

June 19, 2013 Packet



Department Budget Information

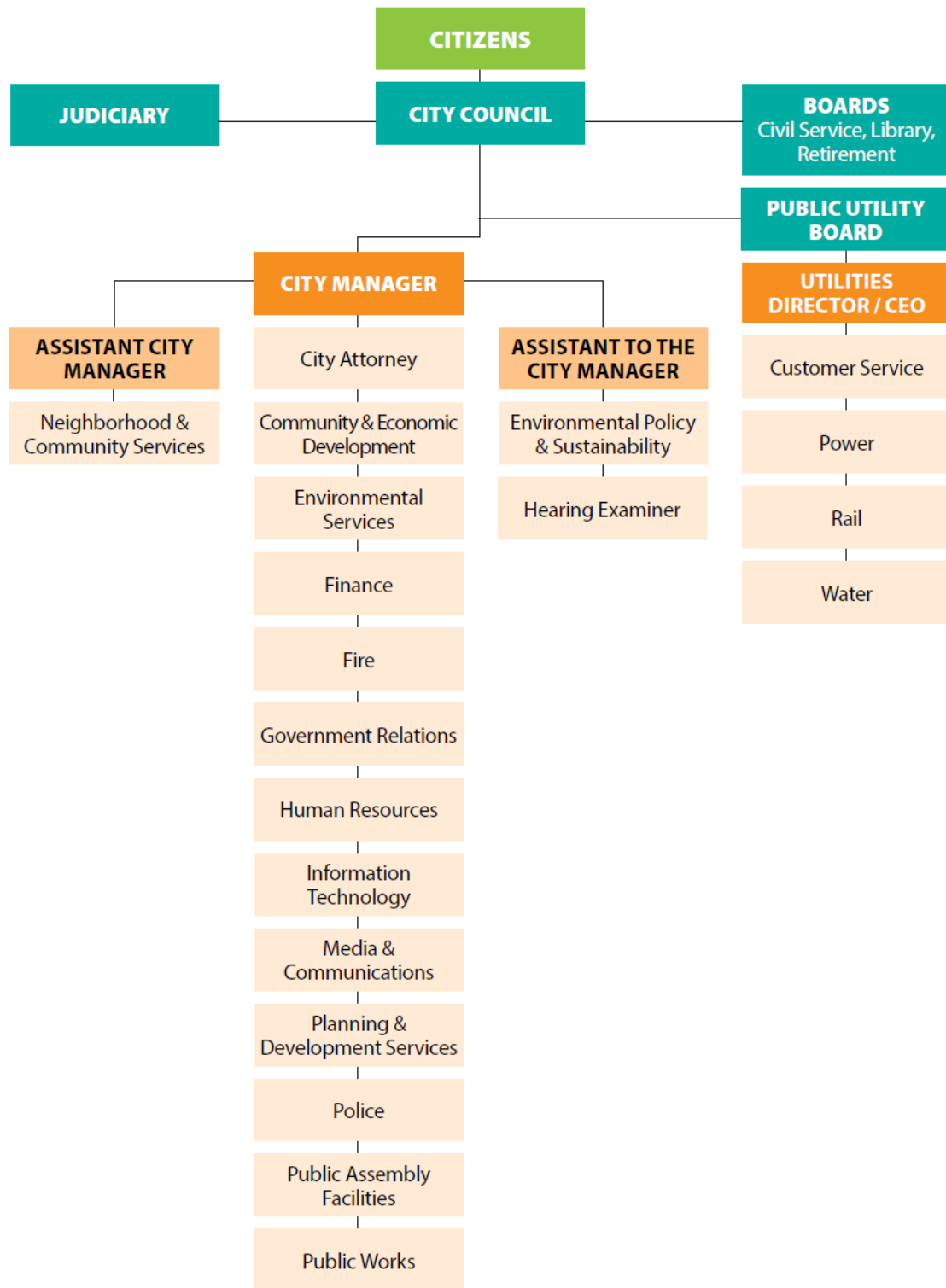
The following packet contains information on General Fund
Departments.

City of Tacoma - Office of
Management and Budget
747 Market Street
www.cityoftacoma.org

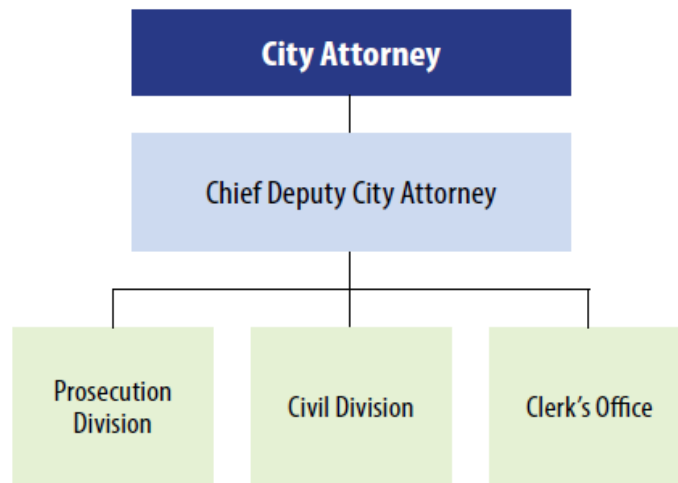
June 19, 2013

General Fund Department Specific Information

City Wide Organizational Chart



City Attorney's Office



Mission

The City Attorney's Office is dedicated to advancing the public trust and helping the City of Tacoma achieve its policy goals by providing high quality, ethical, responsive and economical legal services.

Civil Division

The Civil Division of the City Attorney's Office is responsible for all legal matters of the City. This division handles all claims, represents it in all lawsuits and hearings, prepares and/or approves all legal documents, and provides legal advice and opinions for the City Council, General Government departments, Tacoma Public Utilities divisions, and City boards and commissions.

Criminal Prosecution

The Prosecution Division of the City Attorney's Office is responsible for the prosecution of all violations of City criminal codes before the Tacoma Municipal Court, and advises City departments charged with enforcement.

City Clerk

The City Clerk's Office is responsible for the preparation and distribution of the City Council agenda and related documents, recording and certifying all ordinances and resolutions, serving as custodian of the City seal and official City records, maintaining the Tacoma Municipal Code, processing and maintaining formal contracts and related documents, processing claims for damages and public disclosure requests, and administering the records management program for General Government departments.

Budget Challenges in 2015-2018

The City Attorney's Office faces many of the same challenges of the City's other departments regarding labor and benefit cost increases. Additionally, the City Attorney's Office may face higher or lower than anticipated costs due to legal challenges or claims.

City Attorney's Office Budget

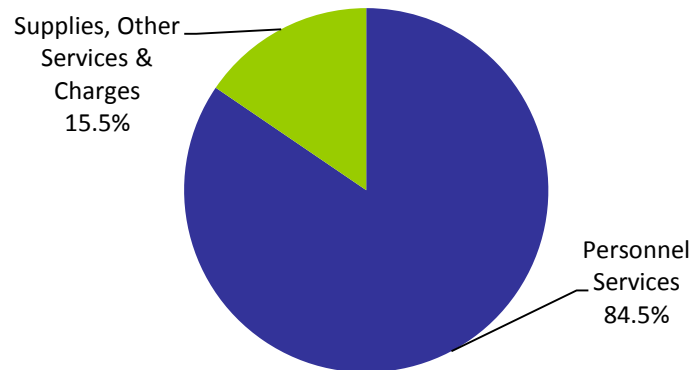
Department by Fund Type

City Attorney's Office	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	7,096,577	7,742,376	7,526,280
Special Revenue Funds	2,584	-	-
City Attorney's Office Total	7,099,161	7,742,376	7,526,280
Budgeted Full Time Equivalent Positions			48.0

Department by Expenditure Category

City Attorney's Office	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	11,999,820	12,204,743	12,263,809
Supplies, Other Services & Charges	1,903,052	1,665,310	2,247,134
Debt Service	7	-	-
Assessments	(6,803,719)	(6,127,677)	(6,984,663)
City Attorney's Office Total	7,099,161	7,742,376	7,526,280

2013-2014 Budgeted Expenses- \$14,510,943



Excluding Assessments Out Totaling (\$6,984,663)

City Council



Mission

We provide high-quality, innovative and cost-effective municipal services that enhance the lives of our citizens and the quality of our neighborhoods and business districts.

City Council

The City of Tacoma operates under the Council-Manager form of local government. The City Council consists of the Mayor, who is elected by the community at large and eight elected Council Members (five representing Councilmanic districts and three at-large). All serve four-year terms.

Council duties include adopting and amending City laws, approving the budget, establishing City policies and standards, approving contracts and agreements, appointing citizens to boards, committees and commissions, and representing the City.

The Council appoints the City Manager to administer the City's day-to-day operations and work with City departments to carry out its policies and priorities, and ensure the entire community receives equitable City services.

City Council Contingency Funds

These funds draw from the General Fund for special project expenditures that were not budgeted by the departments, but can be funded at the request of the City Council.

Budget Challenges in 2015-2018

The City Council faces many of the same challenges of the City's other departments regarding labor and benefit, M&O and fixed cost increases.

City Council Budget

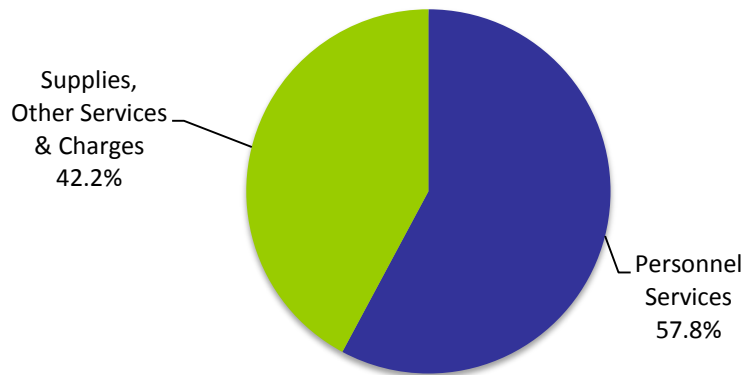
Department by Fund Type

City Council	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	1,494,842	1,155,265	1,155,688
Special Revenue Funds	2,052,393	73,568	752,490
City Council Total	3,547,235	1,228,833	1,908,178
Budgeted Full Time Equivalent Positions			11.0

Department by Expenditure Category

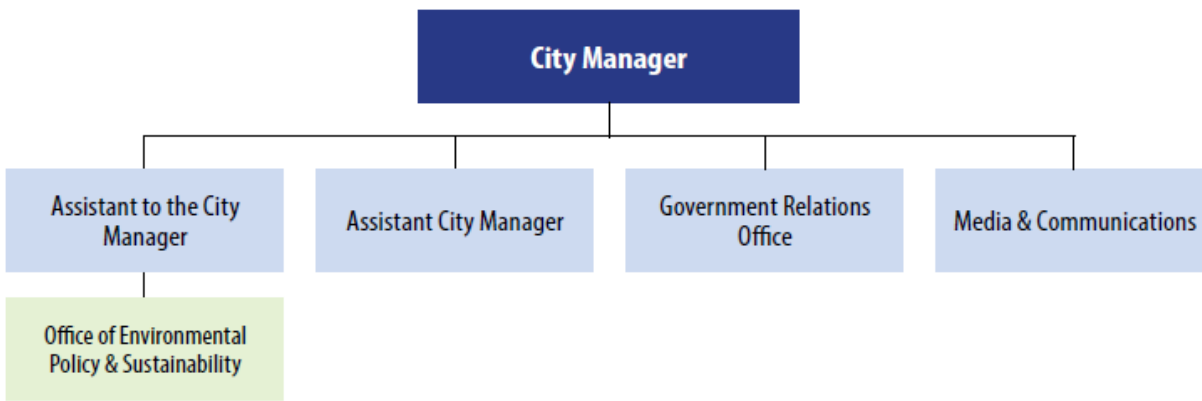
City Council	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	1,442,050	1,580,093	1,751,391
Supplies, Other Services & Charges	2,516,912	569,428	1,276,944
Assessments	(411,727)	(920,688)	(1,120,156)
City Council Total	3,547,235	1,228,833	1,908,178

2013-2014 Budgeted Expenses - \$3,028,335



Excludes Assessments Out Totaling (\$1,120,156)

City Manager's Office



Mission

We provide high-quality, innovative and cost-effective municipal services that enhance the lives of our citizens and the quality of our neighborhoods and business districts.

City Manager's Office

The City Manager's Office works in support of the City Council's mission, vision and goals, and provides oversight for all City departments.

Government Relations

Government Relations provides comprehensive representation of City interests before the Washington Legislature and tribal, state and regional bodies. It also provides focused representation on key issues and specific goals before the Legislature, Congress and federal agencies.

Media and Communications

Media and Communications serves as the liaison between the City of Tacoma and the public. Utilizing a variety of multimedia outlets, the department works to develop and implement strategies that positively promote civic engagement, internal communication, and municipal transparency through the delivery of accurate, consistent, and timely information about the City of Tacoma.

Environmental Policy and Sustainability

The Office of Environmental Policy and Sustainability is responsible for the development and implementation of municipal programs and policies to improve environmental quality, reduce energy consumption and meet the overall strategic objectives as outlined in the 2008 Climate Action Plan.

Budget Challenges in 2015-2018

The City Manager's Office faces many of the same challenges of the City's other departments regarding labor and benefit, M&O and fixed cost increases.

City Manager's Office Budget

Department by Fund Type

City Manager's Office	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	2,339,081	2,027,299	1,467,936
Special Revenue Funds	6,175,621	5,883,572	7,689,844
City Manager Total	8,514,702	7,910,871	9,157,780
Budgeted Full Time Equivalent Positions			26.6

Department by Expenditure Category

City Manager's Office	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	6,191,103	6,235,751	5,926,875
Supplies, Other Services & Charges	2,719,553	2,647,742	1,774,522
Capital Outlay	391,777	1,714	1,755,000
Taxes - Expenditure	68	-	-
Assessments	(787,799)	(974,337)	(334,289)
Cash Balance	-	-	35,673
City Manager Total	8,514,702	7,910,871	9,157,780

Government Relations Budget

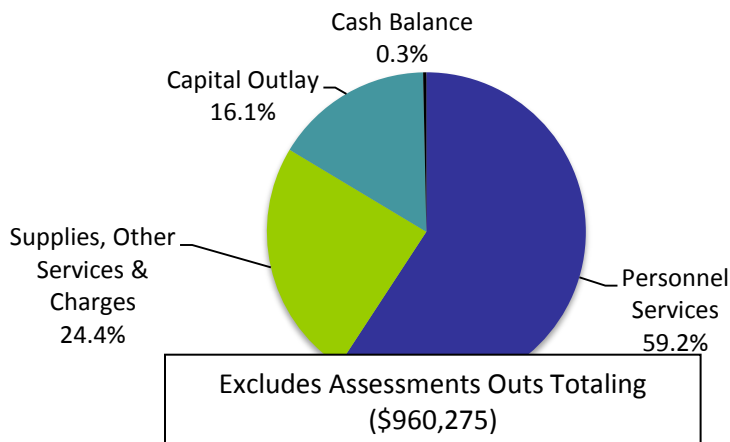
Department by Fund Type

Government Relations	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	734,873	309,881	800,962
Government Relations Total	734,873	309,881	800,962
Budgeted Full Time Equivalent Positions			1.5

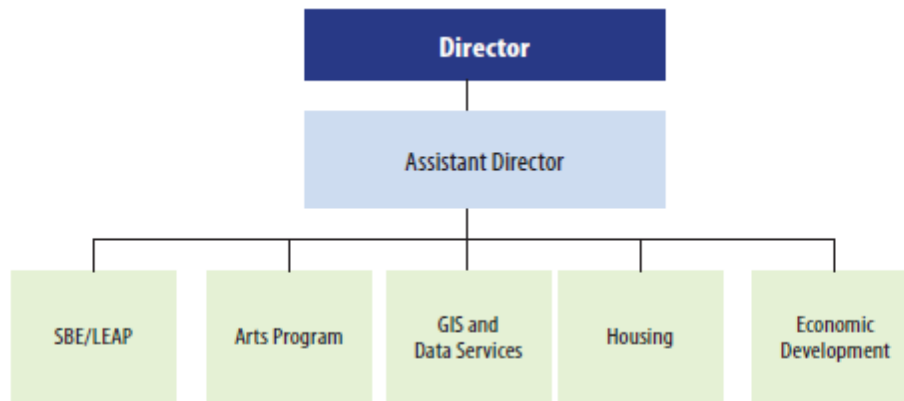
Department by Expenditure Category

Government Relations	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	509,811	365,443	540,326
Supplies, Other Services & Charges	963,407	670,000	886,623
Assessments	(738,345)	(725,561)	(625,986)
Government Relations Total	734,873	309,881	800,962

2013-2014 Budgeted Expenses - \$10,919,019



Community and Economic Development



Mission

The Community and Economic Development Department is committed to the pursuit of Tacoma's prosperity, and helping elevate Tacoma's profile as a thriving, livable and progressive international city.

Art Programs

This office provides support to the Tacoma Arts Commission to develop and implement policies and programs per the Tacoma Municipal Code. It also manages several key programs, including public art funding for artists and arts organizations, Art at Work Month and Tacoma Murals Project programs.

Economic Development Division

This Division provides business support services and coordination on planning and infrastructure projects. It also provides expansion, retention and attraction services for large and small employers through outreach and contracts with partner organizations, conducts research and provides targeted customer lists for Tacoma's small business community, supports expansion of international trade activities, and acts as an internal City ombudsman on behalf of external customers. The Multifamily Property Tax Exemption program, providing tax incentives for property owners that invest in multifamily housing in the downtown or Mixed Use Centers, is administered by this office.

Housing Division

This Division provides down payment assistance to income-eligible homebuyers in targeted areas of the city, provides housing repair and rehabilitation assistance to low-income seniors and families, and persons with disabilities, and supports single family rehabilitation and resale to income qualified home buyers. It also provides funding to nonprofit housing organizations for improving existing housing and increasing affordable housing units in Tacoma.

Small Business Enterprise (formerly Historically Underutilized Businesses)

The Small Business Enterprise Program (formerly HUB) is a service provided by the City to increase employment opportunities for small business contractors and individuals seeking to increase their skills through training and apprenticeship on City projects.

Local Employment and Apprenticeship Training Program and Contract Compliance

This office provides residents of Tacoma, particularly those from the Community Empowerment Zone, with the training and support services necessary to complete apprenticeship requirements which lead to family-wage jobs in the building and construction trades.

Geographic Information Systems and Data Analysis

This office provides complex spatial analysis for decision-makers, including reports and maps in support of policy discussions.

Budget Challenges for 2015-2018

Retention of Existing Staff: Staff play crucial roles in promoting economic development ventures, conducting business retention/expansion visits, and promoting a healthy tourist economy and by positively enhancing business districts. Positive trends in economic development support the City revenues from sales and B&O taxes.

Housing Division HUD Funded Programs: With anticipation of continued declines in annual HUD grants, both staffing and programs can anticipate to decline in coming years. Staff will pursue opportunities to generate more program income and consider activities which are more impactful in the community but result in financial returns for the Housing Division in order to remain functional for years to come.

Support for Community Agencies: The City provides a number of its services in economic development, marketing and promotion, art, culture, events, trade development, etc. through contracts with partner agencies. These agencies have expertise in areas that help support the City in achieving its strategic goals. The agencies received reductions in funding in the current biennium which adversely impacts their ability to meet their goals.

Community and Economic Development Budget

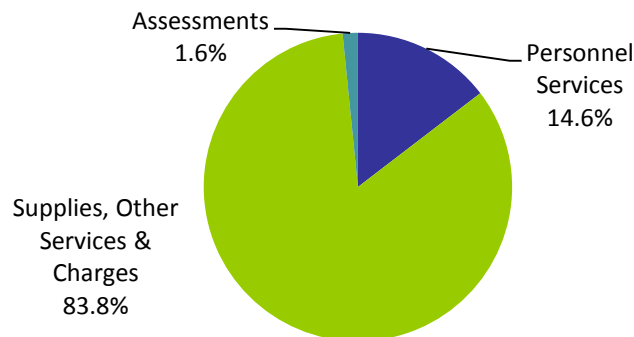
Department by Fund Type

Community and Economic Development	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	6,675,157	6,708,441	7,265,875
Special Revenue Funds	18,264,642	14,129,607	37,320,256
Community & Economic Development Total	24,939,798	20,838,049	44,586,131
Budgeted Full Time Equivalent Positions			27.9

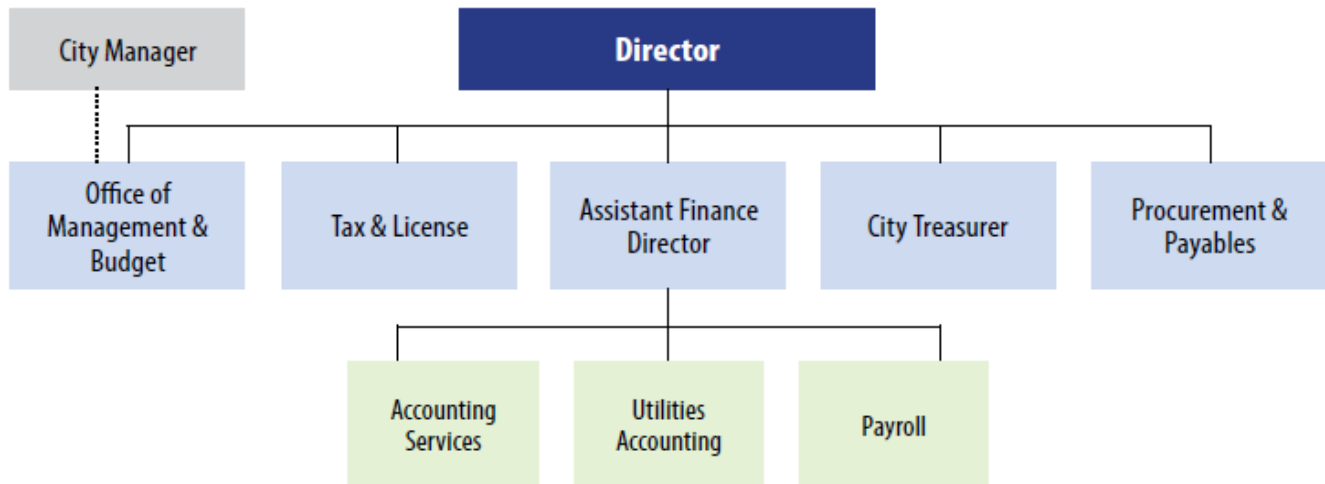
Department by Expenditure Category

Community and Economic Development	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	6,452,601	6,861,347	6,504,656
Supplies, Other Services & Charges	17,936,215	13,364,842	37,356,256
Capital Outlay	64,768	-	-
Debt Service	13,563	5,119	-
Taxes - Expenditure	-	-	-
Assessments	472,651	606,740	707,882
Cash Balance	-	-	17,337
Community & Economic Development Total	24,939,798	20,838,049	44,586,131

2013-2014 Budgeted Expenses - \$44,586,131



Finance



Mission

The Finance Department's primary operational goal is the effective and efficient administration of the City of Tacoma's financial affairs. This department serves as the organization's resource for accurate and timely financial information, and prides itself on maintaining the highest possible level of integrity while providing its customers with an exceptional level of service.

Procurement and Payables

This office is responsible for maintaining public confidence and trust. They are responsible for acquiring goods and services in a manner that complies with federal, state and local laws, including the Tacoma City Charter and Tacoma Municipal Code, as well as applicable ordinances, rules and policies.

Office of Management and Budget

This office is responsible for developing the City's biennial budget and managing the Capital Facilities Plan. In addition, Budget reports on actual versus projected budget performance, provides forecasts for future revenues and expenses, and labor contract cost estimates.

City Treasurer

This office manages principal and interest payments on the City's capital borrowings.

Tax and License

This office is responsible for registering and licensing businesses in Tacoma, and collecting annual business and regulatory license fees, City Business and Occupation taxes and admissions, utility and gambling taxes, and the administration and collection of pet licenses.

Accounting Services

This office provides financial analysis, planning, reporting, compliance and grant financial management for the City's non-utility departments and divisions, governing bodies, citizens and creditors.

Utilities Accounting

This office is responsible for maintaining the general and cost ledgers and prepare financial statements for the various divisions of Tacoma Public Utilities, according to the uniform systems of accounting prescribed by the Division of Audits of the Washington State Auditor's Office and according to the generally-accepted accounting principles.

Payroll

This office provides financial expertise and services in compliance with federal, state and local regulations to produce accurate and timely paychecks in a cost effective manner, for all City employees and other governmental agencies.

Budget Challenges in 2015-2018

Finance faces many of the same challenges of the City's other departments regarding labor and benefit, M&O and fixed cost increases.

Finance Budget

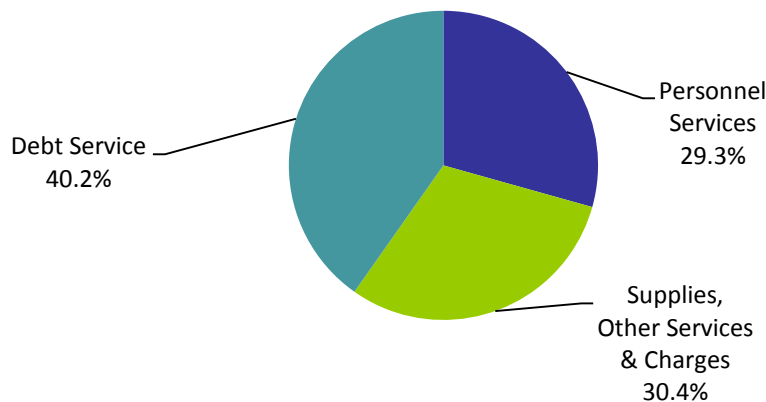
Department by Fund Type

Finance	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	6,359,910	7,190,383	7,331,030
Special Revenue Funds	323,037	240,006	140,016
Debt Service Funds	44,102,704	19,210,665	25,773,698
Capital Project Funds	86,548,017	64,592,790	14,857,374
Enterprise Funds	14,993	-	-
Internal Service Funds	8,882,386	9,417,091	6,383,164
Finance Total	146,231,046	100,650,936	54,485,281
Budgeted Full Time Equivalent Positions			82.6

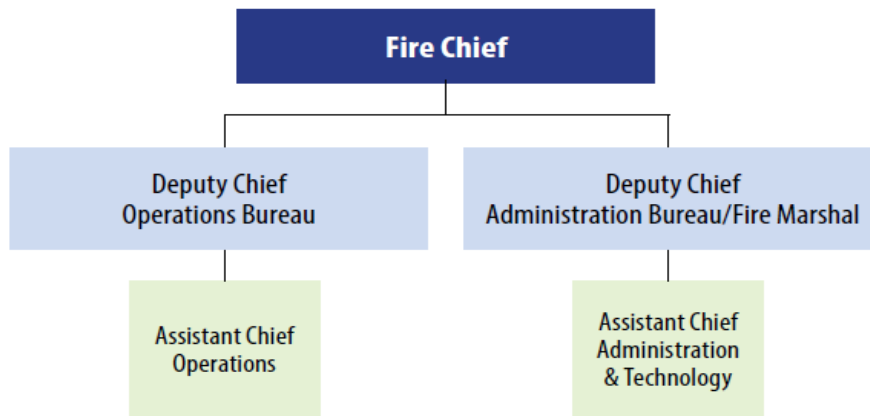
Department by Expenditure Category

Finance	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	23,543,595	21,354,200	18,875,142
Supplies, Other Services & Charges	84,537,467	66,993,945	19,563,017
Capital Outlay	1,599,879	1,201,106	-
Debt Service	45,280,168	19,296,697	25,876,073
Assessments	(8,730,063)	(8,195,012)	(9,844,583)
Cash Balance	-	-	15,632
Finance Total	146,231,046	100,650,936	54,485,281

2013-2014 Budgeted Expenses - \$64,329,864



Excludes Assessments Out Totaling (\$9,844,563)



Mission

Protecting people, property and the environment.

9-1-1 Dispatch & Emergency Communications

The Tacoma Fire Department operates a 9-1-1 call center, providing initial dispatch and emergency incident communications for the Tacoma Fire Department, Central Pierce Fire and Rescue and Rural/Metro private ambulance. The center is staffed with uniformed firefighters, all certified as emergency medical technicians and emergency medical dispatchers.

Emergency Management

The Emergency Management Program handles preparation, mitigation, response and recovery from disasters or catastrophes impacting our community. Emergency Management staff coordinates activities for City departments responsible for continued operations during disasters as well as agreements for the use of resources, communicates with state and federal agencies, and provides education and training to residents and City employees on disaster preparedness.

Fire Administration and Support Services

Fire Administration and Support Services handles the general administration and management of Tacoma Fire Department resources. Support services are functions that maintain the Tacoma Fire Department's operations, including training, vehicle maintenance, electrical maintenance and information and communication technology support.

Fire Prevention

Firefighters assigned to fire prevention conduct technical inspections required for hazardous and high occupancy buildings, such as hospitals and multi-family apartment buildings. Fire Prevention personnel also investigate fires, issue permits for fire protection systems and review new construction plans for adherence to safety codes.

Fire Suppression and Emergency Medical Services

Firefighters assigned to engine, squad, and ladder companies serve as first-responders to all emergency incidents, including structure, vehicle and grass fires. They respond to all emergency medical incidents and initiate medical treatment and patient extrication before paramedics arrive. They also conduct basic fire safety inspections for over 5,000 residential, commercial and industrial buildings annually.

Budget Challenges in 2015-2018

SAFER II Grant Personnel Funding: For the 2013–2014 biennium, the personnel costs of 37 commissioned firefighters will be reimbursed by a federal SAFER grant. The grant is projected to end in June 2014, with the costs of those positions then budgeted in the General Fund for the balance of the current biennium. Although the Fire Department

plans to reapply for SAFER grant assistance, the City needs to develop a sustainable long-term funding plan for these commissioned positions since the positions are expected to increase Fire expenses in 2015-2016 by \$9.1M.

Restoration of Contributions for Apparatus and Equipment Replacement: As part of cost saving measures, Fire Department capital outlay was reduced and contributions to the City Fleet (Equipment Rental) Fund were suspended. Proceeds from bond sales were used to temporarily bridge the funding interruption, but that funding is expected to be exhausted by the end of the current biennium.

Provide Supplemental Assistance to the EMS Fund: Due to relatively early recognition of the potential future impact of the housing price bubble, the EMS Special Revenue Fund entered the Recession with an ending yearly fund cash balance of nearly \$10M. Due to the subsequent dramatic reduction in property tax assessed valuation, the EMS Fund is drawing down its cash balance as property values recover.

Fire Budget

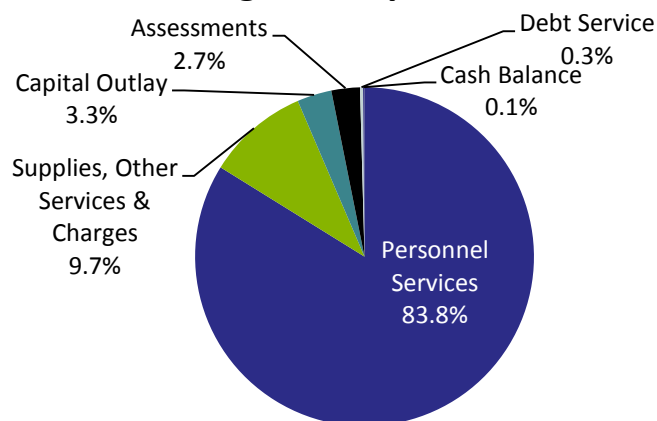
Department by Fund Type

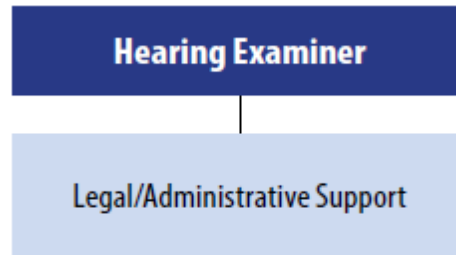
Fire	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	92,224,896	93,855,517	90,006,499
Special Revenue Funds	25,954,578	32,004,407	36,896,031
Fire Total	118,179,474	125,859,924	126,902,530
Budgeted Full Time Equivalent Positions			389.5

Department by Expenditure Category

Fire	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	102,116,672	109,720,168	106,390,381
Supplies, Other Services & Charges	12,471,011	11,896,457	12,335,527
Capital Outlay	602,836	1,518,041	4,186,000
Debt Service	126,863	64,453	367,000
Taxes - Expenditure	24	-	-
Assessments	2,862,068	2,660,805	3,451,974
Cash Balance	-	-	171,648
Fire Total	118,179,474	125,859,924	126,902,530

2013-2014 Budgeted Expenses - \$126,902,530





Mission

The Hearing Examiner Office's mission is to provide an efficient and effective administrative hearing process that allow parties a full and fair opportunity to present their positions before an impartial hearing officer, followed by the issuance of a timely and legally sound decision or recommendation based upon the facts and governing law.

The Hearing Examiner's Office processes administrative appeals and conducts public hearings covering a wide variety of matters over which it has been given jurisdiction by provisions of the Tacoma Municipal Code. Its administrative hearing services provide a cost-effective and accessible forum for meeting the due process requirements of the federal and state constitutions arising in connection with City actions. The majority of cases handled by the Hearing Examiner are appeal hearings on disputed matters such as:

- land use decisions,
- utility billing disputes,
- tax and licensing permit denials or suspensions,
- derelict, substandard building appeals,
- enforcement orders,
- ethics complaints.

Cases coming before the Hearing Examiner also include public hearings on matters ultimately going before the City Council such as:

- local improvement district formations and assessment roll confirmations,
- sidewalk repair assessments,
- rezones.

In addition, the Hearing Examiner's Office conducts civil forfeiture hearings on claims arising from the Tacoma Police Department's seizure of cash or other property used in connection with illegal controlled substances activity.

Budget Challenges in 2015-2018

The Hearings Examiner Office faces many of the same challenges of the City's other departments regarding labor and benefit, M&O and fixed cost increases.

Hearings Examiner Budget

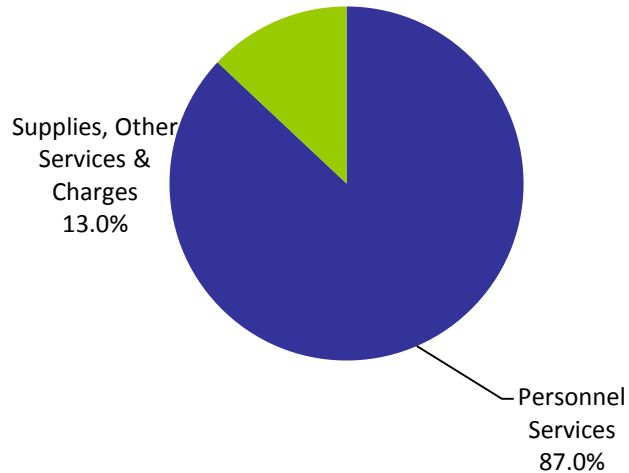
Department by Fund Type

Hearing Examiner	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	739,950	543,970	518,073
Hearing Examiner Total	739,950	543,970	518,073
Budgeted Full Time Equivalent Positions			2.5

Department by Expenditure Category

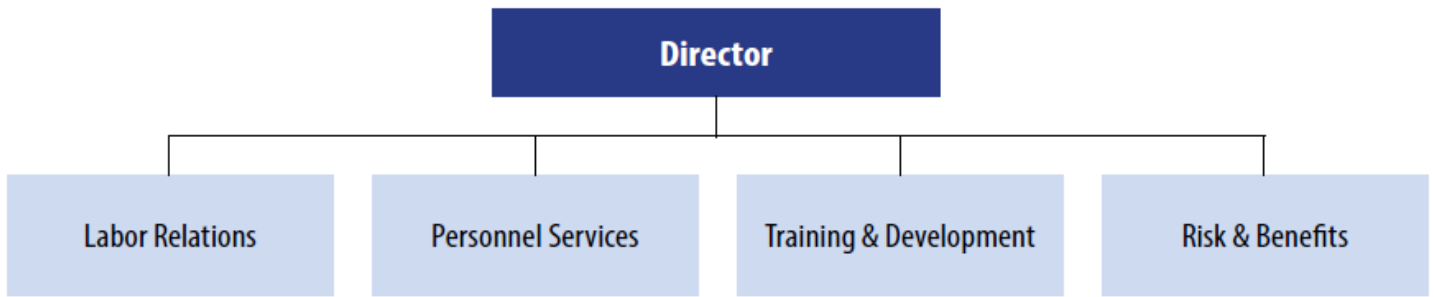
Hearing Examiner	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	611,327	769,355	626,712
Supplies, Other Services & Charges	100,654	65,841	93,638
Assessments	27,969	(291,227)	(202,278)
Hearing Examiner Total	739,950	543,970	518,073

2013-2014 Budgeted Expenses - \$720,350



Excluding Assessments Out Totaling (\$202,278)

Human Resources



Mission

The Human Resources Department provides comprehensive, innovative and high quality human resource management services to the City of Tacoma's departments and employees who work in service of the Tacoma community.

Human Resources Administration

Human Resources Administration provides leadership and strategic direction for the Department, along with coordinating work priorities, policy development, and consistency in interpretation and guidance. Equal Employment Opportunity services are included in Human Resources Administration.

Personnel Services

Personnel Services provides support to all City departments for the recruitment and hiring of employees and employee performance management processes. They also administer classification and compensation systems, and manage disciplinary processes, oversee personnel actions, coordinate personnel system work with Payroll and Information Services, and maintain the SAP Human Resources organizational structure.

Training and Development

Training and Development assesses the City's strategic direction and identifies training and development needs, coordinates new employee orientations, manages training programs across the organization, and manages and administers the citywide employee performance management system.

Risk and Benefits

This office administers and oversees the City's Risk Management, and Safety and Liability programs. They ensure legal compliance with all relevant laws, administer the City's self-funded and fully insured insurances, and serve as the management liaison with the State Auditor. The staff also administers and oversees the employee benefits programs, including the City's self-funded medical plan.

Labor Relations

The Labor Relations staff negotiates with 30 collective bargaining units on behalf of management. The office oversees and facilitates the grievance and arbitration processes. They provide technical assistance, contract interpretation, and training for management. Labor Relations staff members coordinate communications, problem-solve issues, and serve as the primary contact for union business representatives.

Budget Challenges in 2015-2018

Human Resources faces many of the same challenges of the City's other departments regarding labor and benefit, M&O and fixed cost increases.

Human Resources Budget

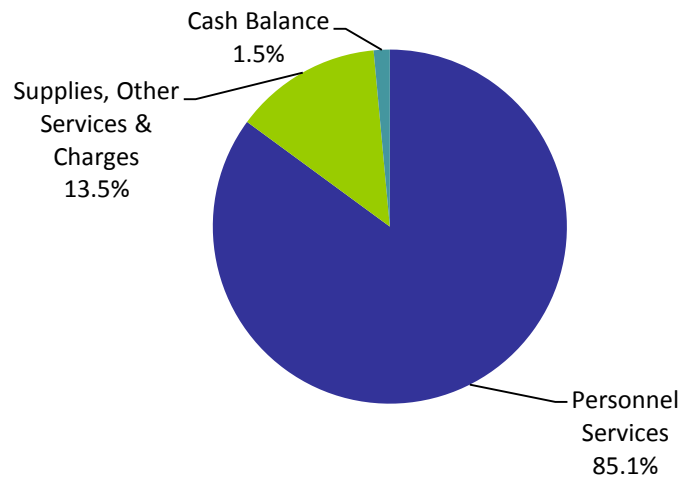
Department by Fund Type

Human Resources	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	2,703,651	2,597,664	2,251,739
Internal Service Funds	26,048,622	26,138,410	27,762,525
Trust & Agency Funds	111,980,564	130,397,502	151,083,211
Human Resources Total	140,732,837	159,133,576	181,097,475
Budgeted Full Time Equivalent Positions			38.0

Department by Expenditure Category

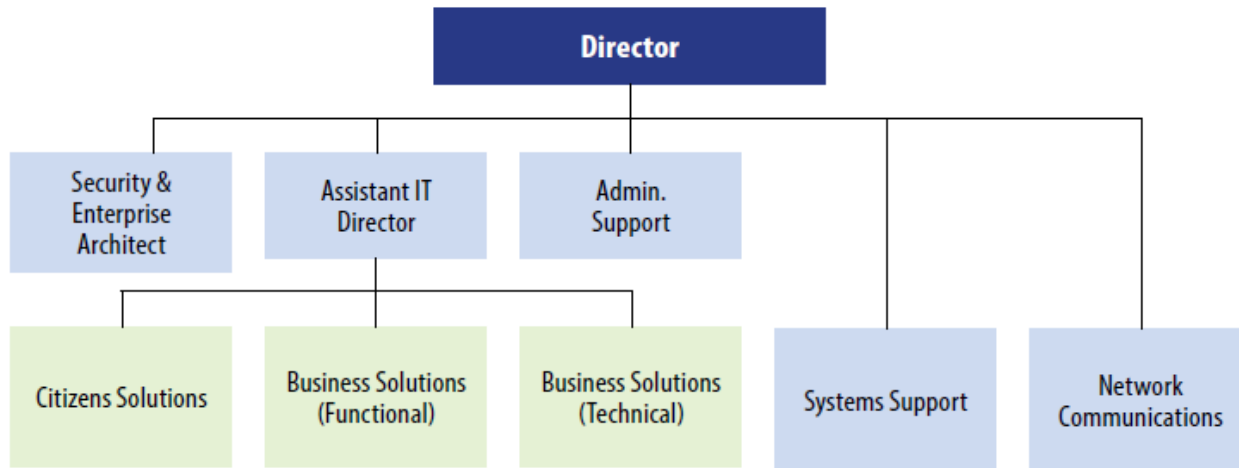
Human Resources	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	119,422,293	137,928,546	157,369,426
Supplies, Other Services & Charges	24,093,182	23,701,063	24,906,369
Debt Service	139	20	-
Assessments	(2,782,777)	(2,496,054)	(3,889,101)
Cash Balance	-	-	2,710,781
Human Resources Total	140,732,837	159,133,576	181,097,475

2013-2014 Budgeted Expenses - \$184,986,576



Excluding Assessments Out Totaling (\$3,889,101)

Information Technology



Mission

The Information Technology Department provides stable and reliable IT infrastructure for the internal operation of the City, provides software and tools for management and distribution of City information, and supports City departments and utility divisions in technology initiatives that serve citizens and customers.

Administrative Services

This office handles performance management, service level management and information systems governance for strategic planning, prioritization and capacity planning. It contracts commercial product and support services for the department's technology applications, infrastructure and security services; rates and budgets assessment modeling for internal and external customers; bills customers; manages software licensing compliance; handles staff recruitment, professional development, performance management and labor relations; and provides clerical support for information systems governance and service level management.

Information and Cyber Security Program

This program establishes and monitors appropriate information security policies and architecture for the organization in accordance with organizational goals, business objectives, risk tolerances and regulatory compliance. It increases organizational awareness of informational security threats and employee responsibilities. It also establishes and monitors appropriate information systems controls to protect against loss of data, disruption of city services, and other misuse of City information and technology systems. And it performs ongoing risk analysis in consideration of dynamic threats.

Network and Computing Support

Network and Computing Support ensures stable and secure communications environments for all City departments, including telecommunications networks, emergency radios, data networks, Internet access and wireless connectivity. It also provides City-wide email and calendar support, Enterprise licensing for desktop productivity tools, customer service field support, and 24-7 service desk support.

Software and Systems Support

This team provides Enterprise applications support and general business automation for all City departments. It manages the technical standards related to software and data purchased for or created by the City. It also includes the software licensing for the City's Enterprise resource planning systems, as well as all analysis, development, testing, implementation, training and support for City-wide software applications.

Budget Challenges in 2015-2018

Equipment Replacement: The City has an aging technology infrastructure of PCs, servers, networking equipment, and systems. Since 2009, Information Technology depleted cash reserves for network infrastructure, computing devices, and business application services and the City has deferred end-of-life equipment replacements due to the overall economic conditions and financial constraints. Given that the average lifecycle for technology equipment is 3-5 years, the City will be in a position of risk by 2015-2018 because:

- The City's data center facilities are inadequate.
- All facilities have Standby Power Systems that lack redundancy.
- All facilities have EPO, Grounding, and fire detection systems that require major changes.
- All facilities have older systems that are reaching or exceeding the limit of life expectancy.
- Numerous single points of failure are noted in both the power and cooling distribution for all facilities.

Increasing Demand for Services: The City's demand for IT services is increasing.

- Electronic file storage capacity needs have tripled since 2009.
- Internet bandwidth requirements double every two to three years.
- The demand for internal systems and online services is increasing in lieu of a shrinking workforce.

Information Technology Budget

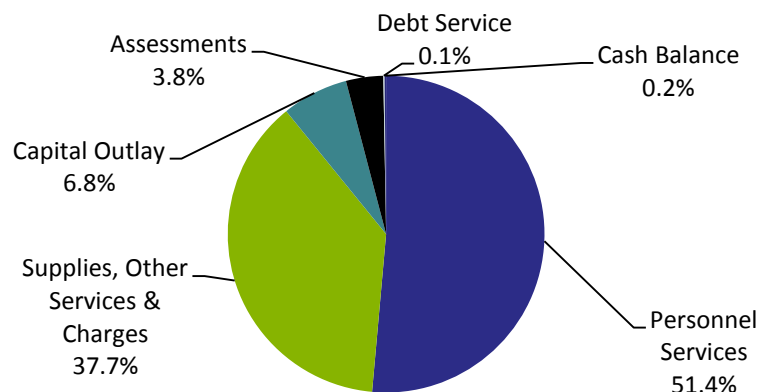
Department by Fund Type

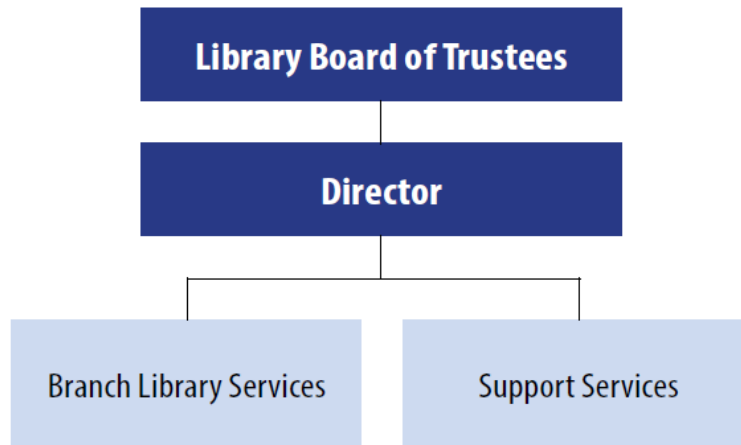
Information Technology	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Internal Service Funds	54,114,955	57,333,929	54,045,925
Information Technology Total	54,114,955	57,333,929	54,045,925
Budgeted Full Time Equivalent Positions			106

Department by Expenditure Category

Information Technology	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	27,682,566	29,351,255	27,786,996
Supplies, Other Services & Charges	21,901,594	23,754,886	20,387,424
Capital Outlay	2,468,292	2,128,268	3,663,651
Debt Service	61,939	142,151	71,000
Taxes - Expenditure	(8,765)	(4,750)	-
Assessments	2,009,328	1,962,119	2,054,445
Cash Balance	-	-	82,409
Information Technology Total	54,114,955	57,333,929	54,045,925

2013-2014 Budgeted Expenses - \$ 54,045,925





Mission

Enhance Tacoma’s diverse citizenry by providing access to ideas and perspectives from around the world and through innovative library services stimulate the development of literacy, knowledge, wisdom, critical thought, and valuable interaction that yields positive experiences and a thriving community.

Branch Library Services

The Tacoma Public Library provides access to books, information, educational resources and the Internet to the citizens of Tacoma through a downtown Main Library, two regional libraries in the north and south of the city and five neighborhood libraries. The library provides special programs, workshops and events to meet the needs of children, teens, families and adults. Through reciprocal agreements with neighboring library districts, the Library provides Tacoma residents with additional access to a variety of materials and information resources.

Access to Library Facilities

The Tacoma Public Library’s Main Library is currently open 54 hours each week, and offers a special collection of Northwest history resources, a digital media lab for teens and a 12-station computer classroom for public training workshops. Tacoma Public Library also offers access to seven neighborhood libraries that are each open 40 hours each week. All facilities include story times and programs for children, teens and families, homework help, book clubs, lectures and educational workshops.

Access to Library Collections

The Tacoma Public Library offers access to content in traditional formats including books, magazines, newspapers, maps, photographs, compact discs and DVDs. It also offers access to digital databases and services including interactive homework help, career and employment materials, and a growing collection of downloadable eBooks, music and other material.

Access to Computers and the Internet

Access to Internet resources through computers is available in eight Tacoma Public Library facilities, including 47 public workstations at the Main Library and 17 at the Mottet Library. The Tacoma Public Library also offers Wi-Fi connectivity and remote access through the Library’s website to its online catalog, information databases and other virtual services. And, through a variety of social media tools including Facebook, Twitter, blogs, a YouTube channel and Pinterest, the Tacoma Public Library interfaces with the public.

Library Administration

This includes the Office of the Library Director, who is responsible for the overall management of the Tacoma Public Library and its relationships with the City and other community organizations. The Library director serves as the secretary of the Tacoma Public Library's Governing Board of Trustees.

Budget Challenges in 2015-2018

Public Hours: The primary challenge is to maintain the current public service hours. In order to do that, the Library needs to maintain current staffing. .

Materials Costs: The Library's materials budget (which includes books, periodicals, and all digital resources including ebooks and databases) was reduced by \$800,000 for the 2013-2014 budget. Because of the need for up to date information and materials, it is important that the Library's materials budget be reinstated to its former level.

Maintenance Needs: The Library has identified crucial maintenance needs for Fern Hill, South Tacoma and Swasey. Maintenance needs include the replacement of the major mechanicals (HVAC) and the repair of the outer envelopes (roofs, windows and exterior walls). The Main Library's HVAC system is very old and will need to be replaced when it begins to fail and cannot be repaired.

Library Budget

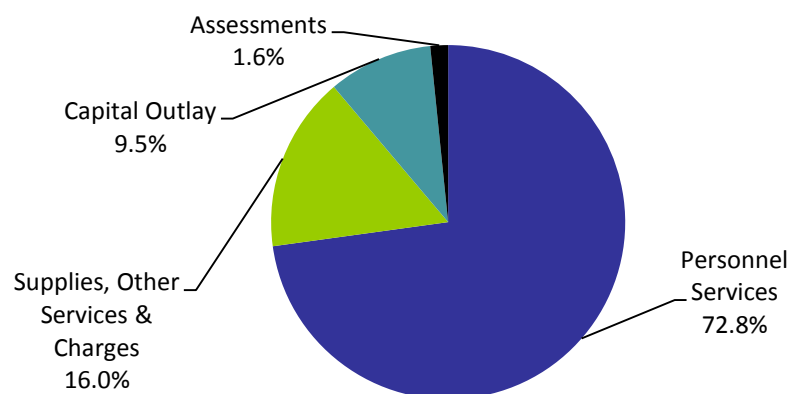
Department by Fund Type

Library	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	22,531,860	24,359,776	22,358,272
Special Revenue Funds	690,046	310,019	491,507
Library Total	23,221,905	24,669,794	22,849,779
Budgeted Full Time Equivalent Positions			104.8

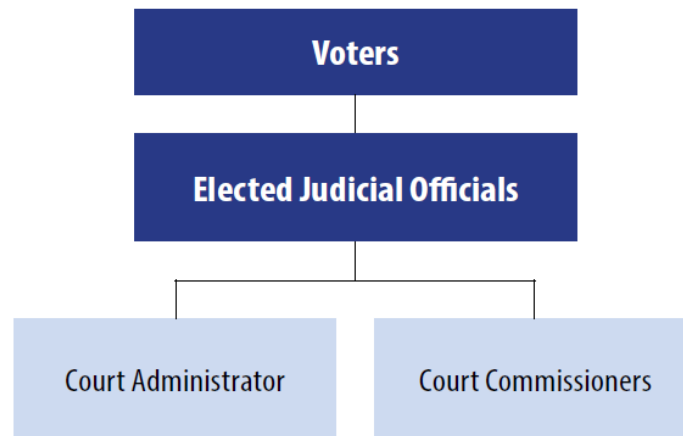
Department by Expenditure Category

Library	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	16,539,311	16,614,276	16,639,426
Supplies, Other Services & Charges	3,683,438	4,394,549	3,658,522
Capital Outlay	2,475,387	3,220,576	2,181,820
Debt Service	-	1,373	-
Assessments	523,769	439,020	370,011
Library Total	23,221,905	24,669,794	22,849,779

2013-2014 Budgeted Expenses - \$22,849,779



Municipal Court



Mission

The Tacoma Municipal Court is a statutorily created court of limited jurisdiction existing to promote public safety. Justice is administered in an efficient, safe and accessible environment, fostering respect for the law and society while protecting individual rights.

Criminal Operations

Criminal Operations manages adjudication for misdemeanor and gross misdemeanor criminal cases – including arraignments, pre-trials and jury trials. This division also monitors for sentence compliance with recommended substance abuse, domestic violence and mental health treatments. It also receives fine and restitution payments.

Parking Infraction Operations

Parking Infractions Operations handles adjudication for parking infraction cases. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information – including notices regarding someone’s failure to appear, respond or pay – to the Department of Licensing.

Traffic Infraction Operations

Traffic Infraction Operations handles adjudication for traffic infractions and camera-enforced citations. This division monitors compliance with case conditions as well as payment of penalties. It also sends resolution information – including notices regarding someone’s failure to appear, respond or pay – to the Department of Licensing.

Budget Challenges in 2015-2018

Caseload: Municipal Court faces the ongoing challenge of providing an adequate level of service with a limited number of staff. The Municipal Court must adjudicate all cases filed within its jurisdiction. Since the caseload is affected by external factors such as population growth, levels of enforcement, and new legislation, the Municipal Court must respond to all of these cases regardless of its staffing. Streamlining workflow and processes will require additional financial resources to implement new technology.

Municipal Court Budget

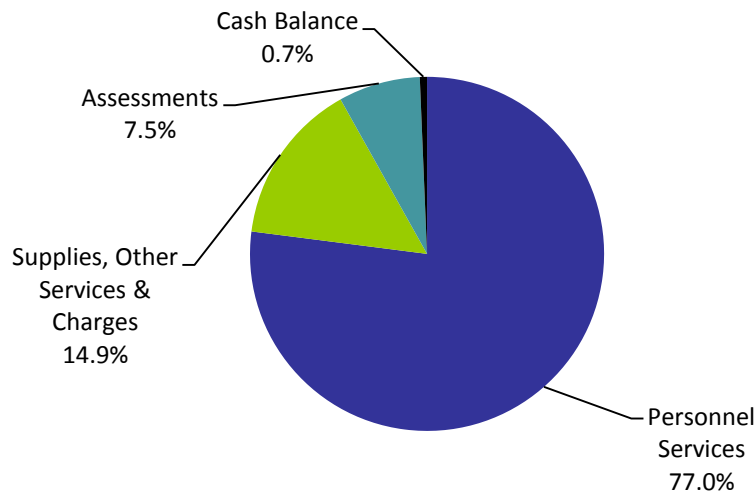
Department by Fund Type

Municipal Court	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	8,435,688	6,319,445	7,022,726
Special Revenue Funds	217,508	1,950,790	1,912,001
Enterprise Funds	-	599,211	720,653
Municipal Court Total	8,653,196	8,869,446	9,655,381
Budgeted Full Time Equivalent Positions			36.0

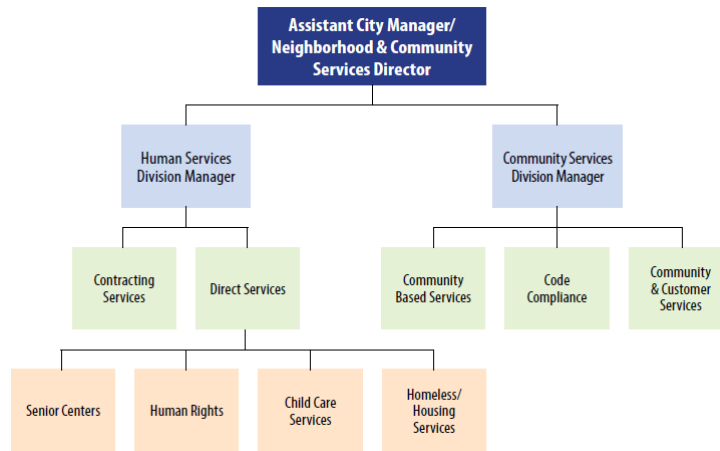
Department by Expenditure Category

Municipal Court	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	6,996,639	6,968,605	7,436,913
Supplies, Other Services & Charges	1,298,214	1,327,080	1,433,992
Debt Service	-	43,199	-
Assessments	358,344	530,562	721,229
Cash Balance	-	-	63,247
Municipal Court Total	8,653,196	8,869,446	9,655,381

2013-2014 Budgeted Expenses - \$9,655,381



Neighborhood and Community Services



Mission

The Neighborhood and Community Services Department works to build healthy and successful neighborhoods and households through the protection of human rights, code compliance, community problem-solving, and indirect and direct services which include human services and services for the elderly and youth.

Child Care Services: Child Care Aware of Tacoma-Pierce County

Child Care Aware of Tacoma-Pierce County supports parents looking for quality licensed child care and supports child care providers in providing high quality care for children through a variety of programs.

Code Compliance

Code Compliance is responsible for ensuring that property owners maintain compliance with the Tacoma Municipal Code to protect the health, safety and welfare of Tacoma's residents. Examples of day-to-day enforcement actions include: litter and debris, junk and abandoned vehicles, dangerous and derelict buildings, graffiti, overgrown vegetation and business license violations.

Community and Customer Services

The Community and Customer Services section provides quality customer service by handling thousands of citizen requests per year including code enforcement complaints, billing and inquiries. This section also handles general inquiries about the City and other departments and routes those requests as necessary.

Community Based Services

Community Based Services works to further the City of Tacoma's goal of creating and maintaining safe, clean and attractive neighborhoods by engaging the community, and ensuring that City services are aligned with community priorities.

Contract Services: Funding to External Agencies

The Neighborhood and Community Services Department manages the allocation of both General Fund and federal funding to community and human service agencies including application, contract development and program evaluation.

Gang Reduction

The Tacoma Gang Reduction Project coordinates community and local government responses through the development and oversight of prevention, intervention, suppression and systems change strategies for at-risk and gang-involved youth in Tacoma.

Human Rights

This office works to protect and preserve human and civil rights for people who visit, live and work in Tacoma, and coordinates the City's Americans With Disabilities Act transition plan. As a part of its mission, this office works to inform approximately 5,000 businesses, housing providers and community members of their rights and responsibilities under relevant anti-discrimination laws and statutes, and ensures that people with disabilities have equal access to city services, can navigate city streets and can access electronic information.

Homeless / Housing Services

This program functions in partnership with Pierce County on the "Pierce County Homeless Housing Plan," and includes efforts to address encampments in Tacoma.

Senior Citizen Services

Senior Citizen Services operates two senior activity centers to provide a comprehensive set of programs to improve and maintain health, stimulate learning and provide socialization, recreation and volunteer opportunities for people age 50 and older. It provides meals to seniors who may consider these meals to be their primary meal of the day, Monday through Friday, and 300 monthly van rides to both senior activity centers for seniors living in the city limits of Tacoma.

Budget Challenges in 2015-2018

Local Human Services Funding: In the 2011-12 Biennium, the City of Tacoma was able to provide \$9,189,119 in Human Services Community Services Funding. Due to budget constraints, \$8,440,000 was available for Human Service contracts in 2013-14. In the 2013-14 Community Service competitive grant solicitation, the City received 110 funding requests for a total of approximately \$12 Million. Though budget constraints have limited the ability for the City to provide funding for Human Services, demand for funding continues to be higher than the current funding level.

State and Federal Human Services Funding: It is unclear if grant funding for the Federal Justice Assistance Grant or Gang Prevention and Intervention services will be continued. If not provided, gang prevention and intervention services will be reduced. While reductions to Community Development Grant Funding have slowed in this funding cycle, the Emergency Shelter Grant was reduced by 29%, which will result in cuts to housing services. It is likely that reductions in Federal and State funding for Human Services will continue to decline.

Mental Health and Chemical Dependency (MHCD) Funding: When the City adopted the 1/10 of one percent sales to support mental health and chemical dependency, State law allowed a portion to be used to supplant pre-existing funding in light of pervasive financial challenges to continue to support human services at previous levels. However, the provisions in state law required the supplanting of funds to be reduced over a five-year period and ultimately eliminated to allow more funding investment into new programs and program expansions. The City currently has dedicated 25% of our MHCD funding or approximately \$1.1 Million per year to existing services. This level of supplanting may continue through 2017, but in 2018, the City will need to find alternative revenue to support the services or reduce funding to service providers.

Neighborhood and Community Services Budget

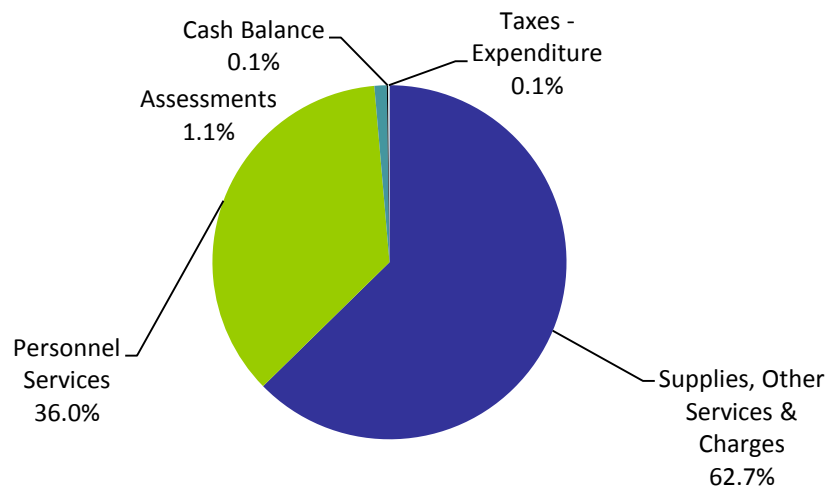
Department by Fund Type

Neighborhood and Community Services	2009-2010	2011-2012	2013-2014
	Actuals	Actuals	Budget
General Fund	15,683,792	14,809,585	14,918,437
Special Revenue Funds	5,146,936	5,172,418	13,964,251
Enterprise Funds	4,940,974	3,764,401	5,340,863
Internal Service Funds	543,546	685,532	703,313
Neighborhood & Community Services Total	26,315,249	24,431,936	34,926,864
Budgeted Full Time Equivalent Positions			56.1

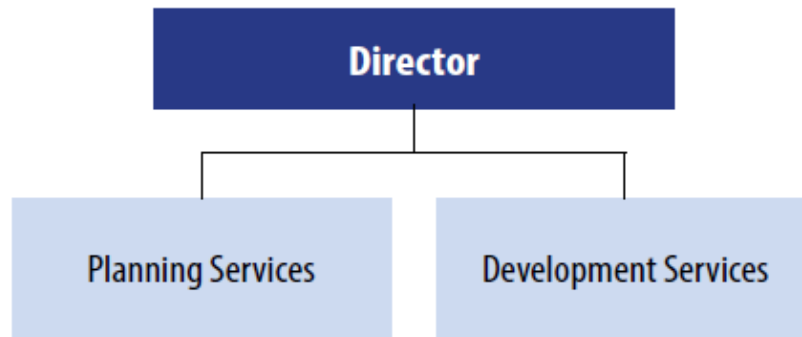
Department by Expenditure Category

Neighborhood and Community Services	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	11,670,883	10,790,046	12,565,454
Supplies, Other Services & Charges	14,124,226	12,736,276	21,884,703
Capital Outlay	40	3,744	-
Debt Service	408	168	-
Taxes - Expenditure	50,701	12,925	39,800
Assessments	468,991	888,777	392,304
Cash Balance	-	-	44,603
Neighborhood & Community Services Total	26,315,249	24,431,936	34,926,864

2013-2014 Budgeted Expenses - \$34,926,864



Planning and Development Services



Mission

Partner with the community to build a livable, sustainable and safe City by providing strategic, timely, predictable, cost-effective planning and development services with a culture focused on community engagement, customer service, creativity, accountability and continuous improvement.

Planning Services

This program manages and processes amendments to the City's Comprehensive Plan and Land Use Regulatory Code and conducts policy and planning analysis relating to the development of land use, transportation, housing and environmental regulations and policy. The program is also responsible for providing coordination with State and regional planning agencies to ensure consistency and compliance with the Washington State Growth Management Act (GMA), Puget Sound Regional Council Vision 2040, Shoreline Management Act (SMA), State Environmental Policy Act (SEPA) and Pierce County Countywide Planning Policies. The Historic Preservation Office oversees the designation of historic properties, historic and conservation districts, and administers land use regulations relating to the design, demolition and construction of properties in historic and conservation districts. The program also administers historic tax credits for the renovation of historic properties in the City.

Development Services

This program conducts permit reviews and provides development, land use and inspection services for commercial, residential and industrial development. These services include the review and processing of land use, building and infrastructure permits as well as building inspections for residential, commercial and industrial development within the City.

Budget Challenges in 2015-2018

Legislative Mandates or Requirements: Planning and Development Services may face unanticipated costs in 2015-2018 due to legislative mandates or requirements by the City Council, State government, or Federal government. The City is faced with new planning requirements from the State or Federal governments every few years. Although not mandated at this time, future mandates relating to climate and sea level change associated with FEMA flood plain policy and regulations are anticipated to occur during the 2015-2018 timeframe. Planning and Development Services must also meet reoccurring planning deadlines, such as a Comprehensive Plan update in 2015. These deadlines require staff resources beyond the annual workload for the Department.

Planning and Development Services Budget

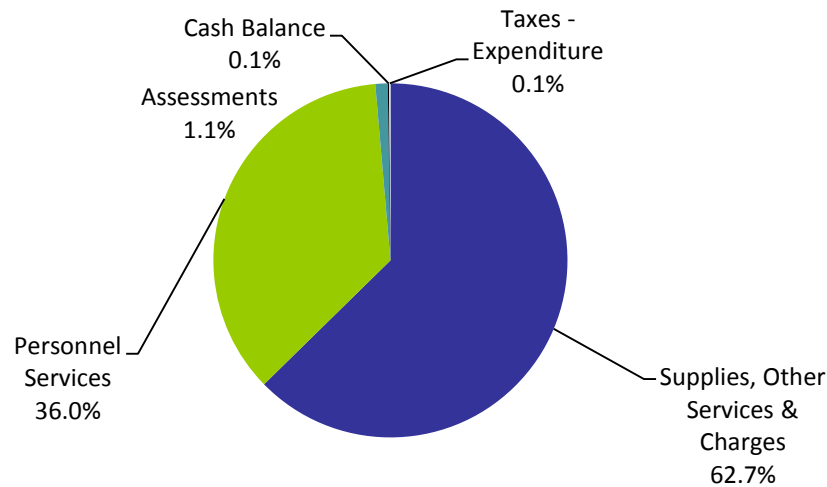
Department by Fund Type

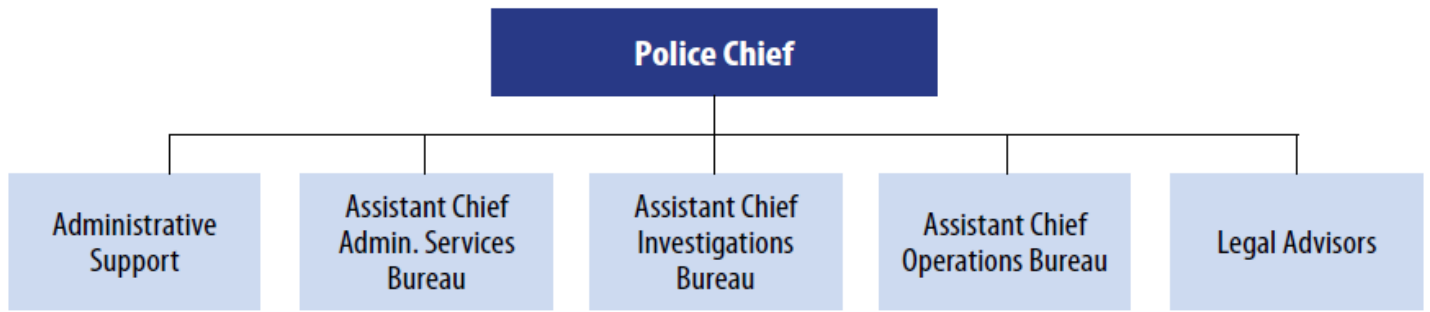
Planning and Development Services	2009-2010	2011-2012	2013-2014
	Actuals	Actuals	Budget
General Fund	3,787,734	4,567,021	3,847,487
Special Revenue Funds	1,389,121	1,676,123	1,850,341
Enterprise Funds	5,403,207	13,240,000	12,620,175
Planning & Development Services Total	10,580,061	19,483,144	18,318,003
Budgeted Full Time Equivalent Positions			46.7

Department by Expenditure Category

Planning and Development Services	2009-2010	2011-2012	2013-2014
	Actuals	Actuals	Budget
Personnel Services	7,096,699	12,585,843	11,296,813
Supplies, Other Services & Charges	2,884,679	4,782,905	4,677,903
Capital Outlay	127,027	-	340,000
Debt Service	7,894	43,651	40,000
Taxes - Expenditure	3	20	20
Assessments	463,759	2,070,725	1,958,249
Cash Balance	-	-	5,018
Planning & Development Services Total	10,580,061	19,483,144	18,318,003

2013-2014 Budgeted Expenses - \$18,318,003





Mission

The Tacoma Police Department creates safe and secure environments for Tacoma’s residents, businesses and visitors, by enforcing the law in a fair and impartial manner to safeguard constitutional guarantees, while working with the community to preserve peace and order in Tacoma’s neighborhoods.

Police Chief and Administrative Services

The Police Chief and Administrative Services Division’s Internal Affairs team investigates police conduct and citizen complaints, while its Support Services team manages the training, recruitment and hiring, accreditation, finance, legal, crime analysis, information technology, public information and community relations functions.

Operations Bureau

The Operations Bureau’s Patrol team handles 24/7 patrol coverage of Tacoma’s neighborhoods. Patrol Officers respond to emergency and non-emergency calls for service and conduct initial investigations of crimes. The Bureau handles special event planning and management for the City of Tacoma. The Community Policing team focuses on prevention and crime reduction through innovative and proactive collaborative efforts with the community and various public and private entities. The Special Teams unit includes SWAT, Bomb Squad, Special Response Team, Marine Services Unit, K-9, Search and Rescue, Dive Team and Hazardous Environment Team employees. The Homeland Security team is responsible for coordination, collection, analysis and planning of intelligence related to law enforcement efforts.

Investigations Bureau

The Investigations Bureau shall conduct follow-up investigations of crimes against persons and property, prioritized by the seriousness of the offense, availability of personnel, and factors related to the solvability of crimes, patterns and trends. The Violent Crimes Section is comprised of the Homicide Unit and Special Assaults Unit. The Major Crimes Section investigates career criminals, and deals with special victims, financial crimes and arson. The Special Investigations Section handles narcotics and vice related criminal activity. The Forensic Services Section supports the Investigations Bureau and Patrol Division in processing crime scenes and related evidence.

Jail, Dispatch and Contracted Services

Jail Dispatch and Contracted Services works with Pierce County Jail and the City of Fife for booking, confinement and court escort fees.. The Pierce County Juvenile Courts team handles in-processing fees, booking and photography equipment. The Humane Society and Animal Emergency Hospital team handles the City’s repository for found, injured and dangerous animals.

Special Revenue and Grants

This division handles Harrison Range, and provides facilities and staff support for outside law enforcement agencies. It also handles various grants, such as those grants relating to Port Security, BYRNE, Sexual Offender Verification, Safer Boating, and the administration of High Intensity Drug Trafficking Areas (HIDTA) grants.

Traffic Enforcement

Traffic Enforcement handles photo traffic enforcement, proactive and strategic enforcement of local and state traffic laws, and the investigation of traffic accidents to include serious or fatal collisions.

Budget Challenges in 2015-2018

COPS Grant: The COPS grant expires in 2015 which means that the City will need to resume funding for 15 Police Office positions that were funded previously with grant funding. This will increase expenses for the TPD by approximately \$3,184,521 in 2015. The grant requires that the City continue to employ the positions for two full years after the expiration of the grant.

Retirements and Employee Turnover: The Department anticipates 15-20 retirements in 2015. Each retirement will require employee leave payouts of an estimated \$50,000 per employee. Additionally, the Department will need to conduct a recruitment process, pay for training associated with the new recruits, and pay for overtime to cover the retirees' shifts while training new recruits.

Police Budget

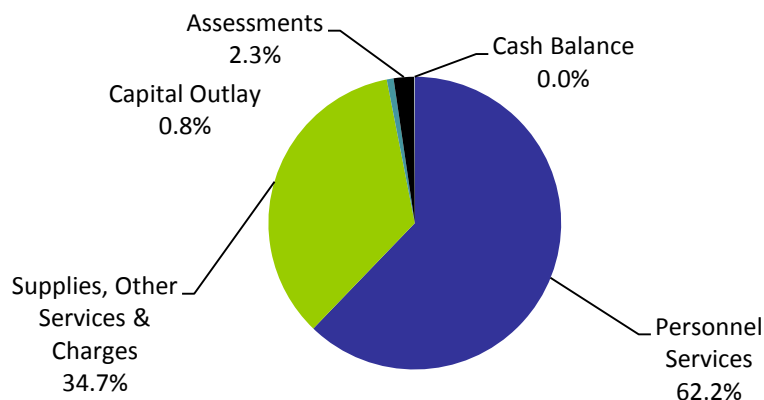
Department by Fund Type

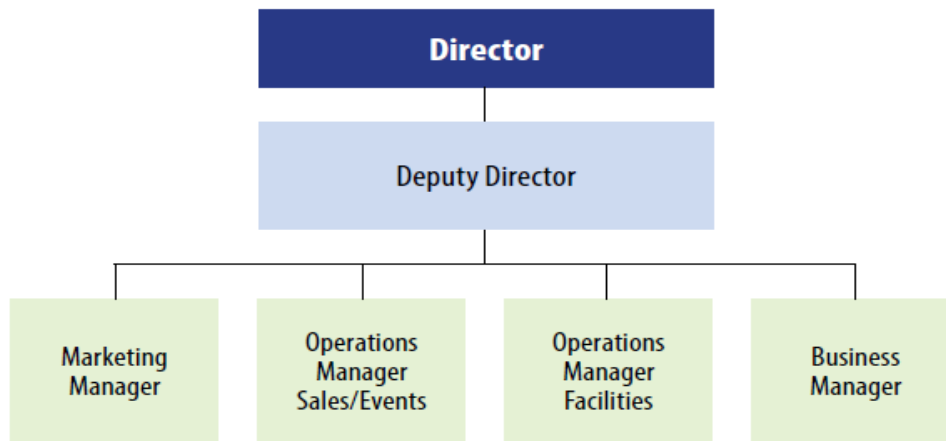
Police	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	146,153,831	142,768,953	143,428,570
Special Revenue Funds	5,388,953	12,246,444	11,656,837
Police Total	151,542,783	155,015,397	155,085,407
Budgeted Full Time Equivalent Positions			373.5

Department by Expenditure Category

Police	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	98,640,669	98,382,361	96,463,545
Supplies, Other Services & Charges	49,351,827	52,820,544	53,850,166
Capital Outlay	60,978	426,499	1,170,000
Debt Service	3,510	6,487	-
Assessments	3,485,799	3,379,506	3,526,606
Cash Balance	-	-	75,090
Police Total	151,542,783	155,015,397	155,085,407

2013-2014 Budgeted Expenses - \$155,085,407





Mission

The Greater Tacoma Convention and Trade Center is devoted to strengthening the economy of the greater Tacoma community by attracting event, convention and meeting visitors, while maintaining fiscal responsibility and superlative customer service.

The Tacoma Dome is committed to providing the Puget Sound region with the finest entertainment facilities featuring programming of the highest quality, while continuing a longstanding tradition of superlative customer service to all clients and event attendees, and doing so within budgetary guidelines.

Cheney Stadium

Cheney Stadium is named for Ben Cheney, a local businessman who worked to bring minor league baseball to Tacoma. Cheney Stadium has been the home to Pacific Coast League baseball continuously since 1960, in the form of seven teams: the Tacoma Giants (1960-65), Cubs (1966-71), Twins (1972-77), Yankees (1978), Tugs (1979), Tigers (A's) (1980-94), and the Rainiers (Mariners) (1995-present).

Convention Center and Tourism Promotion

The Greater Tacoma Convention and Trade Center opened in November 2004 to generate economic benefit for the greater Tacoma area through a state-of-the-art convention and meeting facility -making Tacoma a destination for national, regional, state and local conventions and events revitalizing the downtown business district and surrounding business developments. This facility offers 75,300 square feet of sellable space, including a 49,500-square foot column-free exhibit hall, a 13,400-square foot ballroom and approximately 12,400 square feet of breakout meeting space

Tacoma Dome

The iconic Tacoma Dome is one of the largest wood-domed structures in the world. Using a rigging grid and theater curtains to customize configurations, it can handle events ranging in size from 2,000 - 23,000 attendees. The Tacoma Dome has the largest free hanging rigging grid in the western hemisphere.

Theaters

A three-theater complex in excess of 210,000 square feet, the Pantages, Rialto and Theater on the Square are owned by the City and privately managed by the Broadway Center for the Performing Arts. They feature live performances, educational offerings, festivals and other programs that reflect the excellence and diversity of our community, and contribute significantly to Tacoma's economic development.

In its management of these theaters, the Broadway Center for the Performing Arts maintains them for asset protection, improvements, function and safety. They also manage the City's investments in maintenance and improvements to ensure efficiency and timeliness of projects, while leveraging their independent non-profit status to seek private donations to match City investments.

Budget Challenges in 2015-2018

Cheney Revenue: The debt service schedule for the Cheney remodel requires revenues from admission taxes and events to meet debt service payments. Without revenues to cover these debt service payments, the general fund will need to provide additional support to Cheney Stadium.

Maintenance and Capital Improvements: The Tacoma Dome requires capital repairs and replacement in order to remain a competitive facility, such as repair or replacement of the Tacoma Dome roof (replacement costs up to \$5M) and replacement of seating in the Tacoma Dome (\$500K). It is becoming increasingly difficult to attract top acts to use the Tacoma Dome given the lack of modern amenities. Due to the age of the facility and its old, labor intensive systems, the Dome has a higher than average per square foot operating expense than newer facilities. The seating systems and lack of automated controls require many hours of labor to convert the facility from one event to the other, thus reducing the profitability of each event. However, no reserve funds are available to cover these expenses.

Public Assembly Facilities

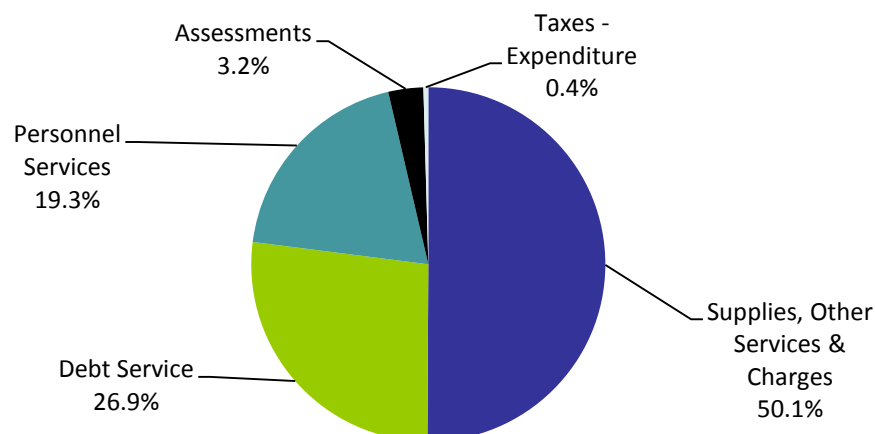
Department by Fund Type

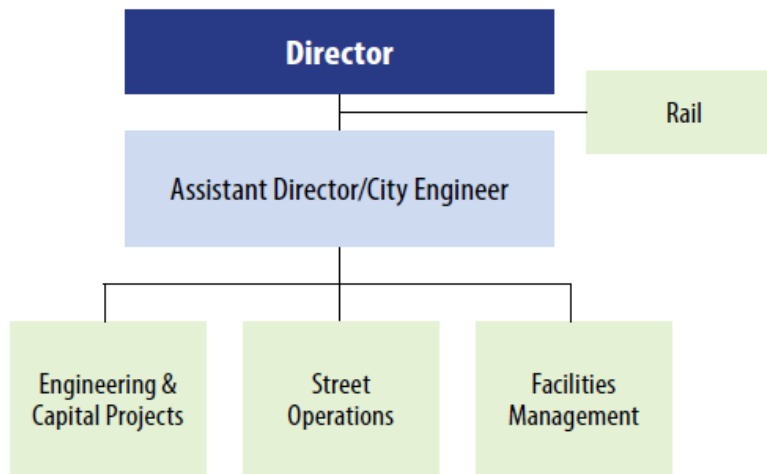
Public Assembly Facilities	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Special Revenue Funds	6,000,403	6,054,868	6,420,963
Enterprise Funds	34,542,506	34,798,965	34,500,323
Trust & Agency Funds	4,745,996	4,989,523	5,252,000
Public Assembly Facilities Total	45,288,906	45,843,355	46,173,286
Budgeted Full Time Equivalent Positions			34.0

Department by Expenditure Category

Public Assembly Facilities	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	10,856,687	10,041,375	8,930,311
Supplies, Other Services & Charges	24,298,509	26,389,237	23,126,277
Capital Outlay	785,833	572,214	-
Debt Service	7,483,328	6,972,144	12,435,566
Taxes - Expenditure	170,225	190,786	205,000
Assessments	1,694,323	1,677,601	1,476,133
Public Assembly Facilities Total	45,288,906	45,843,355	46,173,286

2013-2014 Budgeted Expenses - \$46,173,286





Mission

The Public Works Department provides essential services to enhance quality of life for Tacoma's residents in a fair, responsive, sustainable and cost-effective manner. Public Works employees work hard to cultivate an open and engaged partnership with customers, while maintaining a consistent emphasis on satisfying the needs of the community.

Public Works Administration

Public Works Administration plans, organizes and directs the operations and activities of the Public Works Department, which includes direction of the City of Tacoma's engineering functions.

Facilities Management

Facilities Management works on issues relating to maintenance, small remodels and the management of external contracts for janitorial, security and other facilities related services. They also provide services and support to various City departments on capital projects, which include new facilities, remodels, renovations and major system upgrades.

Engineering

The Engineering Division provides engineering and program management for the City's transportation and major capital facilities projects. Program areas include street and non-motorized design, capital facilities design, transportation engineering, project and construction management, parking services, grant administration and Local Improvement Districts. Other services include design review for private development, traffic data collection and analysis, development of engineering standards, school safety programs, and traffic control approval and permitting.

Street Operations

Street Operations is responsible for the operation and maintenance of 857 lane miles of arterial streets, 8,610 blocks of residential streets, 75,000 street signs, 320 traffic signals, 21,000 streetlights, 20 City-owned parks, 4.68 miles of walking, hiking, biking trails, and 109 right-of-way locations throughout Tacoma. This division is also responsible for maintaining gravel alleys, 57 blocks of gravel streets and the maintenance of open storm drainage ditches. And, during natural disasters, they are responsible for closing severely damaged roads and bridges.

Capital Projects

Capital Projects is in charge of funding for the design engineering and construction of the City's transportation and major capital facilities projects, including street and non-motorized design, capital facilities design, transportation engineering, sidewalk abatement, grant administration, Foss Waterway projects and Local Improvement Districts.

Parking

Parking includes staff involved in parking enforcement, parking facilities management and on-street pay station management. They manage parking meter location and design, issuance of overtime parking permits, the Residential Permit Parking Program and off-street parking in City-owned parking structures.

Fleet Services

Fleet Services maintains and manages 1,200 City vehicles and equipment for Public Works and the Tacoma Police Department. They are in charge of fleet replacement, replacement fund management, cost tracking, lifecycle analysis and surplus.

Rail Mountain Division

The Rail Mountain Division provides safe, reliable and efficient rail transportation solutions to support continued economic development in Tacoma and Puget Sound.

Budget Challenges in 2015-2018

Revenue: Gas Tax revenue used for funding grant matches (14% to 20%) for transportation projects and programs will likely remain flat or decrease in future years. Historically the City receives tens of millions in transportation grant funding each year. Additionally, REET revenues used for funding the required grant match (14% to 20%) for transportation projects will likely remain flat or decrease as well. Without matching funds in future years, the City will not be able to leverage the same level of transportation grant funding as in past years.

Construction and Maintenance Costs: Future constructions projects will have higher costs due to changing bid conditions, these costs could increase by 3-5% for capital projects.

Fleet Costs: Much of the funding for General Government Fleet replacement was deferred between 2009 and 2014. This means that many vehicles are in need of replacement in the coming years.

Building Maintenance: Several building maintenance projects were deferred and not included in the 2013-2014 budget. If the City is unable to fund these projects again in 2015-2016, there will be disproportionately higher maintenance and capital costs due to the continued degradation of the building systems.

Public Works

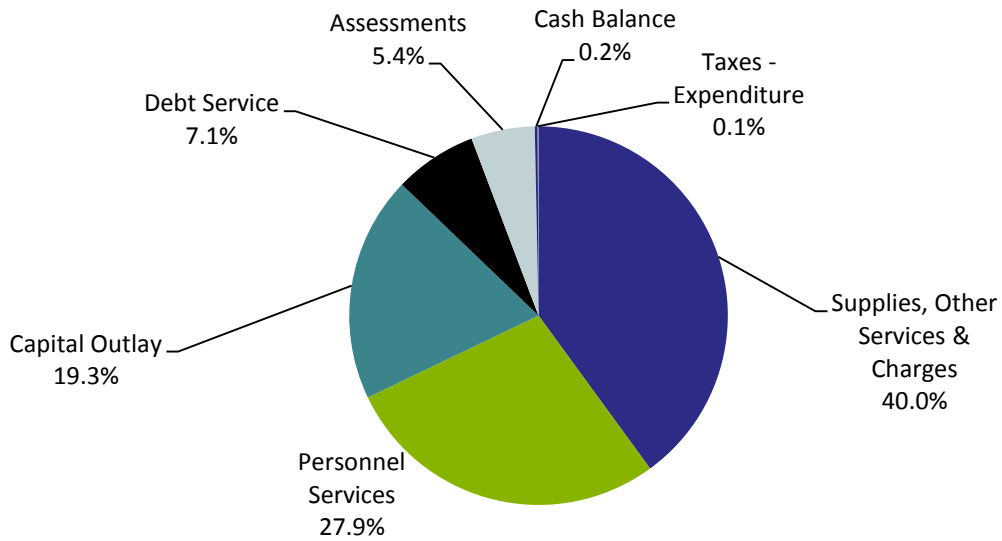
Department by Fund Type

Public Works	2009-2010	2011-2012	2013-2014
	Actuals	Actuals	Budget
General Fund	40,429,244	23,533,804	22,269,097
Special Revenue Funds	54,217,294	150,720,156	48,790,960
Capital Project Funds	10,321,565	824,866	-
Enterprise Funds	23,207,880	22,574,795	23,884,829
Internal Service Funds	31,312,170	34,253,921	30,578,125
Public Works Total	159,488,153	231,907,542	125,523,011
Budgeted Full Time Equivalent Positions			171.2

Department by Expenditure Category

Public Works	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	49,961,672	46,160,901	35,038,384
Supplies, Other Services & Charges	89,239,449	169,446,223	50,167,302
Capital Outlay	221,670	3,365,339	24,212,088
Debt Service	13,316,391	7,927,031	8,878,255
Taxes - Expenditure	88,672	100,117	99,636
Assessments	6,660,299	4,907,930	6,830,152
Cash Balance	-	-	297,194
Public Works Total	159,488,153	231,907,542	125,523,011

2013-2014 Budgeted Expenses - \$125,523,011



Non-Departmental

Non-Departmental fund supports the City's Debt Service payments, community events in the City of Tacoma, MetroParks operations, Fire and Police Pension and Medical costs, Tacoma Pierce County Health Department, Puget Sound Clean Air Agency, and transfers to internal funds that require general fund support, for example: Parking Fund, Streets Fund, Convention Center and Dome.

Budget Challenges in 2015-2018

Debt Service: Due to debt service restructuring, the Non-Departmental Fund will need to increase payments to Debt Service for the General Fund by 37% or \$4.6M in 2015-2016.

Non-Departmental

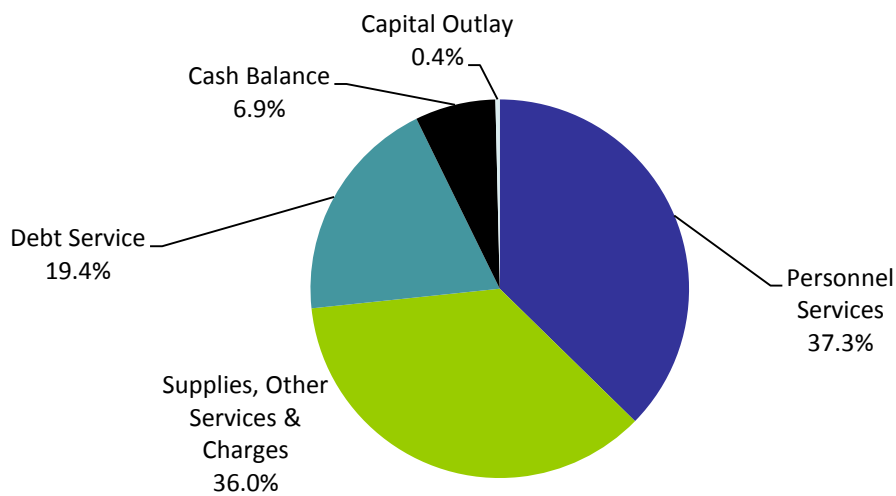
Department by Fund Type

Non-Departmental	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
General Fund	49,865,477	49,963,335	64,489,685
Non Departmental Total	49,865,477	49,963,335	64,489,685

Department by Expenditure Category

Non-Departmental	2009-2010 Actuals	2011-2012 Actuals	2013-2014 Budget
Personnel Services	18,100,271	19,154,967	24,322,000
Supplies, Other Services & Charges	31,825,721	31,552,096	23,459,929
Capital Outlay	-	14,209	240,000
Debt Service	98,703	6,059	12,638,191
Assessments	(159,218)	(763,996)	(658,166)
Cash Balance	-	-	4,487,731
Non Departmental Total	49,865,477	49,963,335	64,489,685

2013-2014 Budgeted Expenses - \$65,147,851



Excludes Assessments Out Totaling (\$658,166)

**City of Tacoma
Finance Department and
Office of Management and Budget**

747 Market Street
Room 444
Tacoma, WA 98403
www.cityoftacoma.org/budget