

# **TACOMA PUBLIC UTILITIES**

## **2011/2012 PRELIMINARY BIENNIUM BUDGET**

**November 1, 2010**



# Tacoma Public Utilities

## Public Utility Board

Robert Casey, Chair

Peter Thein, Vice-Chair

Laura Fox, Secretary

David Nelson, Member

Woodrow Jones, Member

## Executive Team

William A. Gaines –

Director of Utilities/Chief Executive Officer

Theodore C. Coates –

Tacoma Power Superintendent/Chief Operating Officer

Linda McCrea –

Tacoma Water Superintendent

Dale W. King –

Tacoma Rail Superintendent

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Management Services Office

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**City of Tacoma, Washington  
 Department of Public Utilities  
 2011/2012 Preliminary Biennium Budget**

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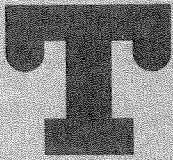
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TACOMA PUBLIC UTILITIES  
3628 South 35th Street  
Tacoma, Washington 98409-3192

October 29, 2010

To the Mayor and Members of Tacoma City Council:

In conformance with the provisions of state law and Section 4.12 of the Charter of the City of Tacoma, we are transmitting the Preliminary 2011/2012 Biennial Budget for the Department of Public Utilities.

The total department budget includes the budgets for Tacoma Power, Tacoma Water, Tacoma Rail, Fleet Services, Self-Insurance Claim and Family Need Funds.

Memorandum budgets are submitted for the Regional Water Supply System (RWSS), Administrative Offices, Customer Services and TPU Support Services. The expenditures of these supporting service divisions are allocated to Tacoma Power, Tacoma Water, Tacoma Rail and Fleet Services Funds. Portions of the Customer Services costs are reimbursed by the City's Environmental Services.

These budgets were developed without compromising the mission or values of Tacoma Public Utilities. All expenditures were thoroughly reviewed and capital outlay budgets were examined fully and prioritized for possible deferral or elimination. Each of the utilities has kept a close watch on revenues and expenses throughout this biennium, carefully monitoring their financial position during the economic downturn. These budgets are an extension of their thoughtful stewardship. Financing of these projects is consistent with the rate policies established by the Public Utility Board and City Council.

The Tacoma Public Utilities 2011/2012 biennial budget totals \$1.0 billion which represents a 9.8 percent decrease from the 2009/2010 biennium. The budget reflects additional revenue anticipated from rate increases by Tacoma Power, Tacoma Water, Tacoma Rail and Click!. The Tacoma Power average system rate increase, planned for April 2011 and 2012, is approximately 5.7 percent for each year. The Tacoma Water average system rate increase, planned for implementation in February 2011 and January 2012, is approximately 5 percent each year. Tacoma Rail proposes a revised rate structure for intermodal, commercial and hazardous commercial rates with increases of 3.6 percent, 12.7 percent and 10.7 percent respectively in 2011.



## **Tacoma Power**

Tacoma Power's 2011/2012 budget is \$787.3 million. This is down \$96.0 million or 10.9 percent from the current budget.

Tacoma Power personnel costs are projected to increase nearly \$10 million or 6.5 percent, even though staffing levels are down about 53 full time equivalents (FTE's). Most of this increase is attributed to the increase in medical benefits as well as the increase to the retirement contribution. Supplies, services and other charges will decrease by \$10.5 million or 2.7 percent. The total capital outlay proposed is \$189.6 million. \$51.4 million of this capital plan will be paid for from the operating fund. \$138.2 million will be paid from bond proceeds.

Taxes, primarily City of Tacoma gross earnings tax at \$44.8 million and State of Washington utilities and business taxes at \$23.4 million, total \$79.3 million for the biennium, which is a decrease of nearly \$1 million from the prior biennium. Included in the tax figures are administrative fees for the cities of Lakewood, University Place, Fircrest, Fife and Steilacoom, plus Click! Network franchise-like fees.

Funding for the budget will be primarily from sales of electric energy, bulk power sales and telecommunications revenues. Tacoma Power also receives other electric and miscellaneous revenues, such as interest, rents, wheeling, and Bonneville Power Administration reimbursements for conservation and construction. Tacoma Power will maintain a minimum cash reserve of 90 days of operating expenses including capital paid from the operating fund. The budget includes anticipated additional revenue of \$37.2 million, which would come from an average system rate increase of approximately 5.7 percent in 2011 and 2012. An appropriation from the Current Fund of \$37.8 million is required to balance Tacoma Power's budget.

## **Tacoma Water**

Tacoma Water's 2011/2012 budget is \$159.1 million. This is down \$8.4 million or 5 percent from the current budget.

Tacoma Water's personnel cost are planned to increase by \$262 thousand, even though they have reduced staffing levels by about 27 FTE's. The increase is attributed to the added cost for medical and retirement benefits. Supplies, services and other charges will decrease by \$2.7 million or 6.3 percent. Debt Service will increase from \$33.3 million in the current budget to \$45 million in the next biennium. Part of the debt service expense will be offset by the Build America Bonds subsidy which is recorded as non operating revenue and will amount to \$6.5 million. The total capital outlay proposed is \$59.2 million. \$17.8 million of this capital plan will be paid for from the operating fund. \$41.4 million will be funded from bond proceeds.



Taxes paid by Tacoma Water total \$18.9 million for the biennium, an increase of \$2 million. City of Tacoma gross earnings tax equals \$11.4 million and State of Washington utilities and business taxes equal \$6.4 million. Also budgeted are franchise, administrative, and other fees paid to other cities and entities.

Tacoma Water receives most of its revenue from water sales and other operating earnings. In this budget biennium, Tacoma Water is budgeting \$13 million from the System Development Charge Fund. To balance its budget, an anticipated additional revenue amount of \$9.7 million is required, which would come from an average system rate increase of approximately 5 percent in 2011 and 2012.

### **Tacoma Rail**

Tacoma Rail's 2011/2012 budget is \$40.4 million. This is down \$6.8 million or 14.5 percent from the current budget.

Personnel costs are projected to decrease by \$252,000. Staffing levels have been reduced by 15 FTE's. Supplies, services and other charges are planned to decrease by \$5.5 million or 32.5 percent. The total capital outlay proposed is \$4.1 million. \$3.1 million of this capital plan will be paid from the operating fund. \$1 million will be paid with debt financing.

Funding for the budget comes primarily from switching revenue. Tacoma Rail proposes a revised rate structure for intermodal, commercial and hazardous commercial rates with increases of 3.6 percent, 12.7 percent and 10.7 percent respectively in 2011. In discussions with the shipping lines, it was determined that they prefer a loaded platform rate that excludes a separate charge for empty platforms (bare-tables). Tacoma Rail's budget includes rolling the empty platform rate into the loaded platform rate and a proposed rate increase of \$2 per platform for intermodal loads as well as an increase of \$33.40 for commercial to bring their charge to \$295 dollars for regular loads and \$345 dollars for hazardous loads.

Taxes paid by Tacoma Rail total \$3.9 million for the biennium, a decrease of \$513 thousand. City of Tacoma gross earnings tax equals \$3.2 million and State of Washington utilities and business taxes equal \$695 thousand.

### **Transfers to the General Fund**

Included in the proposed appropriations for Tacoma Power, Tacoma Water, Tacoma Rail and Fleet Services funds are General Government charges allocated to the Department of Public Utilities. This budget authorizes expenditures for General Government support functions on par with those budgeted for the 2009/2010 biennium. Upon agreement between the Director of Utilities and the City Manager on

an appropriate level of assessments for the 2011-12 biennium, the Board will consider amending the 2011-12 TPU budget to reflect such agreement.

The budgets of the operating divisions also include \$59.4 million for gross earnings tax payments to the General Fund during the biennium as well as Click! Network franchise-like fees of \$2.5 million.

### **The Budget Review Process to Date**

The Director and Senior Management participated in discussions of the proposed budget at Public Utility Board study sessions on August 25, September 8, and September 22, 2010. The budget was also discussed at a joint City Council/Public Utility Board study session on October 12, 2010 and at the Public Utility Board Meeting on October 13, 2010.

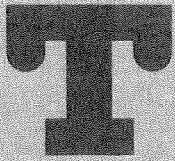
The impact upon the environment, as related to various items reflected in the budget, has been considered. Section 13.12.004 of the Official Code of the City of Tacoma adopted the categorical exemptions of the State Environmental Policy Act Guidelines, which are now set forth in Washington Administrative Code 197-11- 800. Subsection (14)(c) thereof exempts the adoption of all budgets except portions including a final decision to undertake a major action that would significantly affect the environment. Since major projects are budgeted separately, at the proper time in advance of proceeding with particular projects, individual determinations will be made as to the significance of the particular action, its effect on the environment and the need, if any, for the preparation and filing of an appropriate environmental impact statement in accordance with the procedural requirements of the foregoing.

The Public Utility Board has studied and reviewed the preliminary budget in detail with the Director and Staff during a considerable period of time and recommends approval by the City Council. Additional study and review will continue until time for final adoption. The Council will be informed of any changes that may be necessary or deemed desirable by the Board.

Sincerely,



Robert Casey  
Chair  
Public Utility Board



TACOMA PUBLIC UTILITIES  
3628 South 35th Street  
Tacoma, Washington 98409-3192

October 27, 2010

To the Members of the Public Utility Board:

The preliminary draft of the Department of Public Utilities budget for the 2011/2012 biennium is presented for your consideration and approval before transmittal to the City Clerk for distribution to the City Council. State law requires that the budget be filed at least 60 days before the beginning of the next fiscal year. The budget will be delivered to the City Clerk's office on October 29, 2010.

My office, staffs of the various divisions, the division managers, and the Management Services Office have carefully reviewed these requested appropriations. The divisional budgets were discussed at Public Utility Board Study Sessions on August 25, September 8, and September 22, 2010. The budget was also discussed at a joint City Council/Public Utility Board Study Session on October 12, 2010 and at the Public Utility Board Meeting on October 13, 2010.

These budgets were developed without compromising the mission or values of Tacoma Public Utilities. All expenditures were thoroughly reviewed and capital outlay budgets were examined fully and prioritized for possible deferral or elimination. Financing of these projects is consistent with the Board's established rate policies.

The Tacoma Public Utilities 2011/2012 biennial budget totals \$1.0 billion which represents a 9.7 percent decrease from the 2009/2010 biennium. The budget reflects additional revenue anticipated from rate increases by Tacoma Power, Tacoma Water, Tacoma Rail and Click!. The Tacoma Power average system rate increase, planned for April 2011 and 2012, is approximately 5.7 percent for each year. The Tacoma Water average system rate increase, planned for implementation in February 2011 and January 2012, is approximately 5 percent each year. Tacoma Rail proposes a revised rate structure for intermodal, commercial and hazardous commercial rates with increases of 3.6 percent, 12.7 percent and 10.7 percent respectively in 2011.

The assumption for all of Tacoma Public Utilities includes health and welfare benefit increases of 14 percent in 2011 and again in 2012. The retirement contribution is budgeted at 10.26 percent for 2011 and 10.8 percent in 2012.



## **Tacoma Power**

This budget continues to support Tacoma Power's strategy to maintain low rates while providing reliable and environmentally responsible electric power.

Tacoma Power's 2011/2012 budget is \$788.9 million. This is down \$94.45 million or 10.7 percent from the current budget. Tacoma Power personnel costs are projected to increase nearly \$10 million or 6.5 percent, even though staffing levels are down about 53 full time equivalents (FTE's). Most of this increase is attributed to the increase in medical benefits as well as the increase to the retirement contribution. Supplies, services and other charges will decrease by \$8.9 million or 2.3 percent. The total capital outlay proposed is \$189.6 million. \$51.4 million of this capital plan will be paid for from the operating fund. \$138.2 million will be paid from bond proceeds.

Taxes, primarily City of Tacoma gross earnings tax at \$44.8 million and State of Washington utilities and business taxes at \$23.4 million, total \$79.3 million for the biennium, which is a decrease of nearly \$1 million from the prior biennium. Included in the tax figures are administrative fees for the cities of Lakewood, University Place, Fircrest, Fife and Steilacoom, plus Click! Network franchise-like fees.

Funding for the budget will be primarily from sales of electric energy, bulk power sales and telecommunications revenues. Tacoma Power also receives other electric and miscellaneous revenues, such as interest, rents, wheeling, and Bonneville Power Administration reimbursements for conservation and construction. Tacoma Power will maintain a minimum cash reserve of 90 days of operating expenses including capital paid from the operating fund. The budget includes anticipated additional revenue of \$37.2 million, which would come from an average system rate increase of approximately 5.7 percent in 2011 and 2012. An appropriation from the Current Fund of \$39.4 million is required to balance Tacoma Power's budget.

## **Tacoma Water**

In formulating this budget Tacoma Water has worked hard to control costs and identify where they could realize savings in the operating and maintenance budget while still being good stewards of the utilities assets. Tacoma Water is also faced with significant capital projects to comply with regulatory requirements.

Tacoma Water's 2011/2012 budget is \$159.1 million. This is down \$8.4 million or 5 percent from the current budget. Tacoma Water's personnel cost are planned to increase by \$262 thousand, even though they have reduced staffing levels by about 27 FTE's. The increase is attributed to the added cost for medical and retirement benefits. Supplies, services and other charges will decrease by \$2.7 million or 6.3 percent. Debt Service will increase from \$33.3 million in the current budget to \$45 million in the next biennium. Part of the debt service expense will be offset by the Build America Bonds subsidy which is recorded as non operating revenue and will amount

to \$6.5 million. The total capital outlay proposed is \$59.2 million. \$17.8 million of this capital plan will be paid for from the operating fund. \$41.4 million will be funded from bond proceeds.

Taxes paid by Tacoma Water total \$18.9 million for the biennium, an increase of \$2 million. City of Tacoma gross earnings tax equals \$11.4 million and State of Washington utilities and business taxes equal \$6.4 million. Also budgeted are franchise, administrative, and other fees paid to other cities and entities.

Tacoma Water receives most of its revenue from water sales and other operating earnings. In this budget biennium, Tacoma Water is budgeting \$13 million from the System Development Charge Fund. To balance its budget, an anticipated additional revenue amount of \$9.7 million is required, which would come from an average system rate increase of approximately 5 percent in 2011 and 2012.

### **Tacoma Rail**

Tacoma Rail's 2011/2012 budget is \$40.4 million. This is down \$6.8 million or 14.5 percent from the current budget.

Personnel costs are projected to decrease by \$252,000. Staffing levels have been reduced by 15 FTE's. Supplies, services and other charges are planned to decrease by \$5.4 million or 31.8 percent. The total capital outlay proposed is \$4 million. \$3 million of this capital plan will be paid from the operating fund. \$1 million will be paid with debt financing.

Funding for the budget comes primarily from switching revenue. Tacoma Rail proposes a revised rate structure for intermodal, commercial and hazardous commercial rates with increases of 3.6 percent, 12.7 percent and 10.7 percent respectively in 2011. In discussions with the shipping lines, it was determined that they prefer a loaded platform rate that excludes a separate charge for empty platforms (bare-tables). Tacoma Rail's budget includes rolling the empty platform rate into the loaded platform rate and a proposed rate increase of \$2 per platform for intermodal loads as well as an increase of \$33.40 for commercial to bring their charge to \$295 dollars for regular loads and \$345 dollars for hazardous loads.

Taxes paid by Tacoma Rail total \$3.9 million for the biennium, a decrease of \$513 thousand. City of Tacoma gross earnings tax equals \$3.2 million and State of Washington utilities and business taxes equal \$695 thousand.

## **Fleet Services Fund**

Expenditures for the Fleet Services Fund are included for information only because their costs are included in the budgets of the operating divisions. The Fleet Services Fund's 2011/2012 biennial budget is \$19.6 million, which is a 4.0 percent decrease from the previous biennium.

## **Service Divisions**

Expenditures for the service divisions are included for information only because their costs are included in the budgets of the operating divisions, and other funds within the department. Portions of the Customer Services costs are reimbursed by the City's Environmental Services. These budgets include the Administrative Offices, Customer Services and Real Property Services. The operating divisions reviewed these budgets during the budget process to ensure that only essential services are budgeted. The service divisions have budgets that total nearly \$53 million for the 2011/2012 biennium, which is an increase of 15.0 percent.

## **Other Funds**

Self-Insurance Claim Fund biennial appropriations, which are provided by Tacoma Power, Tacoma Water and Tacoma Rail plus appropriations from the current fund, total nearly \$6 million.

Tacoma Power contributes \$900,000 for the biennial budget for the Family Need Fund and an additional appropriation of the cash reserve is planned to meet the increased need for assistance due to the economic downturn.

## **Summary**

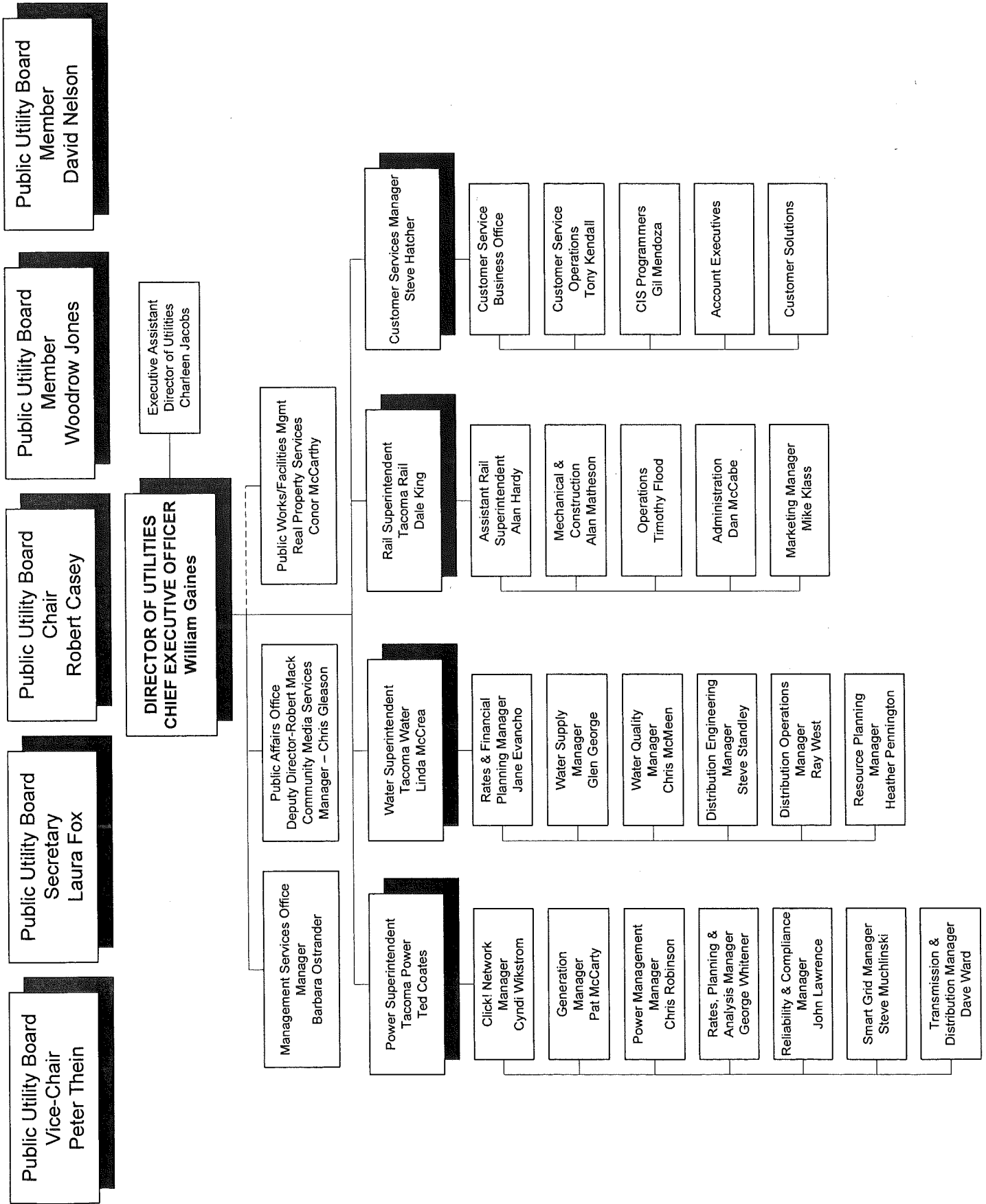
The revenues and expenditures contained in the Department of Public Utilities 2011/2012 biennial budget requests were developed in accordance with the stated mission of the department and in conformance with the objectives of our strategic plan. The proposed budget appropriations were reviewed extensively by my office, divisional management, the Management Services Office, and the Public Utility Board. TPU's budgets and rate proposals reflect strategies that are durable over the long run. The Utilities have adjusted to the realities of the economy and have right-sized their budgets and their work forces for the 2011/2012 biennium and beyond.

Sincerely,



William A. Gaines  
Director of Utilities, CEO

# CITY OF TACOMA - DEPARTMENT OF PUBLIC UTILITIES



# CITY OF TACOMA

## DEPARTMENT OF PUBLIC UTILITIES

### DEPARTMENT SUMMARY

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

Memorandum budgets have been prepared for the Customer Services and Administrative/Support Services Divisions. Except for a portion of the Customer Services' budget, which is reimbursed by the City's Environmental Services, all planned Service Division expenses have been allocated to and are included in the three Operating Funds' budgets. A memorandum budget has also been prepared for the Regional Water Supply System (RWSS) whereas only Tacoma Water's proportionate share is included within Tacoma Water Division's budget.

The following is a summary of the appropriations by fund.

#### 2009/2010 BUDGET

	Personnel Costs	Supplies, Other Services & Charges	Capital Outlay	Debt Service	Taxes	2009/2010 Total
Tacoma Power Division	153,975,721	390,146,709	149,939,750	108,993,741	80,263,302	883,319,223
Tacoma Water Division	37,120,085	42,698,338	37,542,737	33,246,367	16,858,473	167,466,000
Tacoma Rail Division	20,850,041	16,892,618	3,052,000	2,031,589	4,446,046	47,272,294
<b>Sub-Total Operating Funds</b>	<b>211,945,847</b>	<b>449,737,665</b>	<b>190,534,487</b>	<b>144,271,697</b>	<b>101,567,821</b>	<b>1,098,057,517</b>
Fleet Services Fund	5,340,648	2,163,002	12,911,397	0	0	20,415,047
Family Need Fund	0	1,800,000	0	0	0	1,800,000
Self-Insurance Claim Fund	0	4,379,233	0	0	0	4,379,233
<b>Sub-Total Other Funds</b>	<b>5,340,648</b>	<b>8,342,235</b>	<b>12,911,397</b>	<b>0</b>	<b>0</b>	<b>26,594,280</b>
<b>Total TPU 2009/2010</b>	<b>\$217,286,495</b>	<b>\$458,079,900</b>	<b>\$203,445,884</b>	<b>\$144,271,697</b>	<b>\$101,567,821</b>	<b>\$1,124,651,797</b>

#### 2011/2012 BUDGET

	Personnel Costs	Supplies, Other Services & Charges	Capital Outlay	Debt Service	Taxes	2011/2012 Total
Tacoma Power Division	163,961,984	379,640,714	51,398,000	113,006,002	79,288,598	787,295,298
Tacoma Water Division	37,381,973	40,008,744	17,755,000	45,020,047	18,897,740	159,063,505
Tacoma Rail Division	20,598,305	11,410,358	3,147,000	1,350,123	3,933,000	40,438,786
<b>Sub-Total Operating Funds</b>	<b>221,942,262</b>	<b>431,059,816</b>	<b>72,300,000</b>	<b>159,376,172</b>	<b>102,119,338</b>	<b>986,797,589</b>
Fleet Services Fund	6,494,502	2,072,024	11,033,424	0	0	19,599,950
Family Need Fund	0	1,800,000	0	0	0	1,800,000
Self-Insurance Claim Fund	0	5,980,791	0	0	0	5,980,791
<b>Sub-Total Other Funds</b>	<b>6,494,502</b>	<b>9,852,815</b>	<b>11,033,424</b>	<b>0</b>	<b>0</b>	<b>27,380,741</b>
<b>Total TPU 2011/2012</b>	<b>\$228,436,764</b>	<b>\$440,912,631</b>	<b>\$83,333,424</b>	<b>\$159,376,172</b>	<b>\$102,119,338</b>	<b>\$1,014,178,330</b>

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



**CITY OF TACOMA**

**DEPARTMENT OF PUBLIC UTILITIES**

**DEPARTMENT SUMMARY**

**COMPARATIVE BUDGET TOTALS**

<b>TACOMA PUBLIC UTILITIES DIVISION</b>	<b>BIENNIAL BUDGET 2009/2010</b>	<b>BIENNIAL BUDGET 2011/2012</b>	<b>\$ INCREASE OR DECREASE</b>	<b>% INCREASE OR DECREASE</b>	<b>% OF 2011/2012 TOTAL DEPT</b>
Tacoma Power	883,319,223	787,295,298	-96,023,925	-10.9%	77.6%
Tacoma Water	167,466,000	159,063,505	-8,402,495	-5.0%	15.7%
Tacoma Rail	47,272,294	40,438,786	-6,833,508	-14.5%	4.0%
Fleet Services	20,415,047	19,599,950	-815,097	-4.0%	1.9%
Family Need	1,800,000	1,800,000	0	0.0%	0.2%
Self-Insurance Claim	4,379,233	5,980,791	1,601,558	36.6%	0.6%
<b>Total Department</b>	<b>\$1,124,651,797</b>	<b>\$1,014,178,330</b>	<b>-\$110,473,467</b>	<b>-9.8%</b>	<b>100.0%</b>

DEPARTMENT OF PUBLIC UTILITIES	2007/2008	2009/2010	2011/2012
Tax Payments	Biennium Actual	Biennium Budget	Biennium Budget

**DETAIL**

Gross Earnings Tax/Tacoma	62,605,568	60,635,048	59,398,921
State of WA - Public Utility & B&O Taxes	27,025,432	28,826,305	30,539,596
County	3,296,572	3,551,329	3,470,628
Click Franchise-Like Fees	2,072,889	2,382,836	2,538,718
Other *	5,626,825	6,172,303	6,171,475
Subtotal	<b>100,627,286</b>	<b>101,567,821</b>	<b>102,119,338</b>
Federal Taxes (FICA)	11,056,147	15,039,504	13,564,759
Federal Railroad Taxes (RR)	2,541,671	2,773,686	2,664,080
Subtotal	<b>13,597,818</b>	<b>17,813,190</b>	<b>16,228,839</b>
<b>Total Taxes</b>	<b>\$114,225,104</b>	<b>\$119,381,011</b>	<b>\$118,348,177</b>

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

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

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

<b>DEPARTMENT OF PUBLIC UTILITIES</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>General Government Expenses</b>	<b>2009/2010</b>	<b>2011/2012</b>
City Manager's Office	222,067	244,689
City Council	53,953	39,710
Finance	5,578,029	5,624,053
Finance - Utility Accounting	2,854,327	2,916,355
General Government - miscellaneous	56,968	149,684
Government Relations	157,494	412,193
Human Resources	3,644,597	3,846,945
Human Rights & Human Services	231,754	273,118
IT	15,603,944	16,922,580
Legal	2,065,344	2,356,716
Economic Development	350,000	350,000
Contract Compliance	276,320	270,672
Contract Compliance-LEAP	254,783	196,253
Youth Build Tacoma	340,105	332,203
<b>Total TPU General Government Expenses</b>	<b>\$31,689,685</b>	<b>\$33,935,171</b>
<b>Reduction of assessments per TPU Board amended Motion 10-18</b>		<b>(2,245,486)</b>
	<b>\$31,689,685</b>	<b>\$31,689,685</b>



**TACOMA POWER**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**



## TACOMA POWER

### DESCRIPTION OF RESPONSIBILITY

#### Click! Network:

To continue to expand, maintain and manage Tacoma Power's telecommunications infrastructure to allow for enhanced electric service reliability, distribution system controls and communication links through high-tech meters; to increase Tacoma Power's revenues through three commercial and wholesale business lines: cable TV, high-speed data transport and high-speed internet services; to support economic growth and development by providing more choices in the community and to comply with all applicable local franchise, city, state, and federal laws.

#### Generation:

To operate, maintain and improve Tacoma Power's electrical generation plants and recreational parks; to ensure compliance with dam safety, public safety, emergency action planning, fisheries, wildlife, public recreation, and cultural resource requirements of our hydroelectric project operating licenses, associated agreements, regulations, and management plans; to plan, design and coordinate the construction, modernization and maintenance of generation and plant facilities; to maintain and provide oversight for the operation of fish hatcheries and related facilities; to provide management for recreation and wildlife on project lands and reservoirs; to re-license existing hydro projects, implement mitigation requirements of new licenses and coordinate resource needs and requirements with state and federal agencies and Indian tribes; to monitor and implement compliance measures for environmental regulations for the Department; to provide security planning, guard management, and buildings and grounds maintenance for the Department; to participate in various community, industry, governmental, citizen and river basin councils and forums.

#### Power Management:

To manage Tacoma Power's power supply portfolio; to market bulk power supply services to wholesale customers; to manage energy price risks; to manage wholesale counterparty credit risk; to provide high value, competitively-priced power supply services to customers; to negotiate power service contracts with large retail customers; to monitor, forecast and analyze short and long-term supply, demand and prices in power supply markets; to plan and manage reservoir levels and stream flows at Tacoma Power hydroelectric generating projects; to plan, acquire, administer and schedule contract power supplies; to determine unit loading and operating reserves on owned generation; to implement and manage interchange schedules to maintain and optimize the load resource balance; to procure wholesale transmission services; to develop, utilize and maintain the Energy Management System and information technologies to support power trading activities, risk management and power supply marketing; to conduct integrated resource planning processes; to assure adequate power supply and transmission services; to participate in electric industry restructuring activities at local, state, regional and national levels; to plan, market and deliver energy efficiency products, education and services desired by all retail customers; to implement services that focus on new construction and foster introduction of cost-effective new technologies and practices in the residential, commercial, and industrial sectors; to support cost-effective programs and projects that provide a public benefit to Tacoma Power customers; to encourage customer participation and investment in conservation, renewable power and other energy services.

#### Rates, Planning & Analysis:

To develop strategy and recommendations for all retail electrical rates; to coordinate Tacoma Power's retail rate setting process; to perform cost of service studies, rate design and other rate and pricing services for Tacoma Power and the Department; to prepare retail load and revenue forecasts; to develop O&M and capital budget strategy recommendations and perform ongoing O&M and capital budget analysis; to coordinate, plan and track Tacoma Power's capital budget and project documentation processes; to prepare financial forecasts and plans including funding strategies; to develop financial modeling; to develop recommendations for financial and rate policies; to perform various business case analyses including forecasting impacts of each business case; to support the development of the wholesale power risk management program; to provide risk control oversight of the wholesale power risk management program; to perform research and analysis of industry trends and long range issues and develop recommendations for strategic positioning of Tacoma Power; to participate in various community, industry and governmental forums.

## TACOMA POWER

### DESCRIPTION OF RESPONSIBILITY

#### **Reliability and Compliance:**

The Reliability and Compliance (R&C) office is responsible for all matters related to Tacoma Power's compliance with the North American Electric Reliability Corporation (NERC) Reliability Standards and serves as the principal point of contact with the Western Electricity Coordinating Council (WECC) on matters related to the Reliability Standards. The R&C office manages Tacoma Power's Internal Reliability and Compliance Program; maintains overall responsibility for the NERC Reliability Standards; manages internal self-audits and compliance-related training; and maintains a document management architecture for retaining evidence of compliance with Reliability Standards.

#### **Smart Grid**

The Smart Grid section plans, develops, deploys and maintains communication networks, operational systems and related equipment and infrastructure in support of the operational efficiency and delivery of utility services to our customers. This section is responsible for the Smart Grid Program and oversees the planning, deployment and maintenance of the infrastructure and systems needed to meet the goals of the program including our existing Gateway electric metering system and PayGo. This section is also responsible for PC support and the planning, management, implementation and maintenance of business processes and technologies related to the advancement of information systems for the divisions of Tacoma Public Utilities.

#### **Transmission and Distribution:**

To plan, design, construct, operate and maintain Tacoma Power's Transmission and Distribution systems including: substations, the downtown underground network, system control, including administration of the electrical clearance procedures, revenue metering facilities, overhead transmission and distribution, line clearance, underground distribution systems for residential and commercial customers; to provide and maintain job-related essential materials and services, including shipping and receiving, issuing and reclamation of materials, inventory management and fleet management.



TACOMA POWER	2007/2008	2009/2010	2011/2012
Recapitulation of Biennial Budget	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE

Operating Revenue			
Sales of Electric Energy	738,300,188	680,097,486	616,682,554
Anticipated Additional Revenue	0	0	37,215,264
Other Electric Revenue	28,942,265	31,545,177	28,470,335
Telecommunications Revenue	41,409,259	48,897,320	51,398,829
<b>Total Operating Revenue</b>	<b>808,651,712</b>	<b>760,539,983</b>	<b>733,766,982</b>
Other Income	28,270,062	16,395,850	15,717,956
BPA/Fort Lewis Project Reimbursement	1,097,622	0	0
Proceeds from Sale of Steam Plant & Land	10,273,962	0	0
Appropriation from Current Fund	0	106,383,390	37,810,360
<b>Total Revenue &amp; Available Funds</b>	<b>\$848,293,358</b>	<b>\$883,319,223</b>	<b>\$787,295,298</b>

### EXPENDITURES

Personnel Costs	117,793,654	153,975,721	163,961,984
Supplies, Other Services & Charges	371,103,562	390,146,709	379,640,714
Capital Outlay	115,336,228	149,939,750	51,398,000
Debt Service	103,210,843	108,993,741	113,006,002
Taxes	82,243,441	80,263,302	79,288,598
<b>Total Expenditures</b>	<b>\$789,687,728</b>	<b>\$883,319,223</b>	<b>\$787,295,298</b>

### CAPITAL OUTLAY FINANCING DETAIL

Funded From Current Fund		149,939,750	51,398,000
Funded From Bond Fund		15,000,000	138,252,000
Funded From New Debt		18,424,000	
<b>Total Capital Outlay</b>		<b>\$183,363,750</b>	<b>\$189,650,000</b>

### PERSONNEL

Budgeted FTEs	797.60/798.35	904.65/901.65	849.25/850.25
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TACOMA POWER	2007/2008	2009/2010	2011/2012
Revenue	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE SUMMARY

Sales of Electric Energy	738,300,188	680,097,486	616,682,554
Anticipated Additional Revenue	0	0	37,215,264
Other Electric Revenue	28,942,265	31,545,177	28,470,335
Telecommunications Revenue	41,409,259	48,897,320	51,398,829
<b>Total Operating Revenue</b>	<b>808,651,712</b>	<b>760,539,983</b>	<b>733,766,982</b>
Other Income	28,270,062	16,395,850	15,717,956
BPA/Fort Lewis Project Reimbursement	1,097,622	0	0
Proceeds from Sale of Steam Plant & Land	10,273,962	0	0
Appropriation from Current Fund	0	106,383,390	37,810,360
<b>Total Revenue &amp; Available Funds</b>	<b>\$848,293,358</b>	<b>\$883,319,223</b>	<b>\$787,295,298</b>

### REVENUE DETAIL

#### Sales of Electric Energy

Residential	256,619,013	252,279,819	253,292,723
Private Off-Street Lighting	2,108,724	2,196,664	2,122,732
Small General	44,625,187	46,334,111	44,173,017
General	168,138,017	182,287,463	167,865,200
High Voltage General	34,118,073	37,698,628	34,257,797
Contract Industrial - Firm	30,508,327	40,052,282	34,620,968
Street Lighting & Traffic Signals	2,262,563	2,190,199	1,845,005
<b>Total Retail Sales</b>	<b>538,379,904</b>	<b>563,039,166</b>	<b>538,177,442</b>

#### Other Sales

Bulk Power Sales	198,293,994	117,058,320	78,505,112
Accrued Unbilled Revenue	1,626,290	0	0
<b>Total Other Sales</b>	<b>199,920,284</b>	<b>117,058,320</b>	<b>78,505,112</b>
<b>Total Sales of Electric Energy</b>	<b>738,300,188</b>	<b>680,097,486</b>	<b>616,682,554</b>
<b>Total Anticipated Additional Revenue</b>	<b>0</b>	<b>0</b>	<b>37,215,264</b>

TACOMA POWER	2007/2008	2009/2010	2011/2012
Revenue	Biennium Actual	Biennium Budget	Biennium Budget

Other Electric Revenue

Rent from Electric Property	2,052,721	2,619,572	2,571,165
Interdepartmental Rent	3,128,208	4,965,669	4,050,465
Service Connection Fees	2,501,033	2,504,239	2,160,950
Energy Services	2,161	26,000	
Green Power	279,036	371,810	267,906
Overhead on Work for Others	646,153	120,000	238,336
Late Payment Fees	1,946,511	2,262,183	2,222,857
Electrical Inspection Fees*	2,746,648	2,800,000	
Cushman Lease & Cowlitz Falls Contract	666,304	668,484	598,748
Income from Campgrounds	1,753,874	2,043,834	2,325,788
Wheeling	12,379,057	12,175,630	13,560,000
Miscellaneous	840,559	987,756	474,120
<b>Total Other Electric Revenue</b>	<b>28,942,265</b>	<b>31,545,177</b>	<b>28,470,335</b>

Telecommunications Revenue

CATV	27,542,210	36,882,670	38,861,108
Broadband	2,390,480	1,873,137	1,807,540
Internet	8,536,422	9,036,419	9,483,931
Miscellaneous	2,940,147	1,105,094	1,246,250
<b>Total Telecommunications</b>	<b>41,409,259</b>	<b>48,897,320</b>	<b>51,398,829</b>

Other Income

Interest	23,144,093	14,521,850	6,197,169
Federal Subsidy for BABS/CREBS interest	0	0	7,909,276
Miscellaneous	5,125,969	1,874,000	1,611,511
<b>Total Other Income</b>	<b>28,270,062</b>	<b>16,395,850</b>	<b>15,717,956</b>

Other Available Funds

BPA/Fort Lewis Project Reimbursement	1,097,622	0	0
Proceeds from Sale of Steam Plant & Land	10,273,962	0	0
Appropriation from Current Fund	0	106,383,390	37,810,360

<b>Total Revenue &amp; Available Funds</b>	<b>\$848,293,358</b>	<b>\$883,319,223</b>	<b>\$787,295,298</b>
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\*Eff. 1/1/2011, Electrical Inspection Fees of \$2.4M are planned as an offset to expense to match F/S presentation

TACOMA POWER	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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Division Consolidation Maintenance & Operation Summary

Salaries & Wages	116,833,018	150,117,550	148,871,500
Employee Benefits	38,048,806	51,181,757	58,346,972
Capital Credit & Labor To/From Others	-37,088,171	-47,323,585	-43,256,488
<b>Total Personnel Costs</b>	<b>117,793,654</b>	<b>153,975,721</b>	<b>163,961,984</b>
Supplies	233,101,445	222,843,736	234,888,007
Services	64,479,489	88,536,869	70,774,077
Other Charges	24,062,390	34,680,626	27,539,757
Total Assessments	49,460,238	44,085,478	46,438,874
Taxes	82,243,441	80,263,302	79,288,598

<b>Total Maintenance &amp; Operation</b>	<b>\$571,140,657</b>	<b>\$624,385,732</b>	<b>\$622,891,296</b>
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Section Consolidation Maintenance & Operation Summaries

Power Administration

Salaries & Wages	671,166	3,845,235	631,800
Employee Benefits	89,486	147,785	168,135
Capital Credit & Labor To/From Others	355,099	122,875	175,000
<b>Total Personnel Costs</b>	<b>1,115,751</b>	<b>4,115,895</b>	<b>974,935</b>
Supplies	84,627	96,674	78,276
Services	1,568,035	2,014,052	2,610,750
Other Charges	-4,069,356	-1,949,752	-10,911,741
Total Assessments	47,644,880	42,552,201	44,250,658
Taxes	73,287,796	70,070,733	68,799,350
<b>Total</b>	<b>119,631,733</b>	<b>116,899,804</b>	<b>105,802,228</b>

TACOMA POWER	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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Salaries & Wages	16,698,139	15,763,124	14,375,755
Employee Benefits	6,166,016	6,031,246	6,468,947
Capital Credit & Labor To/From Others	-4,645,760	-3,804,952	-3,394,835
<b>Total Personnel Costs</b>	<b>18,218,395</b>	<b>17,989,418</b>	<b>17,449,867</b>
Supplies	2,119,029	1,783,623	830,979
Services	25,150,723	27,900,301	27,018,700
Other Charges	-1,214,229	2,016,484	1,650,482
Total Assessments	1,396,694	1,527,433	2,171,560
Taxes	5,659,073	6,641,240	7,018,620
<b>Total</b>	<b>51,329,685</b>	<b>57,858,498</b>	<b>56,140,207</b>

Generation

Salaries & Wages	28,255,028	32,026,196	33,808,763
Employee Benefits	9,759,347	12,191,473	14,004,224
Capital Credit & Labor To/From Others	-10,083,720	-8,757,747	-11,159,346
<b>Total Personnel Costs</b>	<b>27,930,655</b>	<b>35,459,922</b>	<b>36,653,641</b>
Supplies	5,367,552	4,233,527	3,238,869
Services	21,192,100	32,106,840	21,081,546
Other Charges	4,910,779	5,994,234	5,521,875
Total Assessments	83,339	0	0
Taxes	3,246,088	3,498,000	3,416,488
<b>Total</b>	<b>62,730,514</b>	<b>81,292,523</b>	<b>69,912,419</b>

Power Management

Salaries & Wages	5,588,767	13,026,025	13,211,774
Employee Benefits	1,580,708	4,194,519	4,859,249
Capital Credit & Labor To/From Others	-22,586	-4,037,000	-4,376,045
<b>Total Personnel Costs</b>	<b>7,146,889</b>	<b>13,183,544</b>	<b>13,694,979</b>
Supplies	224,374,808	214,317,632	229,158,009
Services	1,433,354	3,555,970	3,079,372
Other Charges	26,346,496	30,118,265	29,256,354
Total Assessments	95,688	0	16,656
<b>Total</b>	<b>259,397,235</b>	<b>261,175,411</b>	<b>275,205,370</b>

<b>TACOMA POWER</b>	<b>2007/2008 Biennium Actual</b>	<b>2009/2010 Biennium Budget</b>	<b>2011/2012 Biennium Budget</b>
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**Rates, Planning & Analysis**

Salaries & Wages	286,661	2,330,555	2,954,357
Employee Benefits	67,753	627,245	938,765
Capital Credit & Labor To/From Others	76,885	-20,000	-75,000
<b>Total Personnel Costs</b>	<b>431,299</b>	<b>2,937,800</b>	<b>3,818,122</b>
Supplies	12,535	113,500	77,100
Services	41,989	1,757,500	588,000
Other Charges	78	209,300	545,800
<b>Total</b>	<b>485,902</b>	<b>5,018,100</b>	<b>5,029,022</b>

**Reliability & Compliance**

Salaries & Wages			2,330,376
Employee Benefits			864,371
Capital Credit & Labor To/From Others			0
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>3,194,746</b>
Supplies			57,200
Services			456,000
Other Charges			1,248,200
<b>Total</b>	<b>0</b>	<b>0</b>	<b>4,956,146</b>

**Smart Grid**

Salaries & Wages	4,920,094	7,920,529	10,462,085
Employee Benefits	1,474,872	2,610,108	3,789,152
Capital Credit & Labor To/From Others	-2,262,393	-2,264,141	-1,717,365
<b>Total Personnel Costs</b>	<b>4,132,573</b>	<b>8,266,496</b>	<b>12,533,873</b>
Supplies	269,169	747,406	464,323
Services	187,663	1,070,761	850,438
Other Charges	913,933	788,469	2,113,705
<b>Total</b>	<b>5,503,337</b>	<b>10,873,132</b>	<b>15,962,339</b>

TACOMA POWER	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Transmission & Distribution**

Salaries & Wages	60,413,163	75,205,886	71,096,590
Employee Benefits	18,910,624	25,379,381	27,254,127
Capital Credit & Labor To/From Others	-20,505,696	-28,562,620	-22,708,897
<b>Total Personnel Costs</b>	<b>58,818,091</b>	<b>72,022,646</b>	<b>75,641,820</b>
Supplies	873,725	1,551,374	983,251
Services	14,905,625	20,131,445	15,089,271
Other Charges	-2,825,311	-2,496,374	-1,884,918
Total Assessments	239,637	5,844	0
Taxes	50,484	53,329	54,140
<b>Total</b>	<b>72,062,251</b>	<b>91,268,264</b>	<b>89,883,564</b>

<b>Total Power Division</b>	<b>\$571,140,657</b>	<b>\$624,385,732</b>	<b>\$622,891,296</b>
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TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code No.	Classification Title						
00060	Office Assistant	11.70	16.00	16.00	523,804	703,344	722,114
00220	Senior Secretary	7.00	0.00	0.00	356,670	0	0
00230	Administrative Secretary	2.00	0.00	0.00	106,669	0	0
01080	GIS Analyst	1.00	0.00	0.00	89,843	0	0
0108B	GIS Analyst, App B	1.00	1.00	1.00	102,813	105,416	105,822
01240	Computer Support Technician	4.00	3.00	3.00	213,461	164,699	171,762
01330	Computer Systems Programmer	1.00	1.00	1.00	73,226	74,920	75,948
0133B	Computer Systems Prog, App B	1.00	1.00	1.00	101,838	104,394	104,797
0135D	Appl Dev Systems Analyst, App D	0.00	1.00	1.00	0	88,483	88,824
01380	T & D Work Practices Specialist	1.00	1.00	1.00	79,279	83,017	84,649
03010	Warehouse Technician	9.00	8.25	8.25	471,862	443,074	445,837
03020	Senior Warehouse Tech	3.00	3.00	3.00	176,832	181,277	183,132
05040	Financial Assistant	1.00	0.00	0.00	55,020	0	0
05200	Financial Manager	1.00	1.00	1.00	98,587	102,317	102,707
05800	Utilities Economist	3.00	7.00	7.00	228,431	542,447	563,881
05810	Assoc Utilities Economist	1.00	0.00	0.00	50,591	0	0
05820	Senior Utilities Economist	4.00	3.00	3.00	353,442	324,919	326,172
06110	Customer Service Assistant	2.00	0.00	0.00	103,889	0	0
06130	Utility Services Rep I	11.00	9.00	9.00	623,385	549,299	552,017
06140	Utility Services Rep II	1.00	2.00	2.00	80,685	163,750	166,058
06170	Utility Service Specialist	4.00	5.75	5.75	358,715	564,841	584,829
06190	Energy Services Manager	1.00	0.00	0.00	149,398	0	0
06200	Energy Services Supv	2.00	2.00	2.00	188,526	184,997	185,708
06230	Energy Services Representative	1.00	1.00	1.00	59,466	62,900	63,142
06300	Energy Services Specialist III	8.00	8.00	8.00	667,465	591,960	607,990
06320	Energy Services Specialist II	4.00	5.00	5.00	272,936	326,979	334,472
06330	Energy Services Rep Sr.	2.00	0.00	0.00	143,865	0	0
06340	Energy Svcs Rep Commercial Sr.	1.00	0.00	0.00	79,683	0	0
07200	Project Manager	6.00	1.00	1.00	723,616	107,368	107,783
07210	Project Manager, Senior	0.00	1.00	1.00	0	134,203	134,717
07370	Administrative Assistant	5.00	13.00	13.00	298,443	690,177	701,730
07380	Office Administrator	0.00	5.00	5.00	0	311,876	316,180
07390	Office Manager	0.00	1.00	1.00	0	66,061	66,315
08000	Admin Services Mgr II	5.00	0.00	0.00	464,703	0	0
08160	Power Section Manager	0.00	7.00	7.00	0	1,393,295	1,411,687
08170	Power Section Manager, Asst.	0.00	14.00	14.00	0	2,171,838	2,234,238
08200	Utilities Director, Executive Asst.	1.00	0.00	0.00	79,485	0	0
08250	Utilities Dep Dir - Power Super	1.00	1.00	1.00	270,107	239,665	241,121
11010	Research Tech	1.00	0.00	0.00	48,462	0	0
11090	Management Analyst I	7.00	10.00	10.00	523,810	587,753	595,300
11200	Management Analyst II	10.00	13.00	13.00	881,777	981,585	992,292



TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code No.	Classification Title						
11270	Admin Services Mgr I	6.00	0.00	0.00	456,847	0	0
11350	Management Analyst III	4.00	8.00	8.00	412,462	701,041	717,431
11650	Marketing Asst	1.00	1.00	1.00	44,537	46,052	46,229
20010	Survey Technician II	1.00	0.00	0.00	53,432	0	0
20020	Survey Technician III	2.00	2.00	2.00	123,399	125,899	126,381
20030	Chief of Party	2.00	2.00	2.00	140,729	143,606	144,153
20040	Engineering Tech IV	2.00	1.00	1.00	146,391	76,544	77,594
20050	Chief Surveyor, Asst	1.00	1.00	1.00	84,249	81,099	81,409
20060	Chief Surveyor	1.00	1.00	1.00	97,402	99,404	99,786
20100	Engineering Tech I	5.00	4.00	4.00	251,768	203,523	208,444
20110	Engineering Tech II	15.00	11.00	11.00	866,484	687,742	693,010
20120	Engineering Tech III	11.00	13.00	13.00	701,130	896,766	905,405
20280	Water Resource Plan Coord	0.00	1.00	1.00	0	105,270	105,675
20410	Mech Engr Prof	1.00	0.00	0.00	91,725	0	0
20420	Prin Prof Mechanical Engineer	1.00	0.00	0.00	104,948	0	0
20460	Engineering Const Coord	2.00	3.00	3.00	157,877	252,516	253,486
20600	Senior Principal Engineer	9.00	5.00	5.00	985,412	612,671	615,026
20680	Associate Engineer	5.00	3.00	3.00	371,461	244,228	247,738
20690	Real-Time Energy Trader	6.00	7.00	7.00	677,254	756,751	765,815
20700	Engineer	6.00	7.00	7.00	508,331	613,534	622,159
20710	Asst Generation Manager	3.00	0.00	0.00	386,316	0	0
20730	Principal Engineer	13.00	15.00	15.00	1,371,338	1,661,796	1,673,473
20750	Power Manager	1.00	0.00	0.00	205,904	0	0
20770	Resource Plan Coordinator	2.00	1.00	1.00	198,611	81,695	84,108
20780	Electrical Insp Manager	1.00	0.00	0.00	108,981	0	0
20790	T & D Manager	1.00	0.00	0.00	184,211	0	0
20800	Generation Manager	1.00	0.00	0.00	206,254	0	0
20810	Deputy Light Div Supt	1.00	0.00	0.00	206,254	0	0
20820	Professional Engineer	18.00	21.00	21.00	1,680,023	2,073,962	2,086,289
20830	Senior Engineer	23.90	15.00	15.00	2,392,310	1,500,410	1,510,296
20840	Wildlife & Rec Coordinator	3.00	4.00	4.00	247,074	355,041	360,542
20850	Park Supervisor	4.00	4.00	4.00	308,283	291,942	293,078
20860	Assistant Park Supervisor	3.50	3.50	3.50	239,171	230,381	231,268
20880	Environmental Prog Coord*	2.25	0.00	0.00	173,313	0	0
2089A	Fisheries Biologist @110%	2.00	0.00	0.00	181,241	0	0
20900	Fisheries Technician	3.00	1.00	2.00	202,285	70,303	133,404
20910	Natural Resources Manager	1.00	1.00	1.00	112,435	137,572	138,099
20930	Environmental Specialist, Sr.*	0.00	2.25	2.25	0	206,319	208,558
20940	Biologist, Sr.	0.00	2.00	2.00	0	199,137	199,902
21250	Electrical Inspector	10.00	11.00	11.00	795,733	950,081	974,585
2125A	Electrical Inspector @118%	2.00	0.00	0.00	173,744	0	0

TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code No.	Classification Title						
23260	Energy Services Mgr Asst	3.00	3.00	3.00	331,701	334,344	340,886
41190	Communications System Tech, Appr	0.00	1.00	1.00	0	70,670	70,941
41200	Communications System Tech	8.00	7.00	7.00	654,819	618,550	633,355
41210	Communications System Tech, Sr	6.00	6.00	6.00	511,446	547,353	561,353
46050	Department Aide	1.00	0.00	0.00	28,729	0	0
50030	T & D Flagger	3.00	3.00	3.00	119,141	127,929	130,970
50040	Craft Helper	1.00	1.00	1.00	38,982	42,272	43,276
50400	Grounds Maintenance Worker	8.00	10.00	10.00	408,246	558,479	562,561
50410	Grounds Maintenance Crew Leader	3.00	4.00	4.00	177,773	260,793	262,425
50420	Grounds Maintenance Supervisor	1.00	1.00	1.00	77,088	85,468	85,798
50470	Hydro Grounds Maint Worker	1.00	1.00	1.00	52,096	58,155	58,381
50560	Hydro Utility Worker	24.00	24.00	24.00	1,403,192	1,510,063	1,551,447
50570	Sr Hydro Utility Worker	2.00	0.00	0.00	147,204	0	0
51160	Substation Operator, Sr.	5.00	5.00	5.00	366,044	397,398	407,306
51200	Systems Power Dispatcher 132%	4.00	4.00	4.00	390,494	419,657	429,691
5120B	Systems Power Dispatcher 122%	8.00	8.00	8.00	704,381	756,023	775,123
5120C	Systems Power Dispatcher 137%	3.00	3.00	3.00	305,491	328,246	336,104
51230	Power Analyst	6.00	8.00	8.00	650,703	869,665	880,204
51260	Assistant Power Manager	3.00	0.00	0.00	349,532	0	0
51280	Power Analyst, Sr.	2.00	4.00	4.00	230,557	502,135	506,134
51320	Hydro Project Electrician	9.00	9.00	9.00	674,203	720,143	740,544
51410	Mechanical Maint Worker	2.00	1.50	1.50	148,621	118,829	122,646
51450	Heating/AC Maint Mech Supv	1.00	1.00	1.00	90,140	96,830	99,152
51500	Asst Hydro Proj Manager	5.00	5.00	5.00	547,144	599,918	603,644
51510	Hydro Project Manager	3.00	3.00	3.00	357,780	400,858	402,395
52010	Carpenter	1.00	1.00	1.00	56,280	62,879	63,120
52020	Carpenter Crew Leader	1.00	1.00	1.00	67,240	70,679	70,949
52050	Industrial Painter	2.00	2.00	2.00	114,786	128,254	128,744
52060	Painter Crew Leader	1.00	1.00	1.00	65,773	65,291	65,543
52300	Elec Meter & Relay Tech	9.00	5.75	5.75	663,330	400,332	414,745
52302	Elec Meter & Rel-Adv Trng 104%	0.00	2.00	2.00	0	470,162	470,162
52303	Elec Meter & Rel-Adv Trng 105%	0.00	1.00	1.00	0	81,412	83,360
52305	Elec Meter & Rel-Adv Trng 107%	0.00	2.00	2.00	0	166,008	169,935
52308	Elec Meter & Rel-Adv Trng 117%	11.00	9.00	9.00	942,190	823,848	860,781
52309	Elec Meter & Rel-Adv Trng 128%	3.00	3.00	3.00	285,385	306,640	313,979
5240J	Electrical Worker - Tool Room	1.00	0.00	0.00	61,307	0	0
5241A	Appr Line Electrician	8.00	0.00	0.00	485,148	0	0
52450	Wire Electrician	30.00	30.00	30.00	2,331,298	2,485,967	2,550,928
52460	Senior Wire Electrician	23.00	23.00	23.00	2,029,232	2,175,600	2,229,632
52480	Power Division Supervisor, Asst.	0.00	9.00	9.00	0	793,403	809,739
52490	Power Division Supervisor, Sr.	0.00	5.00	5.00	0	613,662	616,522

TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code No.	Classification Title						
52510	Power Division Supervisor	25.00	34.25	34.25	3,004,542	3,992,003	4,048,189
52520	T & D Arborist @106%	1.00	1.00	1.00	78,782	84,642	86,664
52530	Line Clear Tree Trimmer	9.00	9.00	9.00	619,774	666,699	685,554
52540	Line Clear Tree Trimmer, Sr.	4.00	1.00	1.00	302,518	82,258	84,216
5254C	Line Clear Tree Trimmer, Sr. 106%	0.00	2.00	2.00	0	165,224	169,175
52550	Line Electrician 107%	54.00	56.00	56.00	4,179,467	4,609,034	4,728,988
52554	Line Electrician 110% HCU	1.00	1.00	1.00	80,158	86,150	88,204
5255B	Line Electrician @113%	6.00	6.00	6.00	503,875	537,010	549,854
52560	Line Equipment Operator 92%	13.00	12.00	12.00	878,414	845,830	868,561
52570	Senior Line Electrician	25.00	25.00	25.00	2,198,330	2,362,371	2,422,743
52600	Asst C & M Supervisor	1.00	0.00	0.00	91,414	0	0
52660	Asst T & D Manager	5.00	0.00	0.00	645,706	0	0
53010	Hydro Project Mechanic	8.00	9.00	9.00	605,019	735,565	753,083
53020	Wynoochee Proj Maint Tech	3.00	3.00	3.00	194,802	209,164	214,171
53100	Welder	1.00	1.00	1.00	57,630	63,941	64,185
53120	Machinist	1.00	1.00	1.00	56,750	59,572	59,801
55000	Telecom Manager	1.00	0.00	0.00	187,063	0	0
55020	Telecom Business Accts Mgr	1.00	0.00	0.00	77,865	0	0
55060	Marketing Coordinator	3.00	6.00	6.00	186,168	397,347	402,252
55110	Sales & Service Rep	15.00	14.00	14.00	743,721	664,600	675,218
5511A	Sales & Service Rep @110%	4.00	0.00	0.00	235,270	0	0
55120	Sales & Service Rep, Lead	0.00	1.00	1.00	0	56,181	56,397
55150	Asst Telecom Manager	4.00	3.00	3.00	508,292	398,481	400,023
55160	Telecom Utility Worker	4.00	2.00	2.00	170,185	89,169	89,854
55170	Network Ops Center Tech	14.00	13.00	13.00	706,628	671,451	683,347
55180	Telecom Tech I Service	23.00	20.00	20.00	1,141,049	1,031,108	1,064,986
55190	Telecom Assistant Supervisor	3.00	3.00	3.00	238,163	222,891	223,747
5521A	Headend Technician +10%	1.00	0.00	0.00	96,214	0	0
55230	Telecom Tech Admin	3.00	2.00	2.00	254,164	157,879	161,759
55240	Broadband Services Tech, Lead	0.00	2.00	2.00	0	182,668	183,366
55250	Broadband Service Tech	7.00	6.00	6.00	582,780	484,294	493,564
5525A	Broadband Service Tech @110%	1.00	0.00	0.00	96,214	0	0
55260	Telecom Broadband Serv Mgr	0.00	1.00	1.00	0	111,250	112,461
55300	Telecom Franchise Contract Spec	1.00	1.00	1.00	90,622	86,031	86,361
55310	Telecom Customer Care Mgr	1.00	0.00	0.00	97,028	0	0
55320	Telecom Customer Care Supv	1.00	1.00	1.00	69,637	69,726	71,024
55350	Telecom Engineer	3.00	4.00	4.00	293,137	373,909	379,546
55380	Converter Inventory Tech	4.00	3.00	3.00	190,180	146,484	116,986
55390	Telecom Planning & Design	2.00	2.00	2.00	157,984	145,378	147,259
55400	Telecom Network Const Tech	9.00	4.00	4.00	686,661	316,655	324,052
55430	Telecom Network Tech	8.00	7.00	7.00	626,905	559,392	561,847

TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

**Code**                      **Classification Title**  
**No.**

5543A	Telecom Network Tech +10%	1.00	2.00	2.00	87,319	175,886	176,558
55600	Telecom Sales Coordinator	2.00	2.00	2.00	129,152	143,518	144,072
55620	Telecom Technical Svcs Supv	5.00	4.00	4.00	489,958	363,248	364,646
60020	Custodian	18.00	17.00	17.00	691,022	712,203	733,693
60050	Building Maint Worker	5.00	3.00	3.00	226,112	166,816	171,352
60060	Building Maint Supv Asst	1.00	3.00	3.00	58,612	186,387	191,415
60080	Facilities Maint Mech	1.00	2.00	2.00	65,415	136,292	140,262
60100	Building Maint Supervisor	1.00	1.00	1.00	72,050	85,122	85,450

<b>Sub-Total</b>		<b>807.35</b>	<b>793.25</b>	<b>794.25</b>	<b>63,370,325</b>	<b>66,153,884</b>	<b>67,391,928</b>
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\* .25 FTE Environmental Specialist, Sr from Public Works

**Project Employees:**

00060	Office Assistant	4.00	2.00	2.00	165,201	80,554	82,269
06130	Utility Services Rep I	0.75	0.00	0.00	38,837	0	0
06170	Utility Service Specialist	2.25	0.00	0.00	177,350	0	0
07200	Project Manager	3.00	0.00	0.00	358,404	0	0
08170	Power Section Manager, Asst.	0.00	1.00	1.00	0	165,295	167,665
11090	Management Analyst I	1.00	0.00	0.00	70,073	0	0
11200	Management Analyst II	1.75	1.00	1.00	141,314	66,061	66,315
11240	Contract & Program Auditor	1.00	0.00	0.00	66,670	0	0
20100	Engr Technician I	8.00	2.00	2.00	378,711	100,986	103,949
20110	Engr Technician II	1.00	3.00	3.00	53,181	179,630	184,475
20120	Engr Technician III	1.00	1.00	1.00	65,583	69,576	70,518
2016B	Construction Inspector +5%	1.00	0.00	0.00	66,816	0	0
20280	Water Resource Plan Coord	0.00	1.00	1.00	0	105,270	105,675
20600	Senior Principal Engineer	1.00	1.00	1.00	116,654	122,534	123,005
20680	Associate Engineer	2.00	2.00	2.00	141,003	147,101	154,524
20700	Engineer	5.00	3.00	3.00	417,163	274,560	275,620
20730	Principal Engineer	1.00	0.00	0.00	97,363	0	0
20820	Professional Engineer	2.00	2.00	2.00	175,141	179,490	184,721
20830	Senior Engineer	4.00	0.00	0.00	367,906	0	0
20890	Fisheries Biologist	1.00	1.00	1.00	73,602	80,558	80,868
20970	Environmental Technician	3.00	3.00	3.00	164,102	187,634	190,547
21250	Electrical Inspector	1.00	0.00	0.00	75,022	0	0
23430	Real Estate Officer	1.00	1.00	1.00	72,015	69,555	69,823
41210	Sr Communications Tech	1.00	0.00	0.00	82,894	0	0
50010	Laborer	4.00	0.00	0.00	110,585	0	0
50400	Grounds Maint Worker	3.00	0.00	0.00	151,781	0	0

TACOMA POWER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

**Code**            **Classification Title**  
**No.**

50560	Hydro Utility Worker	1.00	0.00	0.00	51,803	0	0
51190	Systems Power Dispatcher Cand	3.00	4.00	4.00	231,580	316,077	339,428
52390	Electrical Trainee	4.00	1.00	1.00	182,992	52,207	53,444
5242A	Elec Meter & Relay Tech Appr	2.00	2.25	2.25	121,856	146,284	147,441
5243A	Wire Elec Appr	7.00	0.00	0.00	416,815	0	0
52450	Wire Electrician	0.00	4.00	4.00	0	330,362	338,200
52510	T & D Supervisor	1.00	0.00	0.00	122,516	0	0
53100	Fabrication Welder	1.00	1.00	1.00	55,416	62,442	62,952

<b>Sub-Total</b>	<b>72.75</b>	<b>36.25</b>	<b>36.25</b>	<b>4,810,350</b>	<b>2,736,176</b>	<b>2,801,439</b>
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**Temporary Employees:**

46020	Occupational Intern Skilled	1.00	0.00	0.00	26,706	0	0
50010	Laborer	17.55	19.25	19.25	452,192	553,578	555,707
50400	Grounds Maint Worker	0.50	0.50	0.50	24,315	27,248	27,248
50560	Hydro Utility Worker	1.50	0.00	0.00	77,705	0	0
60020	Custodian	1.00	0.00	0.00	35,454	0	0

<b>Sub-Total</b>	<b>21.55</b>	<b>19.75</b>	<b>19.75</b>	<b>616,372</b>	<b>580,826</b>	<b>582,956</b>
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<b>FTE Total</b>	<b>901.65</b>	<b>849.25</b>	<b>850.25</b>	<b>68,797,047</b>	<b>69,470,885</b>	<b>70,776,322</b>
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<b>TACOMA POWER</b>	<b>2007/2008</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
Gross Earnings Tax/Tacoma	50,653,159	46,656,146	44,825,267
WA State Public Utility/B & O Tax	21,389,315	22,557,936	23,443,130
County/Schools/Fire Protection Dist.	3,296,572	3,551,329	3,470,628
Franchise Administrative Fees	4,831,506	5,115,055	5,010,855
Click! Franchise-Like Fees	2,072,889	2,382,836	2,538,718
<b>Subtotal</b>	<b>82,243,441</b>	<b>80,263,302</b>	<b>79,288,598</b>
Federal Taxes (FICA)	8,457,041	10,248,999	10,635,331
<b>Total Tacoma Power Taxes</b>	<b>\$90,700,482</b>	<b>\$90,512,301</b>	<b>\$89,923,929</b>

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

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

TACOMA POWER	2007/2008	2009/2010	2011/2012
Debt Service	Biennium Actual	Biennium Budget	Biennium Budget

**DEBT SERVICE SUMMARY**

Bond Interest	51,134,173	45,698,741	56,931,002
Bond Redemption	52,076,670	63,295,000	56,075,000

<b>Total Debt Service</b>	<b>\$103,210,843</b>	<b>\$108,993,741</b>	<b>\$113,006,002</b>
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**DEBT SERVICE DETAIL**

1997 Refunding Bonds	Interest	750,555	0	0
\$101,210,000 Issued	Principal	211,670	0	0
1999 Revenue Bonds	Interest	1,485,000	1,485,000	1,485,000
\$36,045,000 Issued	Principal	0	0	13,500,000
2001A Ref/Revenue Bonds	Interest	5,809,677	4,507,550	0
\$191,510,000 Issued	Principal	11,520,000	12,825,000	0
2001B Refunding Bonds	Interest	7,978,850	4,591,125	805,750
\$101,860,000 Issued	Principal	27,390,000	36,760,000	14,650,000
2004 Revenue Bonds	Interest	6,844,501	6,396,750	5,696,775
\$82,655,000	Principal	6,565,000	4,535,000	8,935,000
2005A Revenue Bonds	Interest	7,889,000	7,885,500	7,871,062
\$93,480,000	Principal	0	200,000	220,000
2005B Ref & Rev Bonds	Interest	13,328,479	13,203,103	13,063,715
\$156,425,000	Principal	1,790,000	1,920,000	2,065,000
2007 Ref Bonds	Interest	7,048,111	7,383,900	6,636,500
\$81,130,000	Principal	4,600,000	7,055,000	16,705,000
2010A Revenue Bonds	Interest	0	245,813	1,260,000
\$16,000,000	Principal	0	0	0
2010B Revenue Bonds	Interest	0	0	17,383,648
\$147,070,000	Principal	0	0	0
2010C Revenue Bonds	Interest	0	0	2,728,552
\$24,185,000	Principal	0	0	0

<b>Total Debt Service</b>	<b>\$103,210,843</b>	<b>\$108,993,741</b>	<b>\$113,006,002</b>
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TACOMA POWER	2009/2010	2011/2012
Capital Outlay	Biennium Budget	Biennium Budget

**SUMMARY**

**Click!**

Capital Projects:	3,450,000	8,171,000
Additions and Replacements:	11,392,000	2,411,000
<b>Click! Total</b>	<b>14,842,000</b>	<b>10,582,000</b>

**General Plant**

Capital Projects:	9,315,000	1,155,000
Additions and Replacements:	1,365,000	9,332,000
<b>General Plant Total</b>	<b>10,680,000</b>	<b>10,487,000</b>

**Generation**

Capital Projects:	63,874,000	1,828,000
Additions and Replacements:	1,745,000	58,784,000
<b>Generation Total</b>	<b>65,619,000</b>	<b>60,612,000</b>

**Power Management**

Capital Projects:	24,078,000	30,000
Additions and Replacements:	33,000	32,261,000
<b>Power Management Total</b>	<b>24,111,000</b>	<b>32,291,000</b>

**Smart Grid**

Capital Projects:	0	8,722,000
Additions and Replacements:	775,000	889,000
<b>Smart Grid Total</b>	<b>775,000</b>	<b>9,611,000</b>

**Transmission & Distribution**

Capital Projects:	35,451,750	41,389,000
Additions and Replacements:	31,885,000	24,678,000
<b>Transmission &amp; Distribution Total</b>	<b>67,336,750</b>	<b>66,067,000</b>

<b>Sub-Total</b>	<b>\$183,363,750</b>	<b>\$189,650,000</b>
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Projects Funded from Existing Bonds	-15,000,000	-138,252,000
Projects Funded from New Bonds	-18,424,000	0

<b>TOTAL CURRENT FUND CAPITAL OUTLAY</b>	<b>\$149,939,750</b>	<b>\$51,398,000</b>
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TACOMA POWER	2009/2010	2011/2012
Capital Outlay	Biennium Budget	Biennium Budget
<b><u>CLICK! Network Capital Projects</u></b>		
Community Hub Building Upgrades - Power	350,000	191,000
Internet Bandwidth Infrastructure Growth - Commercial	1,350,000	950,000
Video Network Spectrum Management - Commercial	400,000	890,000
System Capacity Enhancements - Commercial	450,000	380,000
Customer Management Syst Enhance - Commercial	100,000	0
Video Network Digital Transition - Comm Apps 07-08 carryover	800,000	0
<b><u>CLICK! Network A &amp; R</u></b>		
Set Top Converters A & R (All Current Service Areas) - Commercial	3,000,000	3,009,000
Capitalized Install Labor A & R (All Current Svc Areas) - Commercial	936,000	1,162,000
Broadband Services A & R - Commercial	1,500,000	1,543,000
Network Security Enhancements A & R - Power	175,000	96,000
Network Applications Upgrades & Replacements A & R - Power	1,000,000	684,000
Headend Replacements & Upgrades A & R - Commercial	700,000	512,000
Test Equipment A & R - Commercial	175,000	102,000
Test Equipment A & R - Power	125,000	65,000
HFC Network Infrastructure Enhancements A & R - Power	315,000	177,000
Infill Construction A & R - Commercial	450,000	746,000
Infill Construction A & R - Power	2,406,000	0
Click! Road Projects - Power	525,000	0
Bus Systems Imp & Consumer Ops Upgrades A & R - Commercial	85,000	75,000
<b>Click! Network Total</b>	<b>14,842,000</b>	<b>10,582,000</b>
<b><u>General Plant Capital Projects</u></b>		
Administration Complex Facilities Project	3,270,000	0
Tacoma Power Security Upgrade	900,000	850,000
Admin Complex HVAC Upgrades	245,000	0
Admin Complex Well Replacement	0	197,000
South Service Area Facility Expansions	1,100,000	0
Technology Upgrade	3,300,000	0
SAP Technology Upgrade - 09-10 carryover	0	2,800,000
SAP Functional Upgrade	0	4,606,000
Service Division Capital - Customer Service	0	879,000
Pay As You Go 07-08 carryover	500,000	0
<b><u>General Plant A &amp; R</u></b>		
General Plant A & R	500,000	472,000
Tacoma Power Fleet Supplement A & R	265,000	183,000
Tacoma Power Vehicle Completion A & R	600,000	500,000
<b>General Plant Total</b>	<b>10,680,000</b>	<b>10,487,000</b>

TACOMA POWER	2009/2010	2011/2012
Capital Outlay	Biennium Budget	Biennium Budget
<b><u>Generation Capital Projects</u></b>		
Cushman North Fork Powerhouse	0	19,833,000
Cowlitz License Implementation	33,424,000	10,753,000
Cushman License Implementation	10,000,000	19,772,000
Mossyrock Unit 51 & 52 Rebuild - Phases 3 & 4	17,400,000	3,544,000
Alder Park Group Camp Expansion	400,000	0
Cushman #1 & #2 Plant Control Modernization, Phases 1 & 2	1,900,000	1,500,000
Cushman #1 Valve House Stairway	200,000	0
Alder Station Service Load Center	350,000	0
Hydro Spillway Seismic Upgrades	0	2,587,000
Wynoochee Modernization, Phase 1	0	481,000
Hydro Project Dam Failure Notification System	0	314,000
Cushman #2 Warehouse 07-08 carryover	200,000	0
<b><u>Generation A&amp;R</u></b>		
Cowlitz Project Generation A & R	215,000	200,000
Cowlitz Project Recreation A & R	180,000	150,000
Cowlitz Project Hatcheries A & R	255,000	225,000
Cushman Project Generation A & R	170,000	175,000
Nisqually Project Generation A & R	190,000	175,000
Nisqually Project Recreation A & R	100,000	100,000
Wynoochee Project Generation A & R	105,000	100,000
Generation Paving A & R	95,000	125,000
Hydro Plant Automation A & R	105,000	100,000
Hydro Plant Electrical Systems A & R	100,000	100,000
Natural Resources A & R	45,000	40,000
Plant Engineering A & R	135,000	100,000
Hydro Plant Misc Mechanical A & R	50,000	48,000
Hydro Security A & R	0	90,000
Hydro Plant Water & Sewer Systems A & R	0	100,000
<b>Generation Total</b>	<b>65,619,000</b>	<b>60,612,000</b>
<b><u>Power Management Capital Projects</u></b>		
Energy Conservation	24,078,000	30,338,000
Energy Trading Risk Management (ETRM) Software	0	1,923,000
<b><u>Power Management A &amp; R</u></b>		
Conservation Resources Management A & R	33,000	30,000
<b>Power Management Total</b>	<b>24,111,000</b>	<b>32,291,000</b>

<b>TACOMA POWER</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
<b><u>Smart Grid Capital Projects</u></b>		
M&TE-Smart Grid Consult/Master Data Mgt-Strategic Plan	0	150,000
Master Data Mgt/Warehouse & Data Integration-Deploy	0	5,000,000
AMI RFP & Deployment	0	750,000
EMS Replacement-Planning & RFP	0	150,000
EMS Replacement	0	1,000,000
Enterprise Telecommunications System Upgrade	0	991,000
Substation Network Comm Upgrade	0	450,000
VHF / UHF Narrowbanding Completion	0	231,000
<b><u>Smart Grid A &amp; R</u></b>		
Communications A & R	375,000	500,000
Energy Management System A & R	400,000	389,000
<b>Smart Grid Total</b>	<b>775,000</b>	<b>9,611,000</b>
<b><u>Transmission &amp; Distribution Capital Projects</u></b>		
Canyon/LaGrande Upgrade	4,200,000	0
Canyon/LaGrande Upgrade 07-08 carryover	500,000	0
LID Program - OH to UG Conversion	625,000	189,000
Cowlitz Substation 230 kV Transformer Replacement 07-08 carryover	8,200,000	0
Replace Fuses with Circuit Switchers	800,000	800,000
Fife Area Feeder Enhancements 09-10 carryover	900,000	250,000
Sto-be-lah Distribution Feeders	830,000	0
North and Henderson Bay Tower Replacement 09-10 carryover	1,100,000	650,000
Downtown - Infrastructure Development	1,700,000	3,000,000
Transmission System Relay Replacement	350,000	400,000
Two-Way Radio Replacement - Phase 2	1,000,000	0
Distribution/Outage Management System (D/OMS)	1,500,000	0
Milwaukee Substation	893,000	0
Cedar #6 & #8 Feeders-Replace UG Switchgear in Tacoma Mall	276,000	0
Distribution Substation Modernization - Fife Sub	875,000	0
Distribution Substation Transformer Replacement	2,800,000	4,000,000
Distribution System Feeder Relay Replacement	250,000	200,000
Feeder Sectionalizing	300,000	300,000
Upgrade Line Ratings	560,000	683,000
SONET Upgrade, Phase 1	670,000	0
Transmission Switch Replacement	300,000	300,000
Telephone System Upgrade	330,000	0
T & D Electrical Network Management System 07-08 carryover	1,020,000	0
South Service Area Facility Expansions 07-08 carryover	250,000	0
New Dispatch Center 07-08 & 09-10 carryover	2,140,000	100,000
Distribution Substation Replacement Transformers 07-08 carryover	91,000	0
Distribution Substation Modernization 07-08 carryover	1,000,000	0
South Service Area Feeder Enhancements 07-08 carryover	250,000	774,000

<b>TACOMA POWER</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Capital Outlay</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
Overhead to Underground System Conversion 07-08 carryover	1,675,000	0
MDSI Upgrade 07-08 carryover	66,750	0
Mountain Substation	0	3,000,000
Cowlitz Sub Transformer Installation and 110kV Upgrades	0	2,900,000
Downtown Network Reconfiguration	0	2,808,000
Downtown Network SCADA Upgrade	0	625,000
230kV System Reliability Improvements	0	1,000,000
Distribution Efficiency Program	0	800,000
Distribution Small Wire Reconductor	0	500,000
Southwest-Pearl #1 & #2 Line Relocation-Near landfill site	0	400,000
Fault Indicators on 110 kV Transmission Taps	0	200,000
Mayfield Switchyard P&C Replacement	0	308,000
Martin Luther King - LID Upper Tacoma Improvements	0	264,000
East F Distribution Substation Modernization	0	100,000
Distribution Mobile Substation Upgrades	0	127,000
<b><u>Transmission &amp; Distribution A&amp;R</u></b>		
Cable Replacement Program A & R	3,800,000	3,662,000
Pole Replacement Program A & R	7,000,000	7,830,000
Downtown Network A & R	360,000	0
Central Business District A & R	0	450,000
New Services A & R	2,000,000	5,264,000
Rental Light A & R	450,000	553,000
Distribution Transformer Purchase A & R	8,000,000	6,000,000
T&D Tools and Equipment	150,000	70,000
Overhead Distribution A & R	2,000,000	2,500,000
Road Project Related A & R (City, County and State)	3,000,000	5,500,000
Transmission A & R	400,000	549,000
Underground Distribution A & R	800,000	747,000
SCADA A & R	125,000	0
Protection & Controls A & R	0	400,000
NERC/WECC Compliance A & R	175,000	500,000
High Voltage Breaker A & R	460,000	700,000
Instrument A & R	190,000	0
Meters and Devices A & R	2,000,000	1,500,000
Relay A & R	230,000	0
Substation A & R	570,000	650,000
Substation and Communication Batteries A & R	175,000	213,000
T & D Infill Construction - HFC	0	3,100,000
T & D Road Projects - HFC	0	1,201,000
<b>Transmission &amp; Distribution Total</b>	<b>67,336,750</b>	<b>66,067,000</b>
<b>Total Capital Outlay</b>	<b>\$183,363,750</b>	<b>\$189,650,000</b>

**TACOMA WATER**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**



## TACOMA WATER

### DESCRIPTION OF RESPONSIBILITY

#### Water Distribution Engineering:

To engineer, design, construct, inspect, and oversee the construction of the distribution system and its facilities; to provide engineering and construction supervision for mains, hydrants, services, meters, pressure reducing valves and pressure zones; to provide efficient customer service and support for development.

#### Water Distribution Operations:

To effectively manage, construct, inspect, operate and maintain the distribution system and its facilities including mains, hydrants, valves, services and meters in an environmentally responsible manner; to provide efficient customer service and support for development.

#### Water Quality:

To manage, operate and maintain the Green River Headworks and Watershed; to assure natural resource management of Water utility lands including the Watershed; to provide for fish and wildlife habitat management; to install, operate and maintain water treatment equipment within the system; to respond to all matters relating to water quality from the source to the customer; to monitor for contaminants; to participate in shaping water quality legislation and regulations; to be aware of changes in water system security needs and to coordinate as directed.

#### Water Supply:

To design, construct, inspect, operate and maintain the City's water supply structures, wells, pump stations, reservoirs, standpipes, transmission mains, Tacoma Water buildings and associated property, and electrical and mechanical equipment; to maintain pressure reducing stations and pipeline rights-of-way; to administer water rights; to track water system security issues and coordinate as needed.

#### Water Resource Planning:

To plan for resources to meet future needs including conservation; to prepare system, strategic, and business plans for Tacoma Water; to support wholesale customers; to provide planning support for growth; to provide hydraulic modeling, GIS, maps and records, computer, SAP, and other technology support for Tacoma Water; and to manage Tacoma Water's asset management program.

#### Water Rates and Financial Planning:

To develop and maintain necessary tools and reports to assess the utility's financial health, identify issues, opportunities and recommend actions to maintain solid financial rating for the water utility and the Regional Water Supply System.

#### Regional Water Supply System:

The Regional Water Supply System (RWSS) is a partnership formed by Tacoma, the City of Kent, Covington Water District and Lakehaven Utility District (the "Participants") to permit, design, finance, construct, operate, maintain and receive delivery of water from the Second Supply Project. The Second Supply Project consists of the following components: (i) water from the exercise of Tacoma Water's Second Diversion Water Right, (ii) the Second Supply Pipeline, (iii) improvements made at the Headworks diversion dam and intake, (iv) Second Supply Project fisheries and environmental enhancements, (v) the right to store water as a result of the Howard Hanson Dam Additional Storage Project, and (vi) construction of new Treatment Facilities. Participants' rights and obligations with regard to the Second Supply Project are called out in the Second Supply Project Agreement. Tacoma has a 15/36 Participant Share and each of the others have a 7/36 Participant Share. A Participant Share represents a Participant's proportional right to receive water delivered by the Second Supply Project and represents a Participant's obligation to pay project costs, including Fixed and Variable Operation & Maintenance Costs, Initial Project Construction Costs and Capital Expenditures. Tacoma, consistent with the Project Agreement, is the owner and operator of the Second Supply Project.

TACOMA WATER	2007/2008	2009/2010	2011/2012
Recapitulation of Biennial Budget	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE

#### Operating Revenue

Water Sales	100,014,958	108,176,387	111,208,806
Anticipated Additional Revenue		5,812,797	9,693,371
Other Operating Revenue	3,337,575	12,297,316	12,603,688
<b>Total Operating Revenue</b>	<b>103,352,533</b>	<b>126,286,500</b>	<b>133,505,865</b>

#### Non-Operating Revenue

Interest	1,485,968	1,300,000	620,000
2009 BABS Interest Federal Subsidy	0	0	3,090,731
2010 BABS Interest Federal Subsidy	0	0	3,238,664
Timber Sales	0	380,000	0
Rent & Miscellaneous	322,938	99,500	300,000
System Dev Charge Fund Transfer:			
Capital	3,890,500	24,480,400	13,000,000
2002 RWSS Debt Service	7,457,530	5,519,600	5,308,245
Wtr Quality Assurance Fund Transfer	8,553,788	9,400,000	0

<b>Total Revenue &amp; Available Funds</b>	<b>\$125,063,258</b>	<b>\$167,466,000</b>	<b>\$159,063,505</b>
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### EXPENDITURES

Personnel Costs	33,559,280	37,120,085	37,381,973
Supplies, Other Services & Charges	33,758,281	42,698,338	37,425,622
Capital Outlay	15,543,632	37,542,737	17,755,000
Debt Service	24,353,603	33,246,367	45,020,047
Taxes - Current Revenue Estimate	14,755,100	16,101,123	17,688,152
Taxes - Anticipated Additional Revenue	0	757,350	1,209,588
Anticipated Increase to Reserves	0	0	2,583,122

<b>Total Expenditures</b>	<b>\$121,969,896</b>	<b>\$167,466,000</b>	<b>\$159,063,505</b>
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### CAPITAL OUTLAY FINANCING DETAIL

Bond Financed Capital Outlay		53,118,802	41,393,297
Public Works Trust Fund Loan		10,000,000	0
State Drinking Water Loan		4,000,000	0
System Development Fund Capital		24,480,400	13,000,000
Assurance Fund Capital Outlay		9,400,000	0
Revenue Financed Capital Outlay		3,662,337	4,755,000

<b>Total Capital Outlay</b>		<b>\$104,661,539</b>	<b>\$59,148,297</b>
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### PERSONNEL

Budgeted FTEs	283.32/283.15	289.95/287.95	262.41/262.41
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TACOMA WATER	2007/2008	2009/2010	2011/2012
Revenue	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE SUMMARY

Operating Revenue			
Water Sales	100,014,958	108,176,387	111,208,806
Anticipated Additional Revenue		5,812,797	9,693,371
Other Operating Revenue	3,337,575	12,297,316	12,603,688
<b>Total Operating Revenue</b>	<b>103,352,533</b>	<b>126,286,500</b>	<b>133,505,865</b>
Non-Operating Revenue	21,710,725	41,179,500	25,557,640
<b>Total Revenue &amp; Available Funds</b>	<b>\$125,063,258</b>	<b>\$167,466,000</b>	<b>\$159,063,505</b>

### REVENUE DETAIL

#### Operating Revenue

##### Water Sales

Residential	67,238,307	73,384,830	72,533,669
Commercial, Municipal, Other Public	21,347,588	23,685,747	26,284,306
Sales for Resale (1)	2,685,519	3,199,648	3,455,133
Paper Mills (Simpson Kraft)	8,289,287	7,906,162	8,935,697
Accrued Unbilled Revenue	454,257	0	0
	100,014,958	108,176,387	111,208,806
Anticipated Additional Revenue	0	5,812,797	9,693,371
<b>Total Water Sales</b>	<b>100,014,958</b>	<b>113,989,184</b>	<b>120,902,177</b>

##### Other Operating Revenue

Cascade Water Alliance (1)	0	2,535,017	3,907,012
Other Customer Revenue & Late Fees	1,819,166	1,319,000	1,900,000
Public Fire Protection	0	5,966,841	5,971,676
Rent from Water Property	598,202	570,000	570,000
Other Upgrade Surcharge	408,518	190,000	190,000
Miscellaneous Water Revenue	511,689	1,716,458	65,000
<b>Total Other Operating Revenue</b>	<b>3,337,575</b>	<b>12,297,316</b>	<b>12,603,688</b>
<b>Total Operating Revenue</b>	<b>103,352,533</b>	<b>126,286,500</b>	<b>133,505,865</b>

TACOMA WATER	2007/2008	2009/2010	2011/2012
Revenue	Biennium Actual	Biennium Budget	Biennium Budget

Non-Operating Revenue

Interest	1,485,968	1,300,000	620,000
2009 BABS Interest Federal Subsidy	0	0	3,090,731
2010 BABS Interest Federal Subsidy	0	0	3,238,664
Timber Sales	0	380,000	0
Rent & Miscellaneous	322,939	99,500	300,000
System Dev Charge Fund Transfer:			
Capital Projects	3,890,500	24,480,400	13,000,000
2002 RWSS Debt Service	7,457,530	5,519,600	5,308,245
Wtr Quality Assurance Fd Transfer	8,553,788	9,400,000	0
<b>Total Non-Operating Revenue</b>	<b>21,710,725</b>	<b>41,179,500</b>	<b>25,557,640</b>

<b>Total Revenues &amp; Available Funds</b>	<b>\$125,063,258</b>	<b>\$167,466,000</b>	<b>\$159,063,505</b>
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(1) 2009/2010 budget included with Sales for Resale.

TACOMA WATER	2007/2008	2009/2010	2011/2012
	Biennium Actual	Biennium Budget	Biennium Budget

**Division Consolidation Maintenance & Operation Summary**

Salaries & Wages	35,514,097	41,101,710	40,721,479
Employee Benefits	12,635,216	15,218,940	16,387,706
Capital Credit & Labor To/From Others	-14,590,033	-19,200,565	-19,727,212
<b>Total Personnel Costs</b>	<b>33,559,280</b>	<b>37,120,085</b>	<b>37,381,973</b>
Supplies	9,262,369	12,690,956	11,935,633
Services	7,613,812	11,095,896	9,316,304
Other Charges	1,214,501	2,356,673	1,573,420
Total Assessments	15,667,598	16,554,813	17,183,387
Taxes	14,755,100	16,858,473	18,897,740

<b>Total Maintenance &amp; Operation</b>	<b>\$82,072,661</b>	<b>\$96,676,896</b>	<b>\$96,288,458</b>
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**Section Consolidation Maintenance & Operation Summaries**

**Water Administration**

Salaries & Wages	650,146	1,422,525	492,088
Employee Benefits	179,891	194,948	154,240
Capital Credit & Labor To/From Others	455,927	466,646	273,720
<b>Total Personnel Costs</b>	<b>1,285,964</b>	<b>2,084,118</b>	<b>920,048</b>
Supplies	7,499,201	8,101,713	10,310,761
Services	401,942	1,119,039	1,101,012
Other Charges	-693,920	-143,345	-1,234,083
Total Assessments	15,486,078	16,554,813	17,143,387
Taxes	14,755,100	16,858,473	18,897,740
<b>Total</b>	<b>38,734,365</b>	<b>44,574,811</b>	<b>47,138,865</b>

TACOMA WATER	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Water Distribution Engineering**

Salaries & Wages	7,319,997	8,630,002	5,780,385
Employee Benefits	2,423,721	3,019,839	2,197,826
Capital Credit & Labor To/From Others	-4,381,346	-5,757,674	-5,192,380
<b>Total Personnel Costs</b>	<b>5,362,372</b>	<b>5,892,166</b>	<b>2,785,831</b>
Supplies	-128,633	194,296	-153,671
Services	347,909	422,923	225,691
Other Charges	126,391	316,261	168,745
Total Assessments	3,362	0	0
<b>Total</b>	<b>5,711,402</b>	<b>6,825,646</b>	<b>3,026,596</b>

**Water Distribution Operations**

Salaries & Wages	14,907,909	16,247,886	15,342,626
Employee Benefits	5,818,201	6,749,384	6,749,546
Capital Credit & Labor To/From Others	-6,505,428	-8,785,000	-8,098,207
<b>Total Personnel Costs</b>	<b>14,220,681</b>	<b>14,212,270</b>	<b>13,993,965</b>
Supplies	-634,286	-103,383	-575,597
Services	4,233,835	5,455,216	3,845,606
Other Charges	-349,386	-99,174	-66,784
Total Assessments	172,675	0	0
<b>Total</b>	<b>17,643,520</b>	<b>19,464,930</b>	<b>17,197,190</b>

**Water Quality**

Salaries & Wages	4,317,687	5,388,198	6,500,386
Employee Benefits	1,376,554	1,933,637	2,431,226
Capital Credit & Labor To/From Others	-2,049,379	-2,570,812	-3,478,127
<b>Total Personnel Costs</b>	<b>3,644,862</b>	<b>4,751,023</b>	<b>5,453,485</b>
Supplies	1,097,505	2,998,101	1,534,945
Services	920,255	1,623,633	1,237,902
Other Charges	349,188	618,130	467,592
Total Assessments	5,139	0	0
<b>Total</b>	<b>6,016,949</b>	<b>9,990,887</b>	<b>8,693,924</b>

TACOMA WATER	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Water Rates and Financial Planning**

Salaries & Wages			1,015,113
Employee Benefits			360,719
Capital Credit & Labor To/From Others			-76,688
<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>1,299,144</b>
Supplies			4,500
Services			202,500
Other Charges			18,350
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,524,494</b>

**Water Resource Planning**

Salaries & Wages	1,580,948	1,389,634	3,737,224
Employee Benefits	501,690	458,637	1,415,912
Capital Credit & Labor To/From Others	-352,137	-96,000	-350,213
<b>Total Personnel Costs</b>	<b>1,730,501</b>	<b>1,752,271</b>	<b>4,802,923</b>
Supplies	453,836	30,000	176,000
Services	774,409	1,111,529	284,668
Other Charges	354,908	56,300	580,000
Total Assessments	0	0	40,000
<b>Total</b>	<b>3,313,653</b>	<b>2,950,100</b>	<b>5,883,591</b>

**Water Supply**

Salaries & Wages	6,737,410	8,023,465	7,853,656
Employee Benefits	2,335,158	2,862,496	3,078,237
Capital Credit & Labor To/From Others	-1,757,670	-2,457,725	-2,805,317
<b>Total Personnel Costs</b>	<b>7,314,898</b>	<b>8,428,236</b>	<b>8,126,577</b>
Supplies	974,748	1,470,229	638,695
Services	935,462	1,363,556	2,418,925
Other Charges	1,427,320	1,608,501	1,639,600
Total Assessments	344	0	0
<b>Total</b>	<b>10,652,772</b>	<b>12,870,522</b>	<b>12,823,797</b>

<b>Total Tacoma Water</b>	<b>\$82,072,661</b>	<b>\$96,676,896</b>	<b>\$96,288,458</b>
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TACOMA WATER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

**Code**            **Classification Title**  
**No.**

00060	Office Assistant	7.00	5.00	5.00	319,003	232,722	237,039
00220	Senior Secretary	2.00	0.00	0.00	97,197	0	0
0108B	GIS Analyst	2.00	2.00	2.00	204,645	209,809	210,618
01240	Computer Support Technician	2.00	1.00	1.00	107,051	58,802	59,612
03010	Warehouse Technician	3.00	3.00	3.00	158,669	160,334	161,706
03050	Warehouse Supervisor, Utilities	1.00	1.00	1.00	70,748	70,544	70,814
05330	Operations Mgr	2.00	8.00	8.00	190,654	849,766	865,128
05800	Utilities Economist	0.00	1.00	1.00	0	85,983	86,987
06130	Utility Services Rep I	5.00	4.00	4.00	278,287	244,061	245,604
06140	Utility Services Rep II	1.00	1.00	1.00	78,716	82,718	83,832
0614A	Utility Services Rep II +2.5%	1.00	0.00	0.00	80,685	0	0
06170	Utility Service Specialist	3.00	5.00	5.00	257,056	480,120	486,423
06300	Energy Services Spec III	1.00	0.00	0.00	83,532	0	0
07370	Administrative Assistant	2.00	3.00	3.00	122,972	158,438	164,152
07380	Office Administrator	0.00	1.00	1.00	0	63,087	63,329
07390	Office Manager	0.00	1.00	1.00	0	73,377	74,499
08000	Admin Services Mgr II	2.00	0.00	0.00	190,355	0	0
08230	Utilities Dir Dep Water Supt	1.00	1.00	1.00	190,189	168,845	178,123
11090	Management Analyst I	3.00	2.00	2.00	229,174	107,090	110,190
11200	Management Analyst II	3.00	5.00	5.00	264,015	401,182	402,724
11270	Admin Services Mgr I	2.00	0.00	0.00	148,960	0	0
11350	Management Analyst III	2.00	1.00	1.00	196,308	85,363	85,692
11860	Mgmt & Budget Internal Consult	0.00	1.00	1.00	0	70,803	71,076
19990	Water Quality Specialist	3.00	3.00	3.00	180,218	209,915	212,114
20010	Survey Technician II	1.00	1.00	1.00	47,768	51,197	53,140
20020	Survey Technician III	1.00	2.00	2.00	60,218	122,844	123,320
2002A	Survey Tech III +2.5%	1.00	0.00	0.00	61,664	0	0
20030	Chief of Party	1.00	1.00	1.00	70,033	69,722	69,990
2003C	Chief of Part +PLS 6%	1.00	0.00	0.00	73,151	0	0
20040	Engineering Technician IV	1.00	1.00	1.00	72,846	77,292	77,588
20050	Chief Surveyor, Asst	1.00	1.00	1.00	79,450	81,099	81,409
20060	Chief Surveyor	1.00	0.00	0.00	85,316	0	0
20100	Engineering Technician I	4.00	0.00	0.00	198,877	0	0
20110	Engineering Technician II	4.00	8.00	8.00	230,534	482,603	490,955
20120	Engineering Technician III	2.00	2.00	2.00	130,517	138,466	138,999
20160	Construction Inspector	8.00	8.00	8.00	588,650	596,880	601,359
20190	Engr Instrumentation Tech	2.00	2.00	2.00	134,063	148,124	148,699
2019B	Engr Instru Tech +2.5%	1.00	0.00	0.00	64,812	0	0
20210	Engineering Office Coord	1.00	1.00	1.00	72,231	76,646	76,944

TACOMA WATER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

**Code**      **Classification Title**  
**No.**

20220	Water Quality Tech	1.00	0.00	0.00	70,847	0	0
20260	LID Representative	1.00	1.00	1.00	72,109	76,504	76,798
20280	Water Resource Plan Coord	2.00	2.00	2.00	183,536	205,483	210,380
20290	Water Resource Plan Coord Asst	1.00	1.00	1.00	86,406	89,483	89,827
20600	Senior Principal Engineer	5.00	6.00	6.00	565,458	735,205	738,032
20610	Water Division Manager, Asst	0.00	3.00	3.00	0	336,978	343,923
20620	Pipeline Construction Coord	2.00	0.00	0.00	157,499	0	0
20640	Water Div Supt Deputy	1.00	2.00	2.00	127,838	312,272	313,472
20660	Water Division Manager	5.00	4.00	4.00	588,908	522,908	532,145
20680	Associate Engineer	5.25	1.00	1.00	385,012	81,183	81,494
20730	Principal Engineer	2.00	3.26	3.26	219,028	350,217	351,564
20820	Professional Engineer	4.00	9.00	9.00	390,121	872,593	885,138
20830	Senior Engineer	7.00	0.00	0.00	709,615	0	0
20880	Environmental Program Coor	0.15	0.00	0.00	12,228	0	0
20890	Fisheries Biologist	1.00	1.00	1.00	80,742	90,520	90,870
20930	Enviro Specialist, Sr*	0.00	0.15	0.15	0	13,784	13,837
20960	Water Conservation Prog Spec	1.00	1.00	1.00	69,195	75,336	75,627
20970	Environmental Technician	1.00	1.00	1.00	55,696	63,273	63,516
20980	Environmental Technician, Sr.	1.00	1.00	1.00	68,905	70,078	70,576
20990	Water Conservation Supervisor	0.00	1.00	1.00	0	87,721	88,971
21540	Watershed Forester	1.00	1.00	1.00	79,759	90,520	90,870
21550	Watershed Inspector	4.00	4.00	4.00	279,933	282,869	283,958
24010	Chief of Party, PLS	0.00	1.00	1.00	0	77,479	79,345
50200	Equipment Operator	11.00	10.00	10.00	588,233	598,624	602,087
5020A	Equip Operator + \$1, asphalt trk	0.00	1.00	1.00	0	61,549	61,784
50204	Equipment Operator +.50	1.00	0.00	0.00	53,662	0	0
50210	Heavy Equipment Operator	14.00	11.00	11.00	829,062	725,491	728,285
50600	Water Utility Worker aft 1/1/87	1.00	1.00	1.00	46,729	48,279	48,462
5060A	Water Utility Worker 77.5%	4.00	0.00	0.00	183,243	0	0
5060B	Water Utility Worker 81%	1.00	3.00	3.00	47,877	148,387	148,958
5060C	Water Utility Worker 82.5%	1.00	0.00	0.00	49,241	0	0
5060D	Water Utility Worker 84%	2.00	2.00	2.00	99,762	102,631	103,022
5060E	Water Utility Worker 85%	33.00	28.00	28.00	1,675,920	1,468,270	1,476,017
5060F	Water Utility Worker bfr 1/1/87	1.00	1.00	1.00	50,027	51,439	51,635
5060H	Water Utility Worker 88%, Flush	5.00	6.00	6.00	264,756	333,469	334,760
50610	Water Service Worker	14.00	14.00	14.00	851,409	882,253	886,924
50612	Water Service Wkr Loc 103%	5.00	5.00	5.00	313,476	326,191	327,446
50613	Water Service Worker, Lead	14.00	12.00	12.00	912,051	873,486	878,272
50650	Water Service Supervisor	6.00	5.00	5.00	454,708	407,214	409,570
50680	Water Supply Supervisor	1.00	1.00	1.00	79,797	83,970	86,402

TACOMA WATER Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code            Classification Title  
No.

50700	Water Pump & Stor Asst Supv	1.00	0.00	0.00	73,037	0	0
50780	Water Distr Supervisor	1.00	0.00	0.00	87,315	0	0
50800	Asst Water Distr Manager	2.00	0.00	0.00	202,604	0	0
51080	Water Plant Maint Worker	6.00	6.00	6.00	372,588	387,988	390,753
5108A	Water Plant Mt Wkr Safety Coor	1.00	1.00	1.00	70,179	71,551	71,828
5108B	Water Plant Maint Worker 107%	1.00	1.00	1.00	64,504	72,259	72,538
51090	Water Control Station Operators	5.00	5.00	5.00	331,373	356,616	357,982
5109A	Water Control Station Oper 3%	1.00	1.00	1.00	69,405	74,215	74,499
51100	Water Treatment Plant Supv	0.00	1.00	1.00	0	80,391	80,703
5110A	Water Treat Plant Sup Cert Lv 3	1.00	0.00	0.00	75,942	0	0
51120	Water Treatment Plant Operator	3.00	6.00	6.00	214,916	435,343	439,074
5112A	Water Treat Plant Oper Lv 2	3.00	0.00	0.00	204,579	0	0
52250	Water Meter Repair Worker	3.00	3.00	3.00	180,127	189,136	190,474
52260	Water Meter Repair Worker, Lead	2.00	1.00	1.00	130,291	73,675	73,958
53050	Water Service Mechanic	5.00	12.00	12.00	311,634	856,734	861,398
5305A	Water Service Mechanic 107%	7.00	0.00	0.00	455,362	0	0

<b>Sub-Total</b>		<b>279.40</b>	<b>256.41</b>	<b>256.41</b>	<b>18,965,204</b>	<b>18,801,400</b>	<b>18,969,237</b>
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**Project Employees:**

07210	Project Manager, Senior	0.00	1.00	1.00	0	128,299	131,460
11090	Management Analyst I	1.42	0.00	0.00	106,439	0	0
20820	Professional Engineer	0.00	2.00	2.00	0	181,334	182,032
50600	Water Utility Worker aft 1/1/87	5.00	3.00	3.00	223,625	138,590	139,123

<b>Sub-Total</b>		<b>6.42</b>	<b>6.00</b>	<b>6.00</b>	<b>330,064</b>	<b>448,223</b>	<b>452,615</b>
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**Temporary Employees:**

06130	Utility Services Rep I	0.13	0.00	0.00	6,732	0	0
20680	Associate Engineer	1.00	0.00	0.00	69,614	0	0
46020	Occupational Intern Skilled	1.00	0.00	0.00	26,705	0	0

<b>Sub-Total</b>		<b>2.13</b>	<b>0.00</b>	<b>0.00</b>	<b>103,050</b>	<b>0</b>	<b>0</b>
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<b>FTE Total</b>		<b>287.95</b>	<b>262.41</b>	<b>262.41</b>	<b>19,398,318</b>	<b>19,249,623</b>	<b>19,421,852</b>
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\* 20930 Environmental Specialist, Sr from Public Works



<b>TACOMA WATER</b>	<b>2007/2008</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
City of Tacoma:			
Gross Earnings Tax (8.0%)	8,859,195	9,749,856	10,634,944
State of Washington:			
Utility & Business Tax (5.029%)	5,100,586	5,294,019	5,974,816
Other*	795,319	1,057,248	1,078,392
Subtotal	14,755,100	16,101,123	17,688,152
Anticipated Additional Revenue**			
Gross Earnings Tax (8.0%)	0	465,024	700,710
Utility & Business Tax (5.029%)	0	292,326	426,650
Other*	0	0	82,228
	0	757,350	1,209,588
Total City and Utility Tax	14,755,100	16,858,473	18,897,740
Federal Taxes (FICA)	2,599,106	2,910,557	2,929,428
<b>Total Tacoma Water Taxes</b>	<b>\$17,354,206</b>	<b>\$19,769,030</b>	<b>\$21,827,168</b>

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

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

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

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

TACOMA WATER	2007/2008	2009/2010	2011/2012
Debt Service	Biennium Actual	Biennium Budget	Biennium Budget

**DEBT SERVICE SUMMARY**

Bond Interest	11,588,178	17,117,896	28,079,687
Bond Redemption	12,765,425	16,128,470	16,940,360

<b>Total Debt Service</b>	<b>\$24,353,603</b>	<b>\$33,246,367</b>	<b>\$45,020,047</b>
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**DEBT SERVICE DETAIL**

**BONDS**

1997 Bonds	Interest	22,859		
\$19,850,000 issued	Principal	481,250		
2001 Bonds	Interest	3,129,323	3,068,523	15,767
\$32,900,000 issued	Principal	751,667	817,500	394,167
2003 Bonds	Interest	3,889,625	3,476,438	2,946,829
\$51,380,000 issued	Principal	5,633,333	6,034,583	6,556,667
2005 Bonds	Interest	4,193,619	3,931,706	3,671,959
\$46,555,000 issued	Principal	2,725,418	3,536,250	3,814,167
2009 Build America Bonds	Interest		6,129,172	8,830,661
\$76,775,000 issued	Principal		1,768,517	Note 1
2010 Refunding of 2001 Bonds	Interest			2,495,942
\$29,100,000 issued	Principal			559,167
2010 Build America Bonds	Interest			8,154,705
\$74,985,000 issued	Principal			Note 2
2012 Bonds	Interest			1,377,327
\$94,000,000 anticipated	Principal			

**DRINKING WATER STATE REVOLVING FUND**

2001 State Drinking Water Loan	Interest	116,825	100,658	82,539
\$3,060,000 borrowed	Principal	322,106	322,106	322,105
2010 State Drinking Water Loan	Interest		116,667	99,142
\$4,040,000 borrowed	Principal			383,158
2010 ARRA Drinking Water Loan	Interest			109,200
\$6,584,074 borrowed	Principal			91,000
2010 ARRA Drinking Water Loan	Interest			25,575
\$6,000,000 borrowed	Principal			600,000

**PUBLIC WORKS TRUST FUND**

Public Works Trust Fund Loans	Interest	235,927	294,732	270,041
\$40,000,000 borrowed	Principal	2,851,651	3,649,514	4,219,930

<b>Total Debt Service</b>	<b>\$24,353,603</b>	<b>\$33,246,367</b>	<b>\$45,020,047</b>
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Note 1 - No principal payments are due on the 2009 Build America Bonds until 2033.

Note 2 - No principal payments are due on the 2010 Build America Bonds until 2024.

TACOMA WATER	2009/2010	2011/2012
Capital Outlay	Budget	Budget

**SUMMARY**

General Plant Total	4,865,196	5,448,870
Water Distribution Section Total	29,060,660	33,847,088
Water Quality Section Total	6,153,683	9,070,339
Water Supply Section Total	64,132,000	10,282,000
Water Resource Planning Section Total	450,000	500,000

<b>Sub-Total</b>	<b>\$104,661,539</b>	<b>\$59,148,297</b>
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Projects Funded from Anticipated 09/10 Bond Issue	-53,118,802	0
Projects Funded from Anticipated 11/12 Bond Issue	0	-41,393,297
PWTF Loan Proceeds	-10,000,000	0
State Drinking Water Loan Proceeds	-4,000,000	0

<b>TOTAL CURRENT FUND CAPITAL OUTLAY</b>	<b>\$37,542,737</b>	<b>\$17,755,000</b>
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**General Plant:**

Equipment/GIS	625,164	742,000
Service Division	0	424,870
Fleet	396,632	0
SAP Upgrade	1,404,400	2,942,000
Plant/Equipment Failure Contingency Fund	319,000	260,000
Remodel of Existing Distribution Building	2,120,000	0
Seismic Upgrade of Existing Distribution Building	0	1,080,000

<b>Total General Plant</b>	<b>4,865,196</b>	<b>5,448,870</b>
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**Water Distribution:**

Public Road Projects	5,298,000	5,565,066
Distribution Main Upgrades & Renewals	10,596,000	12,253,565
Main Oversizing - LIDs/Private Projects	423,840	444,164
Tools	111,920	0
Ruston Way Tunnel Connection	794,700	0
Water Division Projects	286,200	420,164
Hydrant Upgrade and Replacement	530,000	1,174,002
Valve Upgrade and Replacement	424,000	1,311,094
Water Service Replacement and Renewal	10,596,000	11,939,033
Meter Replacements	0	200,000
AMR/Test Bench	0	540,000

<b>Total Water Distribution</b>	<b>29,060,660</b>	<b>33,847,088</b>
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<b>TACOMA WATER</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Capital Outlay</b>	<b>Budget</b>	<b>Budget</b>
<b>Water Quality:</b>		
Various Equipment	160,000	160,000
McMillin Chlorine Replacement	0	100,000
Groundwater Treatment-STPS	700,000	500,000
Enhanced System Monitoring	0	200,000
Muckleshoot Agreement	400,000	400,000
Groundwater Treatment-Hood Street	3,200,000	0
Reservoir Improvement	120,000	0
Coliform Monitoring Stations	10,600	0
1st Diversion Share:	0	0
Major Water Treatment Equipment	86,904	0
Headworks Modifications	21,726	54,315
Filtration	726,959	6,344,916
Watershed Betterments	139,048	139,048
HCP Culvert Replacement	565,334	376,747
HCP Fish Habitat Structures	23,112	23,111
Fish Screen Modifications	0	772,202
<b>Total Water Quality</b>	<b>6,153,683</b>	<b>9,070,339</b>
<b>Water Supply:</b>		
Corrosion Control Projects	106,000	488,000
McMillin Res Cover	55,000,000	0
Supply System Improvements	360,000	464,000
Seismic Modifications	0	742,000
Replace Large Valves	132,000	224,000
Communication Systems Upgrade	1,855,000	1,421,000
SCADA Systems Upgrade	1,113,000	0
Transmission Line Renew and Replacements	2,076,000	4,238,000
Replace and Improve Wells (South Tacoma & Other)	1,975,000	374,000
Replace PL1 @ Puyallup River (Phase II)	1,483,000	2,279,000
Tools	32,000	52,000
<b>Total Water Supply</b>	<b>64,132,000</b>	<b>10,282,000</b>
<b>Water Resource Planning:</b>		
CII rebate program	0	500,000
MIT Kapowsin Remediation	450,000	0
<b>Total Water Resource Planning</b>	<b>450,000</b>	<b>500,000</b>
<b>Total Capital Outlay</b>	<b>\$104,661,539</b>	<b>\$59,148,297</b>

**REGIONAL WATER SUPPLY SYSTEM (RWSS)**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**

**MEMORANDUM ONLY**



Regional Water Supply System (RWSS)	2009/2010 Biennial Budget	2011/2012 Biennial Budget
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**REVENUE**

Operating Revenue		
Operations - Partners	3,574,443	3,314,172
Operations - Tacoma	2,321,151	2,867,429
Total Operating Revenue	5,895,594	6,181,601
Non-Operating Revenue		
Capital - Partners	1,168,950	7,419,614
Capital - Tacoma	834,967	5,299,725
Total Capital	2,003,917	12,719,339
Debt Service - Partners	4,218,547	5,966,986
Debt Service - Tacoma	5,519,600	7,426,391
Total Debt Service	9,738,146	13,393,377
Total Non Operating Revenue	11,742,063	26,112,716
<b>Total Revenue</b>	<b>17,637,657</b>	<b>32,294,317</b>

**EXPENDITURES**

Salaries & Wages	14,320	0
Labor to/from Others & Capital Credit	3,266,647	3,201,360
<b>Personnel Costs</b>	<b>3,280,967</b>	<b>3,201,360</b>
Supplies	1,240,924	1,383,974
Services	1,050,548	1,244,235
Other Charges	323,155	352,032
<b>Supplies, Other Services &amp; Charges</b>	<b>2,614,627</b>	<b>2,980,241</b>
Total Regional Water Supply Service	5,895,594	6,181,601
Capital Outlay	2,003,917	12,719,339
Debt Service	9,738,146	13,393,377
<b>Total Expenditures</b>	<b>17,637,657</b>	<b>32,294,317</b>

Regional Water Supply System (RWSS)	2009/2010 Biennial Budget	2011/2012 Biennial Budget
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**CAPITAL OUTLAY**

Headworks Modifications	28,274	70,685
Filtration	861,220	8,257,082
Water Treatment Pilot Evaluation Filtration & UV	84,821	0
Watershed Betterments	113,096	180,952
HCP Culvert Replacement	180,952	470,933
HCP Fish Habitat Structures	706,666	28,889
Friends of the Green	28,888	123,000
Design Fish Screen	0	947,798
HH Additional Water Storage Project	0	2,640,000
<b>Total Capital Outlay</b>	<b>2,003,917</b>	<b>12,719,339</b>

**DEBT SERVICE**

2002 Revenue Bond \$82,700,000		
Debt Interest	7,785,625	7,661,210
Debt Principal	1,600,000	1,631,249
2009/2010 Bond \$3,951,032 anticipated - Note 1		
Debt Interest	276,572	0
Debt Principal	75,949	0
2010 Filtration Bond \$43,824,700		
Debt Interest	0	4,100,918
Debt Principal	0	0
<b>Total Debt Service</b>	<b>9,738,146</b>	<b>13,393,377</b>

Note 1 - Anticipated funding for 2009/2010 was not realized.



**TACOMA RAIL**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**



## TACOMA RAIL

### DESCRIPTION OF RESPONSIBILITY

#### Tacoma Rail:

Tacoma Rail provides services that are vital to the economic well-being of its customers.

TACOMA RAIL	2007/2008	2009/2010	2011/2012
Recapitulation of Biennial Budget	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE

Operating Revenue			
Switching Revenue	33,444,661	36,691,387	35,109,196
Anticipated Additional Switching Revenue	0	4,484,910	2,262,332
Miscellaneous Revenue	3,522,741	4,292,000	1,186,294
<b>Total Operating Revenue</b>	<b>36,967,402</b>	<b>45,468,297</b>	<b>38,557,822</b>

Other Income	1,817,161	1,581,972	1,880,964
Reimbursable Contract Service	584,782	0	0
Locomotive Fleet Replacement Fund	-600,000	0	0
Appropriation From Current Fund	0	222,025	0

<b>Total Revenue &amp; Available Funds</b>	<b>\$38,769,345</b>	<b>\$47,272,294</b>	<b>\$40,438,786</b>
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### EXPENDITURES

Personnel Costs	17,943,801	20,850,041	20,598,305
Supplies, Other Services and Charges	13,086,440	16,892,618	11,410,358
Capital Outlay *	1,106,324	3,052,000	3,147,000
Debt Service	1,358,890	2,031,589	1,350,123
Taxes	3,628,745	4,446,046	3,933,000

<b>Total Expenditures</b>	<b>\$37,124,200</b>	<b>\$47,272,294</b>	<b>\$40,438,786</b>
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### CAPITAL OUTLAY FINANCING DETAIL

Rail Bank Loan Proceeds	500,000	0
Anticipated Bank Loan Proceeds	2,000,000	1,000,000
*Current Fund Capital Outlay	3,052,000	3,147,000

<b>Total Capital Outlay</b>	<b>\$5,552,000</b>	<b>\$4,147,000</b>
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### PERSONNEL

Budgeted FTEs	111.0/111.0	108.0/113.75	96.0/96.0
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TACOMA RAIL	2007/2008	2009/2010	2011/2012
Revenue	Biennium Actual	Biennium Budget	Biennium Budget

### REVENUE SUMMARY

Switching Revenue	33,444,661	36,691,387	35,109,196
Anticipated Additional Switching Revenue	0	4,484,910	2,262,332
Miscellaneous Revenue	3,522,741	4,292,000	1,186,294

<b>Total Operating Revenue</b>	<b>36,967,402</b>	<b>45,468,297</b>	<b>38,557,822</b>
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Other Income	1,817,161	1,581,972	1,880,964
Reimbursable Contract Service	584,782	0	0
Locomotive Fleet Replacement Fund	-600,000	0	0
Appropriation from Current Fund	0	222,025	0

<b>Total Revenue &amp; Available Funds</b>	<b>\$38,769,345</b>	<b>\$47,272,294</b>	<b>\$40,438,786</b>
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### REVENUE DETAIL

Switching Revenues			
Line Hauls	29,747,210	32,726,451	30,575,298
Line Hauls - Capital Division	0	1,774,936	1,543,898
Local & Miscellaneous	575,911	490,000	1,250,000
Demurrage	3,121,540	1,700,000	1,740,000
	<b>33,444,661</b>	<b>36,691,387</b>	<b>35,109,196</b>

Anticipated Additional Switching Revenue	0	4,484,910	2,262,332
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<b>Total Switching Revenues</b>	<b>33,444,661</b>	<b>41,176,297</b>	<b>37,371,528</b>
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Other Revenues	2,002,807	2,252,000	797,494
Fuel Surcharge	1,519,934	2,040,000	388,800
<b>Total Miscellaneous Revenues</b>	<b>3,522,741</b>	<b>4,292,000</b>	<b>1,186,294</b>

<b>Total Operating Revenues</b>	<b>36,967,402</b>	<b>45,468,297</b>	<b>38,557,822</b>
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Other Income			
Rent Income	1,528,559	1,431,972	1,607,820
Interest Income	288,602	150,000	273,144
Reimbursement from Public Works	584,782	0	0
Locomotive Fleet Replacement Fund	-600,000	0	0
Appropriation from Current Fund	0	222,025	0

<b>Total Revenue &amp; Available Funds</b>	<b>\$38,769,345</b>	<b>\$47,272,294</b>	<b>\$40,438,786</b>
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TACOMA RAIL	2007/2008	2009/2010	2011/2012
	Biennium Actual	Biennium Budget	Biennium Budget

**Division Consolidation Maintenance & Operation Summary**

Salaries & Wages	13,590,369	15,766,599	15,224,681
Employee Benefits	5,605,298	6,625,948	6,367,084
Capital Credit & Labor To/From Others	-1,251,866	-1,542,506	-993,460
<b>Total Personnel Costs</b>	<b>17,943,801</b>	<b>20,850,041</b>	<b>20,598,305</b>
Supplies	1,810,180	2,151,822	1,913,606
Services	5,848,018	8,274,203	4,497,582
Other Charges	3,282,336	4,074,092	2,919,497
Total Assessments	2,145,905	2,392,501	2,079,673
Taxes	3,628,745	4,446,046	3,933,000

<b>Total Maintenance &amp; Operation</b>	<b>\$34,658,985</b>	<b>\$42,188,705</b>	<b>\$35,941,663</b>
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**Section Consolidation Maintenance & Operation Summaries**

**Rail Administration**

Salaries & Wages	1,634,881	1,981,101	2,733,359
Employee Benefits	611,965	770,831	1,116,846
Capital Credit & Labor To/From Others	30,265	13,138	14,718
<b>Total Personnel Costs</b>	<b>2,277,110</b>	<b>2,765,069</b>	<b>3,864,922</b>
Supplies	132,845	271,467	254,464
Services	165,474	150,938	155,126
Other Charges	1,410,806	1,670,567	1,184,956
Total Assessments	2,145,905	2,392,501	2,079,673
Taxes	3,628,745	4,446,046	3,933,000
<b>Total</b>	<b>9,760,885</b>	<b>11,696,588</b>	<b>11,472,141</b>

TACOMA RAIL	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Rail Operations**

Salaries & Wages	9,285,098	10,407,431	9,229,207
Employee Benefits	3,899,120	4,354,711	3,824,542
Capital Credit & Labor To/From Others	-974,464	-1,179,811	-720,372
<b>Total Personnel Costs</b>	<b>12,209,754</b>	<b>13,582,332</b>	<b>12,333,377</b>
Supplies	157,824	248,309	154,304
Services	1,380,526	1,518,714	977,499
Other Charges	1,651,499	1,495,235	761,892
<b>Total</b>	<b>15,399,602</b>	<b>16,844,590</b>	<b>14,227,072</b>

**Rail Mechanical**

Salaries & Wages	1,466,170	1,869,307	1,735,897
Employee Benefits	582,744	817,379	731,589
Capital Credit & Labor To/From Others	0	0	0
<b>Total Personnel Costs</b>	<b>2,048,914</b>	<b>2,686,686</b>	<b>2,467,486</b>
Supplies	741,321	799,318	747,282
Services	3,356,755	5,252,278	2,201,716
Other Charges	109,199	718,874	725,319
<b>Total</b>	<b>6,256,189</b>	<b>9,457,156</b>	<b>6,141,803</b>

**Rail Construction**

Salaries & Wages	1,204,221	1,508,760	1,526,218
Employee Benefits	511,469	683,027	694,108
Capital Credit & Labor To/From Others	-307,667	-375,833	-287,806
<b>Total Personnel Costs</b>	<b>1,408,023</b>	<b>1,815,954</b>	<b>1,932,520</b>
Supplies	656,085	704,189	757,556
Services	945,263	1,352,273	1,163,241
Other Charges	232,938	317,955	247,330
<b>Total</b>	<b>3,242,309</b>	<b>4,190,371</b>	<b>4,100,647</b>

TACOMA RAIL	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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Rail Mountain

Salaries & Wages

Employee Benefits

Capital Credit & Labor To/From Others

<b>Total Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>
Supplies	122,105	128,539	
Services	0	0	
Other Charges	-122,105	-128,539	
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Total Tacoma Rail</b>	<b>\$34,658,985</b>	<b>\$42,188,705</b>	<b>\$35,941,663</b>
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TACOMA RAIL Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code No.	Classification Title						
01460	Business Development Manager	0.00	1.00	1.00	0	121,016	121,479
02330	Admin Secretary	1.00	0.00	0.00	55,884	0	0
05330	Operations Mgr	0.00	3.00	3.00	0	313,204	320,411
07200	Project Manager	1.00	0.00	0.00	129,863	0	0
07370	Admin Assistant	4.00	0.00	0.00	237,624	0	0
07380	Office Administrator	0.00	2.00	2.00	0	126,173	126,658
08300	Utilities Dir Dpty Rail Supt	1.00	1.00	1.00	159,752	172,163	172,825
11090	Management Analyst I	4.00	0.00	0.00	293,221	0	0
11200	Management Analyst II	0.00	4.00	4.00	0	293,216	292,632
71010	Railway Yard Clerk	3.00	5.00	5.00	180,899	319,491	328,739
7101A	Railway Yard Clerk aft 6/93	2.00	0.00	0.00	109,535	0	0
7105A	Railway Switch Operator aft 8/92	4.00	0.00	0.00	177,814	0	0
71060	Railway Switch Supv	6.00	6.00	6.00	382,850	397,849	409,415
7106A	Railway Switch Supv aft 8/92	27.00	22.00	22.00	1,425,773	1,218,129	1,253,397
71110	Locomotive Engineer	23.00	20.00	20.00	1,414,998	1,329,579	1,378,229
71150	Railway Yardmaster	4.75	4.00	4.00	343,725	337,457	348,069
7119A	Railway Track Inspect w 5+ yr	1.00	2.00	2.00	60,740	122,969	126,552
71200	Railway Track Mnt Worker	2.00	1.00	1.00	113,057	57,491	59,739
7120A	Railway Track Mnt Worker w 5+ yr	5.00	4.00	4.00	274,825	227,286	236,612
71260	Railway Roadmaster	1.00	2.00	2.00	97,851	235,216	237,153
71270	Rail Supervisor of Operations	9.00	7.00	7.00	831,854	616,534	632,864
71400	Locomotive Mechanic I	6.00	7.00	7.00	398,402	465,866	488,308
71410	Locomotive Mechanic, Sr	1.00	1.00	1.00	71,952	74,256	76,399
71420	Railway Shop Worker	5.00	2.00	2.00	248,210	102,897	105,880
71450	Railway Track Equip Mech Welder	1.00	1.00	1.00	66,085	60,786	65,889
71520	Rail Superintendent, Asst	2.00	1.00	1.00	184,120	146,329	146,890

<b>FTE Total</b>	<b>113.75</b>	<b>96.00</b>	<b>96.00</b>	<b>7,259,033</b>	<b>6,737,908</b>	<b>6,928,139</b>
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<b>TACOMA RAIL</b>	<b>2007/2008</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Taxes</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>
City of Tacoma:			
Gross Earnings Tax (8.0%)	3,093,214	3,764,022	3,238,000
State of Washington:			
Utility & Business Tax (1.8%)	535,531	682,024	695,000
Subtotal	<b>3,628,745</b>	<b>4,446,046</b>	<b>3,933,000</b>
Federal Railroad Taxes	2,541,671	2,773,686	2,664,080
<b>Total Tacoma Rail Taxes</b>	<b>\$6,170,416</b>	<b>\$7,219,732</b>	<b>\$6,597,080</b>

Note: State sales tax is included in M & O budget line items for materials.

Federal Railroad Taxes are paid in lieu of FICA and are included in personnel services as a fringe benefit.

TACOMA RAIL	2007/2008	2009/2010	2011/2012
Debt Service	Biennium Actual	Biennium Budget	Biennium Budget

**DEBT SERVICE SUMMARY**

Debt Interest	380,158	474,064	180,085
Debt Principal	978,732	1,557,525	1,170,038

<b>Total Debt Service</b>	<b>\$1,358,890</b>	<b>\$2,031,589</b>	<b>\$1,350,123</b>
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**DEBT SERVICE DETAIL**

Interfund Loan - \$3,310,000

- Interest	176,059	90,547	18,097
- Principal	662,000	662,000	662,000
	<b>838,059</b>	<b>752,547</b>	<b>680,097</b>

Revenue Bond - \$2,000,000

- Interest	204,099	165,012	124,796
- Principal	316,732	355,819	396,035
	<b>520,831</b>	<b>520,831</b>	<b>520,831</b>

Rail Bank Loan - \$249,452, 0% Interest (Note 1)

- Principal		<b>33,334</b>	<b>33,260</b>
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Rail Bank Loan - \$26386, 0% Interest (Note 1)

- Principal		<b>16,667</b>	<b>3,518</b>
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Anticipated Bank Loan - \$2,000,000, 6% Interest (Note2)

- Interest		218,506	0
- Principal		489,705	0
		<b>708,211</b>	<b>0</b>

Anticipated Bank Loan - \$1,000,000

- Interest		0	37,192
- Principal		0	75,225
		<b>0</b>	<b>112,417</b>

<b>Total Debt Service</b>	<b>\$1,358,890</b>	<b>\$2,031,589</b>	<b>\$1,350,123</b>
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Note 1 - The Rail Bank Loan requests were postponed to 2011-2012.

Note 2 - The Anticipated Bank Loan funding for 2009-2010 was not realized.

TACOMA RAIL	2009/2010	2011/2012
Capital Outlay	Biennium Budget	Biennium Budget

**SUMMARY**

General	465,000	505,000
Communications	200,000	250,000
Facility Upgrades	1,685,000	675,000
Rail Equipment/Vehicles	1,102,000	695,000
Track Improvements	2,100,000	2,022,000

<b>Sub-Total</b>	<b>\$5,552,000</b>	<b>\$4,147,000</b>
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Revenue Bond	0	
Projects Funded from Rail Bank Loan Proceeds	-500,000	
Projects Funded from Anticipated Bank Loan Proceeds	-2,000,000	-1,000,000

<b>TOTAL CURRENT FUND CAPITAL OUTLAY</b>	<b>\$3,052,000</b>	<b>\$3,147,000</b>
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**General Plant**

Technology Upgrade	215,000	505,000
Master Plan	250,000	0
<b>Total General Plant</b>	<b>465,000</b>	<b>505,000</b>

**Communications**

Locomotive Simulator	50,000	200,000
Radio Antenna Tower	50,000	0
GPS & Cameras for Locomotives	100,000	50,000
<b>Total Communications</b>	<b>200,000</b>	<b>250,000</b>

**Facility Upgrades**

Cameras	100,000	100,000
Locomotive Service Facility	1,400,000	500,000
Yard Air System	85,000	0
Shop Equipment & Tools	100,000	75,000
<b>Total Facility Upgrades</b>	<b>1,685,000</b>	<b>675,000</b>

**Rail Equipment/Vehicles**

Hi-Rail gear	60,000	50,000
Traction Units/Truck	40,000	0
Retrofit Locomotives - Emissions control	317,000	250,000
Boom Truck	240,000	100,000
Dump Truck - swivel bed	200,000	100,000
Truck	20,000	20,000
Truck	25,000	0
Speed Swing w/attachments	150,000	0
Zoom Boom/Reach	0	100,000
Coach Upgrades	50,000	75,000
<b>Total Rail Equipment/Vehicles</b>	<b>1,102,000</b>	<b>695,000</b>

TACOMA RAIL Capital Outlay	2009/2010 Biennium Budget	2011/2012 Biennium Budget
<b>Track Improvement Projects</b>		
Tidelands Infrastructure Improvements	850,000	1,022,000
Crossing signal systems upgrade	100,000	0
Track & Signal reporting devices	50,000	0
Portac to Hylebos Creek Bridge	200,000	500,000
Automated Yard Switches	150,000	0
Annie Track Upgrade	500,000	250,000
Loop Track Upgrade - (Concrete Tech)	250,000	250,000
<b>Total Track Improvement Projects</b>	<b>2,100,000</b>	<b>2,022,000</b>
<b>Total Capital Outlay</b>	<b>\$5,552,000</b>	<b>\$4,147,000</b>



**FLEET SERVICES FUND**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**





## FLEET SERVICES

### DESCRIPTION OF RESPONSIBILITY

#### Fleet Services:

To efficiently and effectively supply equipment to the Department of Public Utilities by managing the acquisition, assignment, and disposition of fleet equipment; to maintain and repair fleet equipment; to maintain a sufficient, efficient fuel supply; to provide short-term motor pool service; to administer a capital fleet equipment replacement plan.

<b>FLEET SERVICES</b>	<b>2007/2008</b>	<b>2009/2010</b>	<b>2011/2012</b>
<b>Revenue</b>	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**REVENUE**

Operating Revenue			
Replacement Fees	8,880,064	8,922,000	8,800,000
Administrative Overhead	1,551,310	1,500,000	1,650,000
Maintenance - Labor	3,597,264	4,610,000	5,535,000
Maintenance - Parts Overhead	447,933	475,000	480,000
Fuel Overhead	184,427	225,000	210,000
Pool Car Use	167,104	215,000	250,000
Misc Work Order Revenue	64,830	0	65,000
<b>Total Operating Revenue</b>	<b>14,892,932</b>	<b>15,947,000</b>	<b>16,990,000</b>
Non-Operating Revenue			
Interest	431,614	500,000	325,000
Other Revenue	221,444	0	0
<b>Total Non-Operating Revenue</b>	<b>653,058</b>	<b>500,000</b>	<b>325,000</b>
Appropriation from Current Fund	0	3,968,047	2,284,950
<b>Total Revenues &amp; Available Funds</b>	<b>\$15,545,990</b>	<b>\$20,415,047</b>	<b>\$19,599,950</b>

<b>FLEET SERVICES</b>	<b>2007/2008</b>	<b>2009/2010</b>	<b>2011/2012</b>
	<b>Biennium Actual</b>	<b>Biennium Budget</b>	<b>Biennium Budget</b>

**Section Consolidation Maintenance & Operation Summary**

Salaries & Wages	3,271,466	3,763,595	4,152,827
Employee Benefits	1,387,241	1,569,553	2,141,674
Capital Credit & Labor To/From Others	-257,820	7,500	200,000
<b>Total Personnel Costs</b>	<b>4,400,887</b>	<b>5,340,648</b>	<b>6,494,502</b>
Supplies	536,982	290,485	254,900
Services	401,549	404,890	383,305
Other Charges	219,779	673,401	598,752
Total Assessments	867,004	794,226	835,067

<b>Total Maintenance &amp; Operation</b>	<b>\$6,426,200</b>	<b>\$7,503,650</b>	<b>\$8,566,526</b>
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Capital Outlay	7,825,812	12,911,397	11,033,424
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<b>Total Fleet Services</b>	<b>\$14,252,012</b>	<b>\$20,415,047</b>	<b>\$19,599,950</b>
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**Personnel**

Budgeted FTEs	30.0/30.0	32.0/32.0	32.0/32.0
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FLEET SERVICES Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code            Classification Title  
No.

00060	Office Assistant	1.00	1.00	1.00	55,834	54,870	55,083
02990	Vehicle Parts Assistant	1.00	1.00	1.00	49,152	53,870	54,606
0299A	Vehicle Parts Assistant +3%	1.00	1.00	1.00	54,109	55,473	55,687
03340	Fleet Services Parts Technician	1.00	1.00	1.00	58,944	60,426	60,657
05040	Financial Assistant	1.00	1.00	1.00	54,908	56,265	56,481
07380	Office Administrator	0.00	1.00	1.00	0	63,087	63,329
08000	Admin Services Manager II	1.00	0.00	0.00	95,176	0	0
11090	Management Analyst I	1.00	0.00	0.00	78,398	0	0
50040	Craft Helper	1.00	1.00	1.00	40,543	42,869	43,034
52480	Power Division Supervisor, Asst	0.00	1.00	1.00	0	90,334	90,680
52510	Power Division Supervisor	1.00	1.00	1.00	122,516	120,454	120,915
53300	Vehicle & Equipment Shop Attend	6.00	4.00	4.00	242,177	210,816	211,629
5331D	Auto Mechanic Appren (4th)	1.00	0.00	0.00	41,322	0	0
53320	Equipment Mechanic, Heavy	8.00	11.00	11.00	450,191	664,578	668,316
5332A	Equipment Mechanic, Heavy +5%	6.00	6.00	6.00	354,802	374,436	375,869
53340	Vehicle & Equipment Shop Supv	2.00	2.00	2.00	134,367	165,714	166,351

<b>FTE Total</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>1,832,439</b>	<b>2,013,191</b>	<b>2,022,637</b>
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<b>FLEET SERVICES</b>	<b>2011/2012</b>
Capital Outlay	Budget

**Vehicle Purchase Requests - Replacements & Additions**

Division	Total Costs	User Responsibility	Fleet Responsibility
Tacoma Power	6,653,692	0	6,653,692
Tacoma Water	2,312,941	0	2,312,941
Tacoma Rail	953,019	402,635	550,384
Customer Services	85,822	0	85,822
Fleet Services	348,591	0	348,591
Click! Network	1,957,927	1,095,933	861,994
<b>Total</b>	<b>\$12,311,992</b>	<b>\$1,498,568</b>	<b>\$10,813,424</b>

<b>Fleet Services</b>	<b>2011/2012</b>
Capital Outlay	Budget

<b><u>Administration</u></b>	Pool Vehicle Reservation System Expansion	\$50,000
	Fleet Performance Consulting Services	\$50,000
	Electrical Vehicle Charge Stations	\$30,000

**Total Administration 130,000**

<b><u>Shop</u></b>	Miscellaneous Tools & Equipment	20,000
	Vehicle Hoist	70,000

**Total Shop 90,000**

**Vehicles (Fleet Responsibility Only) \***

Tacoma Power	6,653,692
Tacoma Water	2,312,941
Tacoma Rail	550,384
Customer Services	85,822
Fleet Services	348,591
Click! Network	861,994

**Total Vehicles (Fleet Responsibility Only) 10,813,424**

<b>TOTAL CAPITAL OUTLAY</b>	<b>\$11,033,424</b>
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**SELF INSURANCE CLAIM FUND**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**





SELF INSURANCE CLAIM FUND	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**REVENUE**

Sources of Revenue

Transfers - Tacoma Power	960,000	0	840,000
Transfers - Tacoma Water	240,000	240,000	240,000
Transfers - Tacoma Rail	408,000	408,000	408,000
Interest	414,139	300,000	100,000
Appropriation from Current Fund	0	3,431,233	4,392,791

<b>Total Revenue &amp; Available Funds</b>	<b>\$2,022,139</b>	<b>\$4,379,233</b>	<b>\$5,980,791</b>
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**EXPENDITURE DETAIL**

Supplies	254	1,000	100
Services	939,438	2,000,000	2,375,000
Other Charges	632,523	2,004,517	3,331,200
Assessments	417,375	373,716	274,491

<b>Total Expenditures</b>	<b>\$1,989,589</b>	<b>\$4,379,233</b>	<b>\$5,980,791</b>
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**FAMILY NEED FUND**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**



<b>FAMILY NEED FUND</b>	<b>2007/2008 Biennium Actual</b>	<b>2009/2010 Biennium Budget</b>	<b>2011/2012 Biennium Budget</b>
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**RECEIPTS**

Public Contributions	91,002	0	0
Tacoma Power Contribution	900,000	1,800,000	900,000
Interest	83,270	0	0
Appropriation from Fund Balance	0	0	900,000

<b>Total Receipts</b>	<b>\$1,074,271</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>
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**EXPENDITURES**

Family Need	665,140	1,800,000	1,800,000
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<b>Total Expenditures</b>	<b>\$665,140</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>
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Prior years have been restated to reflect actual activity in the Family Need Fund.

Tacoma Water has their own program outside of this fund.

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



**ADMINISTRATIVE OFFICES  
and  
TPU SUPPORT SERVICES**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**

5



## ADMINISTRATIVE OFFICES

### DESCRIPTION OF RESPONSIBILITY

#### Director's Office:

As Tacoma Public Utilities' Chief Executive Officer, the Director reports directly to the Public Utility Board, determines departmental priorities and provides oversight and overall strategic direction to the Operating and Support divisions at Tacoma Public Utilities. Additional responsibilities include policy implementation as determined by the Public Utility Board; administrative support to the Board for preparation of meeting agendas and background materials requiring Board approval; keeping members of the Public Utility Board and City Council apprised of pertinent issues and activities affecting Tacoma Public Utilities. This office also provides administrative support for special projects, quality programs and initiatives, policy development, local, state and federal legislative matters, long-range program planning and ombudsman services.

#### Management Services:

To provide a variety of administrative and advisory services for all the divisions and the Director's office; to coordinate and organize scheduling and communication for planning during the biennial budgeting process, working collaboratively with the Utility Director and Division Managers, Utility Board Members and City Council to prepare, present and adopt the biennial budget; to process third party damage claims; to coordinate insurance and risk management; to oversee records management and public disclosure; to compile information and prepare reports including Departmental budget performance, functional and incentive goals and maintain records as required; and to support the Quality Council and the Quality Program.

#### Public Affairs Office/CMS:

To support the business needs of Tacoma Public Utilities operating divisions; to provide public affairs expertise; to perform government relations functions on local, state and federal legislative matters; to provide communications and marketing support for employees and the community; to manage media relations, publications, advertising, and various community affairs, education programs and projects; to manage internal communications and the employee volunteer program; to provide the Department's copier services; to coordinate TPU sustainability efforts and programs.

## TPU SUPPORT SERVICES

### DESCRIPTION OF RESPONSIBILITY

#### TPU Real Property Services:

Acquire right-of-way and parcels of real property required for Tacoma Power, Water, Rail and Click facilities and other public projects; acquire easements for utility services in connection with the platting and development of land; and assist in obtaining licenses/permits for TPU utility crossings of other agencies' properties and rights-of-way. Manage the use by others of TPU rights-of-way, facility sites, and parcels of vacant land; cure encroachments and process requests for and issue easements, leases, land use permits, licenses and agreements to allow for compatible secondary uses of TPU owned rights-of-way and real properties. Surplus and dispose of real properties found excess to the needs of TPU. Act as custodian of real estate transaction documents such as deeds, easements, leases, permits, land use agreements, condemnation judgments, and maps. Interpret transaction documents, research and report on issues relating to rights-of-way, real property rights, land titles, and land use history. Provide information and expertise to both internal and external customers, including other governmental agencies, corporate entities and the general public.

ADMINISTRATION	2007/2008	2009/2010	2011/2012
	Biennium Actual	Biennium Budget	Biennium Budget

**Division Consolidation Maintenance & Operation Summary**

Salaries & Wages	3,167,011	3,896,783	4,490,673
Employee Benefits	922,345	1,196,541	1,664,356
Capital Credit & Labor To/From Others	-53,813	-11,000	0
<b>Total Personnel Costs</b>	<b>4,035,543</b>	<b>5,104,323</b>	<b>6,155,029</b>
Supplies	422,139	656,050	326,350
Services	1,042,168	1,328,854	1,852,565
Other Charges	1,551,534	2,003,510	1,987,037
Total Assessments	520,167	606,976	662,659

<b>Total Maintenance &amp; Operation</b>	<b>\$7,571,550</b>	<b>\$9,699,713</b>	<b>\$10,983,640</b>
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**Director & Board (575100)**

Salaries & Wages	774,682	851,450	784,513
Employee Benefits	169,440	189,004	218,876
Capital Credit & Labor To/From Others	813	0	0
<b>Total Personnel Costs</b>	<b>944,935</b>	<b>1,040,453</b>	<b>1,003,389</b>
Supplies	61,289	67,500	48,500
Services	602,941	251,000	511,000
Other Charges	457,372	662,867	571,476
Total Assessments	321,864	394,731	391,188

<b>Total</b>	<b>2,388,402</b>	<b>2,416,551</b>	<b>2,525,553</b>
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**Management Services Office (575200)**

Salaries & Wages	1,018,380	1,169,940	1,520,314
Employee Benefits	309,443	385,193	599,862
Capital Credit & Labor To/From Others	-32,301	11,000	0
<b>Total Personnel Costs</b>	<b>1,295,522</b>	<b>1,566,133</b>	<b>2,120,176</b>
Supplies	34,544	46,100	22,100
Services	71,099	138,575	105,000
Other Charges	134,146	172,239	209,162
Total Assessments	76,406	78,178	100,575

<b>Total</b>	<b>1,611,717</b>	<b>2,001,225</b>	<b>2,557,013</b>
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ADMINISTRATION	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Public Affairs Office (575700)**

Salaries & Wages	1,286,362	1,761,369	2,092,046
Employee Benefits	404,389	576,706	793,268
Capital Credit & Labor To/From Others	2,225	0	0
<b>Total Personnel Costs</b>	<b>1,692,977</b>	<b>2,338,074</b>	<b>2,885,314</b>
Supplies	273,794	485,750	155,750
Services	411,349	932,453	1,036,565
Other Charges	647,676	961,107	970,799
Total Assessments	109,568	127,451	165,906
<b>Total</b>	<b>3,135,364</b>	<b>4,844,835</b>	<b>5,214,333</b>

**Copier Services (577400)**

Salaries & Wages	87,587	114,024	93,800
Employee Benefits	39,072	45,638	52,350
Capital Credit & Labor To/From Others	-24,551	0	0
<b>Total Personnel Costs</b>	<b>102,109</b>	<b>159,662</b>	<b>146,150</b>
Supplies	52,511	56,700	100,000
Services	-43,220	6,826	200,000
Other Charges	312,340	207,297	235,600
Total Assessments	12,328	6,617	4,991
<b>Total</b>	<b>436,067</b>	<b>437,102</b>	<b>686,741</b>

<b>Total Administration</b>	<b>\$7,571,550</b>	<b>\$9,699,713</b>	<b>\$10,983,640</b>
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**Personnel**

Budgeted FTEs	18.0/18.0	21.0/21.0	24.5/24.5
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TPU REAL PROPERTY SERVICES	2007/2008 Biennium Actual	2009/2010 Biennium Budget	2011/2012 Biennium Budget
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**Section Consolidation Maintenance & Operation Summary**

**TPU Real Property Services (576800)**

Salaries & Wages	0	770,436	953,247
Employee Benefits	0	306,723	431,071
Capital Credit & Labor To/From Others	808,219	0	0
<b>Total Personnel Costs</b>	<b>808,219</b>	<b>1,077,159</b>	<b>1,384,318</b>
Supplies	18,268	36,020	17,277
Services	39,276	37,885	10,500
Other Charges	114,437	183,597	138,357
Total Assessments	23,103	41,636	55,147

<b>Total TPU Real Property Services</b>	<b>\$1,003,302</b>	<b>\$1,376,297</b>	<b>\$1,605,599</b>
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TPU REAL PROPERTY SERVICES Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

Code            Classification Title  
No.

00060	Office Assistant	0.07	1.00	1.00	3,343	39,478	39,630
00350	Real Estate Specialist	2.00	1.00	1.00	96,480	49,577	52,255
04010	Real Estate Specialist, Sr	2.00	3.00	3.00	130,799	216,128	221,067
08000	Admin Services Mgr II	0.10	0.00	0.00	9,243	0	0
20550	Public Works Div Mgr Asst	0.00	0.05	0.05	0	5,320	5,612
23430	Real Estate Officer	2.00	1.00	1.00	155,300	78,147	78,445
23440	Real Estate Officer, Sr	0.00	1.00	1.00	0	86,841	87,174

<b>FTE Total</b>	<b>6.17</b>	<b>7.05</b>	<b>7.05</b>	<b>395,165</b>	<b>475,490</b>	<b>484,184</b>
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**CUSTOMER SERVICES DIVISION**

**TACOMA PUBLIC UTILITIES**

**2011/2012**

**PRELIMINARY BIENNIUM BUDGET**





## CUSTOMER SERVICES

### DESCRIPTION OF RESPONSIBILITY

#### Customer Services:

Customer Service is committed to providing utility customers accurate, consistent, timely and efficient services. Through our core activities we support the customer lifecycle from the time a customer starts service, through meter reading, billing, collection of revenues, and until they stop service. The Division provides a variety of services including call center and field operations, key account services, low-income assistance programs and various customer payment options and self-services tools. We value quality in our contacts in the office, in our call center, and at the customer's property.

CUSTOMER SERVICES	2007/2008	2009/2010	2011/2012
	Biennium Actual	Biennium Budget	Biennium Budget

**Division Consolidation Maintenance & Operation Summary**

Salaries & Wages	19,967,323	17,876,381	20,191,773
Employee Benefits	7,330,962	7,218,150	8,913,227
<b>Total Personnel Costs</b>	<b>27,298,285</b>	<b>25,094,531</b>	<b>29,105,000</b>
Supplies	1,578,856	1,461,988	1,267,858
Services	3,261,778	1,763,995	1,094,346
Other Charges	5,169,164	3,602,698	3,512,016
Total Assessments	2,837,461	3,033,077	3,205,100

<b>Total Maintenance &amp; Operation</b>	<b>\$40,145,544</b>	<b>\$34,956,289</b>	<b>\$38,184,321</b>
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Capital Outlay	167,861	0	2,177,500
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<b>Total Expenditures</b>	<b>\$40,313,405</b>	<b>\$34,956,289</b>	<b>\$40,361,821</b>
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577100 TPU Customer Service Training	657,618	741,670	833,062
579500 TPU Customer Service Support Services	1,058,983	1,206,749	1,192,123
579600 TPU Customer Service Switchboard	0	0	129,279
579700 TPU Customer Service Admin	2,441,418	2,707,708	2,199,058
579800 TPU Customer Svc Information Systems	3,014,521	3,369,962	3,525,994
578900 TPU Customer Service Operations Admin	706,136	470,507	338,024
579100 TPU Customer Service Mail Svcs	2,429,966	2,952,663	3,106,683
579200 TPU Customer Service Field Investigation	3,795,130	3,793,422	4,128,472
579300 TPU Mail Services Provided to Gen Gov	386,538	435,443	481,700
579400 TPU Customer Service Meter Reading	3,067,132	3,402,533	3,546,356
577200 TPU Customer Service Phone Services 3	3,348,842	5,000,781	5,676,163
578100 TPU Customer Service Lobby Svcs	1,789,951	1,818,332	1,719,400
578500 TPU CS Back Office/Processing Services	2,510,525	2,318,242	3,103,056
579000 TPU Cust Service Back Office/Commercial	864,632	823,584	1,159,929
579900 TPU Customer Service Bus Office Admin	1,883,815	3,183,967	3,557,469
572100 TPU Customer Service Account Executives	1,711,978	1,608,890	1,238,769
572300 Commercial/Industrial & Technology Services	3,960,552	0	0
572400 TPU Customer Service PayGo	6,517,807	1,121,835	809,231
572500 TPU Customer Service Customer Solutions	0	0	1,439,550

<b>Total Customer Services</b>	<b>\$40,145,544</b>	<b>\$34,956,289</b>	<b>\$38,184,321</b>
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**Personnel**

Budgeted FTEs	167.3/161.3	146.6/146.6	153.0/153.0
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CUSTOMER SERVICES Position Requirements	Positions Budgeted			Wages Budgeted		
	2010	2011	2012	2010	2011	2012

**Code**            **Classification Title**  
**No.**

00060	Office Assistant	5.00	5.00	5.00	229,146	233,011	238,106
00180	Mail & Stock Processor	5.00	5.00	5.00	192,120	197,286	201,038
0018A	Mail & Stock Processor 110%	2.00	2.00	2.00	89,324	89,086	89,428
0018B	Mail & Stock Processor 113%	1.00	1.00	1.00	46,081	45,968	46,145
00410	Customer Accounts Supervisor	5.00	5.00	5.00	372,198	403,697	405,254
01240	Computer Support Technician	1.00	1.00	1.00	57,356	57,485	59,027
0133B	Computer Systems Prog, App B	2.00	2.00	2.00	181,033	186,376	187,093
0133D	Computer Systems Prog, App D	1.00	1.00	1.00	111,124	113,902	114,338
01350	Appl Dev Systems Analyst	1.00	0.00	0.00	73,226	0	0
0135D	Appl Dev Systems Analyst, App D	1.00	2.00	2.00	112,214	223,657	229,804
0135E	Appl Dev Systems Analyst, App E	1.00	0.00	0.00	116,468	0	0
01400	Information Technology Manager	0.00	1.00	1.00	0	98,032	98,406
05330	Operations Manager	2.00	4.00	4.00	194,392	418,746	420,353
06010	Meter Reader	16.00	16.00	16.00	797,749	820,789	829,719
06020	Utilities Field Investigator	16.00	15.00	15.00	938,186	872,182	876,680
06090	Customer Services Supervisor	0.00	7.00	7.00	0	515,908	517,883
06110	Customer Service Assistant	56.60	60.00	60.00	2,803,451	3,000,676	3,068,607
06120	Customer Service Assistant, Sr	10.00	10.00	10.00	636,203	630,863	635,154
06160	Customer Service Manager	1.00	1.00	1.00	173,162	179,149	179,838
06200	Energy Services Supervisor	1.00	1.00	1.00	95,177	92,498	92,854
06210	Energy Services Account Exec	4.00	4.00	4.00	371,903	360,307	365,634
06310	Energy Services Specialist I	2.00	1.00	1.00	119,892	58,075	58,296
07370	Administrative Assistant	2.00	1.00	1.00	125,363	58,385	58,611
07390	Office Manager	0.00	1.00	1.00	0	65,452	69,045
11090	Management Analyst I	2.00	2.00	2.00	158,330	150,300	150,880
11200	Management Analyst II	3.00	2.00	2.00	260,457	167,214	167,855
11270	Admin Services Manager I	4.00	0.00	0.00	316,802	0	0
11350	Management Analyst III	1.00	2.00	2.00	103,618	191,815	192,553

<b>Sub-Total</b>	<b>145.60</b>	<b>152.00</b>	<b>152.00</b>	<b>8,674,978</b>	<b>9,230,858</b>	<b>9,352,602</b>
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**Temporary Employees:**

06010 Meter Reader	1.00	1.00	1.00	44,433	44,304	44,474
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<b>Sub-Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>44,433</b>	<b>44,304</b>	<b>44,474</b>
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<b>FTE Total</b>	<b>146.60</b>	<b>153.00</b>	<b>153.00</b>	<b>8,719,410</b>	<b>9,275,162</b>	<b>9,397,076</b>
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<b>2011 Revenue Breakdown (Projected)</b>	<b>Ready to Serve Revenue</b>	<b>Rate per CCF Revenue</b>	<b>Total</b>	<b>% Fixed</b>
Residential	21,011,954	16,898,825	37,910,779	55.4%
Commercial	3,662,845	4,407,896	8,070,741	45.4%
Large Volume Commercial	81,753	1,748,171	1,829,924	4.5%
Parks and Irrigation	649,098	1,269,779	1,918,876	33.8%
Wholesale	189,513	1,799,723	1,989,236	9.5%
Private Fire	1,953,610	-	1,953,610	100.0%
Simpson (Contract)	668,802	3,966,838	4,635,640	14.4%
<b>Total</b>	<b>28,217,575</b>	<b>30,091,232</b>	<b>58,308,807</b>	<b>48.4%</b>

<b>2012 Revenue Breakdown (Projected)</b>	<b>Ready to Serve Revenue</b>	<b>Rate per CCF Revenue</b>	<b>Total</b>	<b>% Fixed</b>
Residential	22,060,099	17,592,853	39,652,952	55.6%
Commercial	3,858,149	4,778,949	8,637,098	44.7%
Large Volume Commercial	85,476	1,870,862	1,956,338	4.4%
Parks and Irrigation	696,276	1,400,017	2,096,293	33.2%
Wholesale	198,143	2,088,508	2,286,651	8.7%
Private Fire	2,142,890	-	2,142,890	100.0%
Simpson (Contract)	703,580	4,173,114	4,876,694	14.4%
<b>Total</b>	<b>29,744,614</b>	<b>31,904,301</b>	<b>61,648,915</b>	<b>48.2%</b>