,482	\$ 3,038,994	\$ 268,512		
OPERATING REVENUES								
SWITCHING REVENUES								
LINE HAULS AND LOCAL	\$ 8,986,824	\$ 7,462,423	\$ (1,524,401)	\$ 30,234,284	\$ 29,891,207	\$ (343,077)	(1.1%)	\$ 61,656,705
DEMURRAGE FEES	702,500	500,800	(201,700)	1,565,000	1,859,038	294,038	18.8%	2,715,000
TOTAL SWITCHING REVENUES	9,689,324	7,963,223	(1,726,101)	31,799,284	31,750,245	(49,039)	(0.2%)	64,371,705
LOCOMOTIVE SERVICING	2,550,000	1,680,782	(869,218)	4,350,000	4,802,417	452,417	10.4%	7,350,000
OTHER REVENUES	87,250	53,877	(33,373)	349,000	258,939	(90,061)	(25.8%)	698,000
TOTAL MISCELLANEOUS REVENUES	2,637,250	1,734,659	(902,591)	4,699,000	5,061,356	362,356	7.7%	8,048,000
TOTAL OPERATING REVENUES	12,326,574	9,697,882	(2,628,692)	36,498,284	36,811,601	313,317	0.9%	72,419,705
NON-OPERATING REVENUES								
RENT AND MISCELLANEOUS INCOME	270,000	370,305	100,305	1,080,000	1,067,947	(12,053)	(1.1%)	2,220,000
INTEREST	27,500	76,458	48,958	110,000	277,318	167,318	152.1%	225,000
TOTAL NON-OPERATING REVENUES	297,500	446,763	149,263	1,190,000	1,345,265	155,265	13.0%	2,445,000
OTHER AVAILABLE FUNDS								
APPROPRIATION FROM FUND BALANCE	6,213	-	(6,213)	24,852	-	(24,852)	(100.0%)	501,301
TOTAL REVENUES	\$ 12,630,287	\$ 10,144,645	\$ (2,485,642)	\$ 37,713,136	\$ 38,156,865	\$ 443,729	1.2%	\$ 75,366,006

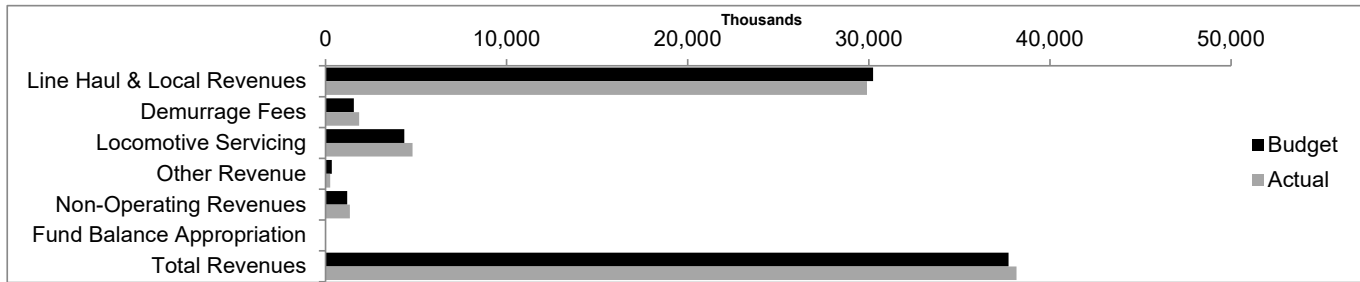


TACOMA RAIL
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
OPERATING EXPENDITURES								
ADMINISTRATION								
PERSONNEL COSTS	\$ 657,758	\$ 676,193	\$ (18,435)	\$ 2,669,031	\$ 2,598,582	\$ 70,449	2.6%	\$ 5,421,406
SUPPLIES, OTHER SERVICES & CHARGES	406,034	348,079	57,956	1,624,138	1,676,412	(52,274)	(3.2%)	3,359,475
ASSESSMENTS	498,460	490,947	7,513	1,993,837	1,871,096	122,741	6.2%	4,048,806
VOLUME INCENTIVE	583,329	83,333	499,996	583,329	541,665	41,664	(100.0%)	1,500,000
GROSS EARNINGS TAX	964,262	801,332	162,930	2,966,496	3,042,980	(76,484)	(2.6%)	5,985,000
OTHER TAXES	146,928	130,013	16,914	509,826	508,783	1,043	0.2%	1,031,314
ADMINISTRATION TOTAL	3,256,771	2,529,896	726,875	10,346,657	10,239,518	107,139	1.0%	21,346,001
OPERATIONS								
PERSONNEL COSTS	2,646,725	2,554,508	92,217	10,604,898	10,150,811	454,087	4.3%	21,508,246
SUPPLIES, OTHER SERVICES & CHARGES	371,658	308,936	62,722	1,486,633	1,433,083	53,549	3.6%	2,994,017
OPERATIONS TOTAL	3,018,383	2,863,444	154,939	12,091,531	11,583,894	507,637	4.2%	24,502,263
MECHANICAL								
PERSONNEL COSTS	587,489	559,648	27,841	2,352,954	2,280,779	72,175	3.1%	4,791,133
SUPPLIES, OTHER SERVICES & CHARGES	211,967	295,940	(83,973)	1,564,159	1,201,481	362,678	23.2%	3,128,434
FUEL	646,250	1,316,989	(670,739)	2,585,000	3,888,944	(1,303,944)	(50.4%)	5,170,000
MECHANICAL TOTAL	1,445,705	2,172,577	(726,872)	6,502,113	7,371,204	(869,091)	(13.4%)	13,089,567
CONSTRUCTION								
PERSONNEL COSTS	275,785	252,650	23,136	1,108,142	1,022,235	85,907	7.8%	2,263,520
SUPPLIES, OTHER SERVICES & CHARGES	351,970	438,206	(86,236)	1,407,880	1,285,487	122,393	8.7%	2,824,168
CONSTRUCTION TOTAL	627,755	690,855	(63,100)	2,516,021	2,307,722	208,300	8.3%	5,087,688
OPERATION & MAINTENANCE TOTAL	\$ 8,348,614	\$ 8,256,772	\$ 91,842	\$ 31,456,322	\$ 31,502,337	\$ (46,015)	(0.1%)	\$ 64,025,520
LONG-TERM DEBT	127,950	127,948	2	820,243	820,244	(1)	(0.0%)	1,640,486
CAPITAL OUTLAY - OPERATING FUND	1,416,526	1,805,464	(388,938)	2,666,089	2,795,290	(129,201)	(4.8%)	9,700,000
TOTAL OPERATING FUND EXPENDITURES	\$ 9,893,090	\$ 10,190,184	\$ (297,094)	\$ 34,942,654	\$ 35,117,871	\$ (175,217)	(0.5%)	\$ 75,366,006

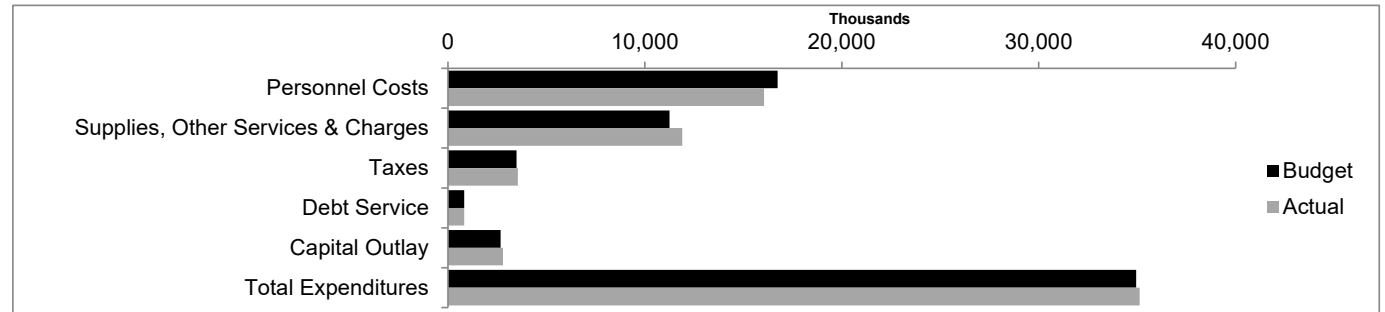
The Biennium Budget reflects increases to revenues and expenses approved in the mid-biennium budget adjustment.

Tacoma Rail Revenues



	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Line Haul & Local Revenues	\$30,234,284	\$29,891,207	99%	\$61,656,705	48%
Demurrage Fees	1,565,000	1,859,038	119%	2,715,000	68%
Locomotive Servicing	4,350,000	4,802,417	110%	7,350,000	65%
Other Revenue	349,000	258,939	74%	698,000	37%
Non-Operating Revenues	1,190,000	1,345,265	113%	2,445,000	55%
Fund Balance Appropriation	24,852	-	0%	501,301	0%
Total Revenues	\$37,713,136	\$38,156,865	101%	\$75,366,006	51%

Tacoma Rail Expenditures



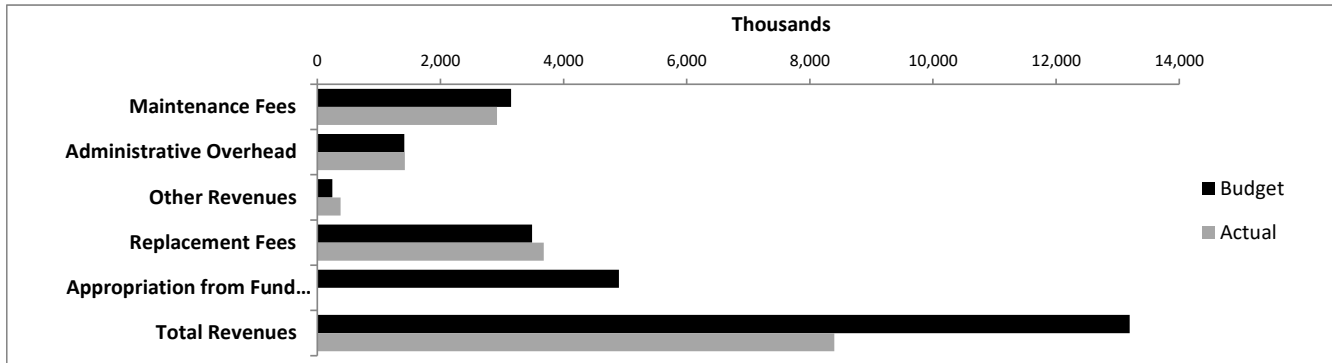
	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$16,735,025	\$16,052,407	96%	\$33,984,306	47%
Supplies, Other Services & Charges	11,244,975	11,898,168	106%	23,024,900	52%
Taxes	3,476,322	3,551,763	102%	7,016,314	51%
Debt Service	820,243	820,244	-	1,640,486	50%
Capital Outlay	2,666,089	2,795,290	105%	9,700,000	29%
Total Expenditures	\$34,942,654	\$35,117,871	101%	\$75,366,006	47%

50.0% of Biennial Budget Completed

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

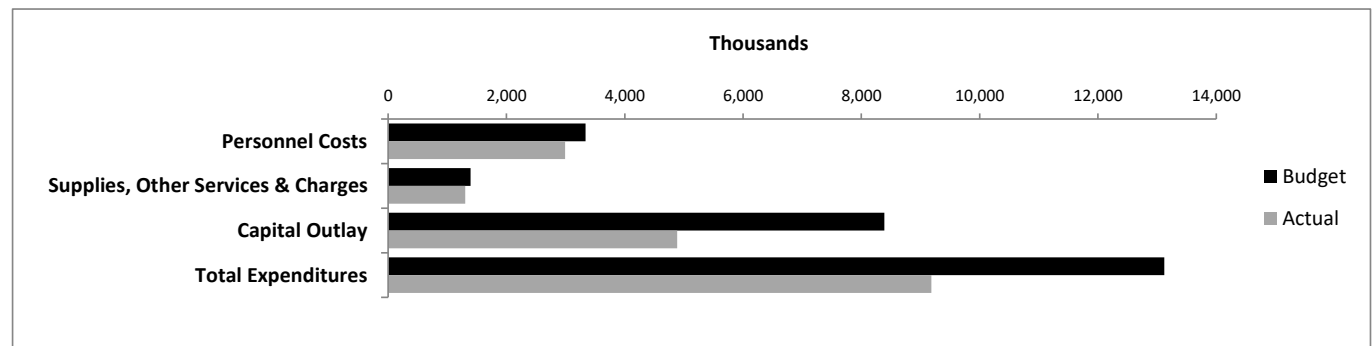
	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE/ (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE/ (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
REVENUES LESS EXPENDITURES	\$ 22,478	\$ (1,087,851)	\$ (1,110,329)	\$ 73,499	\$ (789,097)	\$ (862,597)		
<u>OPERATING REVENUES</u>								
MAINTENANCE REVENUE	\$ 787,094	\$ 686,530	\$ (100,564)	\$ 3,148,376	\$ 2,917,271	\$ (231,104)	(7.3%)	\$ 6,296,751
ADMINISTRATIVE OVERHEAD	353,376	339,218	(14,158)	1,413,504	1,422,931	9,427	0.7%	2,827,007
FUEL AND FUEL LOADING	21,875	16,679	(5,196)	87,500	61,792	(25,708)	(29.4%)	175,000
POOL CAR RENTAL	31,250	34,875	3,625	125,000	137,685	12,685	10.1%	250,000
TOTAL OPERATING REVENUES	1,193,595	1,077,301	(116,293)	4,774,379	4,539,679	(234,700)	(4.9%)	9,548,758
<u>OTHER REVENUES</u>								
INTEREST INCOME	7,500	21,455	13,955	30,000	89,857	59,857	199.5%	50,000
OTHER REVENUE	-	(16,023)	(16,023)	-	88,479	88,479	-	-
TOTAL REVENUES	1,201,095	1,082,733	(118,362)	4,804,379	4,718,014	(86,365)	(1.8%)	9,598,758
<u>OTHER AVAILABLE FUNDS</u>								
CAPITAL REPLACEMENT FEES	872,479	931,507	59,028	3,489,915	3,677,556	187,641	5.4%	6,979,830
APPROPRIATION FROM CASH	1,225,084	-	(1,225,084)	4,900,335	-	(4,900,335)	(100.0%)	9,800,670
TOTAL REVENUES AND AVAILABLE FUNDS	\$ 3,298,657	\$ 2,014,240	\$ (1,284,417)	\$ 13,194,629	\$ 8,395,571	\$ (4,799,058)	(36.4%)	\$ 26,379,258
<u>OPERATING EXPENDITURES</u>								
<u>REPAIRS AND SERVICING</u>								
PERSONNEL COSTS	\$ 600,437	\$ 550,937	\$ 49,501	\$ 2,401,748	\$ 2,104,574	\$ 297,175	12.4%	\$ 4,875,041
GENERAL SUPPLIES & EXPENSE	90,253	86,230	4,023	361,011	382,541	(21,530)	(6.0%)	728,408
REPAIRS AND SERVICING TOTAL	690,690	637,166	53,523	2,762,759	2,487,115	275,644	10.0%	5,603,449
<u>STORES OPERATION</u>								
PERSONNEL COSTS	75,895	73,652	2,243	303,581	291,411	12,170	4.0%	614,308
GENERAL SUPPLIES & EXPENSE	10,060	19,996	(9,935)	40,242	(5,635)	45,877	114.0%	81,194
STORES OPERATION TOTAL	85,956	93,647	(7,692)	343,823	285,776	58,047	16.9%	695,502
<u>ADMINISTRATION</u>								
PERSONNEL COSTS	153,420	169,643	(16,223)	630,096	597,375	32,721	5.2%	1,278,145
GENERAL SUPPLIES & EXPENSE	206,254	186,494	19,759	825,014	770,350	54,664	6.6%	1,683,286
<u>MOTOR POOL</u>								
GENERAL SUPPLIES & EXPENSE	42,297	39,295	3,002	169,188	158,512	10,676	6.3%	338,376
ADMINISTRATION TOTAL	401,971	395,432	6,539	1,624,298	1,526,237	98,060	6.0%	3,299,807
OPERATION & MAINTENANCE TOTAL	\$ 1,178,616	\$ 1,126,246	\$ 52,370	\$ 4,730,880	\$ 4,299,128	\$ 431,751	9.1%	\$ 9,598,758
CAPITAL OUTLAY	2,097,563	1,975,845	121,718	8,390,250	4,885,540	3,504,710	41.8%	16,780,500
TOTAL CURRENT FUND EXPENDITURES	\$ 3,276,179	\$ 3,102,091	\$ 174,088	\$ 13,121,130	\$ 9,184,668	\$ 3,936,461	30.0%	\$ 26,379,258

TPU Fleet Services Fund Revenues



	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Maintenance Fees	\$3,148,376	\$2,917,271	93%	\$6,296,751	46%
Administrative Overhead	1,413,504	1,422,931	101%	2,827,007	50%
Other Revenues	242,500	377,812	156%	475,000	80%
Replacement Fees	3,489,915	3,677,556	105%	6,979,830	53%
Appropriation from Fund Balance	4,900,335	-	0%	9,800,670	0%
Total Revenues	\$13,194,629	\$8,395,571	64%	\$26,379,258	32%

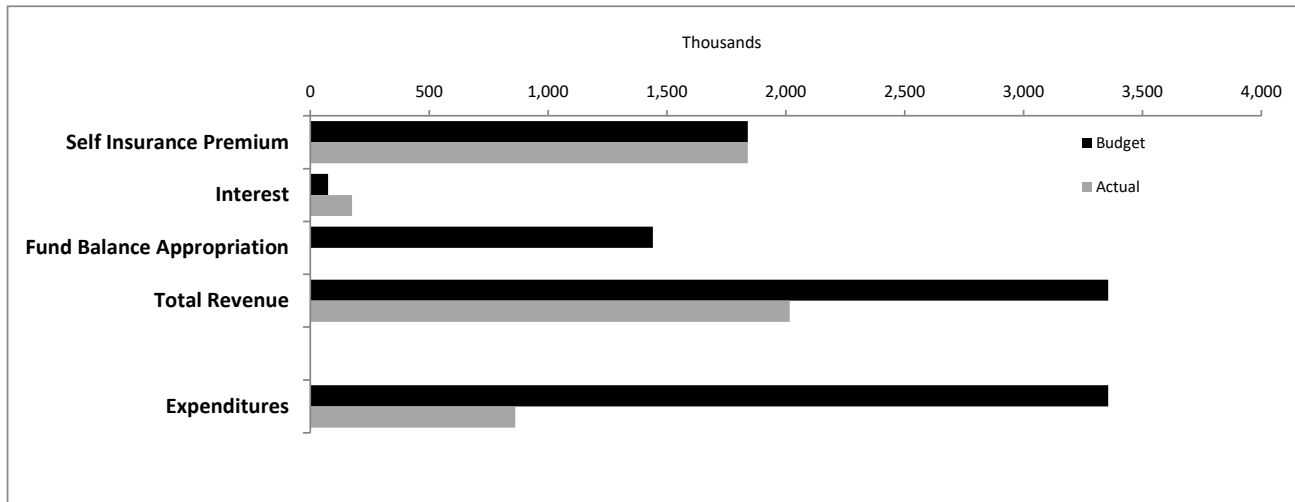
TPU Fleet Services Fund Expenditures



	01/19 - 12/19 Budget	01/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$3,335,426	\$2,993,360	90%	\$6,767,494	44%
Supplies, Other Services & Charges	1,395,454	1,305,768	94%	2,831,264	46%
Capital Outlay	8,390,250	4,885,540	58%	16,780,500	29%
Total Expenditures	\$13,121,130	\$9,184,668	70%	\$26,379,258	35%

50.0% of Biennial Budget Completed

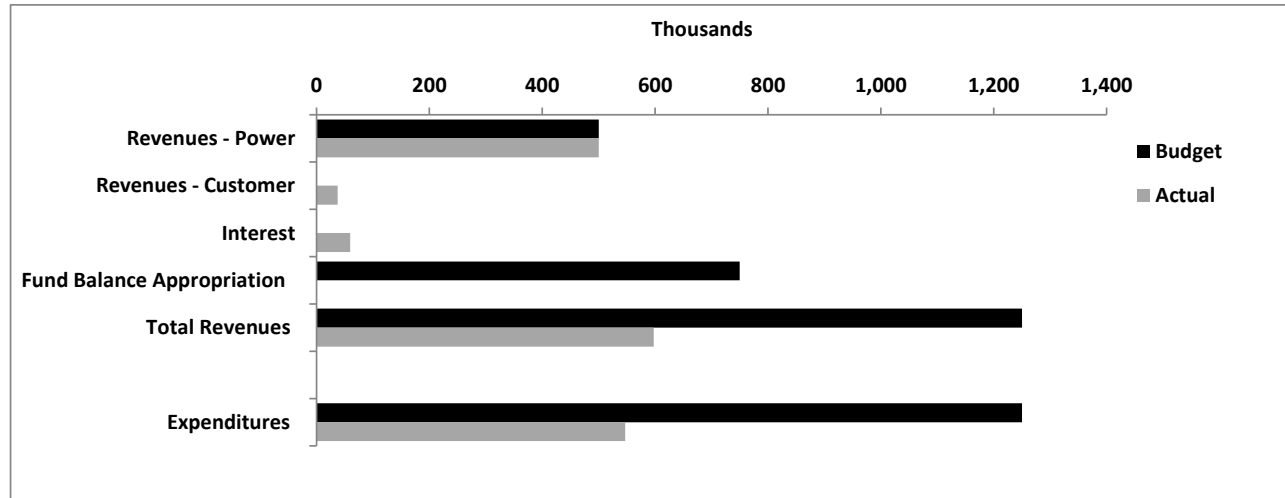
TPU SELF INSURANCE FUND
2019/2020 BIENNIUM BUDGET PERFORMANCE REPORT
December 31, 2019



	1/19 - 12/19 Budget	1/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Self Insurance Premium	\$1,840,000	\$1,840,000	100%	\$3,680,000	50%
Interest	75,000	175,884	235%	150,000	117%
Fund Balance Appropriation	1,441,225	-	0%	2,882,450	0%
Total Revenue	\$3,356,225	\$2,015,884	60%	\$6,712,450	30%
Expenditures	\$3,356,225	\$862,459	26%	\$6,712,450	13%

50.0% of Biennial Budget Completed

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



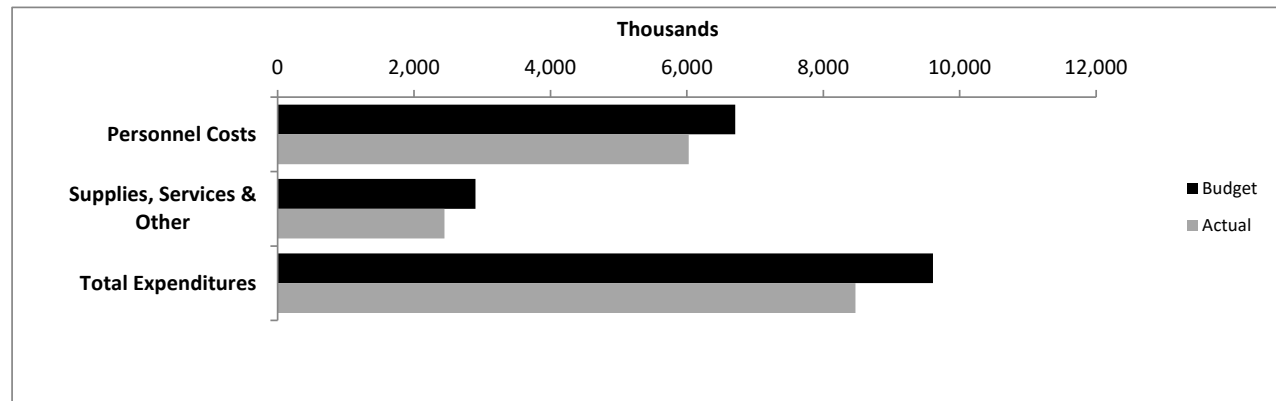
	1/19 - 12/19 Budget	1/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Revenues - Power	\$500,000	\$500,000	100%	\$1,000,000	50%
Revenues - Customer	-	37,594	N/A	N/A	N/A
Interest	-	59,773	N/A	N/A	N/A
Fund Balance Appropriation	750,000	-	N/A	1,500,000	N/A
Total Revenues	\$1,250,000	\$597,367	48%	\$2,500,000	24%
Expenditures	\$1,250,000	\$546,904	44%	\$2,500,000	22%

50.0% of Biennial Budget Completed

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

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
DIRECTOR'S OFFICE	\$ 313,214	\$ 295,043	\$ 18,170	\$ 1,272,855	\$ 1,162,614	\$ 110,241	8.7%	\$ 2,581,215
MANAGEMENT SERVICES	434,298	430,141	4,157	1,739,692	1,470,075	269,616	15.5%	3,530,629
PUBLIC RECORDS OFFICE	147,195	144,407	2,788	588,780	516,701	72,079	12.2%	1,220,768
PUBLIC AFFAIRS & COMMUNICATIONS	1,500,547	1,405,850	94,698	6,006,188	5,323,726	682,462	11.4%	12,201,584
TOTAL ADMIN OFFICES	\$ 2,395,254	\$ 2,275,441	\$ 119,813	\$ 9,607,515	\$ 8,473,115	\$ 1,134,399	11.8%	\$ 19,534,196

TPU Administrative Offices Expenditures



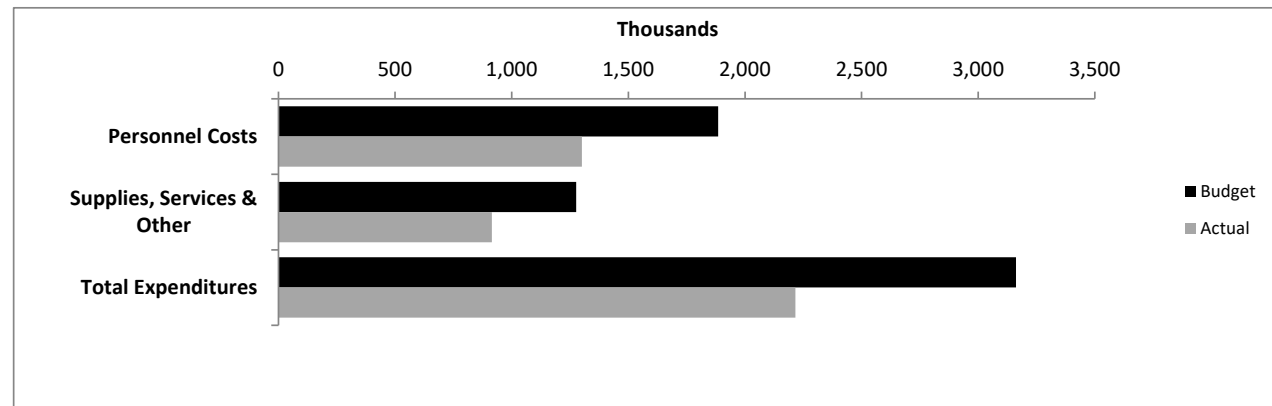
	1/19 - 12/19 Budget	1/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$6,708,760	\$6,026,283	90%	\$13,687,170	44%
Supplies, Services & Other	2,898,755	2,446,833	84%	5,847,026	42%
Total Expenditures	\$9,607,515	\$8,473,115	88%	\$19,534,196	43%

50.0% of Biennial Budget Completed

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

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	BUDGET
TPU SAFETY	\$ (6,507)	\$ 33,524	\$ (40,031)	\$ 384,970	\$ 231,263	\$ 153,707	39.9%	\$ 1,051,173
TPU REAL PROPERTY SERVICES	269,512	281,064	(11,552)	1,078,048	1,002,027	76,021	7.1%	2,186,280
TPU UTS SOFTWARE SUPPORT	312,846	185,578	127,268	1,255,185	660,414	594,771	47.4%	2,501,942
TPU COPIER SERVICES	110,940	84,279	26,661	443,759	322,121	121,637	27.4%	887,517
TOTAL TPU SUPPORT SERVICES	\$ 686,790	\$ 584,444	\$ 102,346	\$ 3,161,961	\$ 2,215,825	\$ 946,136	29.9%	\$ 6,626,912

TPU Support Services Expenditures



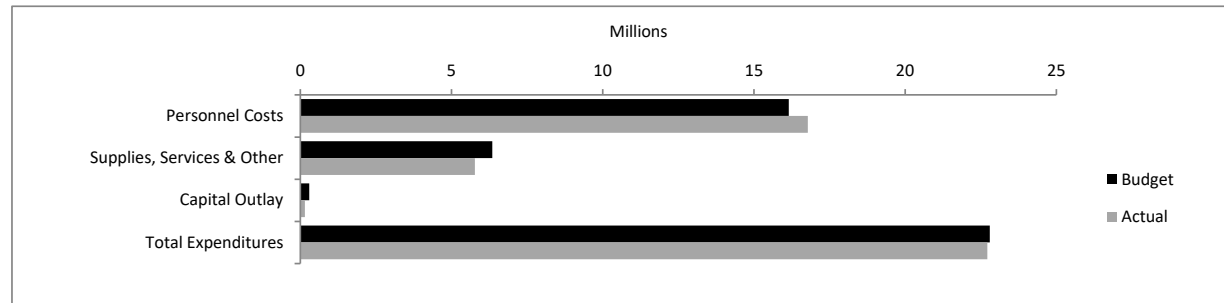
	1/19 - 12/19 Budget	1/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Biennial Budget
Personnel Costs	\$1,885,394	\$1,300,933	69%	\$4,108,278	32%
Supplies, Services & Other	1,276,567	914,892	72%	2,518,634	36%
Total Expenditures	\$3,161,961	\$2,215,825	70%	\$6,626,912	33%

50.0% of Biennial Budget Completed

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

	CURRENT QUARTER			BIENNIUM TO DATE				BIENNIUM
	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	BUDGET	ACTUAL	FAVORABLE / (UNFAVORABLE)	% Fav/(Unfav)	
CUSTOMER SERVICES								
SUPPORT SERVICES	\$ 146,886	\$ 154,086	\$ (7,201)	\$ 587,543	\$ 593,641	\$ (6,098)	(1.0%)	\$ 1,192,665
SWITCHBOARD	19,336	20,060	(724)	77,344	74,942	2,403	3.1%	159,493
ADMINISTRATION	707,896	748,935	(41,039)	2,831,581	2,905,878	(74,297)	(2.6%)	5,692,970
PERFORMANCE SOLUTIONS	350,682	479,149	(128,467)	1,409,729	1,540,164	(130,435)	(9.3%)	2,866,501
CUSTOMER SERVICE TRAINING	139,838	111,993	27,844	559,351	468,025	91,327	16.3%	1,133,184
OPERATIONS ADMINISTRATION	165,315	162,087	3,228	661,259	656,560	4,699	0.7%	1,337,183
MAIL SERVICES	533,588	490,073	43,515	2,136,050	1,876,622	259,428	12.1%	4,286,043
FIELD INVESTIGATION	515,009	584,804	(69,794)	2,060,036	2,110,383	(50,347)	(2.4%)	4,135,498
METER READING	478,688	630,534	(151,846)	1,914,751	2,145,694	(230,943)	(12.1%)	3,883,741
PAYGO	71,736	77,799	(6,064)	286,942	279,411	7,531	2.6%	580,165
CUSTOMER SOLUTIONS	269,507	391,172	(121,665)	1,078,030	1,330,072	(252,042)	(23.4%)	2,194,876
PHONE SERVICES	903,992	988,559	(84,567)	3,615,968	3,781,166	(165,198)	(4.6%)	7,353,134
LOBBY SERVICES	282,521	275,492	7,029	1,130,085	971,796	158,289	14.0%	2,299,093
BACK OFFICE	549,753	578,998	(29,246)	2,199,010	1,972,636	226,374	10.3%	4,463,426
BUSINESS SOLUTIONS	151,053	162,695	(11,642)	604,211	528,868	75,343	12.5%	1,226,458
BUSINESS OFFICE ADMINISTRATION	337,813	309,153	28,660	1,351,253	1,323,478	27,774	2.1%	2,733,655
CAPITAL OUTLAY	73,053	50,501	22,552	292,210	155,127	137,083	46.9%	584,420
CUSTOMER SERVICES TOTAL	\$ 5,696,664	\$ 6,216,090	\$ (519,426)	\$ 22,795,352	\$ 22,714,462	\$ 80,890	0.4%	\$ 46,122,505

TPU Customer Services Expenditures



	1/19 - 12/19 Budget	1/19 - 12/19 Actual	Actual vs Budget To Date	Biennial Budget	Actual vs Bien. Budget
Personnel Costs	\$16,153,856	\$16,783,427	104%	\$32,823,815	51%
Supplies, Services & Other	6,349,286	5,775,908	91%	12,714,270	45%
Capital Outlay	292,210	155,127	53%	584,420	27%
Total Expenditures	\$22,795,352	\$22,714,462	100%	\$46,122,505	49%

50.0% of Biennial Budget Completed

Quarter 4, 2019
Performance Metrics Report
Tacoma Public Utilities



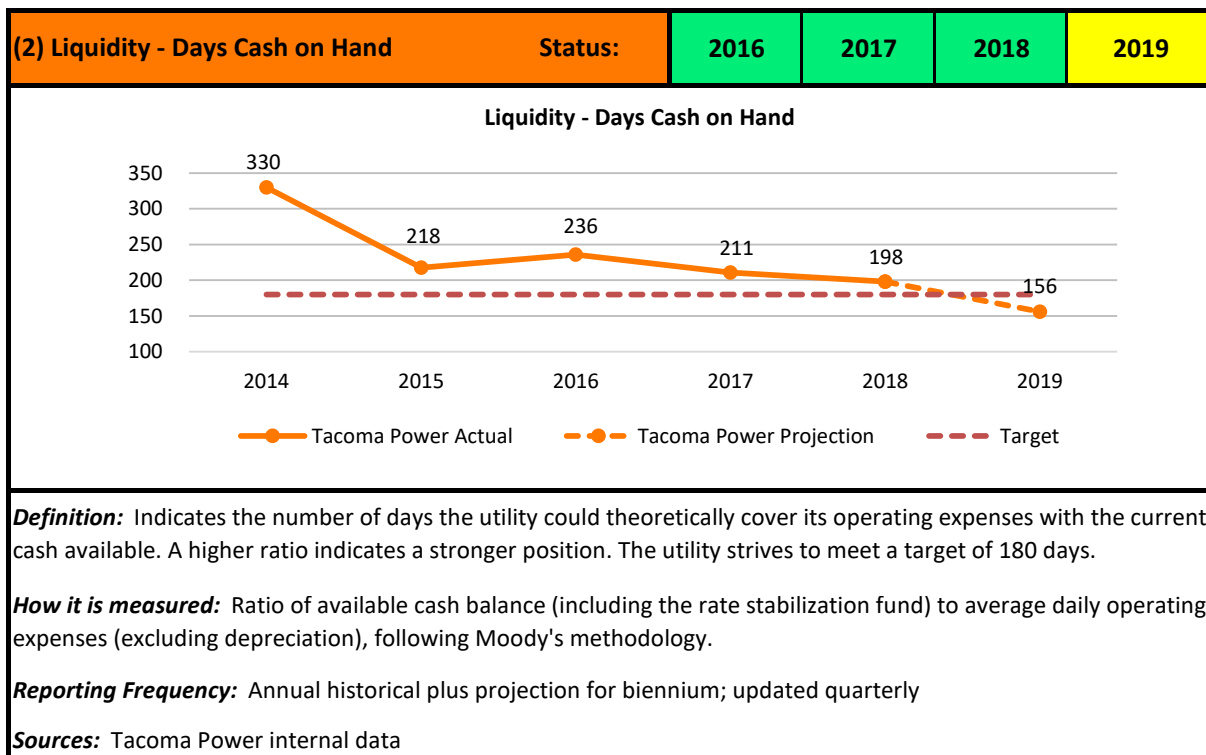
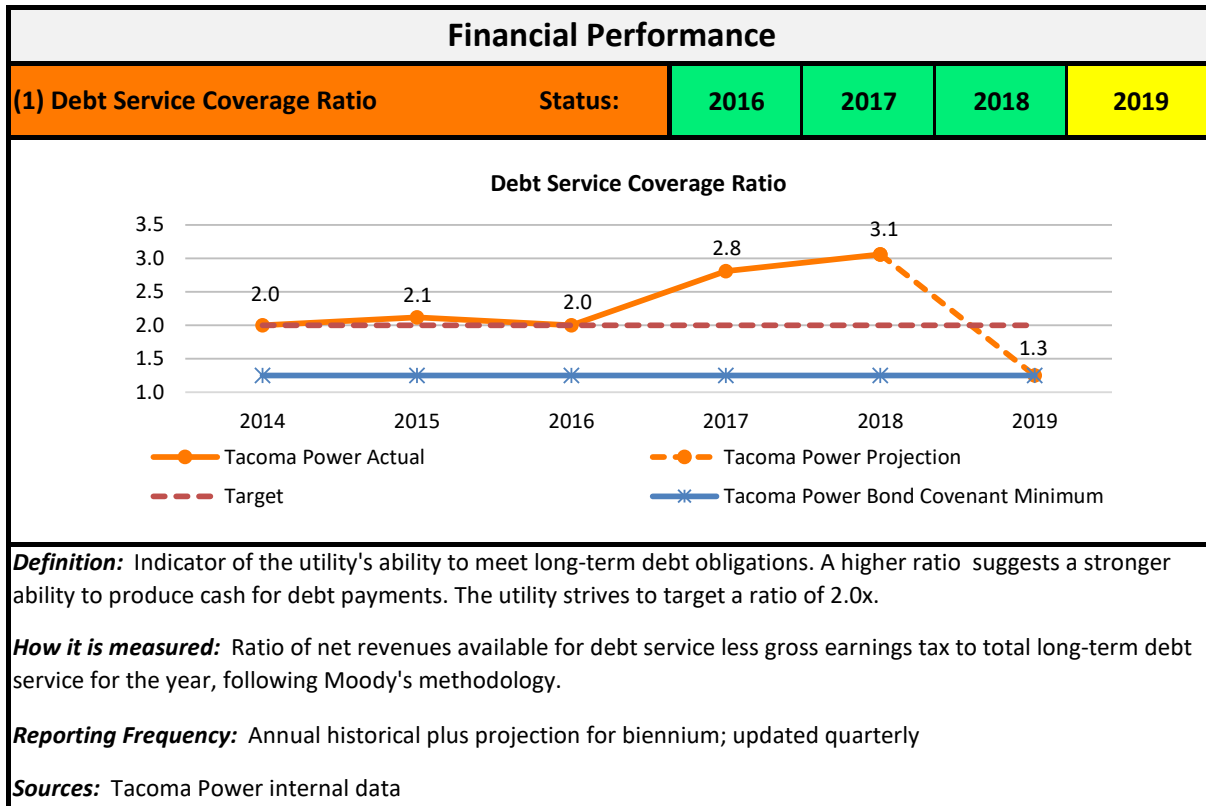
Financial Performance:		Power	Water		Rail			
1	Debt Service Coverage		1	Debt Service Coverage		1	Debt Service Coverage	
2	Liquidity - Days Cash on Hand	↓	2	Liquidity - Days Cash on Hand		2	Liquidity - Days Cash on Hand	
3	Budget Performance	↓	3	Budget Performance		3	Budget Performance	
Operational Excellence: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

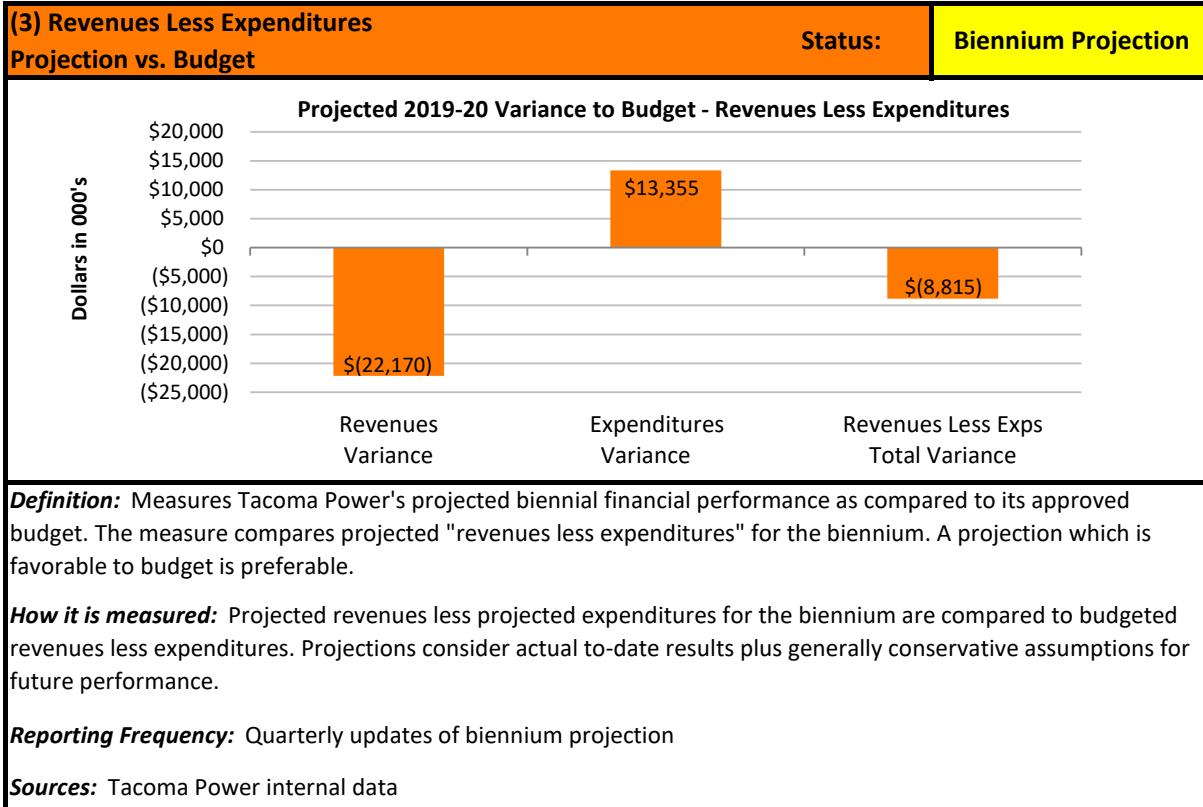
Quarter 4, 2019

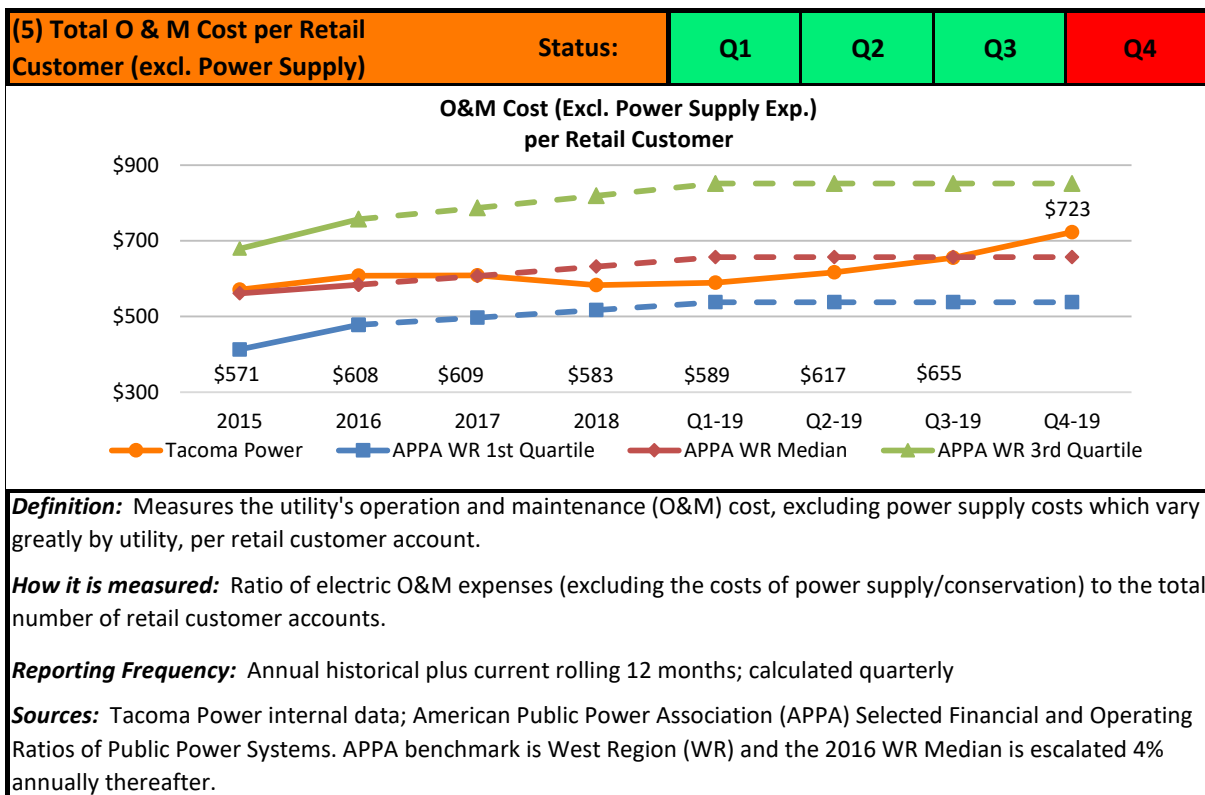
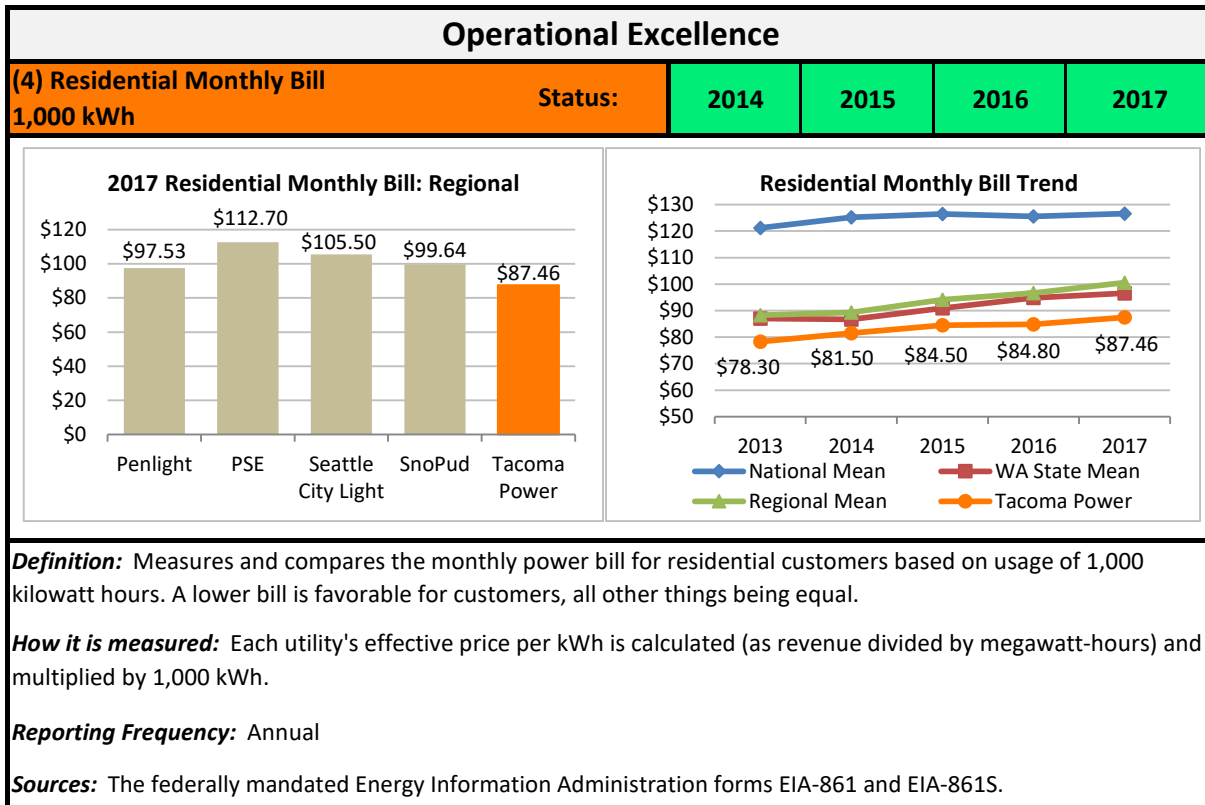
Tacoma Power - Financial Performance			Tacoma Water - Financial Performance			Tacoma Rail - Financial Performance		
1	Debt Service Coverage	<ul style="list-style-type: none"> ≥ 2.0x policy minimum < policy min but above bond covenant Below 1.25x bond covenant 	1	Debt Service Coverage	<ul style="list-style-type: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

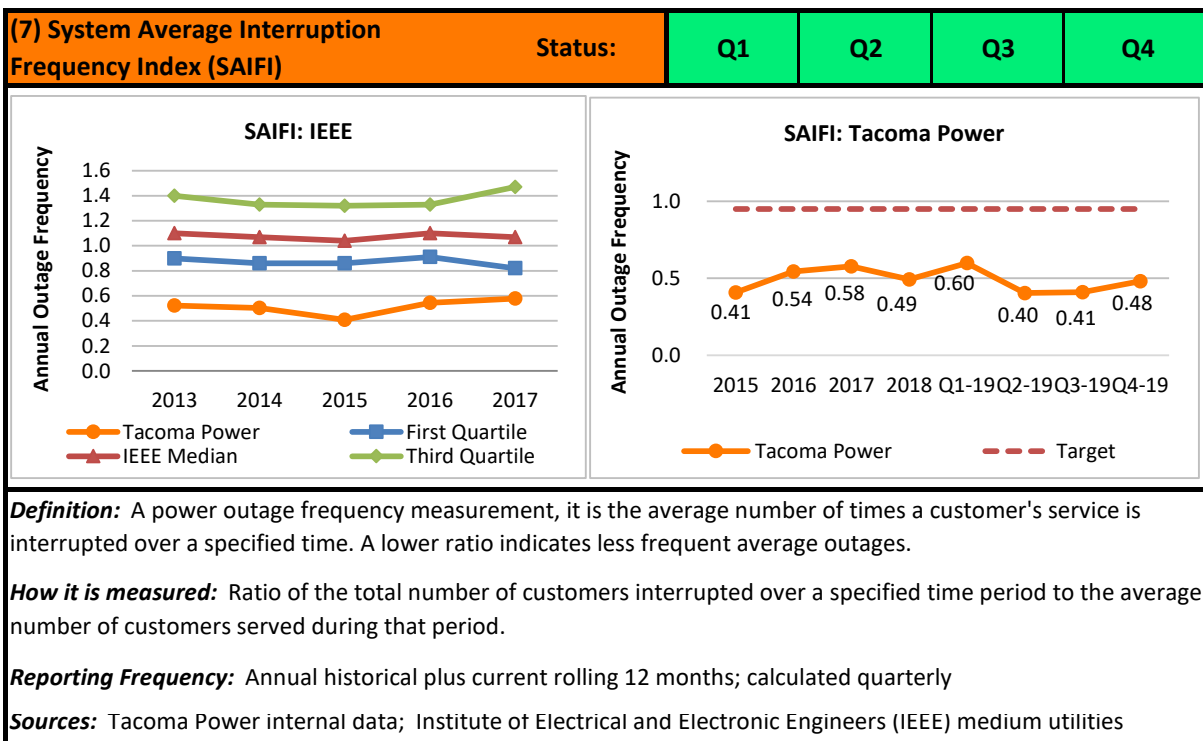
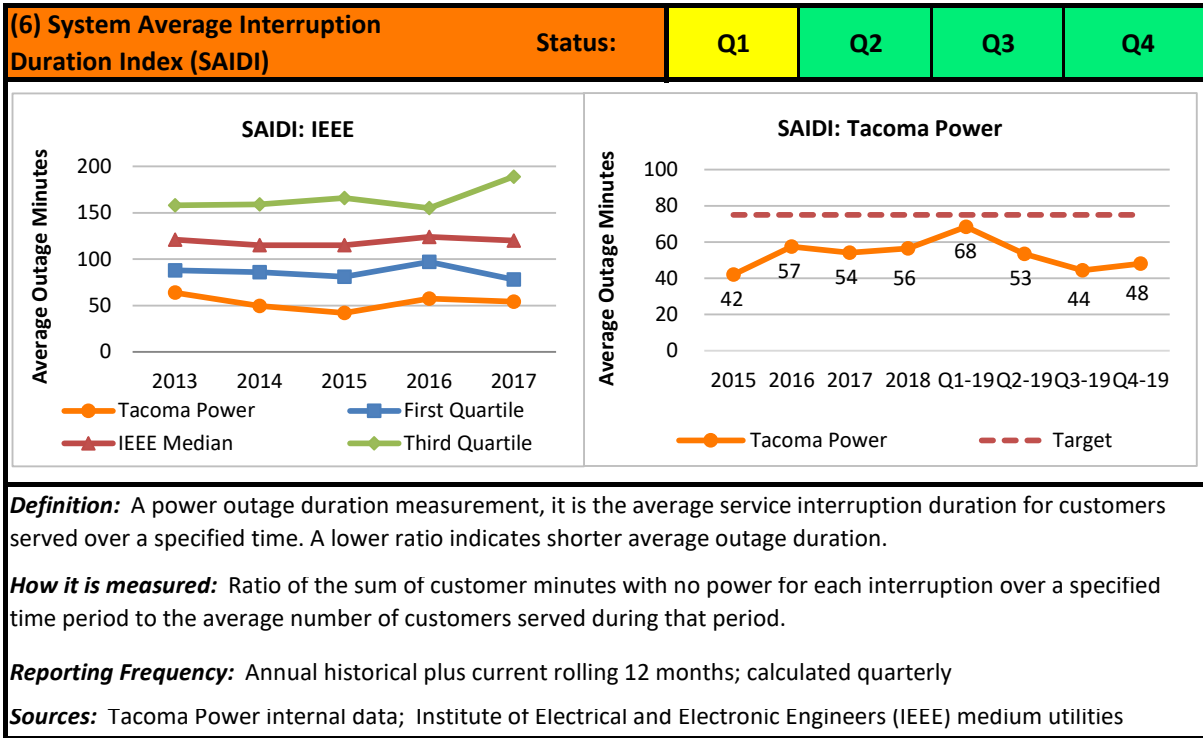


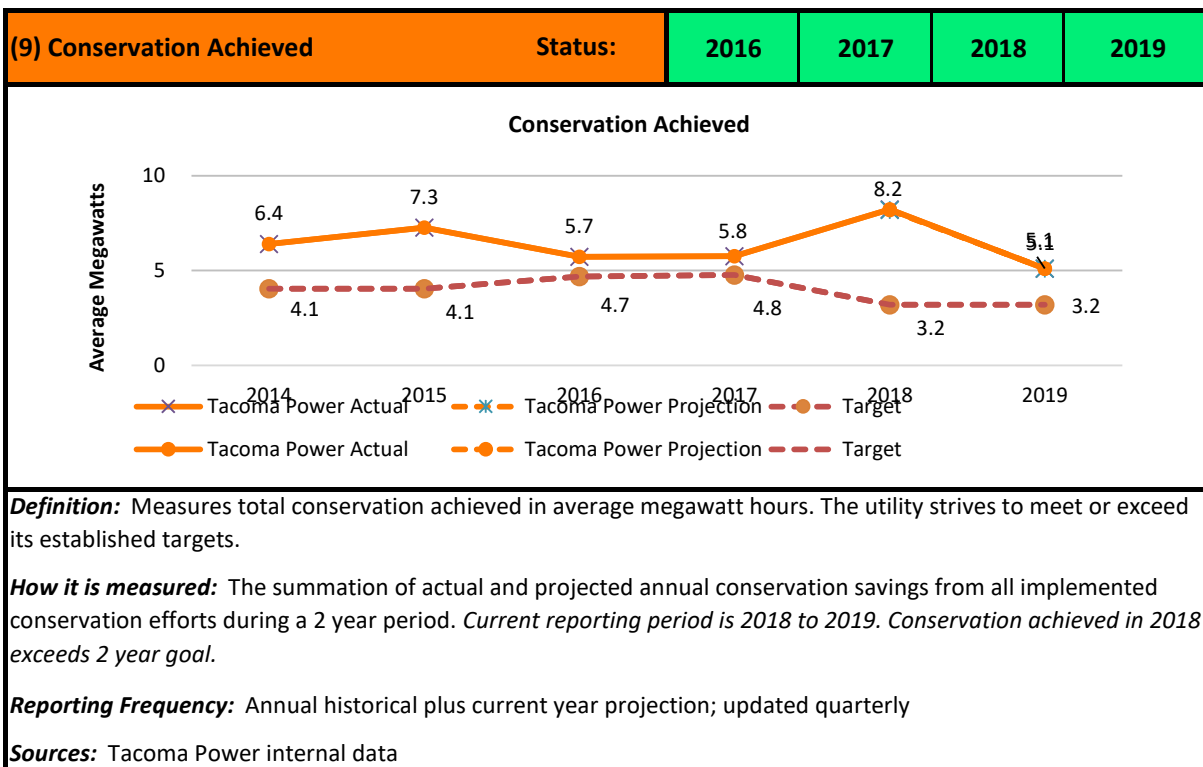
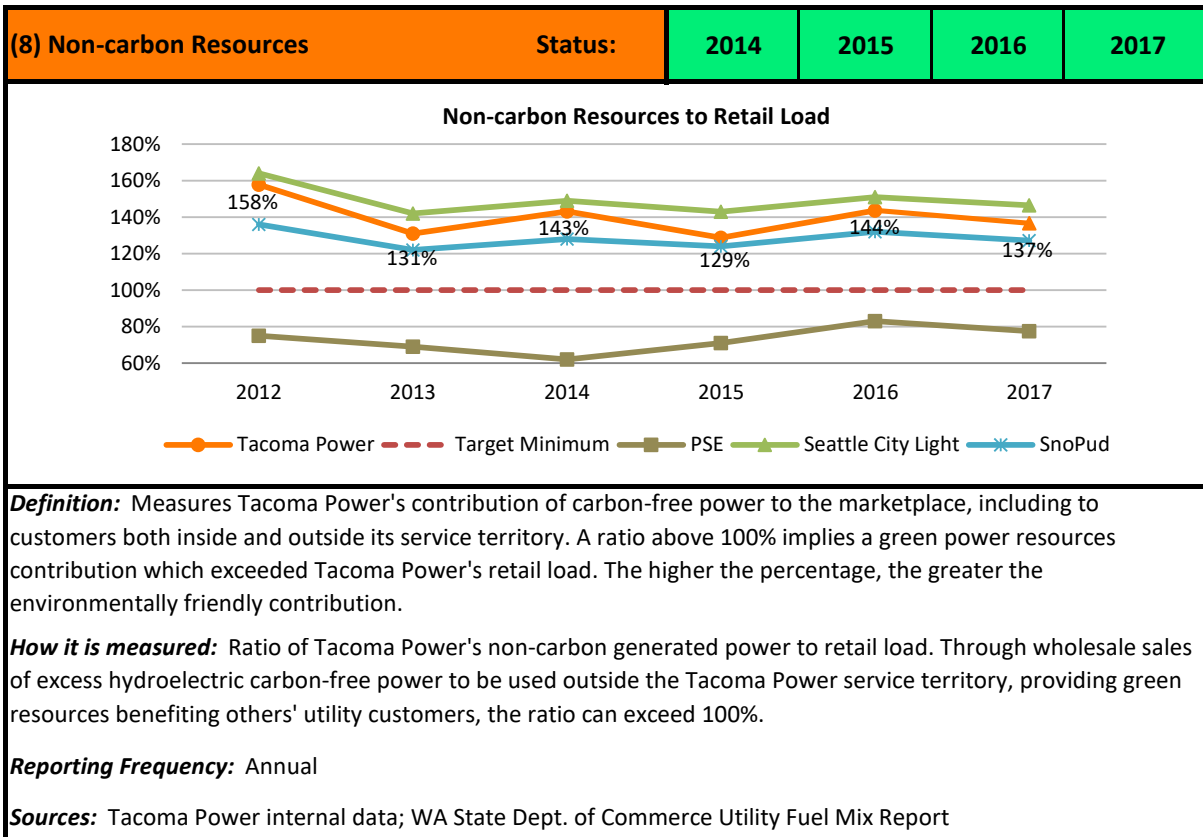
Performance Metrics Summary

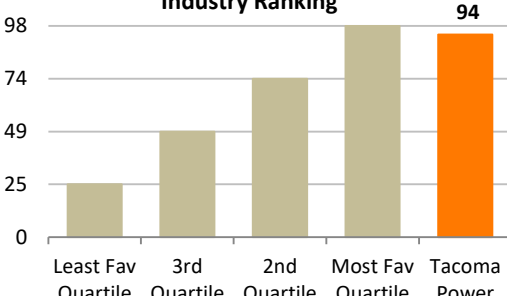
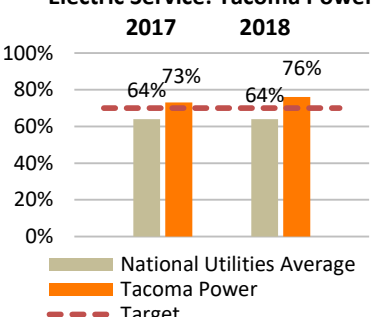


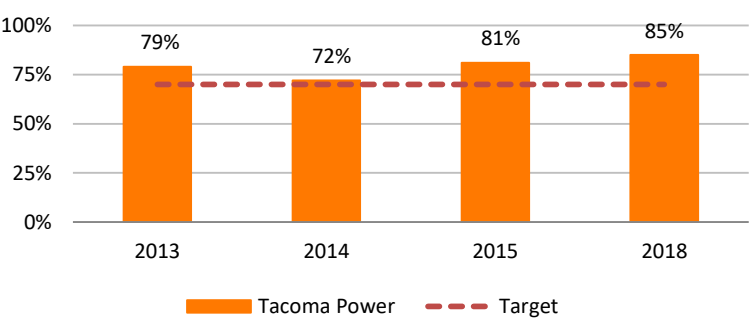


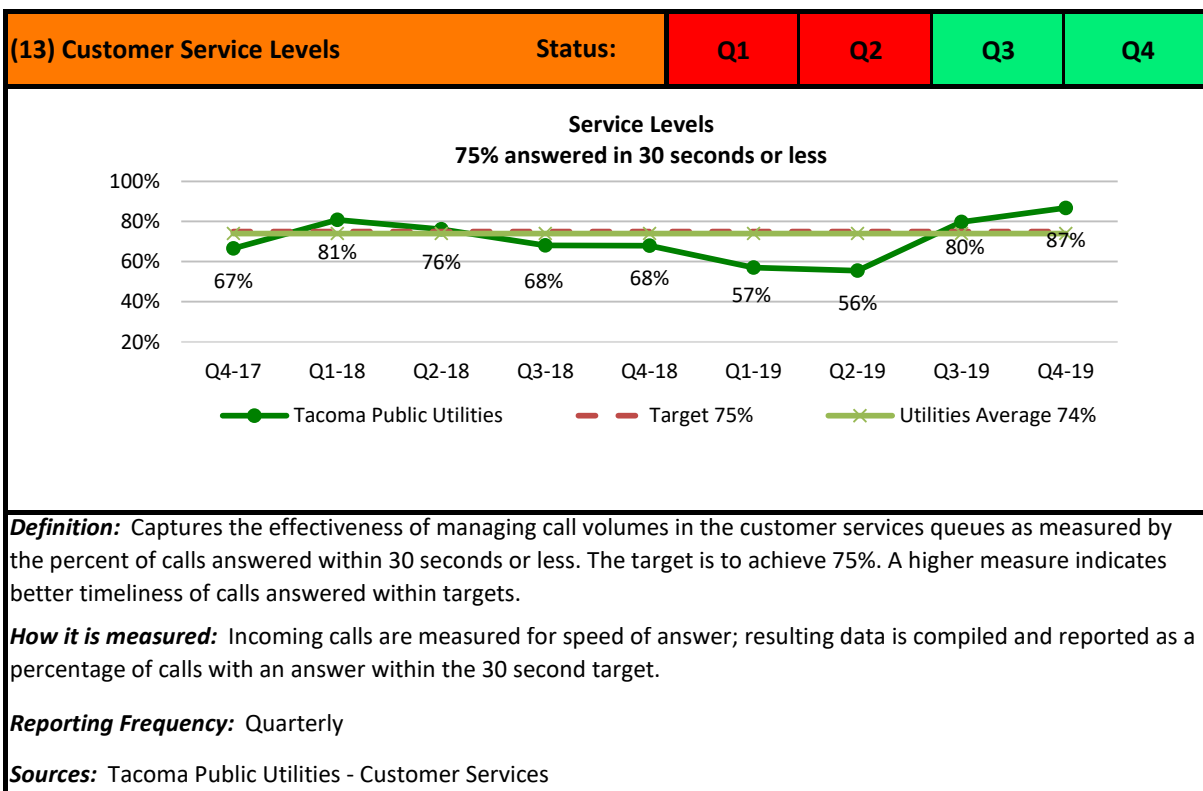
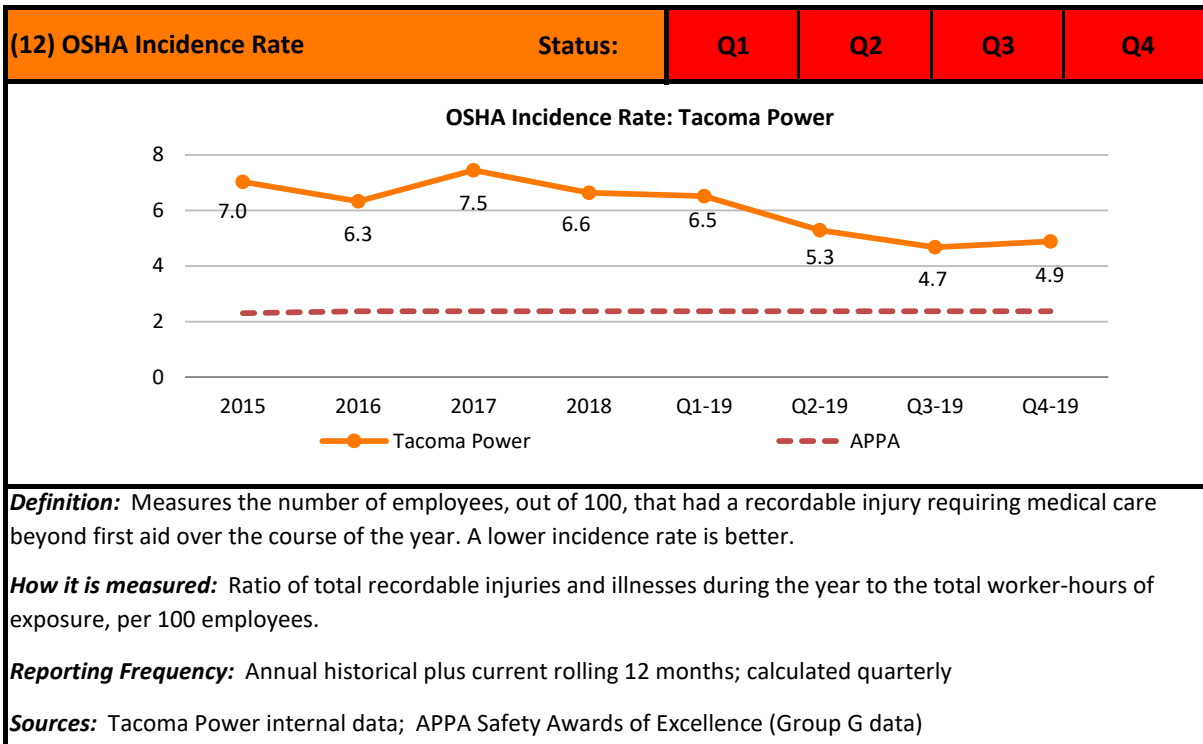






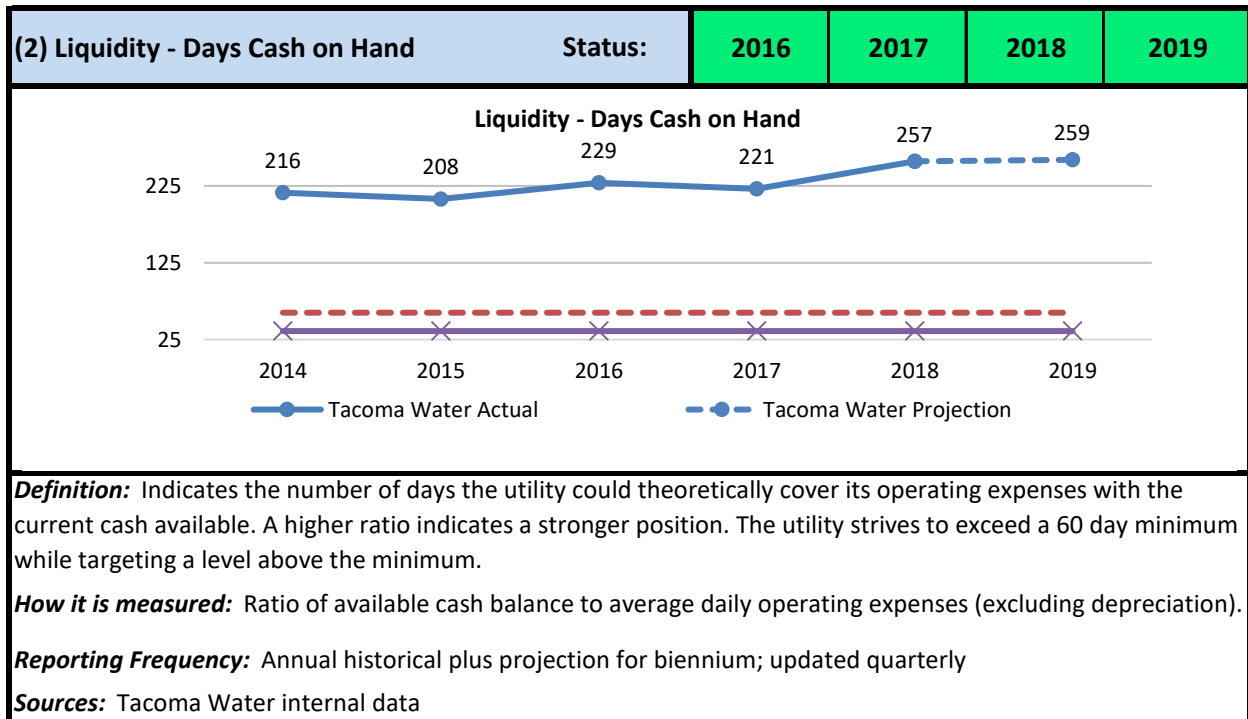
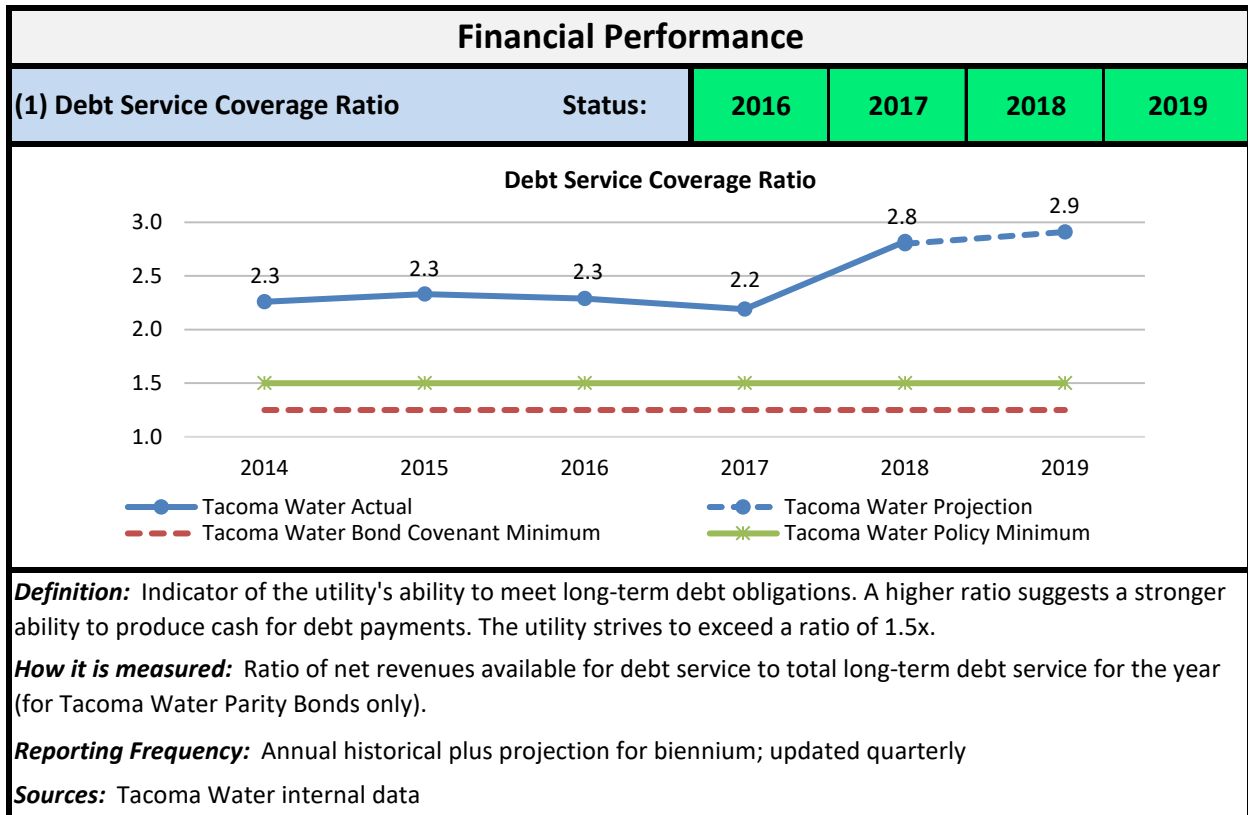
Commitment to Customers & Employees																											
(10) Customer Satisfaction	Status:	2017	2018																								
<div><div><p>2018 Overall Satisfaction: Industry Ranking</p><table><caption>2018 Overall Satisfaction: Industry Ranking</caption><tr><th>Category</th><th>Score</th></tr><tr><td>Least Fav Quartile</td><td>25</td></tr><tr><td>3rd Quartile</td><td>49</td></tr><tr><td>2nd Quartile</td><td>74</td></tr><tr><td>Most Fav Quartile</td><td>94</td></tr><tr><td>Tacoma Power</td><td>94</td></tr></table></div><div><p>Overall Satisfaction with Electric Service: Tacoma Power</p><table><caption>Overall Satisfaction with Electric Service: Tacoma Power</caption><tr><th>Year</th><th>Tacoma Power</th><th>National Utilities Average</th><th>Target</th></tr><tr><td>2017</td><td>73%</td><td>64%</td><td>70%</td></tr><tr><td>2018</td><td>76%</td><td>64%</td><td>70%</td></tr></table></div></div>				Category	Score	Least Fav Quartile	25	3rd Quartile	49	2nd Quartile	74	Most Fav Quartile	94	Tacoma Power	94	Year	Tacoma Power	National Utilities Average	Target	2017	73%	64%	70%	2018	76%	64%	70%
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Year	Tacoma Power	National Utilities Average	Target																								
2017	73%	64%	70%																								
2018	76%	64%	70%																								
<p>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.</p> <p>How it is measured: Percentage of total responses receiving a score of 8, 9 or 10.</p> <p>Reporting Frequency: Updated with each newly conducted survey; expected to be annual</p> <p>Sources: Tacoma Public Utilities Residential Customer Satisfaction Baseline Survey; Market Strategies International (MSI) National Energy Utility Benchmarking</p>																											

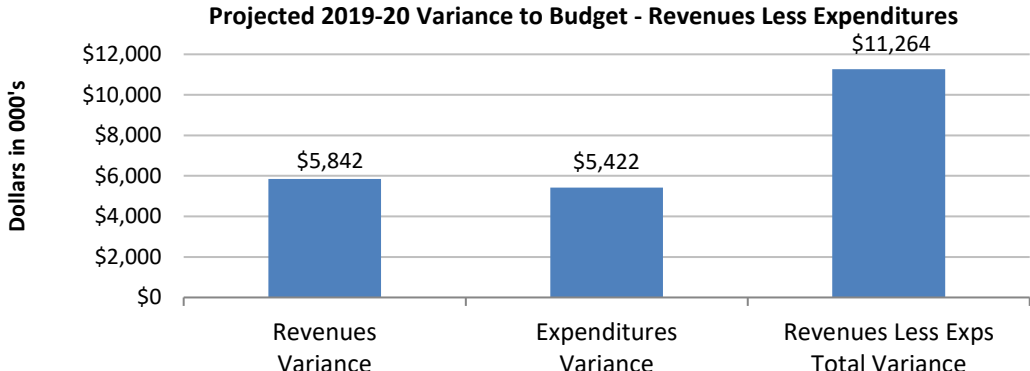
(11) Employee Satisfaction	Status:	2013	2014	2015	2018															
<div><p>Tacoma Power Employee Overall Satisfaction</p><table><caption>Tacoma Power Employee Overall Satisfaction</caption><thead><tr><th>Year</th><th>Tacoma Power</th><th>Target</th></tr></thead><tbody><tr><td>2013</td><td>79%</td><td>75%</td></tr><tr><td>2014</td><td>72%</td><td>75%</td></tr><tr><td>2015</td><td>81%</td><td>75%</td></tr><tr><td>2018</td><td>85%</td><td>75%</td></tr></tbody></table></div>						Year	Tacoma Power	Target	2013	79%	75%	2014	72%	75%	2015	81%	75%	2018	85%	75%
Year	Tacoma Power	Target																		
2013	79%	75%																		
2014	72%	75%																		
2015	81%	75%																		
2018	85%	75%																		
<p>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.</p> <p>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.</p> <p>Reporting Frequency: Updated with each newly conducted survey; expected to be annual</p> <p>Sources: TPU All-Employee Engagement Survey</p>																				





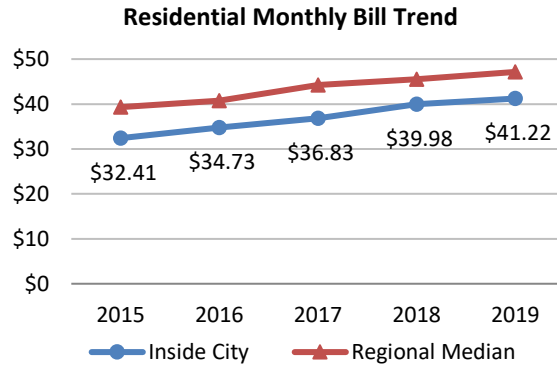
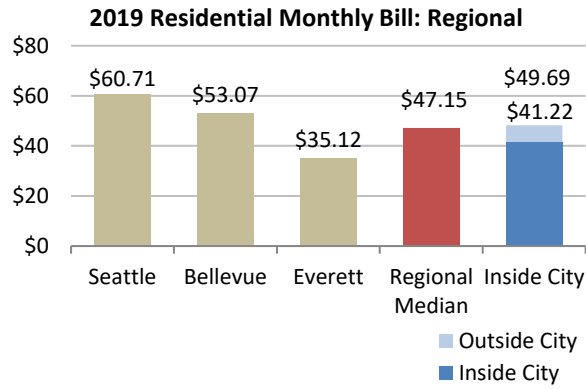
Performance Metrics Summary



(3) Revenues Less Expenditures Projection vs. Budget		Status:	Biennium Projection								
<div><p>Projected 2019-20 Variance to Budget - Revenues Less Expenditures</p><table><thead><tr><th>Category</th><th>Variance (Dollars in 000's)</th></tr></thead><tbody><tr><td>Revenues Variance</td><td>\$5,842</td></tr><tr><td>Expenditures Variance</td><td>\$5,422</td></tr><tr><td>Revenues Less Exps Total Variance</td><td>\$11,264</td></tr></tbody></table></div>				Category	Variance (Dollars in 000's)	Revenues Variance	\$5,842	Expenditures Variance	\$5,422	Revenues Less Exps Total Variance	\$11,264
Category	Variance (Dollars in 000's)										
Revenues Variance	\$5,842										
Expenditures Variance	\$5,422										
Revenues Less Exps Total Variance	\$11,264										
<p>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.</p> <p>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.</p> <p>Reporting Frequency: Quarterly updates of biennium projection</p> <p>Sources: Tacoma Water internal data</p>											

Operational Excellence

(4) Average Residential Monthly Bill	Status:	2016	2017	2018	2019



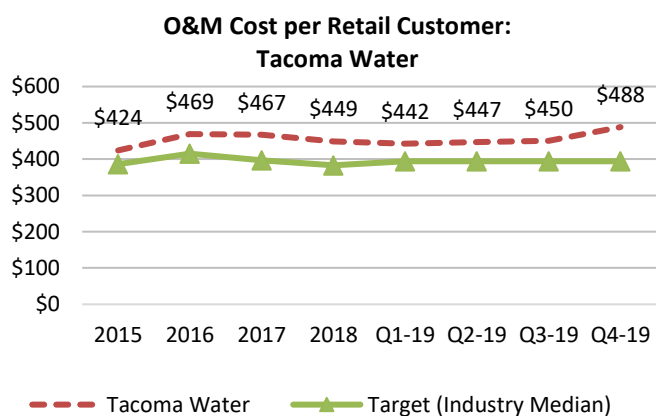
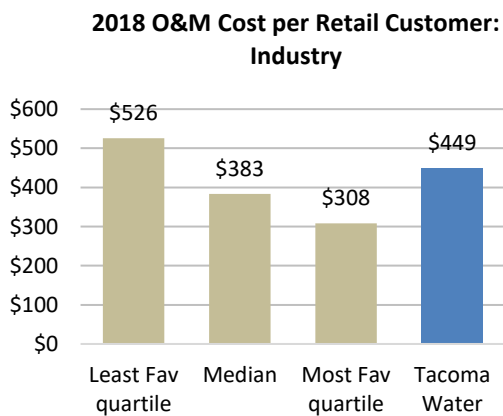
Definition: Measures and compares the monthly weighted average water bill for residential customers.

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

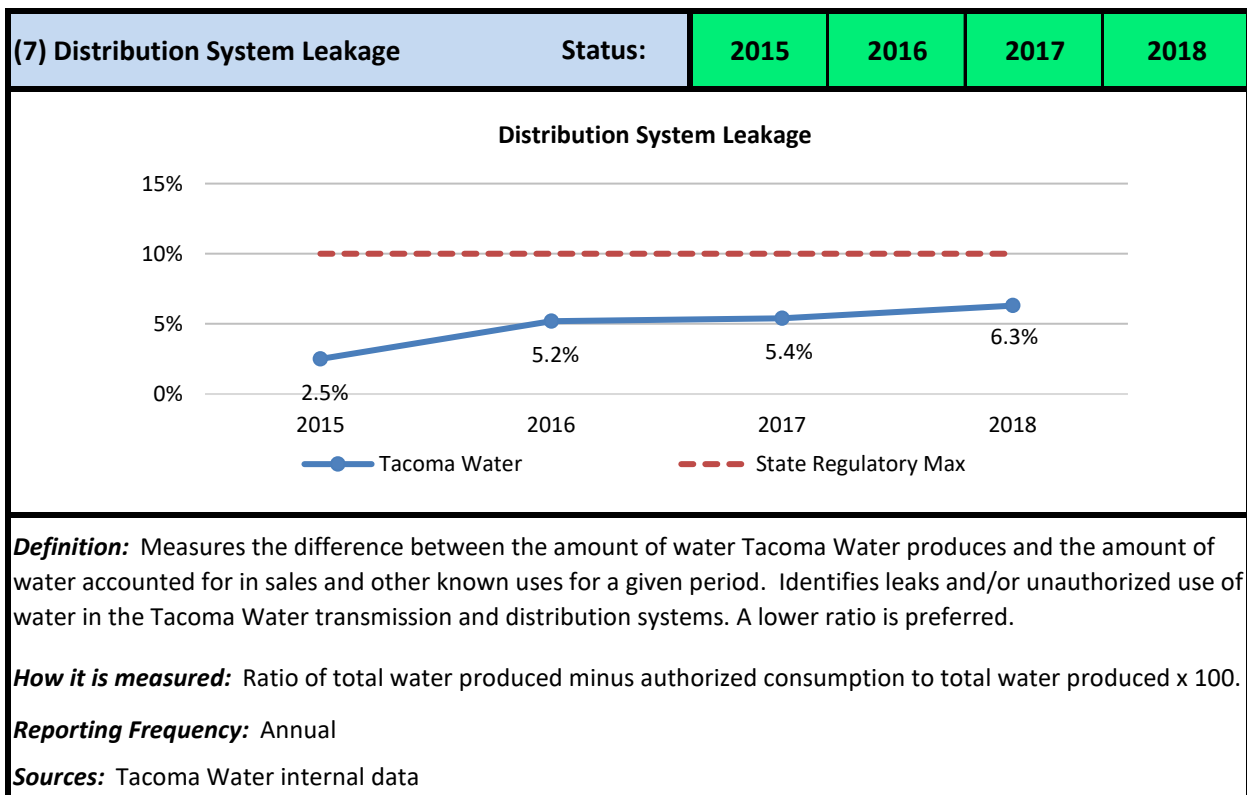
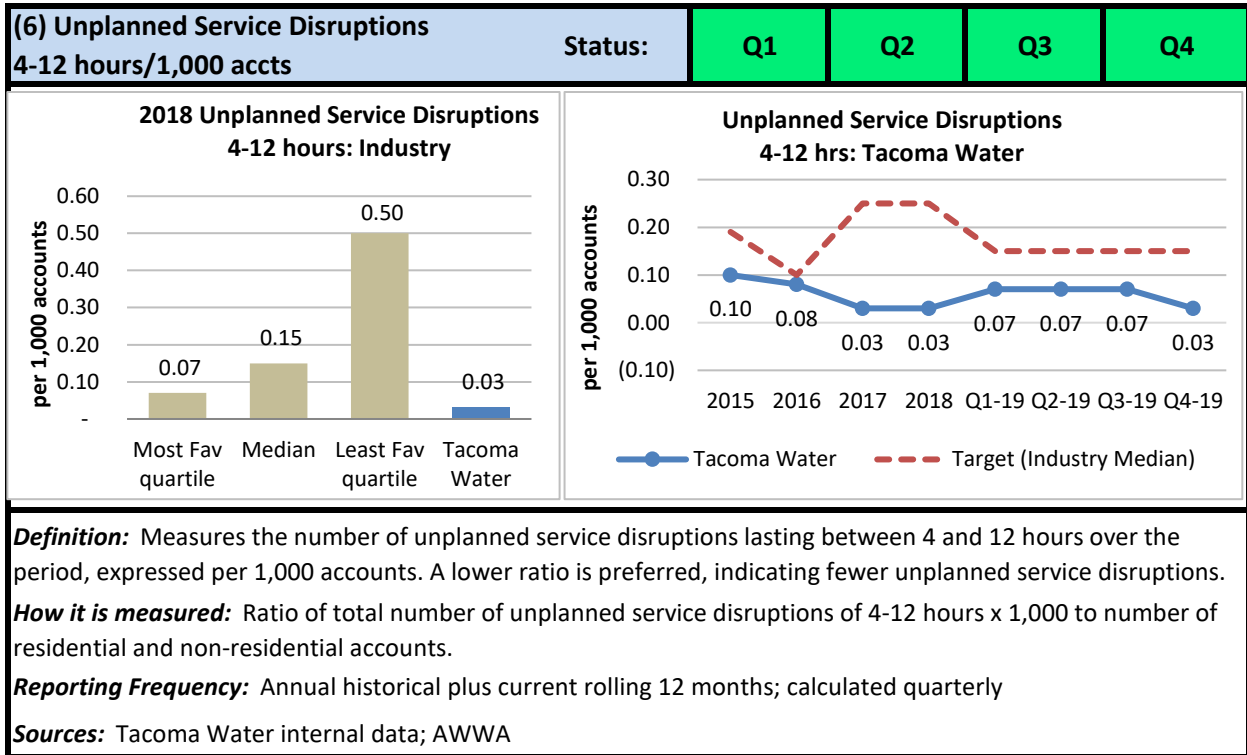


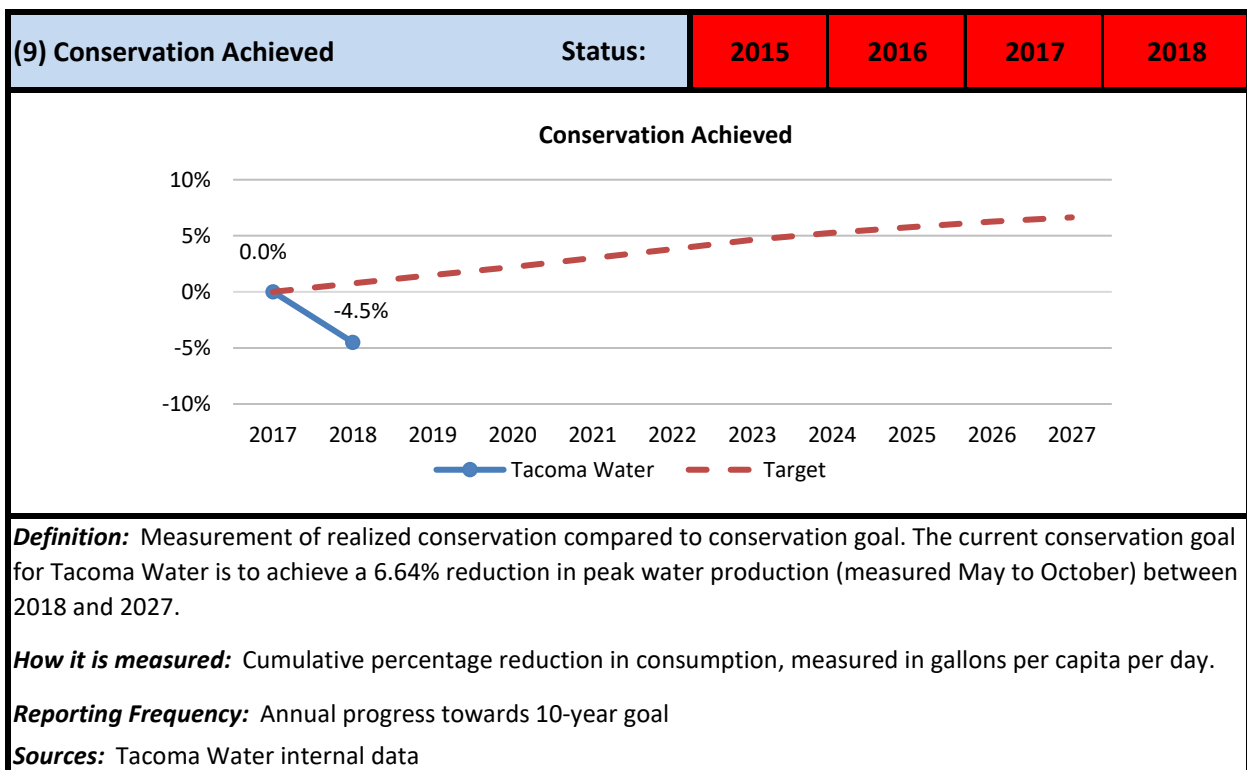
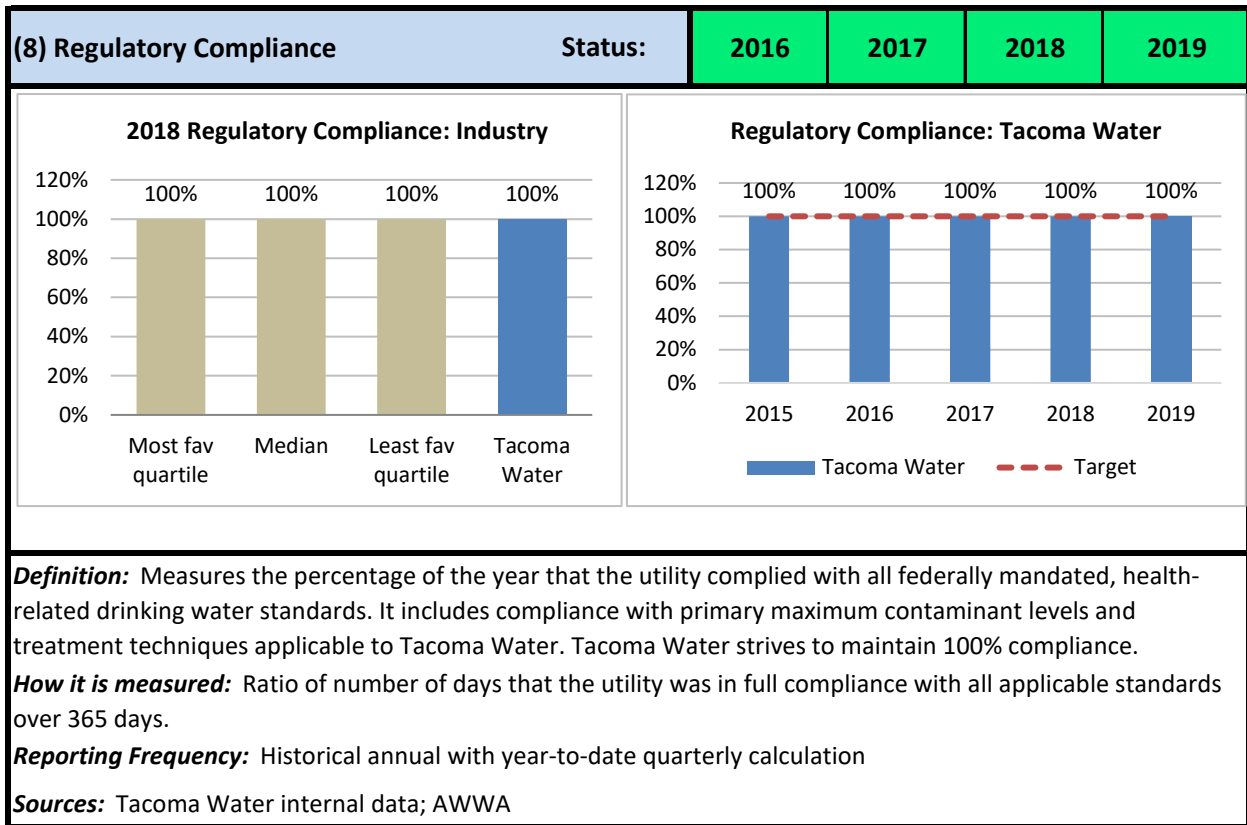
Definition: Measures the utility's operation and maintenance (O&M) cost per retail customer account.

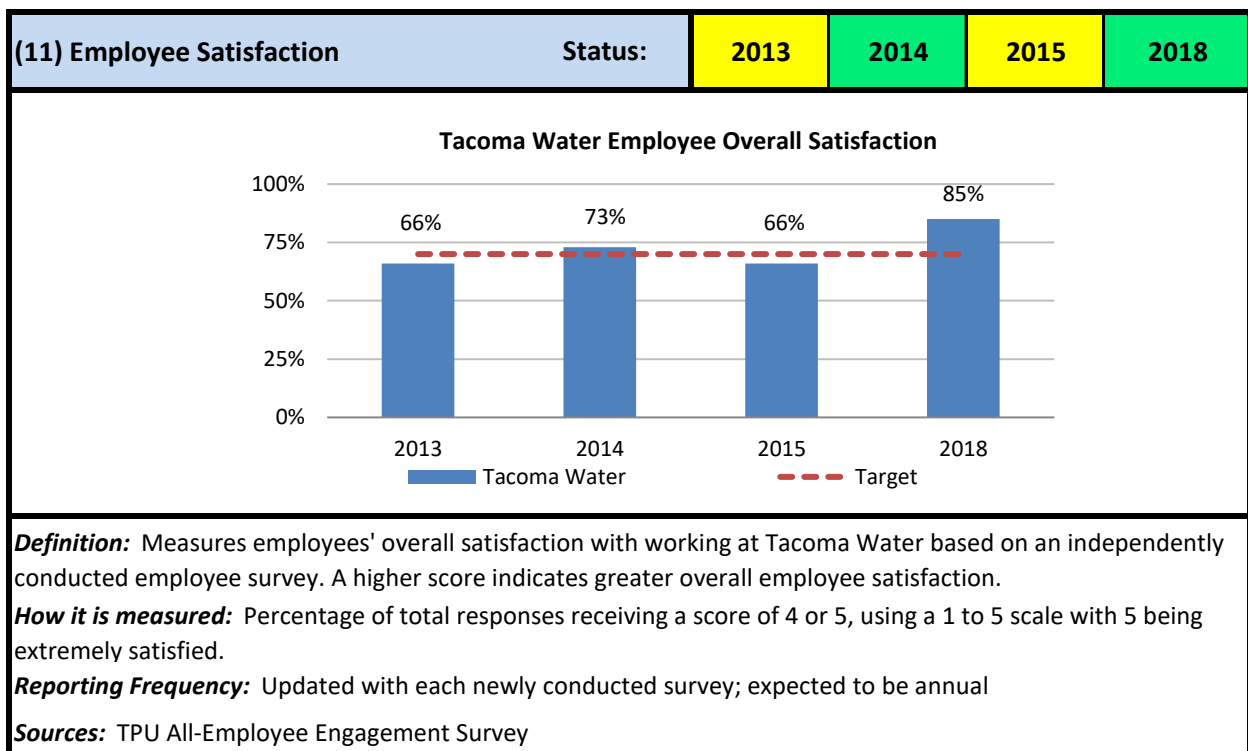
How it is measured: Ratio of total O&M costs minus depreciation to the total number of retail customer accounts.

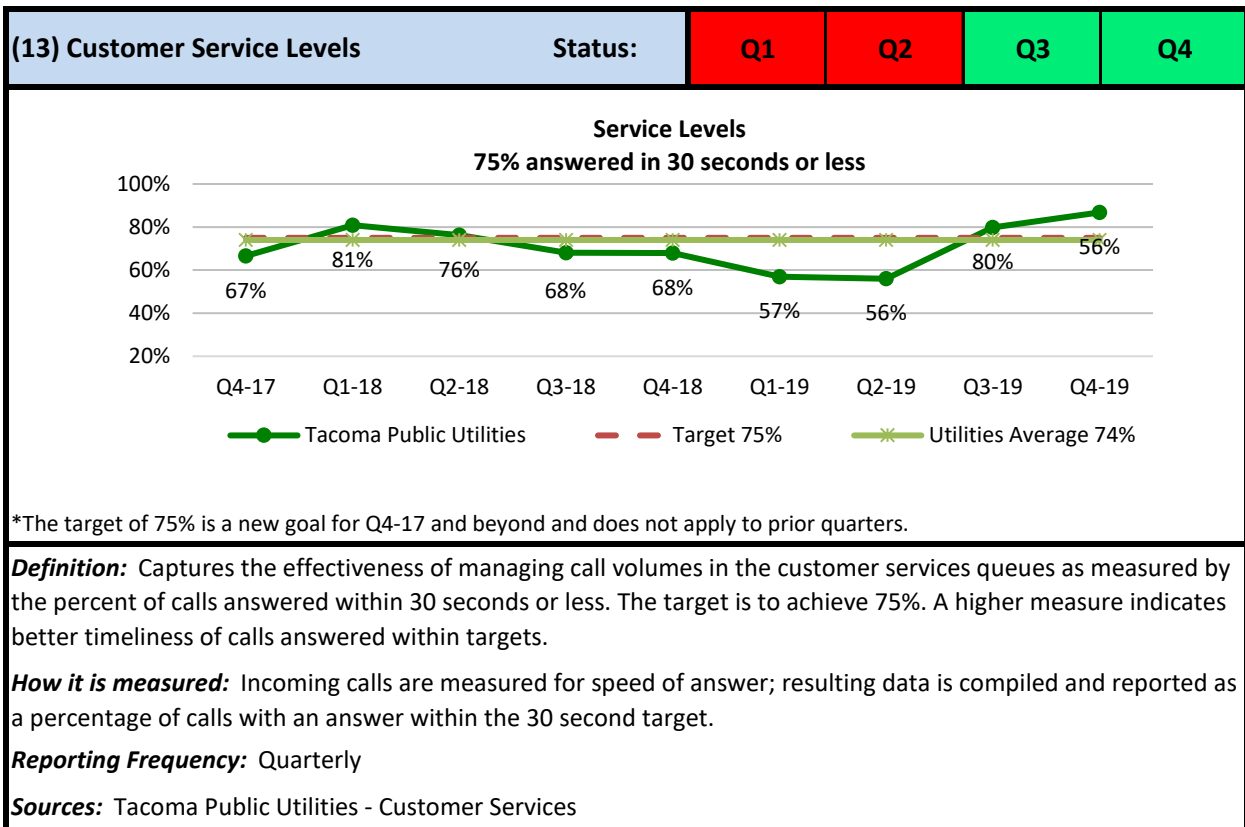
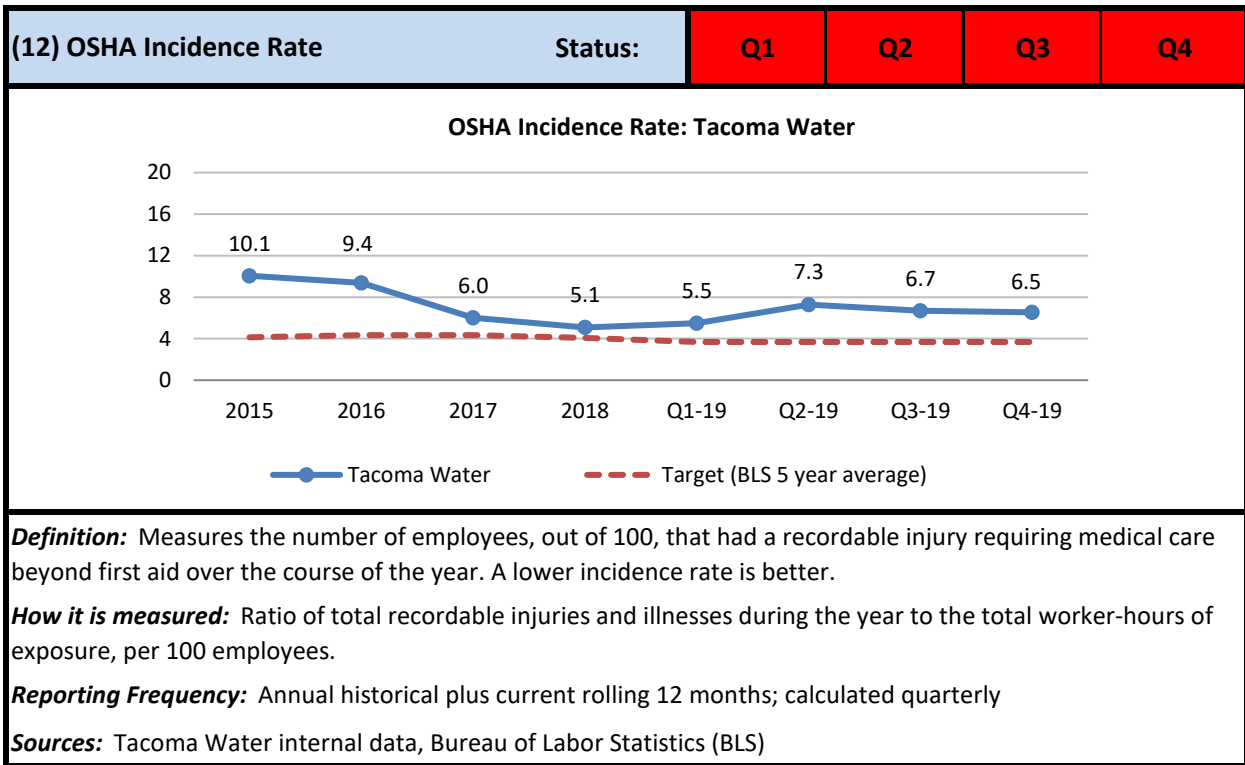
Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly

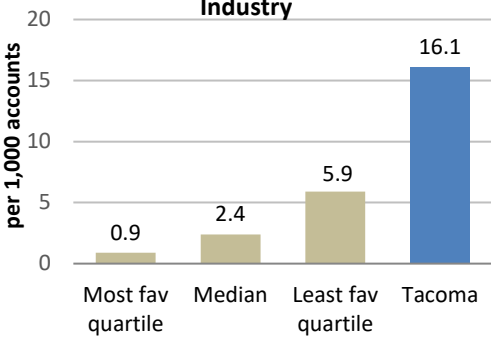
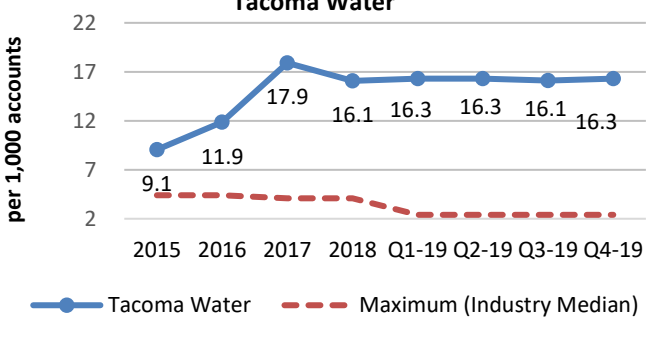
Sources: Tacoma Water internal data; AWWA. The 2018 Industry median is escalated 3% annually thereafter to reflect basic cost inflation.





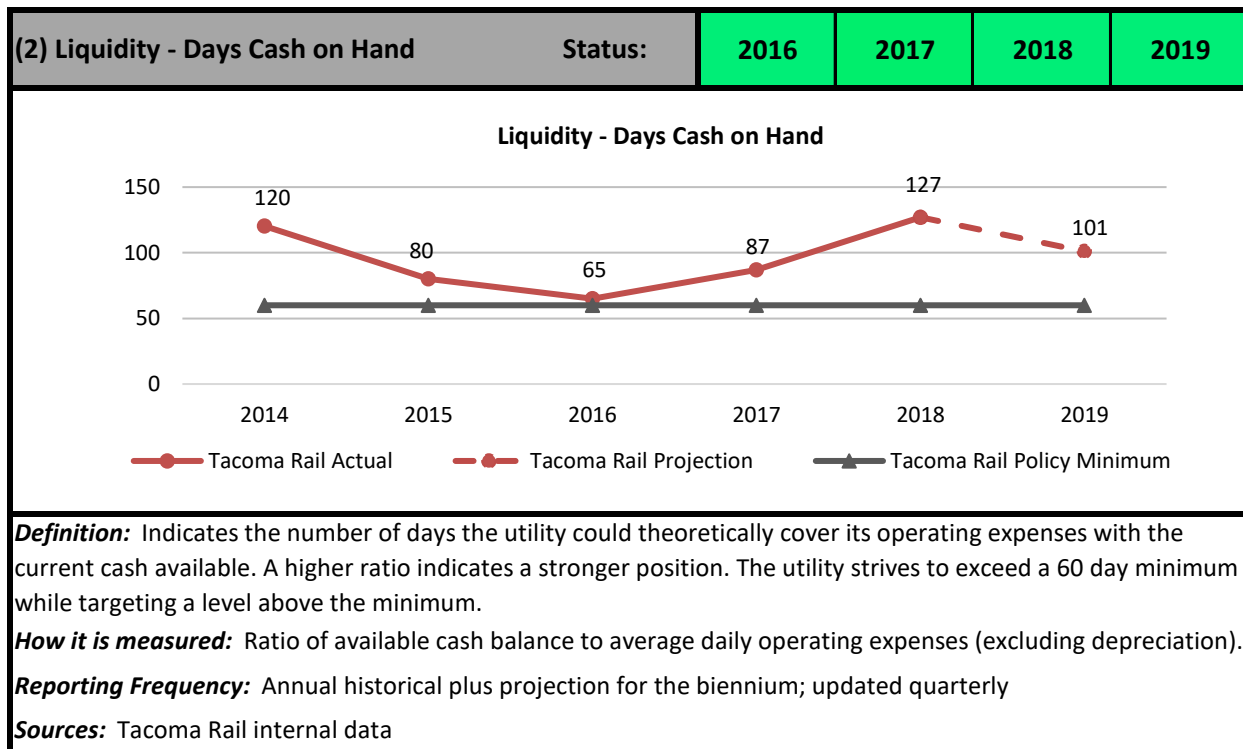
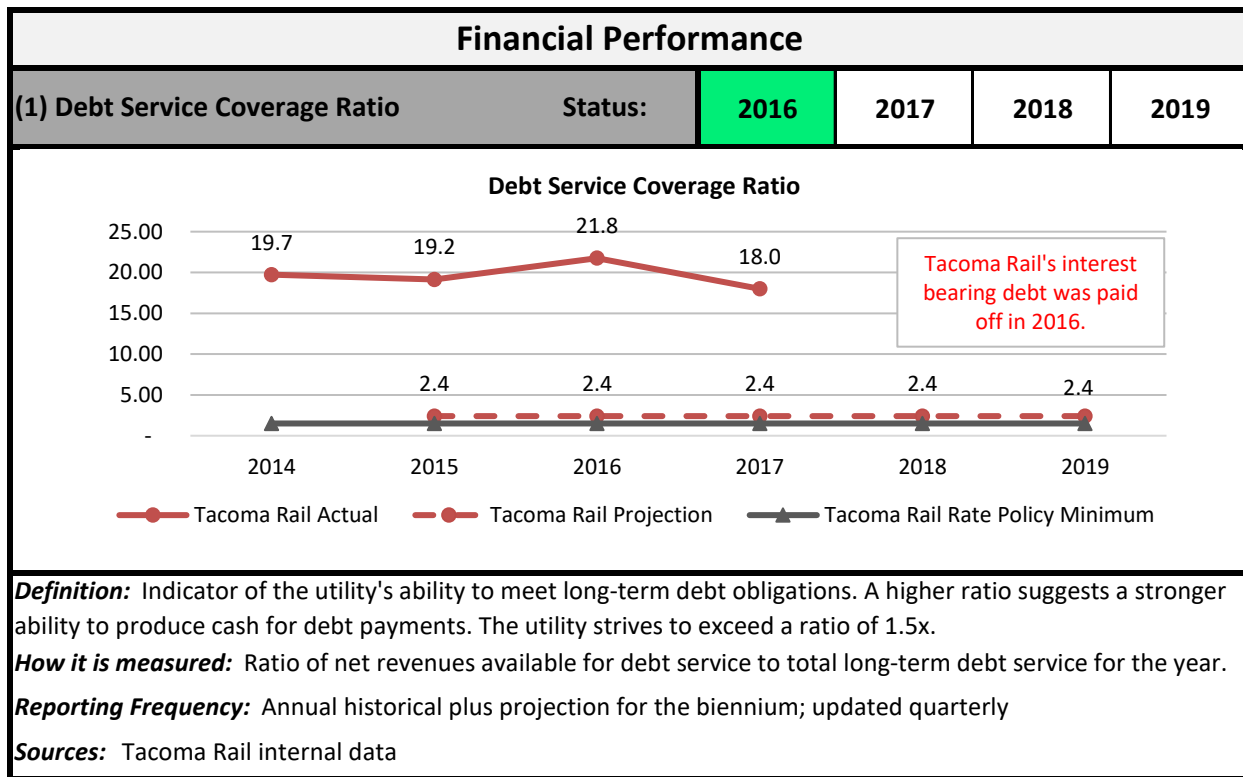


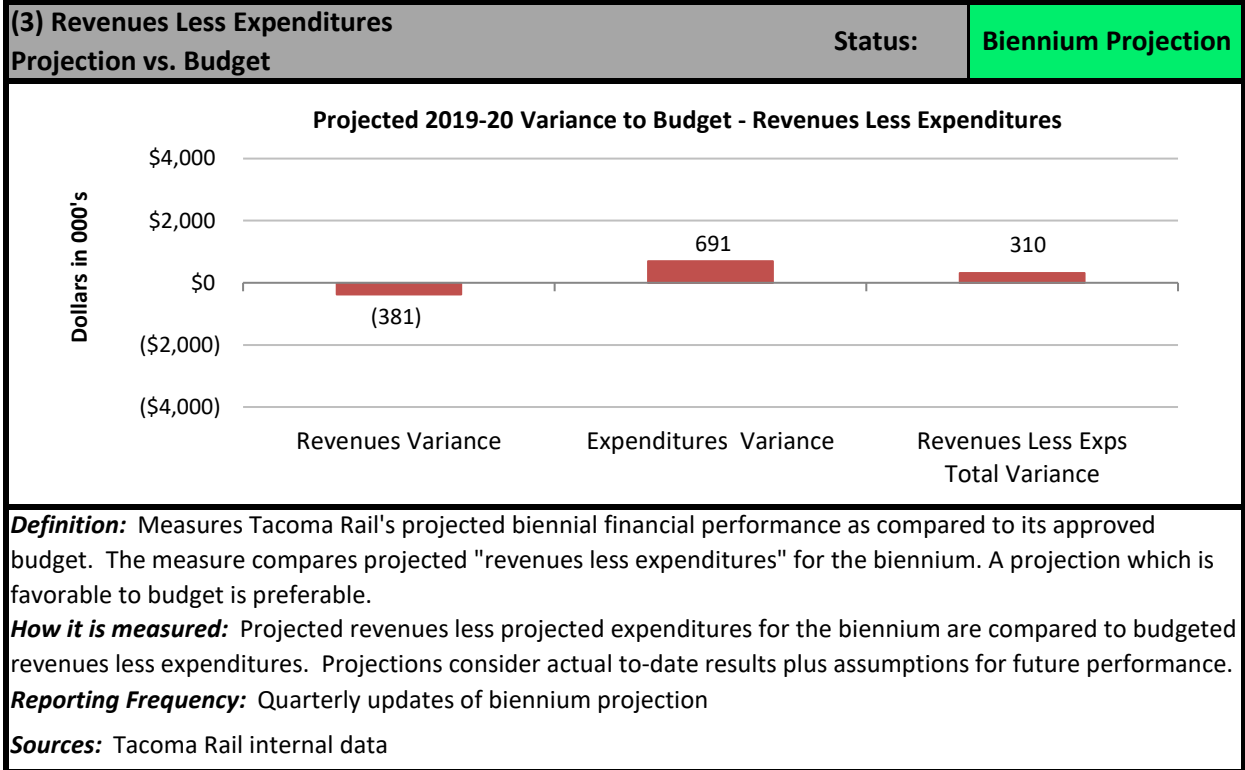


(14) Technical Service Complaints		Status:	Q1	Q2	Q3	Q4																																					
<div><div>2018 Tech. service complaints: Industry</div><div><table><caption>2018 Tech. service complaints: Industry</caption><thead><tr><th>Category</th><th>per 1,000 accounts</th></tr></thead><tbody><tr><td>Most 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/Quarter</th><th>Tacoma Water</th><th>Maximum (Industry Median)</th></tr></thead><tbody><tr><td>2015</td><td>9.1</td><td>~2.5</td></tr><tr><td>2016</td><td>11.9</td><td>~2.5</td></tr><tr><td>2017</td><td>17.9</td><td>~2.5</td></tr><tr><td>2018</td><td>16.1</td><td>~2.5</td></tr><tr><td>Q1-19</td><td>16.3</td><td>~2.5</td></tr><tr><td>Q2-19</td><td>16.3</td><td>~2.5</td></tr><tr><td>Q3-19</td><td>16.1</td><td>~2.5</td></tr><tr><td>Q4-19</td><td>16.3</td><td>~2.5</td></tr></tbody></table></div></div>					Year/Quarter	Tacoma Water	Maximum (Industry Median)	2015	9.1	~2.5	2016	11.9	~2.5	2017	17.9	~2.5	2018	16.1	~2.5	Q1-19	16.3	~2.5	Q2-19	16.3	~2.5	Q3-19	16.1	~2.5	Q4-19	16.3	~2.5
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Q3-19	16.1	~2.5																																									
Q4-19	16.3	~2.5																																									
<p>Definition: 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>How it is measured: Ratio of total number of technical service complaints x 1,000 to number of residential and non-residential accounts.</p> <p>Reporting Frequency: Annual historical plus current rolling 12 months; calculated quarterly</p> <p>Sources: Tacoma Water, AWWA</p>																																											



Performance Metrics Summary





Operational Excellence

(4) Terminal Short Line Tariff Comparison

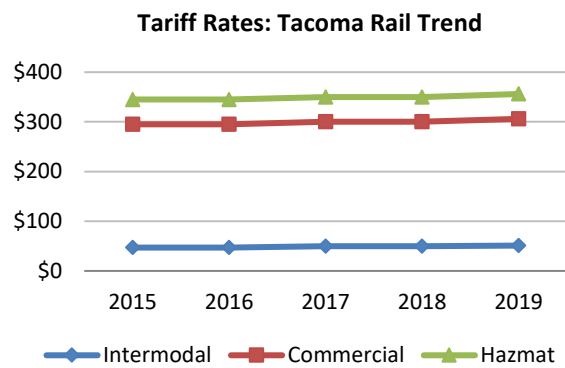
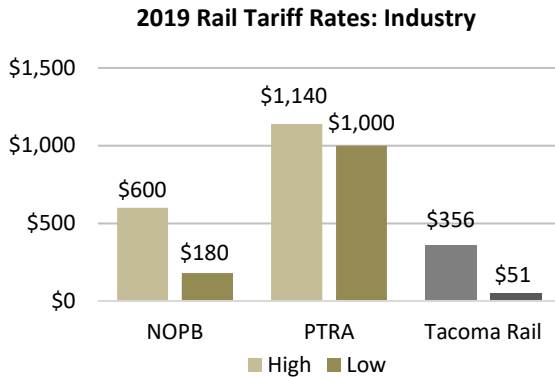
Status:

2016

2017

2018

2019



Definition: Compares Tacoma Rail tariff rates to similar short-line railroads. Lower rates are favorable for customers, all other things being equal.

How it is measured: The low and high range of tariff rates for Tacoma Rail commercial, intermodal and hazmat traffic are compared to similar short-line railroads such as New Orleans Public Beltline (NOPB) and Port Terminal Railroad Association (PTRA).

Reporting Frequency: Annual, or as rates change

Sources: Tacoma Rail internal data, New Orleans Public Beltline (NOPB) and Port Terminal Railroad Association (PTRA)

(5) Operating Ratio

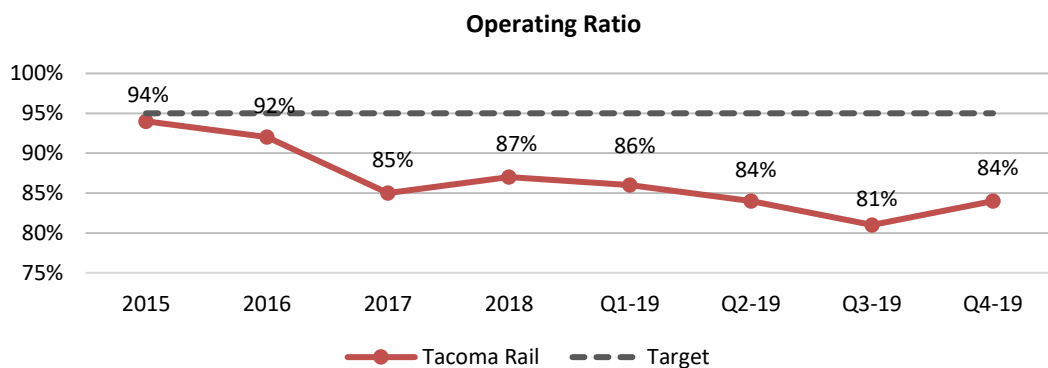
Status:

Q1

Q2

Q3

Q4

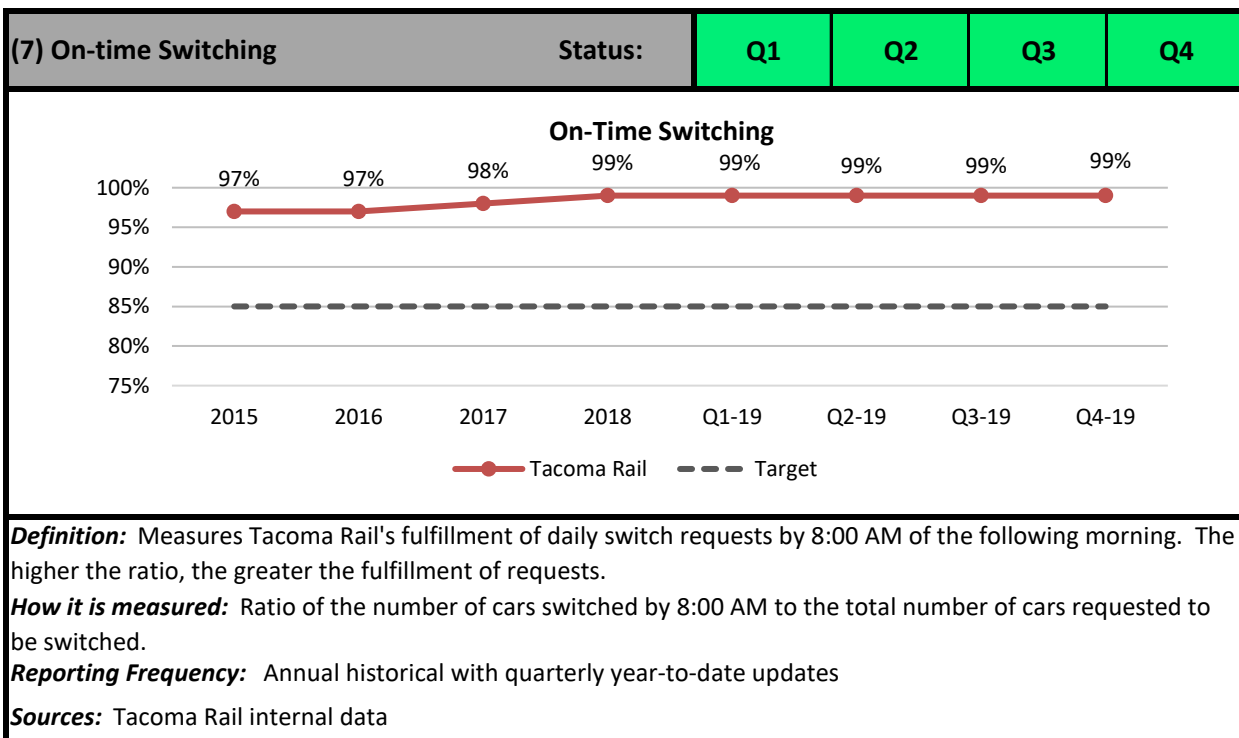
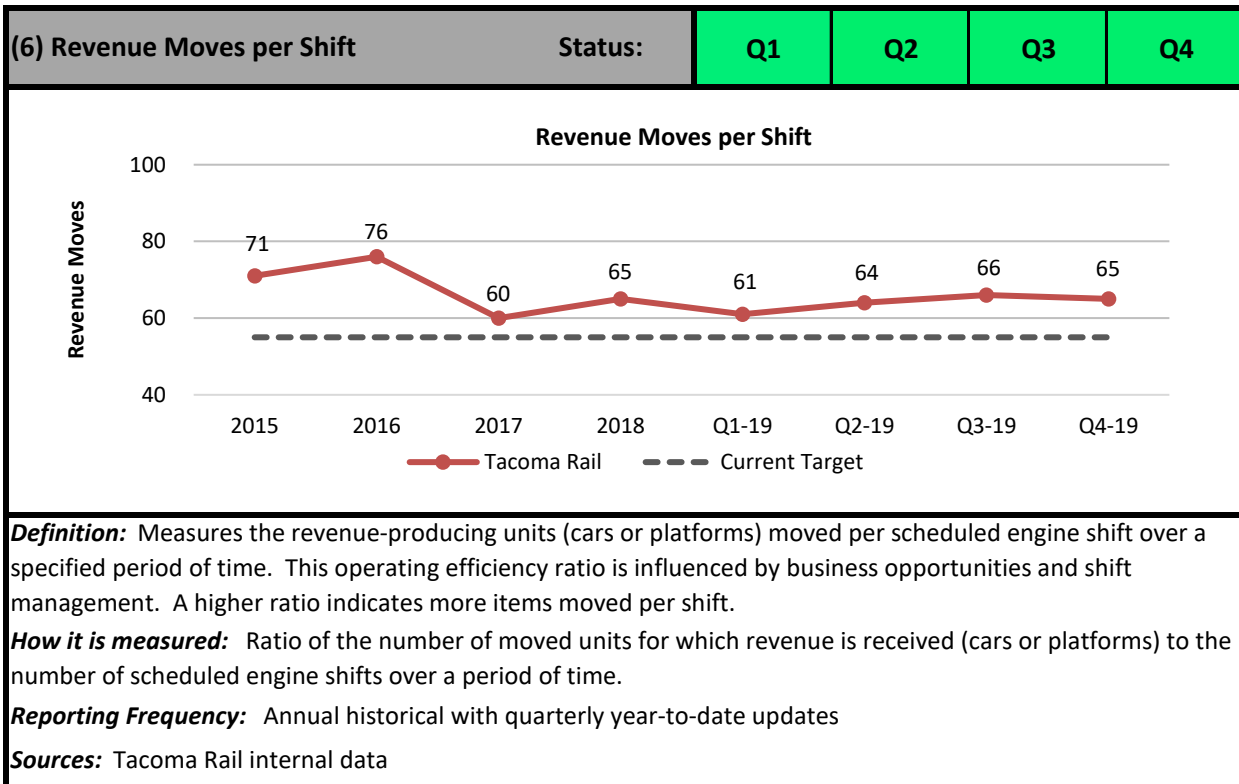


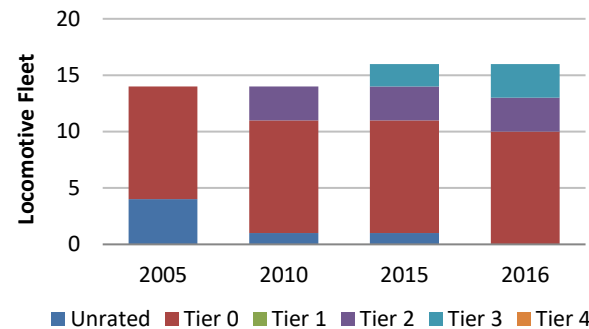

Definition: A key measure of railroad performance, the operating ratio is an indicator of profitability and operating efficiency. A lower ratio is better as more revenue is available to reinvest in the business and minimize customer rates. As a municipal short-line railroad, performance below 100% is favorable.

How it is measured: Ratio of operating expenses to revenues.

Reporting Frequency: Annual historical with quarterly year-to-date updates

Sources: Tacoma Rail internal data



(8) Diesel Conversion & Storm Water Remediation		Status - Diesel:	2019	Status - Storm Water:	2019																																																			
<div><div>Diesel Conversion</div><div><table border="1"><caption>Diesel Conversion Locomotive Fleet Data</caption><thead><tr><th>Year</th><th>Unrated</th><th>Tier 0</th><th>Tier 1</th><th>Tier 2</th><th>Tier 3</th><th>Tier 4</th></tr></thead><tbody><tr><td>2005</td><td>4</td><td>10</td><td>0</td><td>0</td><td>0</td><td>0</td></tr><tr><td>2010</td><td>1</td><td>10</td><td>0</td><td>3</td><td>0</td><td>0</td></tr><tr><td>2015</td><td>1</td><td>10</td><td>0</td><td>3</td><td>2</td><td>0</td></tr><tr><td>2016</td><td>0</td><td>10</td><td>0</td><td>3</td><td>3</td><td>0</td></tr></tbody></table></div></div>			Year	Unrated	Tier 0	Tier 1	Tier 2	Tier 3	Tier 4	2005	4	10	0	0	0	0	2010	1	10	0	3	0	0	2015	1	10	0	3	2	0	2016	0	10	0	3	3	0	<div><div>Storm Water Compliance</div><div><div>Compliant</div><div></div><div>Non-Compliant</div><div><table border="1"><thead><tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>18</td><td>18</td><td>18</td><td>18</td><td>19</td><td>19</td><td>19</td><td>19</td></tr></tbody></table></div></div></div>			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	18	18	18	18	19	19	19	19
Year	Unrated	Tier 0	Tier 1	Tier 2	Tier 3	Tier 4																																																		
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2015	1	10	0	3	2	0																																																		
2016	0	10	0	3	3	0																																																		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																																																	
18	18	18	18	19	19	19	19																																																	
<p>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.</p> <p>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.</p> <p>Reporting Frequency: 5 years (Diesel), Quarterly (Storm Water)</p> <p>Sources: Tacoma Rail internal data (Diesel); Washington State Department of Ecology (Storm Water)</p>																																																								

