During 2015, the Government Performance and Finance Committee deliberated and made recommendations on a number of policy matters related to the improvement of the quality, accountability, cost-effectiveness and efficiency of all governmental services. Much of the Government Performance & Finance Committee's work is outlined below under the committee's suggested areas of responsibility in the Council Standing Committee Process Manual.

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GOVERNMENT PERFORMANCE & FINANCE COMMITTEE
2015 YEAR-END REPORT

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GOVERNMENT PERFORMANCE AND FINANCE COMMITTEE
2015 YEAR-END REPORT

AUDITS

STATE AUDITOR'S OFFICE ENTRANCE CONFERENCE – MAY 20TH
Finance Director Andy Cherullo provided opening remarks, and introduced Tammy Bigelow and Joe Simmons, State Auditor's Office. Mr. Simmons reviewed the legal requirements and purpose of their audit for fiscal year 2014. Mr. Simmons continued to review the Federal Grant Compliance Audit report, Accountability Audit, reporting levels for audit recommendations, the cost of the audit, and expected communications. He stated emerging issues in financial auditing are relative to grant reform and Government Accounting Standards Board (GASB) statements. He concluded by reviewing available local government support resources, and auditor contact information. Discussion ensued regarding reporting tax breaks with GASB statements, retirement contributions rates, and the role of the State Auditor's Office.

MOSS ADAMS AUDIT EXIT CONFERENCE – MAY 20TH
Finance Director Andy Cherullo introduced Julie Desimone from Moss Adams. Julie Desimone, Moss Adams, reviewed auditing standards, including communications, their planned scope, significant accounting policies and estimates, audit adjustments, risks and exposures, management judgments, and implementation of GASB statements 65, 67, and 68. Discussion ensued regarding unadjusted differences, staff support, reporting standard changes, and the new GASB statements.

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FINANCIAL POLICIES

TACOMA POWER UTILITIES AND WATER RATES – FEBRUARY 18TH
Bill Gaines, Director of Utilities, reviewed the rate-setting process, policymaker and customer outreach timelines, and existing Tacoma Public Utilities (TPU) Power and Water low-income programs. Bill Fosbre, Chief Deputy City Attorney, reviewed the requirements of franchise agreements, including non-compete fees, franchise fee payment responsibilities, business costs, court cases, and the proposed franchise fees incorporation to all ratepayers. Linda McCrea, Water Superintendent, reviewed the Water rate...
adjustment proposal, including the rate setting period, rate drivers, cost of service, public fire protection, average bill comparison with other municipalities, and rate adjustments. Ted Coates, Power Superintendent, reviewed the Power rate adjustment proposal, including rate drivers, cost-of-service, the proposed fixed charge increase, average bill comparison with other organizations, and residential billing. Discussion ensued regarding the public notification process, public reception of rate increases, low-income program subscription rates, rate discounts and incentives, conservation efforts, program-user feedback, water usage, volumetric rate increases, fixed versus volumetric rates, having a fixed-cost for all generation types, projected trends, solar-powered homes, smart meters, and tracking time and day usage. Council Member Campbell requested the dissemination of information to customers be completed with more time before the rate change is in effect going forward.

TACOMA POWER 2015 FINANCING PLAN– MARCH 18TH
Travis Metcalfe, Tacoma Power and Bill Berry, Rates, Power and Analysis Manager, reviewed the 2015 Financing Plan, including calling $122 million 2005B Bonds on July 1, 2015; implementing a short-term funding agreement with Wells Fargo; implementing a short-term liquidity agreement with Key Bank; revising the Electric Rates and Financial Policy; and implementing a new master subordinate bond. He then reviewed bonds, funding capital projects, liquidity agreements, and rate increases. He concluded by reviewing credit ratings, bond ratings, 2005B Bonds debt service, financing for capital projects, financial metric impacts, projections, policy revisions, next steps, and the proposed schedule. Discussion ensued throughout regarding request for qualifications participants, undrawn fees, and debt savings. The committee suggested moving to full council for consideration.

LICENSE RENEWAL (LANDIS + GYR 10 YEAR FRANCHISE RENEWAL) – MARCH 18TH
Jeff Lueders, TV Tacoma Franchise Services Manager, reviewed the proposed Landis + Gyr Midwest, Inc. 10-year renewal, including background history, provider services, legislation, and next steps. Discussion ensued regarding overhead utilities, power pole locations and undergrounding, light poles, automatic renewals, timeline for undergrounding utilities implementation, and setting criteria for undergrounding. Bill Berry, Rates, Power and Analysis Manager, reviewed the 2015 Financing Plan, including calling $122 million 2005B Bonds on July 1, 2015; implementing a short-term funding agreement with Wells Fargo; implementing a short-term liquidity agreement with Key Bank; revising the Electric Rates and Financial Policy; and implementing a new master subordinate bond. He then reviewed bonds, funding capital projects, liquidity agreements, and rate increases. He concluded by reviewing credit ratings, bond ratings, 2005B Bonds debt service, financing for capital projects, financial metric impacts, projections, policy revisions, next steps, and the proposed schedule. Discussion ensued throughout regarding request for qualifications participants, undrawn fees, and debt savings. The committee suggested moving to full council for consideration.

TAX AMNESTY PROGRAM– MARCH 18TH
Danielle Larson, Tax and License (T&L) Division Manager, review the proposed T&L Amnesty Program, including goals, best practices, current license liabilities, proposed amnesty, communication sources, proposed program structure after amnesty, and next steps. Discussion ensued regarding civil penalties, regulatory license fees, businesses who decide not to participate in the program, having a third party vendor search for unlicensed business, business and occupation taxes, marketing and application timelines, the outreach process, and creating a process for collecting taxes. Chair Lonergan requested a breakdown by category of the estimated amount of regulatory license fees. Council Member Campbell
requested staff have the public outreach process coincide with the application acceptance timeline. The committee suggested moving to full council for consideration.

**TACOMA POWER FINANCIAL POLICIES – APRIL 1st**

Bill Berry, Rates, Power, and Analysis Manager, provided background information on the Tacoma Power Electric Rate and Financial Policy. Mr. Berry continued to review proposed language relative to customers, policies, financial targets, and rate setting practices, liquidity, the Rate Stabilization Fund, and pre-existing language. Discussion ensued Government Performance and Finance Committee Minutes throughout regarding the proposed language, deregulations, rate setting, adequate levels, rate stability, replenishing funds, policies for all divisions of utilities, critical versus adverse conditions, rate payers, water rates and levels, other municipalities rate increases, and surplus revenue. The committee suggested moving to full council for consideration.

**CLICK! RATES – APRIL 29th**

Tenzin Gyaltsen, Click! General Manager, reviewed Click! Rates, including background information, increased programming costs, declining customer counts, fixed costs, Telecom budget, cost of cable television services, proposed ordinance revisions, a market comparison, a bill comparison, next steps, and recommendations. Discussion ensued regarding the negotiation of rates, black-out channels, state and federal reforms, cost increases throughout the industry, operation and maintenance costs, employee counts, programming costs, rates for broadband services only, digital broadband fees, investing to increase profitability, rate increases, bond rates, and variable costs. Council Member Campbell requested information on employee counts and services provided. Chair Lonergan requested information regarding the difference between costs and customer charged rates for cable and internet.

**ROCK TENN CONTRACT – JULY 1st**

Sean Senescall, Water, Rates, and Financial Planning Manager, presented a memo requesting approval by the City Council of water rate adjustments for the RockTenn pulp and paper mill in support of an extended agreement with RockTenn. Mr. Senescall stated these adjustments would extend effective rates beyond their current July 31, 2015 end date, and Government Performance and Finance Committee would schedule a rate adjustment of 4.0% on January 1, 2016. Discussion ensued regarding rate adjustments, water usage percentages, water supply given current drought conditions, the existing agreement, climate change, storage of water, and reusing water.

**PUGET SOUND ENERGY FRANCHISE RENEWAL – AUGUST 19th**

Jennifer Hines, Real Property Services, presented the renewal of the franchise between the City of Tacoma and Puget Sound Energy (PSE) for gas pipelines and facilities. She stated the franchise regulates all aspects of private gas line infrastructure placed into City-owned right of ways. She discussed negotiated terms for the renewal and for future PSE gas pipelines and facilities located within City right of ways. She concluded by requesting the approval of the committee to forward to full Council for Consideration. Discussion ensued regarding the terms, conditions and policy, relationship between Real Property Services and Puget Sound Energy, renewal, extension, and the franchise agreement.
Teresa Sedmak, City Treasurer, provided an overview of the Limited Tax General Obligation Refunding Bonds (LTGO) which will refinance the City's outstanding LTGO bonds. She discussed financing and refinancing a number of projects including a portion of the costs of the convention center and convention center parking, improvements to South Park Plaza parking garage, safety and neighborhood enhancements, improvements along the Foss Waterway, parking at the Museum of Glass and on Pacific Avenue. Discussion ensued regarding refinancing, bonds, restructuring and outstanding balances.

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**PROCESS IMPROVEMENTS**

**PAID SICK LEAVE UPDATE – JULY 15TH**

Andy Cherullo, Finance Director, introduced Melanie Harding, Paid Leave Analyst, and she presented an overview regarding the update on paid sick leave. She reviewed the draft rule process, outreach efforts, final rules, and noted there were four public hearings. She stated part of their outreach efforts were to welcome feedback via email, phone, direct mailing, Facebook, news media coverage, a website, E-newsletter, presentations, and flyers. She stated there were minor edits to clarify and address less common scenarios and more substantial edits were made relative to the complaint process, guidance on attendance policies and criteria for premium pay programs. She noted revisions were made and the draft rules were presented to this Committee and then the final rules were published and posted. She concluded their next step is to have the rules finalized by August 5, 2015, and have paid leave begin February 1, 2016. Discussion ensued regarding providing education for employee and employer rights, and following up on premium pay applications.

**FIRE INSPECTION FEE IMPLEMENTATION - AUGUST 19TH**

Fire Chief Jim Duggan introduced Pat McElligott, Assistant Fire Chief, presented the new fee schedule for the commercial Building Inspection Program. He stated the program was part of the 2015 and 2016 Tacoma Fire Department General Fund Budget proposal and the graduated fee schedule. He noted the budget includes only partial funding for major vehicle and equipment replacement. James Duggan, Fire Chief, discussed the revenue estimates, inspections and invoices. He concluded the next steps are to implement Accela fire inspection module, enhance fire department inspection training, and monitor data to assess fiscal impact. Discussion ensued regarding inspection letters, costs for inspections, implementing the Building Inspection Program, billing, renewal of business licenses, posting building inspections and insurance.

**EMERGENCY RADIO SERVICES FEES - SEPTEMBER 16TH**

Page 6 of 12
Jack Kelanic, Information Technology Director, and Steve Taylor, Networks and Communication, presented the 2015 Information Technology Department’s plans to increase emergency radio system access fees charged to regional public safety agencies. Mr. Kelanic stated the City has owned and operated an 800 MHz emergency radio communications network in support of critical City services provided by Tacoma Police, Tacoma Fire, Public Works, and Environmental Services. Mr. Taylor discussed the radio system operations and current business model. Mr. Kelanic discussed the issues, future business models and projected impacts. He concluded by stating they would be going forward with sending out notices to impacted customers, the Motorola contract, establishing a memorandum of understanding with South Sound 911, updating current contracts, and preparing the mid-biennium budget adjustments. Discussion ensued regarding service fees, number of radio’s, and radio coverage.

**Continuous Improvement Efforts- November 4th**
Tadd Wille, Ben Thurgood, and Katie Johnston, Office of Management and Budget, provided an update on the City’s Continuous Improvements Initiative including, barriers, principles, tools, framework, training, results, and projects.

**Paid Sick Leave Update – November 4th**
Melanie Harding, Paid Leave Analyst, provided an update on paid leave and stated the current focus is on getting employers the information they need to evaluate their existing sick leave policies. She discussed background information, a plan for outreach, employer and community education, next steps and other implementation work. Discussion ensued regarding posters on rights and responsibilities, aligning paid leave and minimum wage, implementation, outreach to employers with no employees, cost of preparing for administration implementation, and efforts to communicate with others.

**File Local Update – November 4th**
Danielle Larson, and Jenni Barrett, Tax and License, provided an informational update on FileLocal and the License and Tax Portal including, major components and the portal launch schedule. Discussion ensued regarding number of City employees with FileLocal, and whether people need to provide additional documents for taxes and licenses.

**Procure to Pay– December 2nd**
Patsy Best, Finance and Grace Bronson, Information Technology, provided an overview of the Procure to Pay Project, including background information, 2014 metrics, goals and recommendations, benefits, solutions, project status, and the five pillars of procurement. Discussion ensued regarding code and tracking data in Systems, Applications and Products (SAP), new system capability, and additional proposal options.

**Ride Share Analysis– December 2nd**
Danielle Larson, Tax and License, provided an overview on the For-hire Accessible Service Fund. She discussed background information, issues, and alternatives. Discussion ensued throughout regarding other transportation options, usage of funds, services, accessibility, Pierce Transit, accessible vehicles and available grants.
WELLNESS PROGRAM UPDATE- DECEMBER 16TH

Joy St. Germain, Human Resources Director and Shannon Carmody, Wellness Coordinator, presented an update on the Tacoma Employees Wellness Program. Ms. Carmody discussed history, launch, additional program activities and next steps, including a city-wide employee’s survey and additional program components and activities. Alice Phillips, International Brotherhood of Electrical Workers Local 483, discussed the benefits of the program.

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INTER-GOVERNMENTAL RELATIONS

PUBLIC UTILITY BOARD INTERVIEWS – JULY 15TH

Members of the Government Performance and Finance Committee interviewed Michael Jankanish, Karen Larkin, David Nelson, and Justin Van Dyk. The committee moved to recommend the appointment of Karin Larkin to the Public Utility Board.

FOR AND AGAINST COMMITTEES- 15 NOW- JULY 15TH

Members of the Government Performance and Finance Committee met to select members for the “For” and “Against” Committees to prepare statements for Initiative No. 1, submitted by 15 Now Tacoma, establishing a minimum wage ordinance for the City of Tacoma. The committee recommended the appointment of eight individuals.

FOR AND AGAINST COMMITTEES- 15 NOW- JULY 23rd

Members of the Government Performance and Finance Committee met during a special meeting to select members for the “For” and “Against” Committees for the following measures:

City of Tacoma Initiative Measure No. 1B - Initiative Measure No.1B is an alternative the City Council has proposed to the Citizen Petition Initiative No.1 regarding minimum wage in the City of Tacoma.

Citizen Petition Initiative Measure No. 2- Initiative Measure No. 2 is an amendment to the City Charter relating to a change in the form of government and other organizational changes.

City of Tacoma Proposition No. 3 - Proposition No. 3 is a property tax levy rate and gross earnings tax increase for street improvements. Governing Board of the Tacoma Transportation Benefit District Proposition No. 4 Proposition - No. 4 imposes a sales and use tax to fund street improvements.

Doris Sorum, City Clerk, provided information regarding current vacancies for the “For” and “Against” Committees. She noted there are two initiative measures including, City of Tacoma Initiative 2 Measure No. 1B and Citizen Petition Initiative Measure No. 2 and two propositions including, City of Tacoma Proposition No. 3 and Governing Board of the Tacoma Transportation Benefit District Proposition No. 4. She stated that each committee shall consist of not more than three members and if approved, forwarded
to the Pierce County Auditor by August 4, 2015. Discussion ensued regarding the number of candidates for each committee and the deadline to get the information to the Auditor. The committee recommended appointing Wade Stewart to the Initiative Measure No. 1B "For" Committee, appointments of Sherry Bockwinkel and Jason McCoy to the Initiative Measure No. 1B "Against" Committee, Alex Hayes to the Initiative Measure No. 2 "For" Committee, Tim Farrell, Sherry Bockwinkel and Lyz Kurnitz-Thurlow to the Initiative Measure No. 2 "Against" Committee, Mark Martinez, Eric Hahn, and Karen Vialle to the Proposition No. 3 "For" Committee, and Mark Martinez, Eric Hahn and Karen Vialle to the Proposition No. 4 "For" Committee.

**Fiscal Home Rule– September 16th**
Randy Lewis, Government Relations Officer, presented the Fiscal Home Rule as an effort to begin to change the current relationship between willing cities and the State. He stated the Fiscal Home Rule is a concept that cities would be granted greater local authority over local taxes. He discussed the background information, issues, alternatives, and the fiscal impact. He concluded by recommending the City initiate a discussion on Fiscal Home Rule with other cities. Discussion ensued regarding the draft bill, utility taxes, surcharge, and property tax.

**Board of Ethics Interviews– December 2nd**
Members of the Government Performance and Finance Committee interviewed applicants Joseph Atkinson and Williams Siems. The committee moved to recommend the appointment of William Siems to serve a three-year term to the Board of Ethics.

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**City Facilities**

**Municipal Clinic Analysis – April 1st**
Joy St. Germain, Human Resources Director, provided opening remarks and Kari Louie, Benefits Manager, provided background information on health benefits, issues, and outreach. Cherie Hendrix, Mercer Health, reviewed worksite clinic values, employer survey results, return on investment, clinic models, municipality participation, traditional clinic versus onsite clinic models, and challenges. Ms. Louie reviewed decisions to consider for a clinic implementation. Public comment was heard from Cheryl Ann Mattis, Craig Schweikart, Lin Whatcott, Therese Pasquier, and Alice Phillips regarding municipal clinics. Discussion ensued regarding cost per member, member benefits, bargaining unions, quality of care, participation requirements in municipal clinics, return on investment, cost savings, locations, preventative healthcare, usage, administrative costs, federal cadillac taxes, on-line scheduling and text message announcements, increasing access, utilization versus fixed-cost, and high-deductible options. Council Member Thoms requested information regarding how much it would cost to have a clinic built onsite versus using an outside facility.
STRATEGIC PLAN/PERFORMANCE MANAGEMENT

2014 END OF YEAR REPORT- FEBRUARY 4TH
Christina Watts, Management Fellow, reviewed the Committee's 2014 End of Year Report.

GPFC WORK PLAN- FEBRUARY 4TH
The Committee discussed the Committee's 2015 work plan relative to the paid sick leave ordinance implementation, includeinf the timelines, public comment, creation of a stakeholders groups, disseminating progress information to the Council, cost, and Committee action items. Discussion continued regarding municipal clinics, pole rights, ride0shares, annexations, Airbnb and the Local Improvement Districts Program.

UPDATE ON 2014 YEAR-END FINANCIAL REPORT- APRIL 15TH
Tadd Wille, Office of Management and Budget Director, reviewed the 2014 Year-End Financial Report, including the financial timeline, a 2013-2014 biennium summary, revenue variance, expenditures variance, the re-appropriation process, the General Fund's supported funds, and financial management. Discussion ensued regarding grant funding for Fire services provided for disaster response, re-appropriating funds, and events at the Tacoma Dome.

TACOMA 24/7 END OF 2014 REPORT- APRIL 15TH
Katie Johnston, Office of Management and Budget, reviewed the Tacoma 24/7 performance management and reporting. She then reviewed public safety measurements relative to emergency medical services (EMS) dispatches, medical incidents, and property crime; and performance measures relative to special events permits issued, economic development, community services, infrastructure, bicycle infrastructure, and open government. Ms. Johnston concluded by reviewing the performance management reporting. Discussion ensued throughout regarding service calls, implementation of a code enforcement app, and maintenance of bicycle lanes. Discussion ensued regarding the items the Committee would like to hear from, including information briefings from Tacoma Public Utilities, Office of Equity and Human Rights, and Police on property crimes. Council Member Campbell requested information on the increased number of EMS dispatches in 2014. Chair Lonergan requested information regarding the number of citizens who actively use their library cards. Council Member Campbell requested information on the responsibility of maintaining bicycle lanes throughout the City.

MONTHLY BUDGET REPORT AUGUST – OCTOBER 21ST
Susan Calderon and Sam Benscoter, Office of Management and Budget, provided a reviewed the 2015-2016 Biennial Budget and August 2015 Financial Report, including budgeted projections with revenues and expenditures for each month, explanations on variances from the budgeted projections, and supported funds.

TACOMA 2025 IMPLEMENTATION- DECEMBER 16TH
Tanisha Jumper, City Manager's Office, provided an update on the implementation of Tacoma 2025. She discussed the advisory committee, framework, Tacoma 2025 and Bloomberg Philanthropies' What Works Cities initiative and concluded with the next phase of implementation. Discussion ensued regarding performance measures, accessibility, equity, education, and committees.

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**BUSINESS INFORMATION SYSTEMS**

*SAP MASTER SERVICES CONTRACT—APRIL 15TH*

Jack Kelanic, Information Technology Director, provided an overview of SAP bench contracts, including background information, issues, the request for proposal competitive process, next steps, and recommendations. Discussion ensued regarding funding sources, and the scope of work and selection process for the four proposed contracts.

**TACOMA INFORMATION MANAGEMENT SYSTEM (TIMS)–DECEMBER 3RD**

Jack Kelanic, Information Technology Director, provided an overview of the Tacoma Information Management System (TIMS) and a summary of the progress to date. Michelle Lewis-Hodges, Information Technology Manager, discussed objectives, solutions, impacts, goals, phases of implementation, and projections for major milestones going forward. Discussion ensued regarding savings and compatibility with the open data port.

**ACCELA IMPLEMENTATION—OCTOBER 7TH**

Peter Huffman, Planning and Development Services Director, provided an update on the implementation of the Accela permitting software system. He discussed the history and surrounding efforts, software solutions, benefits, changes for customers, and fee considerations. He reviewed the timeline for the launch of the software system, staff training, customer service changes, public outreach efforts and projections. Discussion ensued throughout regarding fee structure, training hours, tracking of permits and mobile devices.

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**ISSUE AREAS NOT REVIEWED IN DETAIL**

**CONSTITUENT COMMUNICATIONS**

**POTENTIAL TOPICS FOR 2016**

- Pole Rights
• Municipal Clinic
• TPU Low Income Program Review
• ISP Charging Methods